



Reflect Reconciliation Action Plan

July 2026 – December 2027





We acknowledge the Traditional Custodians of the land on which we operate and meet, recognise their continuing connection to Country, waters and communities, and pay our respects to Elders past and present.

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About the artwork and artist

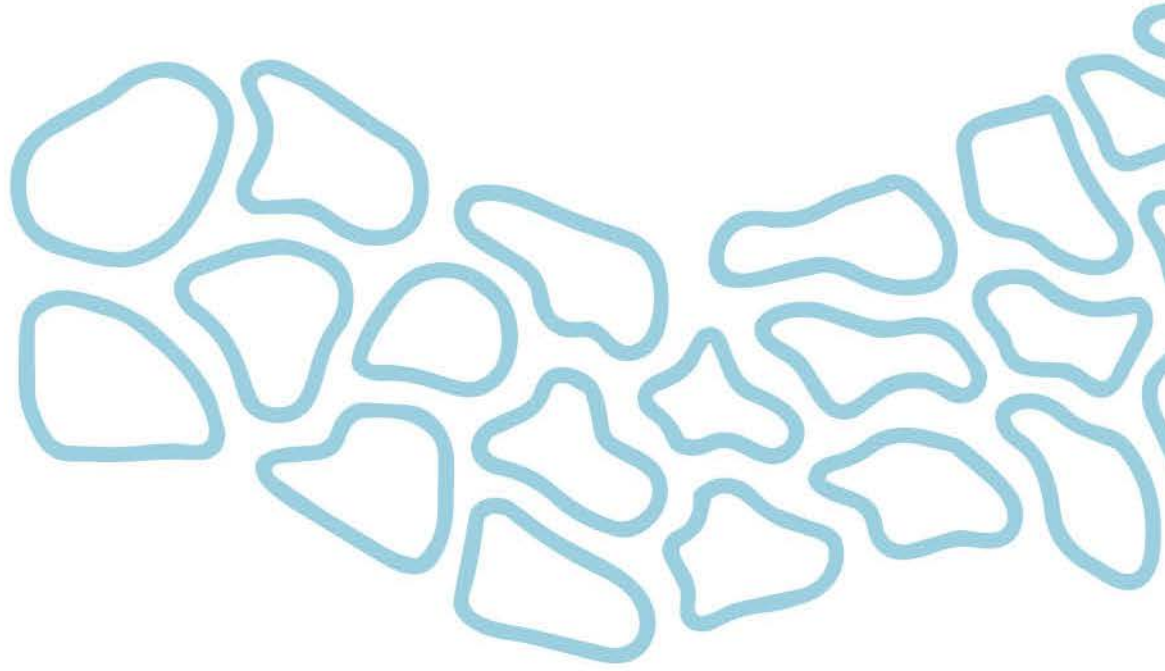


Artist Gavin Kum Sing with his artwork, *Two Worlds, One Country*, installed at the Private Energy Partners office.

Gavin Kum Sing is a proud Aboriginal and Torres Strait Islander man whose life and work are grounded in the belief that Culture is Life. Of Juru, Wulgurukaba and Bindal heritage, with ancestral connections to the Torres Strait, the Solomon Islands and across North Queensland, Gavin brings more than 26 years' experience working with Aboriginal and Torres Strait Islander communities.

His career spans justice, health, cultural program development, youth support and economic empowerment, underpinned by a strong commitment to culturally safe practices and meaningful outcomes for his people. A respected cultural educator for over 15 years, Gavin has delivered cultural awareness training across government, agencies and community groups.

He is also an accomplished artist whose works are held nationally and internationally, and a recognised community leader, founding initiatives such as Brothers Act of Kindness (BARK) and the Townsville & Thuringowa Regional Indigenous Men's Association.



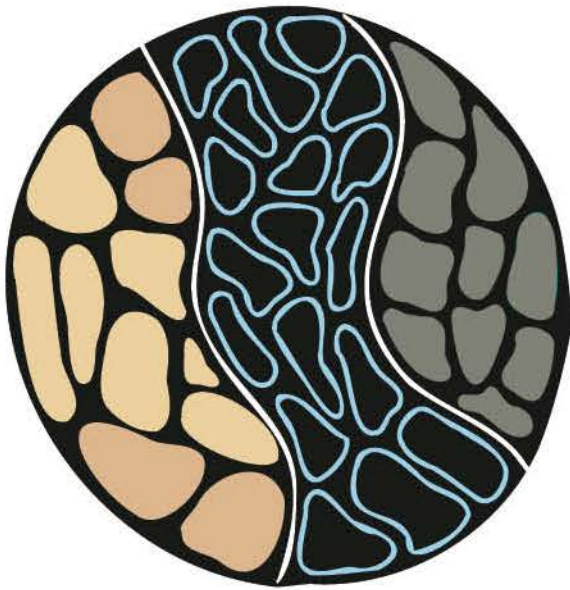
Gavin's contributions have been acknowledged through multiple awards, reflecting the deep respect he holds across communities throughout Australia.

Two Worlds, One Country reflects the connection between ancient culture and contemporary life. The artwork honours Country as the giver of life, shelter, and seasons, with layered elements representing thousands of years of stories, history, and knowledge passed through generations. It speaks to the enduring presence of ancestors and the deep cultural connection to land and spirit.

At the centre of the artwork is the snake, Gubulla Munda, the Dreaming Creator, symbolising creation, guidance, and the continuation of life. Flowing through the piece, the water system represents renewal, survival, and connection — linking people, places, and stories across time. Together, the artwork tells a story of continuity where before time and now time exist side by side.



Message from our RAP Working Group

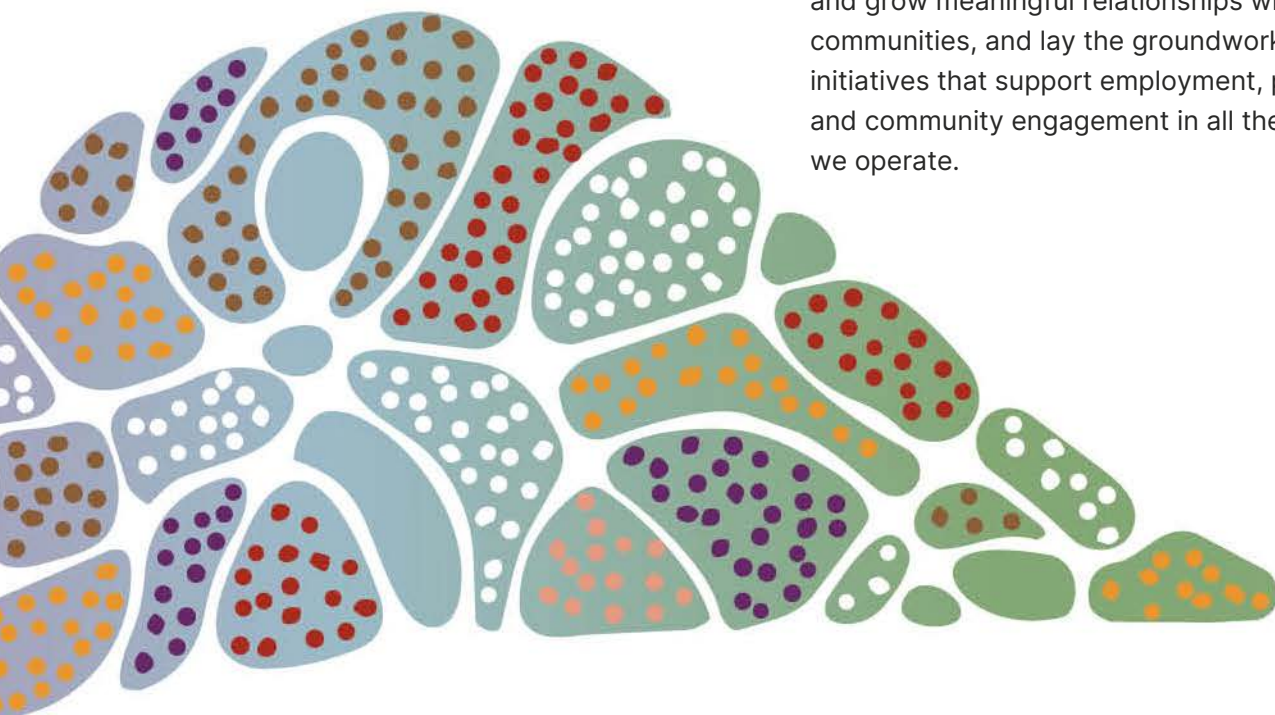


We are proud to introduce Private Energy Partners Australia's inaugural Reflect Reconciliation Action Plan (RAP), a foundational step in our journey toward reconciliation with Aboriginal and Torres Strait Islander peoples.

We believe the transition to clean energy and manufacturing must be inclusive, respectful, and empowering. Our teams are responsible for ensuring that our company values and behaviours are applied in every aspect of our work and in this journey.

As we develop and operate renewable and low carbon projects across Australia, we recognise the deep cultural, spiritual, and historical connection that First Nations peoples have with the land. This RAP is our commitment to listen, learn, and act.

This Reflect RAP provides us with the opportunity to build cultural awareness within our team, establish and grow meaningful relationships with First Nations communities, and lay the groundwork for future initiatives that support employment, procurement, and community engagement in all the regions we operate.



We are committed to embedding reconciliation principles into our operations and decision-making.

We would like to thank our RAP Working Group for their dedication and insight, and Reconciliation Australia for their guidance. We know that reconciliation is a collective effort, and we are excited to walk this path together—with humility, purpose, and a genuine desire to contribute to a more inclusive and equitable future.

*Artist's impression - Gladstone Gladstone
SDA Energy Hub project.*

Statement from CEO of Reconciliation Australia



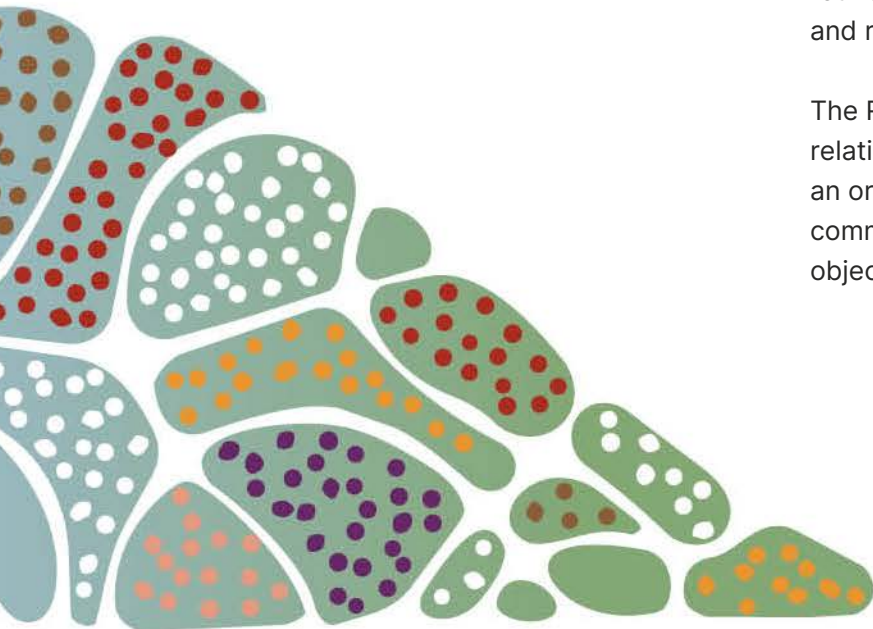
Reconciliation Australia welcomes Private Energy Partners to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Private Energy Partners joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 5.5 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.



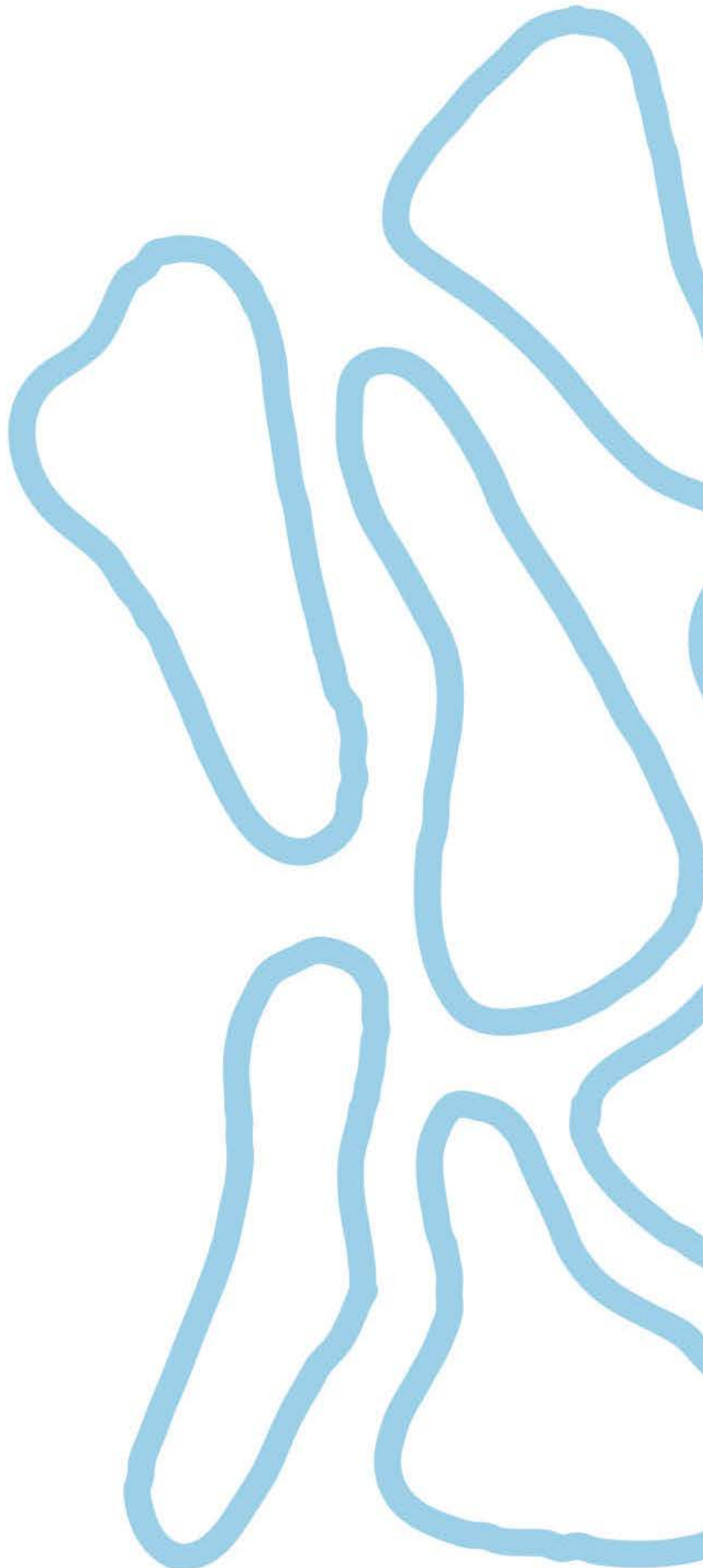
These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

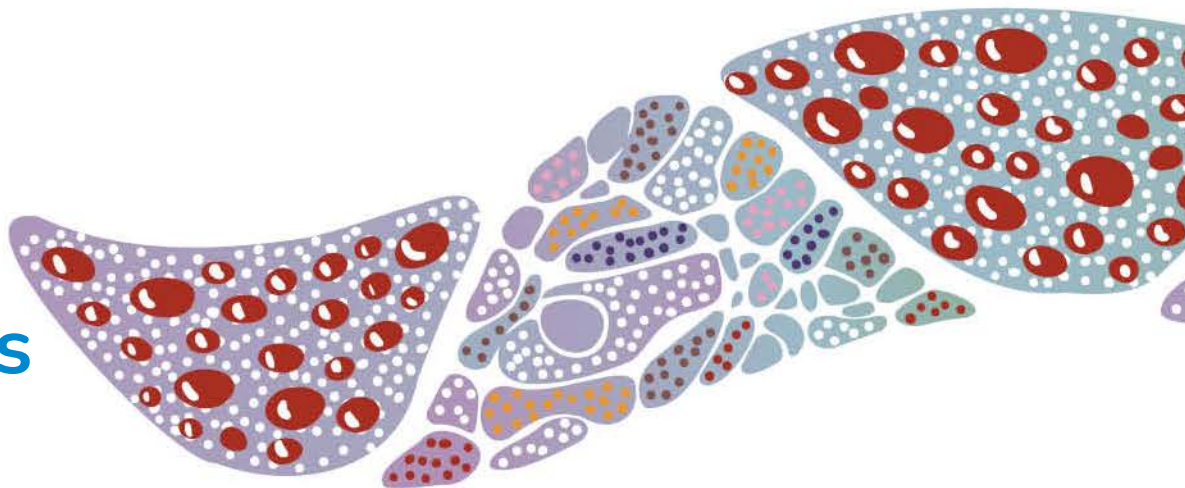
This Reflect RAP enables Private Energy Partners to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Private Energy Partners, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our business



Private Energy Partners, is a privately-owned independent developer, constructor, and operator of low carbon energy solutions, delivering long-term value for communities, partners, and the environment. The business has been established to provide Quinbrook Infrastructure Partners with enhanced capability in project origination, development, asset management and revenue optimisation. Projects developed or supported by Private Energy Partners are intended to be dedicated for future investment by Quinbrook via its managed funds.

Through this relationship, we combine international expertise and investment strength with deep local knowledge, enabling us to deliver high-quality renewable energy, storage and low emissions manufacturing projects at scale across Australia.

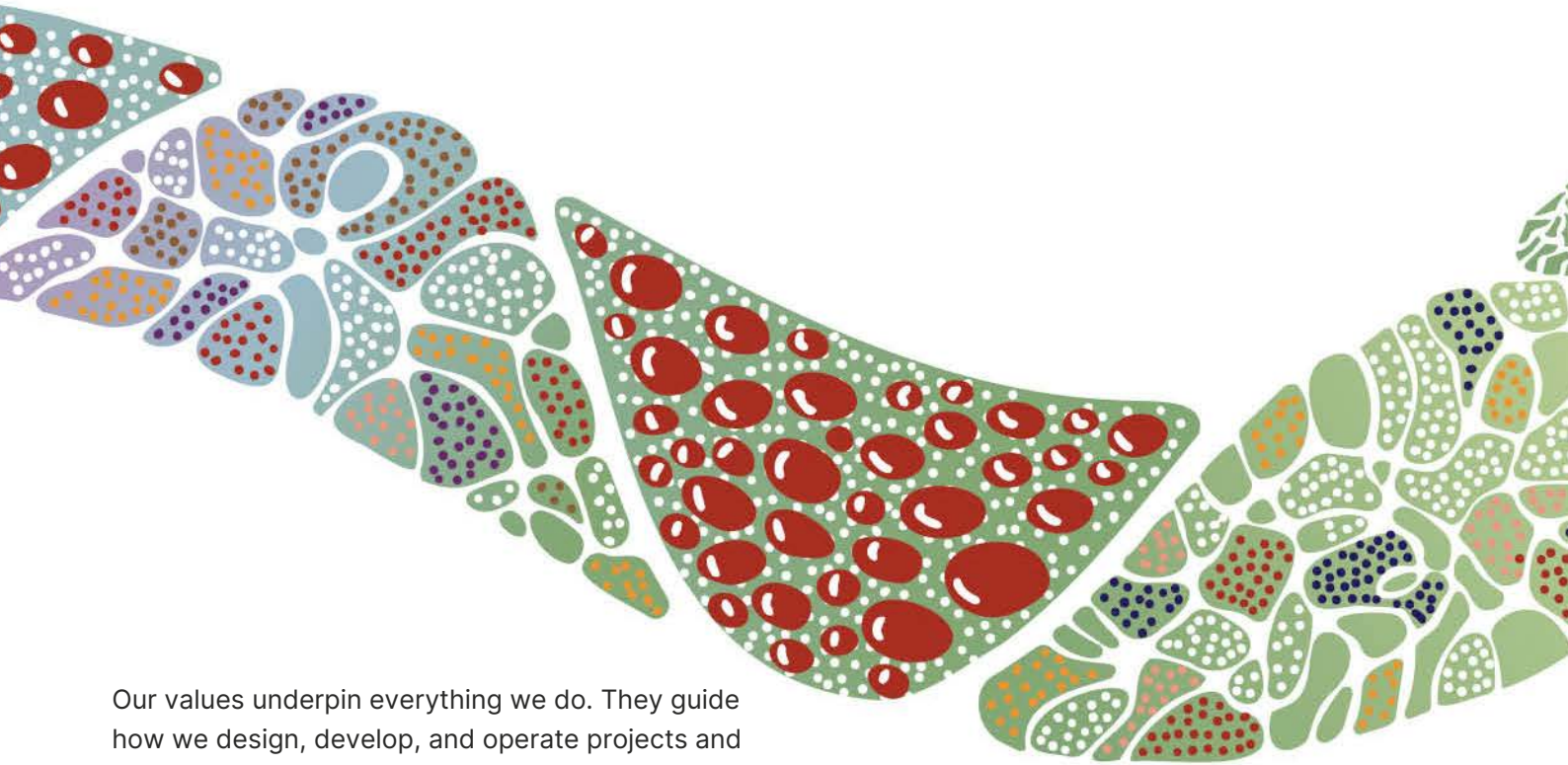
The Private Energy Partners Australian team, based in Brisbane, comprises around 45 specialists in energy markets and investing, commercial management, project development, engineering, construction and community engagement. This expertise allows us to identify, design, build and operate innovative solutions—from large-scale solar and wind generation to advanced battery energy storage systems and advanced manufacturing facilities—that strengthen Australia's energy system and create jobs and a cleaner energy future for all.



Private Energy Partners staff on Country in Townsville with Bindal Applicants.

Acknowledging that presently we have no identified Aboriginal or Torres Strait Islander employees, we are committed to strengthening First Nations participation across our business and supply chains, and will work to create culturally safe, inclusive, and meaningful employment pathways.

Our purpose is clear: to accelerate the energy transition by delivering innovative, high-impact infrastructure and clean energy projects that create lasting value for our employees, investors, communities, and the planet.



Our values underpin everything we do. They guide how we design, develop, and operate projects and how we engage with our stakeholders:

- Integrity and Accountability – We do what we say, acting with honesty, transparency, and respect.
- Innovation and Excellence – We challenge ourselves to think differently, applying creativity and expertise to deliver world-class solutions.
- Collaboration and Partnership – Traditional Owners, regional communities, governments, and industry to ensure our projects deliver lasting social, cultural, and environmental benefits.
- Sustainability and Stewardship – We are committed to protecting Country, reducing emissions, and building projects that enhance both the environment and society.
- People and Culture – We foster an inclusive, supportive, and high-performing workplace that empowers our people to thrive.

With a growing portfolio of sustainable, integral and respectful renewable and energy storage projects nationwide—backed by Quinbrook’s global leadership in sustainable infrastructure—Private Energy Partners Australia is shaping a cleaner, more resilient, and more prosperous energy future for all.



Supernode project in Brisbane's northern suburbs.

Our Vision for Reconciliation

Our vision for reconciliation is to create an environment that acknowledges and respects the rich and sustained culture of First Nations peoples and strengthens relationships between First Nations and non-Indigenous peoples for the benefit of all.



Private Energy Partners staff on Country in Gladstone with elders of the First Nations Bailai, Gurang, Gooreng Gooreng, Taribelang Bunda People Development Corporation senior cultural heritage representatives.



Private Energy Partners staff on Country in Townsville with Bindal Applicants.



Private Energy Partners in Townsville meeting with Bindal Applicants.

Our RAP

Private Energy Partners is implementing a RAP to strengthen our relationships with Aboriginal and Torres Strait Islander communities and embed reconciliation into our energy transition strategy. The RAP reflects our commitment to respect, inclusion, and shared prosperity as we develop energy infrastructure projects across Australia.

Matt Hallam, Private Energy Partners General Manager, is our RAP Champion, leading the initiative with a focus on integrating reconciliation into our company culture and operations. His leadership ensures the RAP is more than symbolic—it's a strategic framework for long-term engagement and accountability.

Our Reflect RAP marks the beginning of our journey, laying the groundwork through staff education, cultural awareness training, and relationship-building with First Nations stakeholders. This foundation will support future RAP stages, by setting measurable goals and embedding reconciliation into business practices.

The RAP will guide our engagement with Traditional Owners early in project development, protecting cultural heritage, and co-designing initiatives that deliver mutual benefits. It will support us to create employment pathways and support First Nations enterprises in the renewable energy sector.

Through the implementation of our RAP, we seek to acknowledge the past and commit to a future built on respect and collaboration, aligned with our values and vision for a just, inclusive energy transition for all Australians.

Our RAP Working Group

Our RAP Working Group (RWG) draws its membership from across our Australian operations and is responsible for coordinating and implementing our RAP actions and establishing a collaborative process for engaging our employees and broader workforce in RAP activities.

The RWG is chaired by the RWG Convenor, who is responsible for coordinating the implementation of our RAP actions. Responsibilities for key actions are assigned to leaders across our organisation. RWG members support the development, implementation and evaluation of our RAP across the course of business operations in Australia.

The development and implementation of our RAP is supported by the Executive Leadership Team.

Our RAP Working Group (RWG) Members

Matt Hallam

General Manager
Private Energy Partners
RAP Champion

Mitch Crawford

Senior Director & Head of Project Development
Private Energy Partners
RWG Convenor

Rachel Louie

Director
Quinbrook Infrastructure Partners
RWG Member

Lindsey Wowor

Stakeholder and Community Relations Manager
Private Energy Partners
RWG Member

Scott Nolan

Senior Development Manager (North Queensland)
Private Energy Partners
RWG Member

Nicole Livingstone

Office Manager
Private Energy Partners
RWG Member

Craig Johnston

Senior Project Developer
Private Energy Partners
RWG Member

Robert Johansen

Senior Development Manager
(Central Queensland) and Senior Director – Minerals
Private Energy Partners
RWG Member

Vignesh Bandi

Senior Vice President - Investment Team Australia
Quinbrook Infrastructure Partners
RWG Member

Andrew Davis

Head of Construction
Private Energy Partners
RWG Member



Relationships

Action

- 1** Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverable	Timeline	Responsibility
Identify First Nations stakeholders and organisations within our local project areas or sphere of influence.	December 2026	Stakeholder and Community Relations Manager
Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2027	Stakeholder and Community Relations Manager
Develop a First Nations Engagement Strategy to support Private Energy Partners' relationships with First Nations stakeholders in our local project areas.	June 2026	Stakeholder and Community Relations Manager
Review the existing Community Benefits Framework and develop a First Nations Benefits Framework to ensure access and opportunities for local Traditional Owners and First Nations organisations.	July 2026	Stakeholder and Community Relations Manager

Action

- 2** Build relationships through celebrating National Reconciliation Week (NRW).

Deliverable	Timeline	Responsibility
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May annually	Stakeholder and Community Relations Manager
RAP Working Group members to participate in an external NRW event.	27 May - 3 June annually	Stakeholder and Community Relations Manager
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June annually	Stakeholder and Community Relations Manager
Convene an internal Private Energy Partners' event to celebrate NRW.	27 May- 3 June annually	Stakeholder and Community Relations Manager

Action

3 Promote reconciliation through our sphere of influence.

Deliverable	Timeline	Responsibility
Communicate our commitment to reconciliation to all staff.	July 2026	RAP Executive Sponsor
Identify external stakeholders that Private Energy Partners can engage with on our reconciliation journey.	September 2026	Stakeholder and Community Relations Manager
Identify organisations with a RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	September 2026	Stakeholder and Community Relations Manager
Publish RAP on the Private Energy Partners Community Hub website.	July 2026	Stakeholder and Community Relations Manager

Action

4 Promote positive race relations through anti-discrimination strategies.

Deliverable	Timeline	Responsibility
Research best practice and policies in areas of race relations and anti-discrimination.	December 2026	Office Manager
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2027	Office Manager





Action

- 5** Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Deliverable	Timeline	Responsibility
Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	September 2026	RWG Convenor
Conduct a review of cultural learning needs within our organisation.	June 2027	Office Manager

Action

- 6** Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverable	Timeline	Responsibility
Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	September 2026	Head of Development
Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols through annual training.	February 2027	Stakeholder and Community Relations Manager
Identify opportunities to acknowledge and integrate First Nations cultural protocols into operational activities and key events within our business.	December 2026	RWG Convenor
Incorporate our 'Vision for Reconciliation' into corporate documents, online content and signature blocks.	September 2026	Stakeholder and Community Relations Manager

Action

7 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Deliverable	Timeline	Responsibility
Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June annually	RWG Convenor
Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June annually	RWG Convenor
Introduce our staff to NAIDOC Week by promoting external events in our local area.	June annually	Stakeholder and Community Relations Manager
RAP Working Group to participate in an external NAIDOC Week event.	First week in July annually	RAPWG Convenor
Encourage staff to attend local NAIDOC events and activities to increase their understanding and appreciation of First Nations cultures and histories.	July annually	RAP Executive Sponsor
Convene an internal Private Energy Partners event to celebrate NAIDOC Week.	First week in July annually	Office Manager





Opportunities

Action

- 8** Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.

Deliverable	Timeline	Responsibility
Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	June 2027	Lead: Head of Development Support: Senior Development Managers
Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2026	Lead: Head of Development Support: Senior Development Managers
Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	June 2026	Lead: Head of Construction Support: Head of Development

Action

- 9** Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverable	Timeline	Responsibility
Develop a First Nations Procurement Strategy to deliver direct and indirect opportunities for First Nations participation in our business activities.	June 2026	Lead: Head of Construction Support: Head of Development
Investigate Supply Nation membership.	September 2026	Head of Construction



Governance

Action

- 10** Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.

Deliverable	Timeline	Responsibility
Maintain a RWG to govern RAP implementation.	Review June 2027	RWG Convenor
Draft a Terms of Reference for the RWG.	July 2026	RWG Convenor
Establish Aboriginal and Torres Strait Islander representation on the RWG.	June 2027	RWG Convenor

Action

- 11** Provide appropriate support for effective implementation of RAP commitments.

Deliverable	Timeline	Responsibility
Define resource needs for RAP implementation.	July 2026	RWG Convenor
Continue to engage senior leaders in the delivery of RAP commitments.	June 2027	RWG Executive Sponsor
Maintain a senior leader to champion our RAP internally.	August 2027	RWG Executive Sponsor
Define appropriate systems and capability to track, measure and report on RAP commitments.	September 2026	Stakeholder and Community Relations Manager

Action

- 12** Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally

Deliverable	Timeline	Responsibility
Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Stakeholder and Community Relations Manager
Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	Stakeholder and Community Relations Manager
Communicate our RAP progress to internal and external stakeholders	June annually	Stakeholder and Community Relations Manager

Action

- 13** Continue our reconciliation journey by developing our next RAP.

Deliverable	Timeline	Responsibility
Register via Reconciliation Australia's website to begin developing our next RAP.	August 2027	RWG Convenor



For public enquiries about our RAP please contact
Lindsey Wowor | Stakeholder and Community Relations Manager
Phone: 1800 975 039 Email: community@private-energypartners.com



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