



# Reflect Reconciliation Action Plan

June 2025 - December 2026



# Acknowledgement of Country

LMS Energy acknowledges the Traditional Custodians of Country throughout Australia and their enduring connections to the land, sea, and community. We recognise Country not just as a place, but as a preserver of community, family, customs, and language. We pay our respects to the Elders, past and present, of the Aboriginal and Torres Strait Islander communities, and the Traditional Custodians of the lands where our offices are located:

- Kaurna Land (Unley and Prospect)
- Wurundjeri and Bunurong Land (Derrimut)
- Meanjin Land (Brisbane)
- Yugambeh Land (Yatala)
- Dharawal Land (Caringbah)

We extend our respect to all Elders, honouring their stewardship of these lands across generations. LMS Energy is committed to reconciliation, recognising the Traditional Custodians as the original stewards of our shared spaces.

**THIS ALWAYS WAS, ALWAYS WILL BE,  
FIRST NATIONS LAND.**



# Terminology and Language

For the purpose of this document, references to Aboriginal and/or Torres Strait Islander peoples are clarified as follows:

**'FIRST NATIONS PEOPLES'** will be used to refer to Aboriginal and/or Torres Strait Islander peoples, aiming to respectfully include the diverse cultures, languages and identities of these communities.

**'TRADITIONAL CUSTODIANS'** refers to First Nations peoples who have an ongoing responsibility to care for Country, a role deeply embedded in their cultural and spiritual connection to the land.

**'FIRST NATIONS FOCUS GROUP'** refers to the Reconciliation Action Plan Working Group (RAPWG). It reflects the internal structure of the group and its roles as an integral part of the Diversity, Equity, and Inclusion (DEI) committee.

We recognise and honour the diversity of Aboriginal and/or Torres Strait Islander communities, cultures, and practices. The use of collective terms in this document is not intended to diminish the unique identities and experiences of First Nations peoples across this country and its islands.



# CO-CEO Message

I am proud to present LMS Energy's inaugural Reflect Reconciliation Action Plan (RAP), a key step in our commitment to reconciliation. This plan symbolises our dedication to gaining a deeper understanding of First Nations peoples, their cultural heritage, and their enduring connection to lands and waters across Australia.

At LMS Energy, our purpose is clear: to protect the environment, to be a great company for our people, clients, and the community, and to challenge the status quo through innovation. These guiding principles underpin everything we do, including our commitment to reconciliation. By honouring the deep cultural connections of First Nations peoples to Country, we strive to innovate and create meaningful change while fostering respect, understanding, and collaboration.

This Reflect RAP is about laying a strong foundation for our future reconciliation efforts. It gives us an opportunity to reflect, listen, and learn—building an understanding of how LMS Energy can contribute meaningfully to reconciliation. Over the next 18 months, we will engage with First Nations stakeholders, listen to their perspectives, and seek their guidance on how our business can amplify their voices within our sphere of influence.

Our DEI committee, including our First Nations focus group, have been instrumental in shaping this Reflect RAP. They have helped us recognise the powerful role we play in advancing reconciliation, not only through our projects and environmental initiatives but through the collective efforts of our people, who are at the heart of everything we do.

As Australia's leading emissions reduction company, LMS Energy will continue to protect the environment by reducing over 4 million tonnes of greenhouse gases annually. Just as we innovate in reducing emissions, we will strive to be passionate and impactful in our reconciliation efforts, understanding that our actions today lay the groundwork for a stronger, more inclusive tomorrow.

**James McLeay**  
Co-CEO  
LMS Energy



# Statement from CEO of Reconciliation Australia

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

LMS Energy 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 close to 3 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 LMS Energy 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 LMS Energy, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

**Karen Mundine**  
CEO  
Reconciliation Australia









# Our Business – Who We Are

At LMS Energy, we see waste as an opportunity to drive meaningful change.

As Australia's leading bioenergy and methane abatement company, our purpose goes beyond protecting the environment from the impact of waste; we transform it into a renewable resource that benefits our planet and future generations.

Each year, we prevent over 4 million tonnes of greenhouse gases from entering the atmosphere by capturing methane from landfill sites and converting it into clean, reliable energy. This effort not only contributes to the global net-zero journey but also generates renewable energy for more than 100,000 homes.

For over 40 years, LMS Energy has been at the forefront of bioenergy and methane abatement, aligning our efforts with climate change mitigation. While we champion waste reduction and recycling, we acknowledge the continued role of landfills and the critical importance of capturing and eliminating the greenhouse gases they emit.

Today, LMS Energy operates over 60 biogas projects with a total installed capacity of 90MW, ensuring a positive environmental impact across Australia, New Zealand, and the United States.

Our operations are supported by a dedicated team of around 300 employees and offices in South Australia, Victoria, New South Wales and Queensland. Together, we're committed to delivering innovative solutions that protect the environment and align with our core mission of decarbonisation and sustainability.

In addition to our environmental efforts, LMS Energy is deeply committed to fostering reconciliation and building strong relationships with First Nations communities. We currently employ 3 Aboriginal and Torres Strait Islander staff and are implementing our Reflect Reconciliation Action Plan (RAP), a foundational step in our journey.

## THROUGH THE REFLECT RAP, WE AIM TO:



Enhance **cultural awareness and respect** within our organisation,



Create **economic participation opportunities**, and



Honour the **cultural heritage** of First Nations peoples.

Together, we are working towards a more inclusive and equitable Australia, where the contributions and perspectives of First Nations peoples are valued and respected. This journey is just the beginning, and we are committed to continuous learning and improvement as we move forward.

# Our Values

Our values underpin the attitudes and character of LMS Energy. We bring these values to our reconciliation journey, ensuring that every step we take is guided by these principles.



Integrity



Innovation



Safety



Development



Teamwork



Commitment





# Our Vision for Reconciliation

Our vision for reconciliation is a unified Australia that acknowledges the full history of our nationhood, sharing this history through ongoing truth-telling, with future generations.

We envision a country where the culture, traditions, and knowledge of First Nations peoples are genuinely valued and celebrated.

We believe that collaborative action, stemming from honest dialogue, can lay the foundation for a just and inclusive future, as called for in the Uluru Statement from the heart.

This statement advocates for an Aboriginal Voice to Parliament, a Makarrata Commission for agreement-making, and truth-telling about our history. Makarratta, a Yolngu word, means “a coming together after a struggle” and represents a process of conflict resolution, peacemaking, and justice.



# Our Core Principles

By embracing these principles, we are committed to creating a future where reconciliation is not just an aspiration but a reality, ensuring a just and inclusive Australia is realised for all.



## RESPECT AND RECOGNITION

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We honour the deep connection that First Nations peoples have with the land, waters, and communities. By acknowledging the past and its impacts, we aim to build a foundation of mutual respect and trust.



## PARTNERSHIP AND COLLABORATION

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Our reconciliation journey is centred on forging meaningful partnerships with First Nations peoples and their communities. We strive for open and honest dialogue, ensuring their voices are heard and valued in our decision-making processes.



## EDUCATION AND AWARENESS

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We believe education is key to fostering understanding and respect. LMS Energy is committed to raising awareness about the histories, cultures, and achievements of First Nations peoples among our employees, stakeholders, and the broader community.



## SUSTAINABLE FUTURES

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We are dedicated to preserving our planet and environment for future generations. We see reconciliation as a crucial step towards optimising our collective stewardship of the land and building a sustainable future for all Australians.



## ACCOUNTABILITY AND PROGRESS

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Transparency and accountability are at the heart of our reconciliation efforts. Through our first Reflect RAP, we aim to deepen our understanding of First Nations peoples' priorities and develop a roadmap to enhance the cultural competency of our business.



# Our Reconciliation Action Plan

At LMS Energy, embarking on our Reflect RAP journey signifies our deep commitment to diversity, inclusion and reconciliation.

This journey marks an important step in building meaningful connections with First Nations communities while fostering a workplace culture rooted in respect, transparency, and continuous improvement.

The Reflect RAP represents the foundation of our reconciliation efforts, guiding us as we define what reconciliation means for our business and how we can engage effectively with First Nations stakeholders. Through this plan, we aim to:

## **SCOPE AND DEVELOP RELATIONSHIPS**

Establishing and nurturing meaningful connections with First Nations communities will be a priority. We are committed to listening to their perspectives and collaborating to create opportunities that bring mutual value.

## **DEFINE OUR VISION FOR RECONCILIATION**

By reflecting on our practices and engaging with stakeholders, we will refine our vision for reconciliation and set actionable goals that align with our organisational values.

## **EXPLORE OUR SPHERE OF INFLUENCE**

We will identify ways to make a positive impact within our operations and in the broader community. This includes recognising and protecting culturally significant sites and ensuring we act respectfully and responsibly.

## **LEARN AND ADAPT**

Reconciliation is a continuous journey of growth and understanding. We are committed to embracing opportunities to learn and evolve, ensuring our practices foster inclusivity and respect.

The Reflect RAP is not just about understanding our current position — it's about guiding our people on a journey of growth and learning. It reflects our commitment to fostering a culture of respect, inclusivity, and kindness, and to making a meaningful difference.



# Our RAP Governance

The First Nations focus group, a key part of the DEI committee, will lead the implementation of LMS Energy's Reflect RAP.

This group is supported by RAP Champion Jon Varcoe, Chief Scientist, whose leadership will drive awareness of reconciliation efforts and prioritise the inclusion of First Nations peoples across the organisation and in external partnerships. The group is composed of representatives from various business units, ensuring diverse perspectives are incorporated into the successful delivery of Reflect RAP actions.

## OUR FIRST NATIONS FOCUS GROUP CONSISTS OF:

### RAP Champion

Jon Varcoe  
Chief Scientist

### RAP Chair

Isobella Katsikis  
People and Culture Officer

### People and Culture Representative

Scarlett Scott  
Coordinator – People and Culture

### Procurement Representative

Joseph Falzon  
Supervisor – Procurement

### Learning and Development Representative

Tegan Couzner  
Supervisor – Learning and Development

### Media and Communications Representative

Luci Blackborough  
Communications Officer

### RAP Working Group Members

Zoe Vaughan, Supervisor – Legal & Growth  
Chelsea Hampel, Environmental Graduate  
Amanda Petrie, Supervisor - Carbon Markets  
Andrew Johnston, Manager – Environmental  
Danica Driz, Coordinator – Compliance





## Relationships

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within local areas or spheres of influence, across Australia.	June 2025	Lead: Supervisor – Legal and Growth/Environmental Graduate Support: First Nations Focus Group Member
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2025	Lead: Supervisor – Legal and Growth/Environmental Graduate Support: First Nations Focus Group Member
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May 2025	Lead: RAP Chair Support: Media and Communications Representative
	First Nations focus group members to participate in an external NRW event.	May 2026	Lead: RAP Chair
	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)	Lead: RAP Champion
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	June 2026	Lead: RAP Chair Support: Media and Communications Representative
	Publish RAP and related information on our website to promote our reconciliation commitment to external stakeholders.	June 2026	Lead: RAP Chair Support: Media and Communications Representative
	Identify external stakeholders that our organisation can engage with on our reconciliation journey, for advice and support.	July 2025	Lead: RAP Champion Support: First Nations Focus Group Member
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	August 2025	Lead: People & Culture Representative
	Conduct a review of P&C policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2025	Lead: People & Culture Representative

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a strategy for increasing, understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	November 2025	Lead: Supervisor – Legal and Growth/Environmental Graduate Support: First Nations Focus Group Member
	Conduct a review of cultural learning needs within our organisation.	March 2026	Lead: RAP Chair Support: Learning & Development Representative
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the Country within our organisations operational area.	October 2025	Lead: Supervisor – Legal and Growth/Environmental Graduate Support: First Nations Focus Group Member
	Increase our team’s understanding of the purpose and significance of cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2025	Lead: Supervisor – Legal and Growth/Environmental Graduate Support: First Nations Focus Group Member
	Review terminology used in marketing materials, social media posts etc. to ensure that the language we use is respectful and accurate to relevant cultural and geographical groups.	April 2026	Lead: RAP Chair Support: Media and Communications Representative
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness amongst staff about the meaning of NAIDOC Week by circulating information and resources.	June 2025	Lead: RAP Chair Support: First Nations Focus Group Member
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025	Lead: RAP Chair Support: First Nations Focus Group Member
	RAP Working Group to participate in an external NAIDOC Week event (in person or online).	First week in July, 2025	Lead: Supervisor – Legal and Growth/Environmental Graduate Support: First Nations Focus Group Member





## Opportunities


ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. This may include opportunities for trainees, work placements and other cultural diversity initiatives.	May 2026	Lead: People and Culture Representative
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2026	Lead: People and Culture Representative
	Review P&C and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	April 2026	Lead: People and Culture Representative
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	June 2026	Lead: Supervisor – Legal and Growth/Environmental Graduate Support: Procurement Representative
	Investigate Supply Nation membership.	December 2025	Lead: Supervisor – Legal and Growth/Environmental Graduate Support: Procurement Representative



## Governance

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	June 2025	Lead: RAP Chair
	Draft a Terms of Reference for the RWG.	June 2025	Lead: Supervisor – Legal and Growth/Environmental Graduate Support: First Nations Focus Group Member
	Investigate Aboriginal and Torres Strait Islander representation on the RWG this can be both internal and/or external representation.	August 2025	Lead: People and Culture Representative Support: RAP Chair
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	June 2025	Lead: People and Culture Representative Support: Rap Chair
	Engage senior leaders in the delivery of RAP commitments.	May 2025	Lead: RAP Chair Support: RAP Champion
	Provide support to a senior leader to effectively champion our RAP internally.	May 2025	Lead: RAP Champion
	Define appropriate systems and capability to track, measure and report on RAP commitments.	June 2025	Lead: RAP Chair Support: People and Culture Representative
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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.	1 July Annually	Lead: RAP Chair
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August Annually	Lead: RAP Chair
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September Annually	Lead: RAP Chair
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	May 2026	Lead: RAP Chair





For public enquiries about  
our RAP, please contact:

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