

INNOVATE RECONCILIATION ACTION PLAN

SEPTEMBER 2020 TO AUGUST 2022



RECONCILIATION
ACTION PLAN
INNOVATE



MESSAGE FROM OUR CEO



As a significant employer and investor in Australia, South32 has the ability, and the responsibility, to make a real impact on reconciliation.

Our vision for reconciliation is for an Australia that embraces the histories and cultures of Aboriginal and Torres Strait Islander peoples and that, as a nation, we work collectively toward supporting all Australians.

When we developed our first Reconciliation Action Plan (RAP) in 2018, we wanted to create a strong foundation for long-term change. It was our chance to make a public statement about what we wanted to achieve and how we would do it.

Our Reflect RAP saw us establish Reconciliation Working Groups, become a member of Supply Nation to increase opportunities for Aboriginal and Torres Strait Islander businesses to work with us, and host National Reconciliation Week and NAIDOC Week events across Australia.

I am now proud to present our Innovate RAP which takes us through to 2022 and raises the bar on our previous commitments, as we embed reconciliation activities in our core business practices and decision-making.

Our Innovate RAP consolidates what we have done to date and introduces new goals. For example, we will increase Aboriginal and Torres Strait Islander participation in our Australian workforce and increase procurement of goods and services from Aboriginal and Torres Strait Islander businesses.

We will invest more in our Aboriginal and Torres Strait Islander communities, including establishing a partnership with the Australian Indigenous Education Foundation for a national Indigenous secondary school scholarships and employment pathways program and implement an Indigenous

Leadership and Governance Program at Groote Eylandt Mining Company (GEMCO). We will roll out cultural awareness training and activities for our employees to increase their understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.

Importantly, we will continue to tell our reconciliation story to our communities and our workforce so we are transparent about what we want to achieve, while seeking feedback on how we can improve.

Everything we do at South32 is underpinned by our values – care, trust, togetherness and excellence – and these values will continue to guide our approach to reconciliation.

We still have a long way to go, but we will work together in a meaningful way with Aboriginal and Torres Strait Islander peoples to build lasting relationships and improve lives now, and for generations to come.

I look forward to updating you on our progress.

Graham Kerr
Chief Executive Officer
South32

“
...we will work together in a meaningful way to build lasting relationships and improve lives now, and for generations to come.”



MESSAGE FROM RECONCILIATION AUSTRALIA CEO



On behalf of Reconciliation Australia, I am delighted to see South32 continue its reconciliation journey and to formally endorse its Innovate RAP.

Through the development of an Innovate RAP, South32 continues to play an important part in a community of over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity; institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

“
RAP organisations across Australia are turning good intentions into positive actions...

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides South32 with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, South32 will strengthen its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish South32 well as it embeds and expands its own unique approach to reconciliation. We encourage South32 to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend South32 on its second RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Traditional Owners of the lands on which South32 is located and where we conduct our business around the world.

We respect and acknowledge the unique cultural and spiritual relationships that Traditional Owners have to the land, waters and seas, and their rich contribution to society.

We pay our respects to ancestors and Elders, past, present and future.

In the spirit of respect and reconciliation, we will continue to support initiatives that strengthen culture and ways of life to ensure their legacy continues and extends to future generations.

OUR VISION FOR RECONCILIATION

Our vision for reconciliation is for an Australia that embraces the histories and cultures of Aboriginal and Torres Strait Islander peoples and that, as a nation, we work collectively toward supporting all Australians.

We have much to learn from Aboriginal and Torres Strait Islander peoples and want to work together to support their vision and their future.

We believe that working together will provide meaningful opportunities for both Aboriginal and Torres Strait Islander peoples and South32.

OUR RECONCILIATION TARGETS

As a global company with offices and operations in Western Australia, the Northern Territory, Queensland, New South Wales and Tasmania, we recognise that we can contribute to reconciliation in our local communities which, in turn, can contribute to reconciliation across the country.

We are committed to supporting reconciliation by:

- Establishing ourselves as an employer of choice for Aboriginal and Torres Strait Islander peoples and growing our Aboriginal and Torres Strait Islander workforce by five per cent year-on-year;
- Increasing the procurement of goods and services from Aboriginal and Torres Strait Islander businesses by 10 per cent year-on-year;
- Ensuring our people are culturally aware and possess the skills and knowledge to respectfully engage with Aboriginal and Torres Strait Islander peoples in their day-to-day work; and
- Building and maintaining strong relationships with Aboriginal and Torres Strait Islander peoples in the communities where we operate.

THE ULURU STATEMENT FROM THE HEART

South32 endorses the Uluru Statement from the Heart as the pathway toward reconciliation put forward by Australia's First Nations people.

We encourage all Australians to take part in the conversations on Constitutional reform, a Makarrata Commission and seek to learn about our Aboriginal and Torres Strait Islander history.

Now is the time for Australia to come together and heal as one, so that we can truly be a nation for all.



WHO WE ARE

South32 is a globally diversified mining and metals company. We produce bauxite, alumina, aluminum, energy and metallurgical coal, manganese, nickel, silver, lead and zinc at our operations in Australia, Southern Africa and South America.

We are also the owner of a high grade zinc, lead and silver development option in North America and have several partnerships with junior explorers with a focus on base metals.

Whether it's for use in infrastructure, energy generation, consumables or vehicles, we believe the extraction and processing of minerals and metals can be done in a responsible way.

That's why we continually challenge ourselves to be the best in what matters – the safety and wellbeing of our people and communities, our operational performance, and minimising our environmental impact.

We employ 4,400 people across our six Australian operations, of which approximately 125 identify as Aboriginal and Torres Strait Islander peoples.

OUR PURPOSE AND VALUES

Our purpose is to make a difference by developing natural resources, improving people's lives now and for generations to come. We are trusted by our owners and partners to realise the potential of their resources.

Our Values are:

Care

We care about people, the communities we're a part of and the world we depend on.

Trust

We deliver on our commitments and rely on each other to do the right thing.

Togetherness

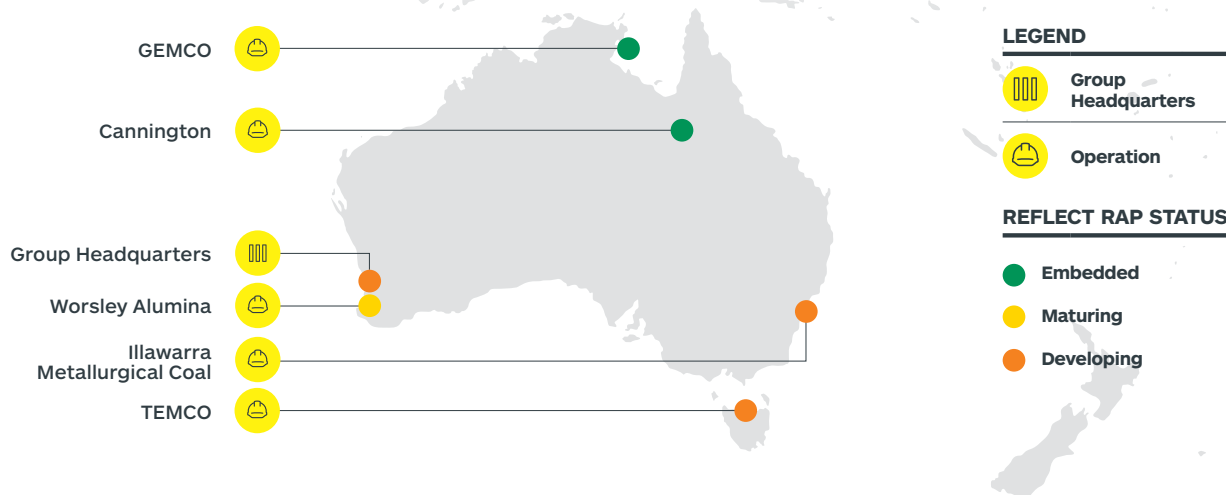
We value difference and we openly listen and share, knowing that together we are better.

Excellence

We are courageous and challenge ourselves to be the best in what matters.



OUR PORTFOLIO – AUSTRALIAN OPERATIONS



With a diverse portfolio across our Australian operations, we reflected on our reconciliation journey through our Reflect RAP in 2018-19.

We have included our own assessment of our reconciliation performance against each of our operations to help us understand where to focus our efforts in our Innovate RAP in 2020-2022.

WORSLEY ALUMINA (WESTERN AUSTRALIA)

The Traditional Owners for this region are the Gnaala Karla Booja people.

At Worsley Alumina, bauxite is mined near the town of Boddington, 130 kilometres south-east of Perth. It is transported by overland conveyor to the alumina refinery near Collie and processed into alumina, before being transported by rail to Bunbury Port. It is then shipped to smelters around the world, including South32's Hillside and Mozal aluminium smelters in Africa.

South32 holds an 86 per cent interest in Worsley Alumina, while Japan Alumina Associates (Australia) Pty Ltd owns 10 per cent and Sojitz Alumina Pty Ltd owns four per cent.

GEMCO (NORTHERN TERRITORY)

The Traditional Owners for the Groote Archipelago are the Anindilyakwa people.

Groote Eylandt Mining Company (GEMCO) is located on Groote Eylandt in the Gulf of Carpentaria. GEMCO is an open-cut strip mining operation, producing high-grade manganese ore and is located in close proximity to Asian export markets.

South32 owns 60 per cent of GEMCO and Anglo American Plc holds the remaining 40 per cent.

ILLAWARRA METALLURGICAL COAL (NEW SOUTH WALES)

Located in the southern coalfields of New South Wales, the Traditional Owners for this region are the Dharawal people.

Illawarra Metallurgical Coal is 100 per cent owned by South32 and operates two underground metallurgical coal mines, Appin mine and Dendrobium mine, and West Cliff and Dendrobium coal preparation plants.

Illawarra Metallurgical Coal produces premium-quality, hard metallurgical coal for steelmaking, with energy coal as a by-product. The product is processed at the coal preparation plants before being transported by road and rail to the processing facilities and to the Port Kembla Coal Terminal for distribution to domestic and international customers.

TEMCO (TASMANIA)

The Traditional Owners for this region are the Muwinina and Palawa people.

Tasmanian Electro Metallurgical Company (TEMCO) uses ore shipped from GEMCO in the Northern Territory to produce ferromanganese, which is used to make steel. Most of the alloy produced is exported to customers in Asia and North America, with the remaining sold to steel producers in Australia and New Zealand.

South32 owns 60 per cent of TEMCO and Anglo American Plc holds the remaining 40 per cent.

CANNINGTON (QUEENSLAND)

The Traditional Owners for this region are the Mitakoodi Yulluna and Mayi peoples and we acknowledge the Bindal and Wulgurukaba people who are the Traditional Custodians of Townsville.

Located in north-west Queensland, Cannington is 100 per cent owned by South32 and is one of the world's largest producers of silver and lead.

Cannington consists of an underground hard rock mine and surface processing facility, a road-to-rail transfer facility and a concentrate handling and ship loading facility at the Port of Townsville.

Silver, lead and zinc are extracted from the ore using grinding, sequential flotation and leaching techniques that produce high-grade, marketable lead and zinc concentrates with a high silver content.

GROUP HEADQUARTERS (WESTERN AUSTRALIA)

The Traditional Owners for this region are the Whadjuk people of the Noongar Nation.

Our Company's Registered Corporate Office is in Perth near the banks of the Swan River.

OUR RAP

Our reconciliation journey began in 2018 through our Reflect RAP, which saw us establish Reconciliation Working Groups.

Key achievements from our Reflect RAP include:



We have built reconciliation objectives into our Community Investment Framework and stakeholder engagement plans to continue to build our relationships with local Traditional Owners and support initiatives that create meaningful change.



We hosted National Reconciliation Week and NAIDOC Week events at our operations around Australia. These events celebrated the unique cultures of Traditional Owners, educated our people on Aboriginal and Torres Strait Islander culture and helped build strong relationships.



At GEMCO we implemented an Indigenous Participation Plan to further increase participation of the local Aboriginal and Torres Strait Islander peoples, the Anindilyakwa people. Initiatives included workforce development partnerships, increased employment and increased local spend on Aboriginal and Torres Strait Islander businesses.



At GEMCO we increased local Aboriginal and Torres Strait Islander contracting spend by more than 13 per cent and we are actively working with local Aboriginal and Torres Strait Islander organisations to increase their supply capacity to the operation.



In 2019, South32 became a member of Supply Nation to increase opportunities for Aboriginal and Torres Strait Islander businesses across Australia to work with us.

We also learned that to create change within our business, we must challenge ourselves to embed the three core RAP pillars of relationships, respect and opportunities across our organisation.

Our key opportunities include:



We will improve how we deliver cultural awareness training across our organisation and include Traditional Owners for each operation in this training. Ensuring our workforce and leaders understand the challenges faced by Aboriginal and Torres Strait Islander peoples is fundamental for us to successfully move forward on our reconciliation journey.



We will establish strong governance structures to create change from within. A RAP Steering Committee will be established to provide direction, support and endorsement of the RAP actions. RAP Working Groups will be established to drive action and engagement at a local level.



We will support the leadership and governance of Aboriginal and Torres Strait Islander peoples in their communities, enabling them to bring about change and leave a lasting legacy within their communities.

CASE STUDY
CELEBRATING RECONCILIATION ACROSS THE COUNTRY

In 2019, we celebrated National Reconciliation Week and NAIDOC Week across our Australian operations.

We served Aboriginal and Torres Strait Islander-themed bush tucker menus at GEMCO and Cannington.

A Welcome to Country message from Traditional Owners was recorded and played to staff for the first time at Cannington and we participated in NAIDOC careers day held annually in Cloncurry.

Our GEMCO team hosted a National Reconciliation Week morning tea featuring dancers, traditional music and a Welcome to Country from senior Traditional Owners.

During NAIDOC Week, Worsley Alumina employees attended a flag raising to acknowledge the cultures of all Aboriginal and Torres Strait Islander peoples.

Illawarra Metallurgical Coal proudly supported the Tharawal Family Fun Day which was attended by more than 1,000 people and showcased the culture and achievements of the Dharawal people.

To connect with local Aboriginal and Torres Strait Islander culture, Noongar artist Phillip Hansen was in residence for the week at Worsley Alumina. Taught by his mother, Phillip painted a mural on the wall near the main gate of the refinery.

GEMCO was a proud sponsor of the Angurugu NAIDOC Week Awards, which recognise the significant achievements of Aboriginal and Torres Strait Islander peoples on Groote Eylandt.



RELATIONSHIPS



Relationships form the foundation of our values of trust and togetherness which focus on 'valuing difference, listening and sharing'.

OUR COMMITMENTS TO BUILDING POSITIVE RELATIONSHIPS

Strong relationships with Aboriginal and Torres Strait Islander peoples are essential to our purpose. Sharing of culture and community can help all of us to play our part in Australia's reconciliation journey.

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations at each of our Australian operations to develop guiding principles for future engagement.	July 2021	Operations Corporate Affairs Lead
	Incorporate Aboriginal and Torres Strait Islander stakeholders and organisations into our engagement plans and review annually.	Ongoing (Review Dec 2020)	Manager Community
Build relationships through celebrating National Reconciliation Week (NRW)	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees.	May 2021, 2022	Manager Community
	RAP Working Group members to participate in an external NRW event at each operation.	May – June 2021, 2022	Manager Community
	Encourage and support our people to participate in at least one external event to recognise and celebrate NRW.	May – June 2021, 2022	Manager Community
	Organise at least one internal NRW event at each of our Australian operations and Perth office each year.	May – June 2021, 2022	Manager Community
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2021, 2022	Manager Community
Promote reconciliation through our sphere of influence	Implement strategies to engage our people in reconciliation.	July 2021	Manager Community
	Communicate our commitment to reconciliation publicly through our annual reporting suite, RAP and website.	September 2020, September 2021	Lead Communications
	Explore opportunities to positively influence our external stakeholders to deliver reconciliation outcomes.	December 2021	Manager Community
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	December 2021	Manager Community
	Continue supporting Reconciliation WA and investigate opportunities to support other state-based Reconciliation Councils.	Ongoing (Review Dec 2020)	Manager Community
Promote positive race relations through anti-discrimination strategies	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	April 2021	Manager HR
	Develop, implement and communicate an anti-discrimination policy for our organisation.	Ongoing (Review April 2021)	Manager HR
	Consult with Aboriginal and Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander advisors on our anti-discrimination policy.	December 2021	Manager HR
	Educate senior leaders on the effects of racism.	Ongoing (Review April 2021)	Manager HR



CASE STUDY:
BUSH MEDIJINA - FROM A SMALL SEED TO A GIANT TREE

“From little things big things grow.” It’s the catch cry of reconciliation and in Angurugu, a small Aboriginal and Torres Strait Islander community on Groote Eylandt, it’s actually happening.

GEMCO has partnered with Bush Medijina, a social enterprise which is 100 per cent owned and run by Anindilyakwa women, to build culture and capability across the remote community.

From their modest shed, the women of Bush Medijina combine native botanicals with natural, sustainable ingredients to carefully handcraft contemporary products including balms, soaps and body butter using traditional bush recipes passed down through the generations.

The small team, which was established in 2015, harvest bush produce on country, as taught by their mothers, aunties and grandmothers. The hand-picked local plants

include small-leaved paperbark tree, liniment tree, broad leaved wattle, wild peach tree, jungle currant, and white cloud tree.

“We want to grow our business from a small seed to a giant tree, so it can stay strong, just like our culture,” says Gayangwa Lalara OAM, one of Bush Medijina’s founding directors.

We recognise the importance of developing a sustainable post-mining legacy and we are providing Bush Medijina with funding and assistance to develop a social change framework.

We are proud to support Warningakalina Elders realise their vision of a sustainable, independent enterprise to benefit current and future generations.

www.bushmedijina.com.au

RESPECT



Our value of care states that ‘we care about people, the communities we are part of and the world we depend on’. This value informs our approach to Respect.

OUR COMMITMENTS TO EARNING RESPECT

Through our Reflect RAP, we sought to understand the Aboriginal and Torres Strait Islander communities we work alongside. Through our Innovate RAP, we will challenge ourselves to go further and use this understanding to build respect across cultures and embed this as part of our business.

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Conduct a review of cultural learning needs within our organisation.	April 2021	Manager HR
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	April 2021	Manager Community
	Develop, implement and communicate a cultural learning strategy for our employees.	April 2021	Manager Community
	Provide opportunities for RAP Working Group members, HR managers and other senior leaders to participate in formal and structured cultural learning.	April 2021	Manager Community
	Invite leaders from across our organisation to participate in the Groote Eylandt Cultural Camp.	Ongoing (Review April 2021)	Manager Community
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Increase understanding within our workforce of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country.	Ongoing (Review April 2021)	Manager Community
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Ongoing (Review April 2021)	Manager Community
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Ongoing (Review April 2021)	Manager Community
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Ongoing (Review April 2021)	Manager Community
	Encourage employees to conduct an Acknowledgement of Country at all internal and external meetings with more than ten participants.	December 2021	Manager Community
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2021, 2022	Manager Community
	Review HR policies and procedures to remove barriers to employees participating in NAIDOC Week.	Review Apr 2021	Manager HR
	Promote and encourage participation in external NAIDOC events to all employees.	First week in July 2021, 2022	Manager Community

**CASE STUDY:
CANNINGTON TRAINEESHIP PROGRAM**

Every career starts with an opportunity and we're proud of a program that opens doors for Aboriginal and Torres Strait Islander employees at Cannington in Queensland.

The operation is on the land of the Yulluna and Mitakoodi people and we offer Traditional Owners the chance to be part of the Aboriginal and Torres Strait Islander Work Experience Program before opening the opportunity to the rest of the community. We also work with a local Aboriginal and Torres Strait Islander labour hire organisation to promote the program and attract applicants.

Trainees are assigned to a function for a year, ensuring they develop a working knowledge of the employment opportunities available to them at Cannington, which is one of the world's largest silver, lead and zinc deposits.

An important part of the program is increasing the cultural awareness of non-Indigenous employees and developing the mentoring skills of our staff.

Employees are provided with cultural awareness training to gain an understanding of trainees' Aboriginal and Torres Strait Islander cultures. Managers, Superintendents and Supervisors receive mentor training so they can help trainees get the most out of their experience at Cannington.

As Cannington is a Fly-in Fly-Out operation, it's vital we help trainees feel at home while they are staying on site. They have regular meetings with an Aboriginal and Torres Strait Islander liaison officer to make sure they are getting the support they need to thrive and feel comfortable and confident in their roles.



OPPORTUNITIES



Our value of excellence says we are ‘courageous and challenge ourselves everyday to be the best in what matters.’

OUR COMMITMENTS TO SUPPORTING OPPORTUNITIES FOR RECONCILIATION

We recognise the role we can play in creating opportunities for reconciliation not just within our business but with our partners and industry colleagues. Seeking opportunities for reconciliation will help us create lasting change.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Ongoing (Review April 2021)	Manager HR
	Consult with Aboriginal and Torres Strait Islander employees on our recruitment, retention and professional development strategy.	December 2020	Manager HR
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	June 2021	Manager HR
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander peoples.	December 2020	Manager HR
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Ongoing (Review April 2021)	Manager HR
	Increase the percentage of Aboriginal and Torres Strait Islander employees in our workforce by five per cent year-on-year.	August 2021, 2022	Manager HR
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy to increase spend by 10 per cent year-on-year.	August 2021, 2022	Manager Supply
	Investigate opportunities to partner with Supply Nation and local Aboriginal and Torres Strait Islander Chambers of Commerce to increase supply opportunities for Aboriginal and Torres Strait Islander businesses.	Ongoing (Review April 2021)	Manager Supply
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees.	December 2021	Manager Supply
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Ongoing (Review April 2021)	Manager Supply
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Ongoing (Review April 2021)	Manager Supply
Investigate capacity building opportunities with local Aboriginal and Torres Strait Islander communities	Establish a local community investment partnership at each of our Australian operations to support improving Aboriginal and Torres Strait Islander education, health and employment outcomes.	December 2021	Manager Community



**CASE STUDY:
WORSLEY ALUMINA ABORIGINAL
AND TORRES STRAIT ISLANDER
SCHOOLS PROGRAMS**

Worsley Alumina has Indigenous education programs in place with schools in our primary communities of Boddington and Collie.

In 2019, we signed a three-year community investment agreement to fund Boddington District High School for an Indigenous Student Engagement and Achievement Strategy.

The school will use the funding to help increase the attendance of Indigenous students and improve their performance in all NAPLAN areas.

The program aims to ensure Indigenous students have equal access to all aspects of school life and are supported to engage in activities that develop both their academic and life skills.

We are also in the third year of a community investment agreement with Collie Senior High School for the delivery of the Mila Foundation's Indigenous youth leadership program.

The Mila program promotes cultural understanding and student leadership with the aim of increasing attendance and improving student cohesion.

As well as helping students embrace Indigenous culture and heritage, the program teaches them about further education options and supports the development of self-leadership skills.



**CASE STUDY:
SUPPORTING OUR ABORIGINAL
AND TORRES STRAIT ISLANDER
COMMUNITIES DURING
THE COVID-19 PANDEMIC**

A critical part of our COVID-19 response has been supporting the Aboriginal and Torres Strait Islander communities where we operate to keep them safe during the pandemic.

As soon as it was clear COVID-19 would present a significant threat, we brought in strict controls to prevent the spread of the virus. We separated our GEMCO fly-in-fly out teams from the community, adjusted our cultural heritage clearance practices at Cannington to limit interaction and introduced virtual sessions to engage with Traditional Owners at all of our operations.

Our US\$7 million COVID-19 Community Investment Fund meant we could target a range of activities for our Aboriginal and Torres Strait Islander communities in areas that would have the most impact.

One of the initiatives we're most proud of is a new medical clinic we helped set up on Grootte Eylandt. Established in less than five weeks, the clinic caters to GEMCO employees and residential families, reducing the impact on local community health services.

We've also:

- Distributed over 2,000 bottles of hand sanitiser purchased from an Indigenous supplier to our communities at Worsley, GEMCO, Cannington and TEMCO;
- Distributed essential items to the Mitakoodi and Yulluna people at Cannington;
- Funded A\$500,000 for improved aeromedical services to reach remote communities in the Northern Territory; and
- Donated A\$1 million to The Royal Flying Doctor Service, Foodbank and Lifeline to assist people living in regional and remote areas and provide mental health services and essential supplies.

We continue to work closely with the Aboriginal and Torres Strait Islander communities around our operations on the COVID-19 response and recover phases to support their resilience into the future.

REPORTING AND GOVERNANCE



Our value of trust, which states ‘we deliver on our commitments and rely on each other to do the right thing;’ will underpin our approach to reporting and governance.

OUR COMMITMENTS TO REPORTING AND GOVERNANCE

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group to drive governance of the RAP	Establish and maintain a RAP Working Group (RWG) to oversee the delivery of the RAP Actions at each of the operations and corporate. The RWG will include Aboriginal and Torres Strait Islander representation.	September 2020	Manager Community
	Establish and apply a Terms of Reference for the RAP Working Group.	September 2020	Manager Community
	Meet at least four times per year to implement and monitor RAP actions.	December 2021	Manager Community
Provide appropriate support for effective implementation of RAP commitments	Define resource needs for RAP implementation.	April 2021	Manager Community
	Engage our employees in the delivery of RAP commitments.	Ongoing (Review April 2021)	Manager Community
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	April 2021	Manager Community
	Appoint and maintain an internal RAP Champion from senior management.	Ongoing (Review April 2021)	Manager Community
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2020, 2021	Manager Community
	Report RAP progress to all employees quarterly.	Quarterly (Jan, Apr, Jul, Oct)	Manager Community
	Publicly report our RAP achievements, challenges and learnings, annually.	September 2020, 2021	Manager Community
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	Manager Community
Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2022	Manager Community

Our Innovate RAP will deliver a new model of engagement for our RAP Working Groups.

A RAP Working Group will be established for each Australian operation and corporate. RAP Working Groups will meet regularly to monitor and implement RAP actions at a local level.

A RAP Steering Committee comprising of senior leaders within South32 will provide direction, support and endorsement of the RAP actions being delivered at each site.

Aboriginal and Torres Strait Islander employees will participate in the RAP Working Groups locally as well as inform the RAP Steering Committee on the progress of our RAP actions. The RAP Working Groups will report quarterly to the RAP Steering Committee.

RAP Steering Committee

- Chief Operating Officer
- Vice President Corporate Affairs
- Vice President Human Resources
- Vice President Supply
- Vice President Operations (representative)

RAP Working Groups

- Illawarra Metallurgical Coal - NSW
- GEMCO - NT
- Worsley Alumina - WA
- Cannington – QLD
- Corporate Office - WA

For more information contact
our community team at:
community@south32.net
08 9324 9000



SOUTH32.NET