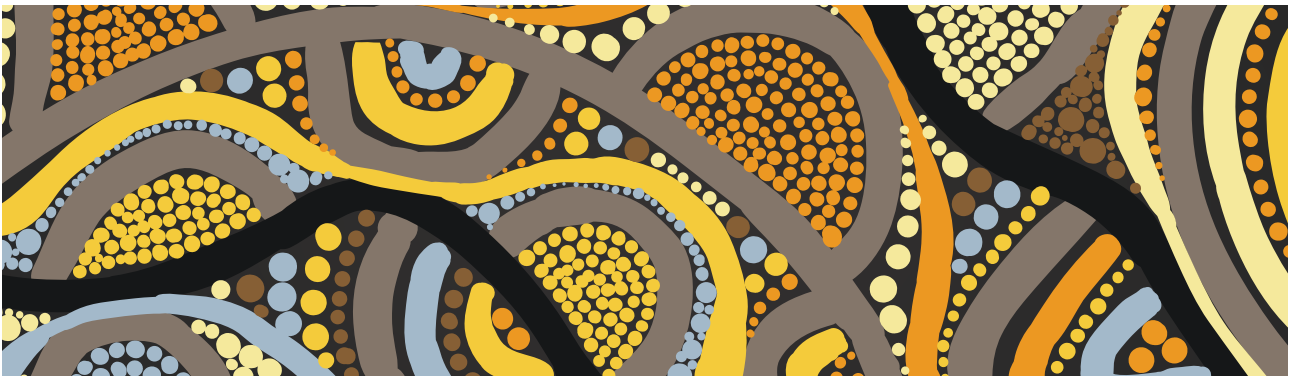




INNOVATE  
**RECONCILIATION ACTION PLAN**  
JUNE 2024 – JUNE 2026



## About the cover

The artworks featured on our Reconciliation Action Plan cover showcase the work of local artists in areas where we operate.



### **Veins of our Lands** Beverley Cummins

This land has veins  
The veins run from the rivers  
These veins weave throughout  
our lands  
As we weave throughout our  
communities  
There is life above and  
underground  
From the veins springs new life  
It owns us  
It sustains us  
When the vein runs dry  
This land will die  
Take care of it  
As you do with life.



### **Reconciliation** Fiona Reidy

My artwork is about  
'Reconciliation, which is the  
restoration of friendly relations'.  
The meaning is strengthening  
relationships between Aboriginal,  
Torres Strait Islander & Non  
Indigenous Australians.  
The design is radiantly bold with  
yellows representing happiness,  
hope, & spontaneity in bright  
illustration. Describing the need  
to come together with a better  
understanding on how to support  
each other in any situation.  
We should encourage outgoing  
concern and kindness toward  
each other as we live together,  
sharing our incredible Nation.



### **Connection to Country** Melissa Riley

Melissa Riley's inspiration for this  
piece is the beauty of the land and  
the waters that surround the  
Refinery, with all colours used  
having a connection to country.  
The maroon represents the  
boronia plant that grows  
abundantly in the Southwest and  
the two different shades of blue  
represent the waterways and  
creeks where the marron live.  
The green is the forest and  
grasslands that our First Nation  
people hunt and gather food from.  
The pink represents the  
wildflowers that grow around the  
Refinery, like the honey-bush, peas,  
and pink fairies. Lastly, the black  
represents our First Nation People.

## Acknowledgement

We acknowledge and pay our respects to Aboriginal and Torres Strait Islander peoples of the lands, waters and territories 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 Aboriginal and Torres Strait Islander peoples have to the lands, waters and territories, and that these relationships underpin their physical, spiritual, cultural and economic wellbeing.

We respect the collective rights of Aboriginal and Torres Strait Islander peoples, including the right to self-determination, and the right to enjoy and maintain their traditional knowledge, distinctive spiritual practices and traditional ways of life.

We understand many Aboriginal and Torres Strait Islander peoples have experienced historical, and often continuing, disadvantage due to factors such as inequality, racism, mistreatment and intergenerational trauma through dispossession.

We respect and utilise regional terms and, where possible, recognise and use the specific names as identified by a group, supporting self-identification.



**Right:** Anindilyakwa people on Groote Eylandt in Australia's Northern Territory.

# MESSAGE FROM OUR CEO



A key part of our purpose at South32 is to improve people's lives now and for generations to come, and through our Innovate Reconciliation Action Plan (RAP) we seek to deliver on this commitment for Aboriginal and Torres Strait Islander peoples.

Given the outcome of the referendum relating to an Indigenous Voice to Parliament in 2023, it is important to provide comment on this important event in the history of our nation, and reaffirm our commitment to supporting Aboriginal and Torres Strait Islander peoples in our second Innovate RAP. South32 has proudly supported the Uluru Statement from the Heart since 2020 and The Voice to Parliament was a key component of



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

this. We mine on Indigenous lands and formed our position after consulting with Traditional Owner Groups and Registered Indigenous Groups where we operate.

In the lead-up to the referendum, we provided our employees with the information they needed to make their own informed decision, and we created opportunities for discussion and learning. We are now focused on moving forward in a united and respectful way and we believe the activities outlined within our RAP are more important than ever. We've always been proud to work with and support communities in the places where we operate. As a significant employer and investor in Australia, it is a responsibility

but also a privilege. Our first Reflect RAP was launched in 2018 and was the beginning of our formal commitment to supporting Aboriginal and Torres Strait Islander peoples, and we shared our long-term plans to make a real and lasting impact.

Since then, we've achieved a great deal to be proud of. From forming our RAP Working Groups and Steering Committee, creating opportunities for our employees to understand and respect the histories and cultures of Aboriginal and Torres Strait Islander peoples through key partnerships and acknowledging National Reconciliation Week and NAIDOC Week and increasing our social investment aimed at improving outcomes for Aboriginal and Torres Strait Islander peoples, to embedding reconciliation activities in our core business practices and decision-making, and nearly doubling procurement of goods and services from Aboriginal and Torres Strait Islander businesses from \$16.1 million in 2019 to \$30.4 million in 2023.

This progress is thanks to the work and passion of our employees, as well as Aboriginal and Torres Strait Islander people who have guided us along the way by sharing their stories, beliefs and cultures. We hold these relationships in high regard, and it is our ambition to strengthen them even further through this RAP.

While our previous RAPs have been successful, we must continue to challenge ourselves. That is why we're launching our second Innovate RAP, with more ambitious goals and targets.

This plan aspires to have a significant impact in the following areas:

- Strengthening relationships with Aboriginal and Torres Strait Islander peoples, particularly in the places we work;
- Working with Aboriginal and Torres Strait Islander peoples to preserve and protect cultural heritage at our operations across Australia;
- The employment of Aboriginal and Torres Strait Islander peoples, including attracting, developing and retaining talent;
- Elevating the voice of Aboriginal and Torres Strait Islander peoples within our business by establishing new networks and forums;
- Building the cultural competency of our employees; and
- Increasing our procurement with Aboriginal and Torres Strait Islander businesses.

Our RAP speaks directly to our purpose, and I look forward to working with teams across our business as we continue to support self-determination and in doing so improve the lives of Aboriginal and Torres Strait Islander peoples now and for generations to come.

**Graham Kerr**  
Chief Executive Officer  
South32

# MESSAGE FROM RECONCILIATION AUSTRALIA CEO



Reconciliation Australia commends South32 on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.



**An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments”**

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. South32 continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that South32 will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to South32 using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on *relationships, respect, and opportunities* gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for South32 to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, South32 will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of South32 future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations South32 on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# WHO WE ARE

South32 is a globally diversified mining and metals company. We produce commodities including bauxite, alumina, aluminium, copper, silver, lead, zinc, nickel, metallurgical coal and manganese from our operations in Australia, southern Africa and South America. With a focus on growing our base metals exposure, we also have two development options in North America and several partnerships with junior explorers around the world.

## Our purpose

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 strategy

Our purpose is underpinned by a simple yet powerful **strategy** which is focused on optimising the performance of our operations, unlocking their potential and identifying new opportunities to create value for our stakeholders.



OPTIMISE



UNLOCK



IDENTIFY

**+** Learn more about Our strategy in action in our Annual Report at [www.south32.net](http://www.south32.net).

**Sustainability** is at the heart of our purpose and underpins the delivery of our strategy.

**+** Learn more about our approach to sustainability in our Sustainable Development Report at [www.south32.net](http://www.south32.net).

## Our values

While our strategy outlines what we do to achieve our purpose, our **values** guide how we do it. Every day, our values shape the way we behave and the standards we set for ourselves and others.

CARE TRUST TOGETHERNESS EXCELLENCE

**+** Learn more about our values at [www.south32.net](http://www.south32.net).



# OUR VISION FOR RECONCILIATION

At South32, our purpose is to make a difference by developing natural resources, improving people's lives now and for generations to come, and we are trusted by our company owners and partners to realise the potential of their resources. Through our Reconciliation Action Plan, we align our reconciliation vision to our purpose, and in partnering with Aboriginal and Torres Strait Islander peoples, we aim to preserve cultural heritage and advance opportunities for economic participation and social inclusion.

We are proud to work with a number of Aboriginal and Torres Strait Islander communities, as our people and operations are spread across Australia. Not only does this give us the opportunity to learn the aspirations, interests and perspectives of Aboriginal and Torres Strait Islander peoples, but to understand the diversity and unique needs of each community.

We partner with Aboriginal and Torres Strait Islander communities where we operate throughout the mining lifecycle, and believe that the success of this Innovate RAP depends upon developing strong, meaningful relationships with Aboriginal and Torres Strait Islander people. With their guidance we can better understand the new and existing challenges they face, as well as opportunities, and work together to ensure their voices are heard and take steps to support their vision.

We recognise that we can contribute to reconciliation in the local communities where we operate, which in turn can contribute to reconciliation across the country. We are committed to working in partnership with Aboriginal and Torres Strait Islander peoples to achieve our vision for reconciliation by:

- Establishing ourselves as an employer of choice for Aboriginal and Torres Strait Islander peoples by supporting a culturally inclusive work environment and growing our Aboriginal and Torres Strait Islander workforce to 2 per cent by 2025 (from 1.5 per cent in 2023), reaching the same proportion as the national population by 2030;
- Increasing the procurement of goods and services from Aboriginal and Torres Strait Islander businesses to 2.4 per cent of influenceable<sup>(1)</sup> spend by 2025 (from 2.1 per cent in 2023);
- Providing opportunities for our employees to become more culturally aware and learn the skills and knowledge to respectfully engage with Aboriginal and Torres Strait Islander peoples in their day-to-day work;
- Elevating Aboriginal and Torres Strait Islander voices and building and maintaining strong relationships with Aboriginal and Torres Strait Islander peoples in the communities where we operate and within our workforce; and
- Supporting cultural heritage projects identified by Aboriginal and Torres Strait Islander peoples where we operate that aim to strengthen culture through Cultural Heritage Management and capacity building.

(1) Influenceable spend is external categories of spend where Aboriginal and Torres Strait Islander businesses participate in the local open market.

## The Uluru Statement from the Heart

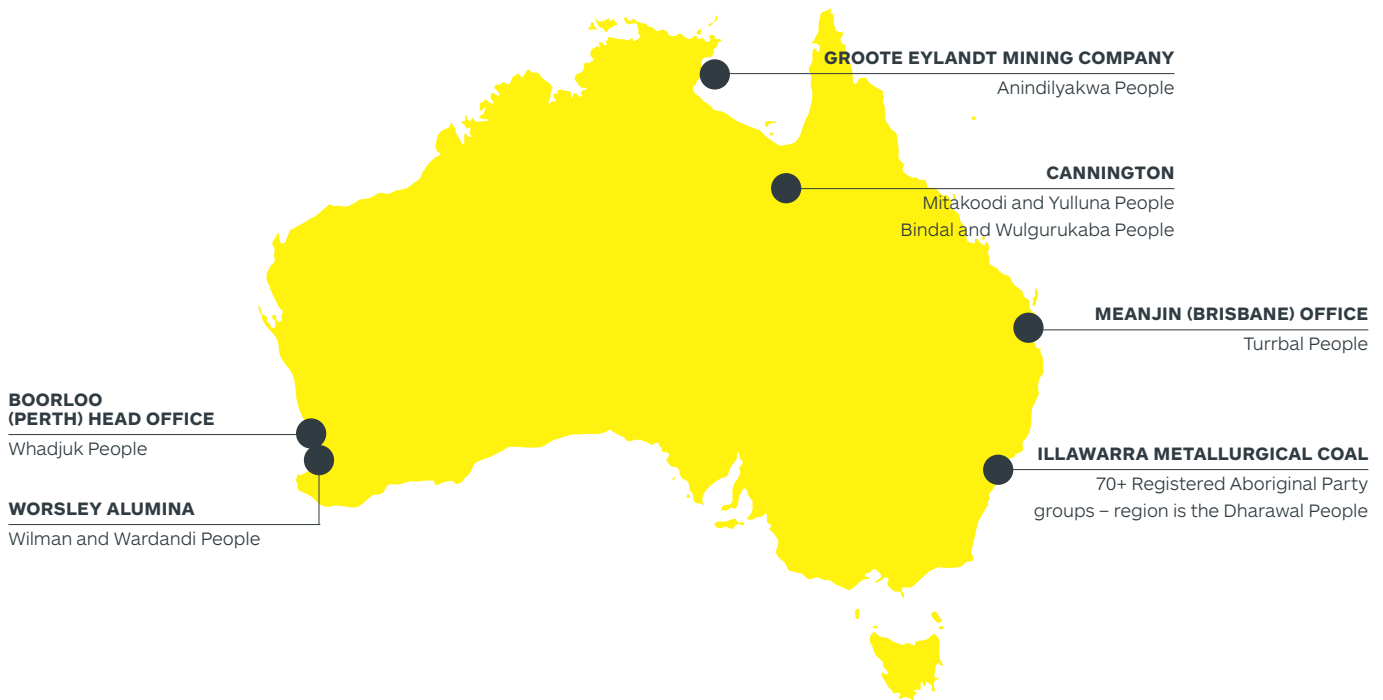
In 2020, we announced our support for the Uluru Statement from the Heart as the pathway towards reconciliation put forward by Australia's First Nations peoples. This pathway included support for an Indigenous Voice to Parliament, as the form of recognition that was sought following the Uluru Statement.

Ahead of the October 2023 referendum we shared our reasons for supporting a Voice to Parliament, and its alignment to our purpose, values and vision for reconciliation. We also held events for our employees, creating opportunities for discussion with Aboriginal and Torres Strait Islander peoples about what an Indigenous Voice to Parliament means. We will continue to support the key tenets of the Uluru Statement being Voice, Treaty and Truth, and be guided by Aboriginal and Torres Strait Islander leaders as to how the Uluru Statement evolves in the future.

As a business, we remain committed to reconciliation and will continue to progress the initiatives in our Innovate RAP, working closely with all our Indigenous stakeholders in the areas where we operate to build strong, meaningful relationships.



# OUR AUSTRALIAN OPERATIONS



We seek to contribute to Aboriginal and Torres Strait Islander peoples cultural wellbeing and to deliver long-term opportunities, through employment, procurement, social investment and training.

This commitment, and the long-term nature of our operations, enables us to develop and foster lasting relationships. In partnership with Aboriginal and Torres Strait Islander peoples across our Australian operations and office locations, we can share the benefits from realising the potential of mineral resources in a meaningful way.

## Key statistics from our operations and office locations in Financial Year 2023:



**5,038**

people employed across Australian operations



**76**

identify as Aboriginal and Torres Strait Islander peoples



**A\$30M**

procured from Aboriginal and Torres Strait Islander businesses



**767**

people completed a structured cultural learning program



Partnered with

**24**

organisations that were critical to delivering on our RAP commitments



**235**

hours of pro bono services provided to Aboriginal and Torres Strait Islander individuals, organisations, or communities

# OUR RAP JOURNEY

Our RAP journey commenced in 2018 when we launched our first Reflect RAP, which built a strong foundation for long-term change. Some of the key achievements since then include:



- > We built reconciliation objectives into our social investment and stakeholder engagement plans, to continue to grow our relationships with Aboriginal and Torres Strait Islander peoples, and support initiatives that create meaningful change
- > We became a member of Supply Nation, enabling us to increase opportunities for Aboriginal and Torres Strait Islander businesses across Australia to work with us.

## 2018

- > We continued to grow our Indigenous Work Experience Program at Cannington to increase Aboriginal and Torres Strait Islander representation in the workforce. So far, 12 participants have taken part in the program with seven commencing work at South32 and two going on to full time employment with other organisations.

## 2019



## 2020

- > We established a RAP Steering Committee of senior leaders from South32, who provide direction, support, and endorsement of RAP actions being delivered at our offices and operations across Australia.
- > We expressed our support for the Uluru Statement from the Heart, as the pathway toward reconciliation put forward by Aboriginal and Torres Strait Islander peoples.





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> To increase opportunities for Aboriginal and Torres Strait Island-owned businesses, Worsley Alumina and Illawarra Metallurgical Coal commenced hosting Indigenous Supplier Open Days, where local Aboriginal and Torres Strait Island suppliers showcased their products and services to our operational teams and major contractors.

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> We awarded a contract with Kulbardi to become our preferred provider nationally for office and stationery supplies. Kulbardi supports the employment of Aboriginal and Torres Strait Island peoples and shares a percentage of profits with the Bibbulmun fund, which goes back into the community.

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> We partnered with not-for profit organisation MADALAH, to award 20 tertiary scholarships each year to Aboriginal and Torres Strait Island students studying disciplines relevant to the mining industry.

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> We reached \$30.4 million annual spend with Aboriginal and Torres Strait Islander businesses for the first time, up from \$16.1 million in 2019.

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> We raised awareness and created opportunity for open discussion amongst our employees on the Indigenous Voice to Parliament, sharing why South32 supports it and how it links to our purpose, values and vision for reconciliation.

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> Danielle Kyle, Cannington Indigenous Liaison Officer won a prestigious Queensland mining industry award after being recognised for excellence in Indigenous advocacy and her passionate work mentoring Indigenous people in the industry.

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> The GEMCO External Closure Steering Committee was established to work with the Anindilyakwa people to realise their Vision for Groote Eylandt post mine closure. The Committee is responsible for delivering a smooth and responsible social, economic and community transition.

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## 2021

## 2022

## 2023




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> We established an Indigenous Networking Group at Cannington, aimed at increasing participation of Aboriginal and Torres Strait Islander people in the workforce and to advocate for their employment at South32 and in the mining sector.

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> GEMCO introduced a trainee program for Aboriginal and Torres Strait Island secondary students to establish a school to work pathway.

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> Cannington awarded its first supplier contract to an Aboriginal and Torres Strait Island-owned and operated local business, Australian Indigenous Security Services.

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> To recognise the divergent views with respect to celebrating Australia Day on 26 January, we established a policy allowing employees entitled to the Australia Day public holiday to choose not to acknowledge this day, and instead to take time in lieu on a later date.

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> We joined Business Council of Australia's Raising the Bar initiative, committing to grow Aboriginal and Torres Strait Island procurement to 3 per cent of influenceable spend by 2027 (from 2.1 per cent in 2023).

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> We employed the first MADALAH scholarship recipient following completion of our inaugural Indigenous vacation student program at our Perth corporate office and Worsley Alumina.

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# OUR INNOVATE RAP

This Innovate RAP was informed by Our Approach to Indigenous, Traditional and Tribal peoples engagement, an external and internal review of progress on our first Innovate RAP, and engagement with Aboriginal and Torres Strait Islander employees and stakeholders.

Key learnings from the RAP review and engagement that we have carried forward into this Innovate RAP include:

- Maintain our RAP governance structure, including senior leader representation to assist in the next phase of growth;
- A strong willingness from our people to experience meaningful reconciliation both internally with each other, and externally with Aboriginal and Torres Strait Island communities and stakeholders, through year-round engagement opportunities;
- While RAP progress was overall good, we must improve our performance in priority areas like Aboriginal and Torres Strait Island employment;
- Prioritising Aboriginal and Torres Strait Islander voices and knowledge in cultural heritage initiatives;
- Take steps to make our workplaces culturally competent and safe to support Aboriginal and Torres Strait Islander recruitment and retention;
- Allocate sufficient human resources to meet our RAP targets; and
- Elevate Aboriginal and Torres Strait Islander voices within the organisation.



# DEVELOPING OUR RAP

We have RAP Working Groups at each Australian operation and the Perth corporate office. RAP Working Groups meet quarterly to monitor and implement RAP actions at a local level.

A RAP Steering Committee comprising of senior leaders within South32 and an Aboriginal and Torres Strait Islander representative provides direction, support and endorsement of the RAP actions being delivered at each Australian operation and Perth corporate office.

A RAP Manager coordinates RAP implementation in line with the requirements and time frames set out in the RAP, coordinates and supports the RAP Steering Committee, develops and maintains collaborative partnerships and positive relationships with Aboriginal and Torres Strait Islander organisations and peak reconciliation bodies, maintains up-to-date knowledge and information about Aboriginal and Torres Strait Islander priorities and reports on progress to, and collaborates with Reconciliation Australia.

RAP Working Group members include Aboriginal and Torres Strait Islander employees or external representatives, senior leaders, Human Resources, Supply, External Affairs and other employees passionate about making a difference in outcomes for Aboriginal and Torres Strait Islander peoples through the reconciliation process. These representatives participate in the RAP Working Groups as well as inform the RAP Steering Committee on the progress of our RAP actions. Each of the RAP Working Groups have a chairperson who reports quarterly to the RAP Steering Committee on RAP delivery and issues or opportunities that require the attention of the RAP Steering Committee.

## **RAP Steering Committee**

- Chief Operating Officer (Australia)
- Senior Manager External Affairs (Australia)
- Senior Manager Human Resources (Australia)
- Vice President Supply
- Vice President Operations
- Aboriginal and Torres Strait Islander representative

## **RAP Working Groups**

- Cannington - QLD
- GEMCO - NT
- Illawarra Metallurgical Coal - NSW
- Boorloo (Perth) head office - WA
- Worsley Alumina - WA



# OUR RAP STORIES

## Cannington's Indigenous work experience programs

Work experience programs provide young Indigenous people entry level experience that could lead to a future career in mining.

We have worked with Western Labour Hire and other Indigenous organisations to meet our commitment to grow our Indigenous employment and procurement through the Indigenous Work Experience Program at our Cannington operation which was launched in 2017. The program provides local Indigenous people with the opportunity to gain 12 months of paid employment, industry training, and valuable on-the-job work experience. Six years later, 12 participants have taken part in the program with seven commencing work at South32 and two going on to full time employment with other organisations.

To expand our Indigenous work experience offering at Cannington, in 2022 we introduced a Careers Experience Day. Scholarship students from the Australian Indigenous Education Foundation (AIEF) were invited to visit the operation and learn about the many pathways to employment in the mining industry. The students are flown to Cannington and receive a tour of the workshops, warehouses, and processing facilities. They are also given the opportunity to go underground to see our mining operations.

Following the success of the first Careers Experience Day, we have committed to make this an annual visit.

South32 has been a proud supporter of AIEF since 2020, helping Indigenous students gain access to schooling, complete high school, and develop skills for a successful transition to employment



## Worsley Alumina and Illawarra Metallurgical Coal welcome Aboriginal and Torres Strait Islander suppliers

Supplier open days give local Aboriginal and Torres Strait Islander-owned businesses the opportunity to showcase their products and services to our employees, and with this visibility, our teams can engage these businesses. These initiatives are aimed at increasing Aboriginal and Torres Strait Islander procurement.

Both our Worsley Alumina and Illawarra Metallurgical Coal operations host Aboriginal and Torres Strait Islander Supplier open days, where local Aboriginal and Torres Strait Islander-owned businesses showcase their products and services to our teams and major contractors.

The first Worsley Alumina open day took place in 2021 and it was a great success, with representatives from the refinery's operational areas coming to meet the local business leaders and talk about the services they provide.

Kim Collard, CEO of stationery and workplace supplies business, Kulbardi, said "It was great to have the opportunity to meet some of the key contractors to South32, and we believe there will be a number of business opportunities for Kulbardi resulting from the event."

A similar event took place in 2023 at Illawarra Metallurgical Coal and we invited Aboriginal and Torres Strait Islander-owned businesses, as well as Aboriginal and Torres Strait Islander employment agencies, Indigenous community members, South32 employees and BlueScope, to create an opportunity for these organisations to network and connect.



### **Worsley Alumina partners with The Gnaala Karla Booja Aboriginal Corporation to help enhance cultural heritage management**

Worsley Alumina and The Gnaala Karla Booja Aboriginal Corporation (GKB) have entered into a landmark industry collaboration agreement, that aims to provide long-term benefits to the community and protect and enhance cultural heritage management.

The partnership is believed to be the first of its type in Western Australia's South-West, and will see Worsley Alumina contribute to the funding of GKB's new Heritage Officer role for an initial period of 12 months. This role will take on a range of duties including facilitating the engagement between GKB and Worsley Alumina, assisting with heritage surveys and cultural assessments across the region, and identifying opportunities for growth within the GKB community.

John Penny, GKB Chair, said "The protection of our Aboriginal Cultural Heritage is a priority, and incredibly important to us, and to the people of Gnaala Karla Booja region. We are delighted to be working with South32 Worsley Alumina as this important union will help us build the capacity to assist our community."

Erwin Schaufler, Chief Technical Officer (formerly Vice President Operations of Worsley Alumina), said "This agreement demonstrates our commitment to working alongside Traditional Owners to protect cultural values and realise the mutual benefits for both the community and Noongar culture. Contributing to this funding agreement will not only strengthen the GKB Corporation's capabilities but also assist South32 Worsley Alumina in fulfilling our heritage and survey requirements. This partnership reflects our dedication to fostering positive Traditional Owner relationships and supporting the shared goals of the Noongar community in the South West."

### **'You in Angurugu' launches for GEMCO employees**

Groote Eylandt is home to the Anindilyakwa People, and we are proud of the strong relationship we have built with them. We have worked closely with their representatives to develop our community strategy and the initiatives within it, and one of these is 'You in Angurugu', which was launched in 2023.

A community familiarisation and learning opportunity, 'You in Angurugu' provides our GEMCO team with an opportunity to build relationships with the local Aboriginal and Torres Strait Island people and to spend time in the communities.

GEMCO employees travel to Angurugu where they are given a tour of the community and shown the landscape, way of life, and the challenges faced by residents. They are later introduced to local people, including the Traditional Owners, who share their stories and give an insight into life in the area. Employees are then given some time to immerse themselves in the area.

This learning opportunity gives our employees a richer understanding of what life is like in the Anindilyakwa community of Angurugu. South32 has such a large and influential presence on Groote Eylandt and this context is critical, especially for our key decision-makers in the business. This initiative helps us to maintain mutually beneficial relationships, elevate the voices of Anindilyakwa People, and create cultural awareness opportunities for our people.



# OUR RAP COMMITMENTS

At South32 we have a global approach to Indigenous, Traditional and Tribal peoples engagement. Our RAP commitments are aligned with this approach.

Indigenous, Traditional and Tribal peoples are critical partners and stakeholders of South32. We seek to work collaboratively with Indigenous, Traditional and Tribal peoples to preserve cultural heritage and advance opportunities for economic participation and social inclusion. Throughout the mining lifecycle, we engage with and learn from Indigenous, Traditional and Tribal peoples so we can understand their aspirations, interests and perspectives.



# RELATIONSHIPS



Relationships form the foundation of our values of trust and togetherness which focus on 'valuing difference, listening and sharing'. We engage with Aboriginal and Torres Strait Islander peoples using culturally appropriate methods throughout the mining lifecycle, to foster relationships based on transparency and trust.

## Our commitments to relationships

We are committed to building strong relationships that enable us to work in partnership with Aboriginal and Torres Strait Islander peoples. We engage with Aboriginal and Torres Strait Islander peoples using culturally appropriate methods throughout the mining lifecycle, to foster relationships based on transparency and trust. We seek to contribute to Aboriginal and Torres Strait Islander peoples cultural wellbeing and to deliver long-term opportunities, through employment, procurement, social investment and training. This commitment, and the long-term nature of our operations, enables us to develop and foster lasting relationships.

This section relates to our RAP target:

- Elevating Aboriginal and Torres Strait Islander voices and building and maintaining strong relationships with Aboriginal and Torres Strait Islander peoples in the communities where we operate and within our workforce.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Develop and implement culturally appropriate engagement and consultation plans at our operations and the Perth corporate office to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Jun 2024, Jun 2025, Jun 2026	External Affairs Manager (Operations) RAP Manager
	Maintain governance mechanism to meet with Aboriginal and Torres Strait Islander representatives at least quarterly at our operations.	Jun 2024, Sep 2024, Dec 2024, Mar 2024, Jun 2025, Sep 2025, Dec 2025, Mar 2026, Jun 2026	External Affairs Manager (Operations)
	Make available and regularly review our community complaints and grievance processes so that they are readily accessible for use by Aboriginal and Torres Strait Islander peoples.	Dec 2024, Dec 2025	External Affairs Manager (Operations)
	Engage with and learn from Aboriginal and Torres Strait Islander peoples so we can understand their aspirations, interests and perspectives in relation to mine closure.	Dec 2024, Dec 2025	External Affairs Manager (GEMCO & Cannington)
2. Elevate Aboriginal and Torres Strait Islander voices in our communities and within our organisation.	Ensure Aboriginal and Torres Strait Islander peoples provide input into, and feedback on RAP initiatives	Jun 2024, Sep 2024, Dec 2024, Mar 2024, Jun 2025, Sep 2025, Dec 2025, Mar 2026, Jun 2026	External Affairs Manager (Operations) RAP Manager
	Establish National Aboriginal and Torres Strait Islander employee network to share experiences and learnings and explore barriers and opportunities.	Dec 2024	Indigenous Liaison Coordinator
3. Build relationships through celebrating National Reconciliation Week (NRW).	Identify opportunities to support external NRW events or activities in consultation with Aboriginal and Torres Strait Islander peoples and peak reconciliation bodies.	Apr 2025, Apr 2026	RAP Working Group Chair
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025, May 2026	RAP Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 Jun 2025, 27 May – 3 Jun 2026	RAP Working Group Chair
	RAP Working Group members to participate in an external NRW event.	27 May – 3 Jun 2025, 27 May – 3 Jun 2026	RAP Working Group Chair
	Organise at least two events or activities in consultation with Aboriginal and Torres Strait Islander peoples to celebrate NRW at operations and our Perth corporate office.	27 May – 3 Jun 2025, 27 May – 3 Jun 2026	RAP Working Group Chair
Register all our NRW events on Reconciliation Australia's NRW website.	27 May – 3 Jun 2025, 27 May – 3 Jun 2026	RAP Manager	

# RELATIONSHIPS CONTINUED

## Our commitments to building positive relationships continued

Action	Deliverable	Timeline	Responsibility
4. Promote reconciliation through our sphere of influence.	Raise awareness of reconciliation across our workforce through general and tailored communication channels.	Dec 2024, Jun 2025, Dec 2025, June 2026	Senior Manager External Affairs
	Communicate our commitment to reconciliation publicly through our Annual General Meeting (AGM), Annual Reporting suite and website.	Aug 2024, Oct 2024, Aug 2025, Oct 2025	Senior Manager External Affairs
	Identify at least one opportunity per year to collaborate with Aboriginal and Torres Strait Islander peoples and other organisations to positively influence our external stakeholders to drive reconciliation outcomes.	Jun 2025, Jun 2026	RAP Manager
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Dec 2024, Dec 2025	RAP Manager
	Continue to support Aboriginal and Torres Strait Islander peoples self-determination by promoting the Uluru Statement from the Heart as guided by Aboriginal and Torres Strait Islander leaders.	Dec 2024, Dec 2025	RAP Manager
5. Promote positive race relations through anti-discrimination strategies.	Review and update anti-discrimination provisions in South32 policy.	Dec 2025	Senior Manager Human Resources
	Continue to educate and communicate South32 policy containing anti-discrimination provisions.	Dec 2024, Dec 2025	Senior Manager Human Resources
	Ensure anti-discrimination is included in Cultural Understanding Programs.	Jun 2025	Senior Manager External Affairs
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Dec 2024, Dec 2025	Senior Manager External Affairs
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Jun 2025	Senior Manager Human Resources
	Educate senior leaders on the effects of racism.	Dec 2025	HSRT Manager





# RESPECT



Operating in alignment with our value of care means that ‘we care about people, the communities we are part of and the world we depend on’. This value informs our approach to respecting and preserving culture and heritage.

## Our commitments to respect

Many of our operations and projects intersect areas of cultural significance and we understand the critical role we play in preserving cultural heritage. We believe it is important for cultural heritage and mining to co-exist and we are committed to working with Aboriginal and Torres Strait Islander peoples to achieve the best possible outcomes wherever our activities have the potential to impact cultural heritage.

This section relates to our RAP targets:

- 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
- Supporting cultural heritage projects identified by Aboriginal and Torres Strait Islander peoples where we operate, that aim to strengthen culture through Cultural Heritage Management and capacity building.

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Implement a mandatory Cultural Understanding Program for all Australian employees.	Dec 2025	HSRT Manager
	Deliver tailored cultural awareness training for employees that engage with Aboriginal and Torres Strait Islander people.	Dec 2025	HSRT Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	Dec 2024, Dec 2025	External Affairs Manager (Operations) RAP Manager
	Provide opportunities for RAP Steering Committee, RAP Working Group members, senior leaders, and employees involved in RAP implementation, to participate in cultural learning.	Dec 2024, Dec 2025	RAP Manager
	Develop, implement, and communicate a cultural learning strategy document for our staff.	Jun 2026	Senior Manager Human Resources
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Conduct a review of cultural learning needs within our organisation.	Jan 2025	Senior Manager Human Resources
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Jan 2025	RAP Manager
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Jan 2025	RAP Manager
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Jan 2025	RAP Manager
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Jan 2025	RAP Manager
	Distribute NAIDOC materials and schedule of activities to employees and enlist senior leaders support to help maximise participation in NAIDOC Week events.	Jul 2024, Jul 2025	RAP Manager
	Promote and encourage participation in internal and external NAIDOC Week events to our Australian workforce.	First week in Jul 2024, 2025	RAP Working Group Chair
	Aboriginal and Torres Strait Islander personnel and RAP Working Group participate in external NAIDOC Week event.	First week in Jul 2024, 2025	RAP Working Group Chair
9. Support cultural heritage projects identified by Aboriginal and Torres Strait Islander groups where we operate, that aim to strengthen culture through Cultural Heritage Management and capacity building.	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Dec 2024	Senior Manager Human Resources
	Identify and scope a project at relevant Australian operations that aims to strengthen culture through Cultural Heritage Management and capacity building.	Dec 2025	HSRT Manager
	In consultation with Aboriginal and Torres Strait Islander peoples and key stakeholders, review opportunities to establish approaches to culture preservation or capacity building.	Dec 2025	HSRT Manager
	Seek opportunities for co-development of cultural heritage management capacity or support existing initiatives within groups.	Dec 2025	HSRT Manager

# OPPORTUNITIES



Operating in alignment with our value of excellence means that we are 'courageous' and challenge ourselves every day to be the best in what matters.

## Our commitments to opportunities

We recognise the role we can play in creating opportunities for reconciliation not just within our business but with our partners and industry colleagues. Providing mutually beneficial opportunities will help us create lasting change. This section relates to our RAP targets:

- Establishing ourselves as an employer of choice for Aboriginal and Torres Strait Islander peoples by supporting a culturally inclusive work environment and growing our Aboriginal and Torres Strait Islander workforce to 2 per cent by 2025 (from 1.5 per cent in 2023) and reaching the same proportion as the national population by 2030; and
- Increasing the procurement of goods and services from Aboriginal and Torres Strait Islander businesses to 2.4 per cent of influenceable spend by 2025 (from 2.1 per cent in 2023).

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander peoples recruitment, retention, and professional development.	Increase the representation of Aboriginal and Torres Strait Islander people employed in our workforce to 2 per cent by 2025 (from 1.5 per cent in 2023).	Jun 2025	Senior Manager HR
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Dec 2024	Senior Manager HR
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Dec 2024	Senior Manager HR
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Dec 2025	Senior Manager HR
	Incorporate Aboriginal and Torres Strait Islander employment outcomes in the South32 Inclusion and Diversity multi-year strategy.	Dec 2024	Senior Manager Inclusion & Diversity
	All operations build relationships with relevant institutions and networks to maximise the pipeline of Aboriginal and Torres Strait Islander people employed in our workforce.	Dec 2024, Dec 2025	Manager Human Resources
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Dec 2024, Dec 2025	Manager Human Resources
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Dec 2024	Manager Human Resources
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Increase the procurement of goods and services from Aboriginal and Torres Strait Islander businesses to 2.4 per cent of influenceable spend by 2025 (from 2.1 per cent in 2023).	Jun 2025	VP Supply
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	2024, 2025, 2026	External Affairs Manager (Operations)
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Jun 2025	VP Supply
	Maintain Supply Nation membership	Dec 2024, Dec 2025	VP Supply
	Hold Aboriginal and Torres Strait Islander supplier 'open days' and/or establish pathways for new Aboriginal and Torres Strait Islander owned suppliers to establish relationships with our operations.	Dec 2024, Dec 2025	VP Supply
	Establish a tender assessment and contract performance framework for all Tier 1 and Tier 2 contracts that supports Aboriginal and Torres Strait Islander employment and indirect supplier spend.	Dec 2024	VP Supply
	Grow and promote an internal Aboriginal and Torres Strait Islander supplier directory for prequalified Aboriginal and Torres Strait Islander-owned businesses, as a means of developing and communicating opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to South32 Staff.	Dec 2024, Dec 2025	VP Supply

Action	Deliverable	Timeline	Responsibility
12. Creating a culturally safe and secure work environment.	Develop and deploy a pilot survey for Aboriginal and Torres Strait Islander employees to understand levels of cultural safety within the workplace.	April 2025	Senior Manager Inclusion & Diversity Group Manager Culture & Capability
	Include Aboriginal and Torres Strait Islander perspectives on how to create a culturally safe work environment.	Jun 2025	Senior Manager Inclusion & Diversity
	Develop an action plan to improve cultural safety within the workplace informed by survey results.	Dec 2025	Senior Manager Inclusion & Diversity
	Review cultural awareness training material at each location to ensure it supports creating a culturally safe and secure work environment.	Dec 2024, Dec 2025	Manager External Affairs (Operations)
13. Building capacity in Aboriginal and Torres Strait Islander communities.	Identify opportunities to support building decision making capacity within local Aboriginal and Torres Strait Islander governance structures.	Dec 2024, Dec 2025	External Affairs Manager (Operations) RAP Manager
	Identify opportunities to increase our planned community investment spend aimed at improving outcomes for Aboriginal and Torres Strait Islander peoples.	Aug 2024, Aug 2025	External Affairs Manager (Operations) RAP Manager



# GOVERNANCE



Operating in alignment with our value of trust, means ‘we deliver on our commitments and rely on each other to do the right thing.’ This value underpins our approach to reporting and governance.

## Our commitments to governance

Action	Deliverable	Timeline	Responsibility
14. Maintain an effective RAP Working Group to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on RAP Working Group.	Dec 2024, Dec 2025	RAP Working Group Chair
	Update the RAP Working Group Terms of Reference.	Jun 2024	RAP Manager
	Meet at least four times per year to drive and monitor RAP implementation.	Jul 2024, Oct 2024, Jan 2025, Apr 2025, Jul 2025, Oct 2025, Jan 2026, Apr 2026	RAP Working Group Chair
	Engage the RAP Working Group to identify governance improvement opportunities that will lead to better RAP outcomes.	Jul 2024	RAP Manager
15. Provide appropriate support for effective implementation of RAP commitments.	Define and budget resource needs for RAP implementation during annual planning process.	Dec 2024, Dec 2025	RAP Working Group Chair RAP Manager
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Sep 2024, Dec 2024, Mar 2025, Jun 2025, Sep 2025, Dec 2025, Mar 2026, Jun 2026	RAP Manager
	Appoint and maintain an internal RAP Champion from senior management.	Sep 2024, Sep 2025	RAP Manager
	Engage our senior leaders and other staff in the delivery of RAP commitments.	Oct 2024, Oct 2025	RAP Manager
16. Build accountability and transparency through reporting RAP achievements, challenges and learnings, both internally and externally.	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 Sept 2024, 30 Sept 2025	RAP Manager
	Report RAP progress to all employees and senior leaders quarterly.	Jul 2024, Oct 2024, Jan 2025, Apr 2025, Jul 2025, Oct 2025, Jan 2026, Apr 2026	RAP Manager
	Publicly report our RAP achievements, challenges and learnings in our annual Sustainable Development Report.	Sep 2024, Sep 2025	GM Communications
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	RAP Manager
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Apr 2026	RAP Manager
	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.	Jun 2024, Jun 2025, Jun 2026	RAP Manager
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 Aug 2024, 1 Aug 2025	RAP Manager
17. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	Jan 2026	RAP Manager

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