

RioTinto

Reconciliation Action Plan | 2016 2019



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*Aboriginal and Torres
Strait Islander readers are
advised that this publication
may contain images of
deceased persons.*

Please visit riotinto.com for additional Reconciliation Action Plan information.



Community investment partner
Wirrpanda Foundation's
Wickham Wirra Club homework
centre students.

Our way

Courage and leadership.

That is what it took and what it continues to take.

Passion and authenticity.

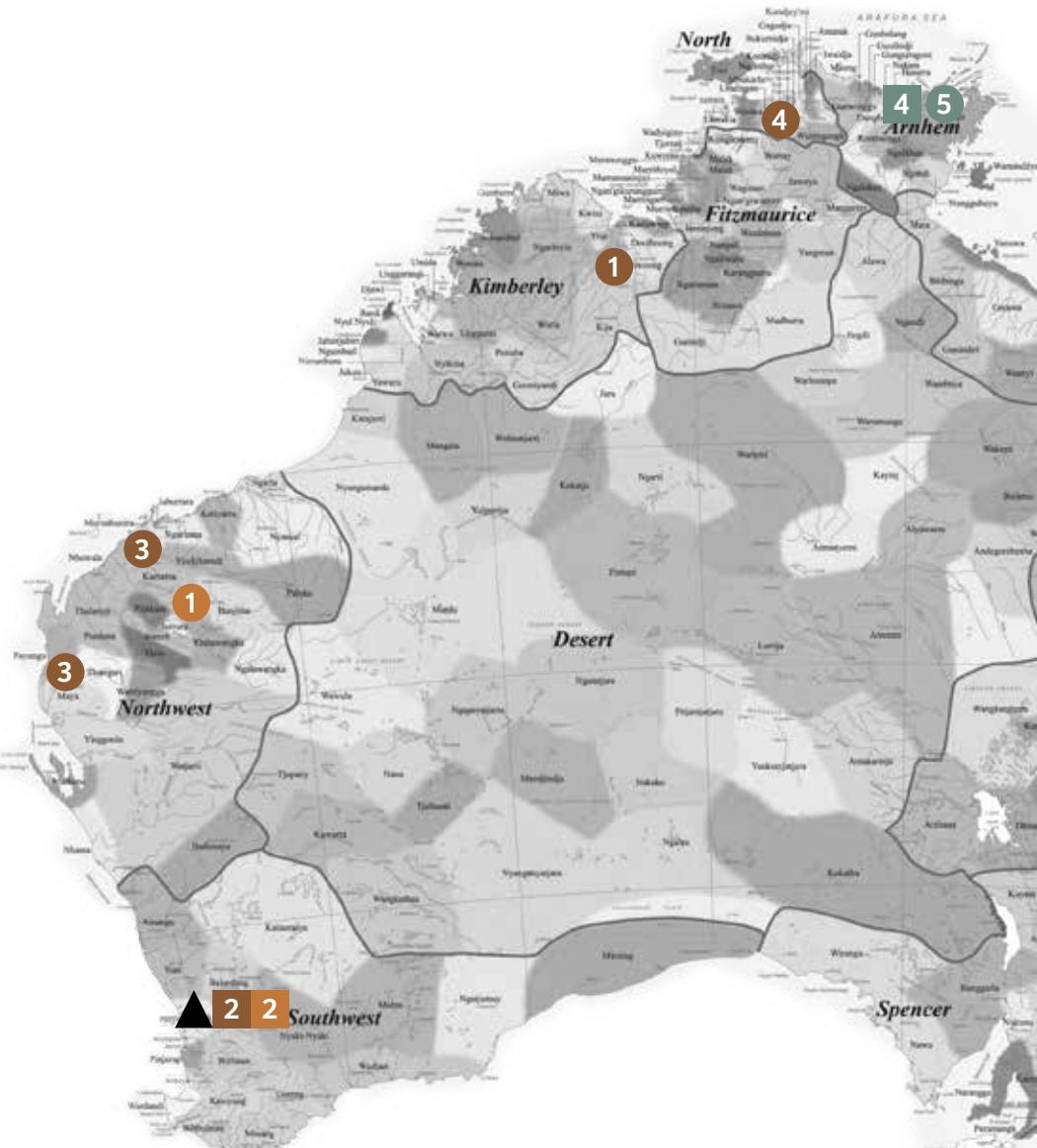
That is what is needed to make it real.

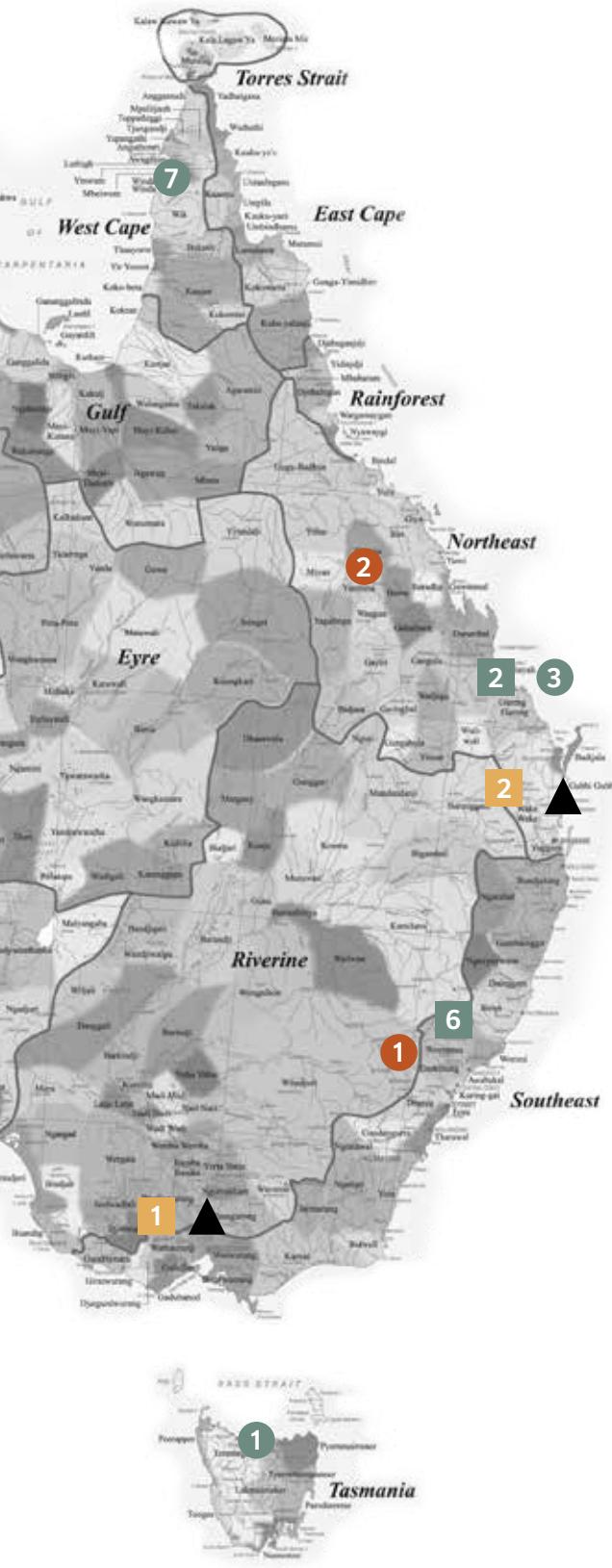
Walking the land together.

That is how we move forward.

Hope.

That is what we have if together we recognise and reconcile.





Our business

Throughout Australia, our business is involved in every stage of metal and mineral production. Directly we employ more than 20,000 people in Australia of which 1600 are Aboriginal and Torres Strait Islander people.

Key

- Mining operations
- Processing and power facilities
- △ Rio Tinto offices
- % Rio Tinto share

Aluminium

- 1 Bell Bay Aluminium [aluminium]
- 2 Boyne Smelters Ltd (59.4% [aluminium])
- 2 NRG Gladstone power station (42% [power plant])
- 2 Queensland Alumina Ltd (80%)
- 2 Yarwun co-generation plant
- 3 Yarwun (alumina)
- 4 Gove (alumina) curtailed
- 4 Gove (power station)
- 5 Gove (bauxite)
- 6 Tomago Aluminium (51.6% [aluminium])
- 7 Weipa (bauxite)

Diamonds & Minerals

- 1 Argyle (diamonds)
- 2 Argyle pink diamonds (manufacturing facility)
- 3 Dampier Salt (minerals):
Dampier (68.4%), Lake MacLeod (68%),
Port Hedland (68%)
- 4 Energy Resources of Australia Ltd (68.4% [uranium])

Copper & Coal

- 1 Hunter Valley operations (80% [coal])
- 1 Mount Pleasant (80% [coal])
- 1 Mount Thorley operations (64% [coal])
- 1 Mount Thorley Warkworth (44.5% [coal])
- 2 Hail Creek (82% [coal])
- 2 Kestrel (80% [coal])
- 2 Kestrel mine extension (80% [coal])

Iron Ore

- 1 Hamersley Iron mines:
Brockman 2, Brockman 4, Nammuldi,
Paraburdo, Channar (60%), Eastern
Range (54%), Mt Tom Price, Marandoo,
Yandicoogina, Western Turner Syncline
- 1 Hope Downs 1, Hope Downs 4 (50%)
- 1 Robe River mines (53%):
Mesa J, Mesa A/Warramboo, West Angelas
- 2 Operations centre – based at Perth
domestic airport

Technology & Innovation

- 1 Bundoora Technical
Development Centre
- 2 Excellence Centre



Rio Tinto wants to thank all Aboriginal and Torres Strait Islander people who have worked with us and contributed to our shared journey towards reconciliation. You have all been instrumental in helping us understand your culture, beliefs and practices, and have been the key players in changing the mind set of our organisation. Rio Tinto is determined to continue to build deeper engagement with Indigenous communities where we operate through the publication of our Elevate Reconciliation Action Plan.

Rio Tinto recognises that Aboriginal and Torres Strait Islander people in Australia have been disadvantaged and dispossessed. We recognise and respect Aboriginal and Torres Strait people's historical and ongoing connection to land and waters. We acknowledge Elders past, present and future.

The past fifty years have taught us that genuine recognition, trust and respect between Aboriginal and Torres Strait Islander people and the Australian people are fundamental in reconciliation, both within Rio Tinto and in the wider Australian community.

We are the first resources company to obtain an Elevate RAP endorsement, joining a group of organisations leading the way on reconciliation in Australia.

Rio Tinto has a long history of working in partnership with Aboriginal and Torres Strait Islander communities - around our operations and across Australia more broadly. The value of working in partnership with Traditional Owners of the land on which we operate is evident by our 'world leading' land use agreements. Today, Rio Tinto has more than 30 land use agreements with Traditional Owners which provide certainty to be able to plan and operate our businesses for the long term. These agreements have been derived from extensive dialogue and considerable goodwill by all parties during complex and often tough negotiations.

I see significant value in investing in programmes that benefit the wider Indigenous community. For example, Rio Tinto's partnership with the Clontarf Foundation, AFL Indigenous Programs and the Graham (Polly) Farmer Foundation focus on providing opportunities for young Indigenous people in areas of employment, education and training. Combined with our scholarships, cadetships and other tertiary education programmes, we are helping to develop the next generation of Indigenous leaders.

We are proud to say that Rio Tinto is one of Australia's largest employers of Indigenous people, directly employing more than 1,450 Indigenous men and women across the country, with a large number also employed by our business partners and contractors. A number of Indigenous businesses supply goods or contract for services to our Australian assets, which supports Indigenous leaders and contributes to the growth of the Indigenous economy.

I am proud of the work we have done to date, and acknowledge that reconciliation is something that is a collective goal. We will continue to make progress by walking alongside Aboriginal and Torres Strait Islander people, communities, businesses, governments and our nearly 20,000 Australian employees to implement our Reconciliation Action Plan.

I commend to you Rio Tinto's second Reconciliation Action Plan. It re-sets the bar for my colleagues and me – outlining new challenges to confront and new standards to be reached.

I look forward to seeing the progress we make together against these ambitious targets.

Joanne Farrell

Group Executive HSE & Managing Director Australia



Reconciliation Australia congratulates Rio Tinto on its past successes and ongoing commitment to advancing reconciliation, as it adopts its second Reconciliation Action Plan (RAP).

By implementing an Elevate RAP, Rio Tinto joins a select group of organisations that have gone above

and beyond ‘business as usual’ to embed reconciliation into their core business practices and decision-making at the highest level.

The RAP program inspires social change in workplaces across Australia, generating economic and behavioural transformation with far-reaching, positive impacts. By raising the bar of its RAP ambitions, Rio Tinto is setting an example as a leader in reconciliation.

Rio Tinto is now one of the largest private sector employers of Aboriginal and Torres Strait Islander people, with over 1,450 permanent employees. The company is also affecting significant economic development and wealth creation through local procurement practices, creating opportunities for more Aboriginal and Torres Strait Islander owned enterprises.

It is also pleasing to see the company investing in future leaders. Rio Tinto has committed to creating opportunities for Aboriginal and Torres Strait Islander people not only through entry- and mid-level scholarship and cadetship programs, but also through executive and leadership programs such as the Emerging Indigenous Executive Leaders Program (EIELP).

Rio Tinto’s dedication to nurturing a deeper understanding of Aboriginal and Torres Strait Islander histories, peoples and cultures is also to be commended. Meaningful, respectful symbols such as signage in local languages, flying appropriate flags, and the naming of key facilities and infrastructure, all signal a commitment to building stronger relationships with local communities.

Rio Tinto is uniquely placed to work collaboratively with traditional land owners to sustainably and respectfully manage resources to minimise impact on the landscape and create opportunities for Aboriginal and Torres Strait Islander communities. The commitments made in this Elevate RAP support positive, productive relationships and will contribute to national reconciliation.

On behalf of Reconciliation Australia, I commend Rio Tinto on this Elevate RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine

Chief executive officer - Reconciliation Australia

Our reconciliation journey

A lifetime ago

It doesn't seem a long time, 20 years, but if we were to wind the clock back to the early 1990s we would see a very different relationship between miners and Aboriginal and Torres Strait Islander people.

It was at this time, that the High Court of Australia upheld Eddie Mabo's claim and ruled that the lands of this continent were not terra nullius or land belonging to no-one.

Then Prime Minister Honourable Paul Keating made his famous Redfern speech:

"The message should be that there is nothing to fear or to lose in the recognition of historical truth, or the extension of social justice, or the deepening of Australian social democracy to include Indigenous Australians. There is everything to gain..."

The Native Title Act was enacted and the mining sector was plagued by uncertainty and fear, using its considerable might to try and enforce the status quo.

It was in this Australia, so different to the Australia we know today, that Rio Tinto's chief executive Leon Davis showed courage and leadership, starting Rio Tinto's reconciliation journey which we proudly continue today.

1995:

"Let me say this bluntly. CRA is satisfied with the central tenet of the Native Title Act. In CRA we believe that there are major opportunities for growth in outback Australia which will only be realised with the full cooperation of all interested parties. This Government initiative has laid the basis for better exploration access and thus increased the probability that the next decade will see a series of CRA operations developed in active partnership with Aboriginal people."

Leon Davis, chief executive

The work begins

After Leon Davis made his declaration, the real work began. Regular meetings with Aboriginal community members were established, a protocol was written to entrench the cultural change within the company, and Aboriginal leaders and their concerns were introduced into the meetings and into training for senior and middle management.



Community investment partner
Film and Television Institute's
Indigenous Communities Stories
film production.

Photo credit: Wayne Nicholson
and Mowanjum Community.

Our Reconciliation Action Plan journey

“While we are proud of the journey we have taken to close the gap between Indigenous and non-Indigenous Australians, we are also cognisant that it is not one that we can continue to do alone. In this regard, Reconciliation Australia plays an enormous support role and has been instrumental in ensuring that there are an increasing number of organisations with robust reconciliation pathways. One key pathway is the Reconciliation Action Plan which, in our case, reflects our Aboriginal and Torres Strait Islander Policy and its component parts, our engagement with communities, our many initiatives and achievements of the past 15 years, and our own sense of pride as a company.”

**Sam Walsh AO, Executive Director
Chief executive (extract from Rio Tinto Reconciliation Action Plan 2011)**

In 2011 we launched our first Reconciliation Action Plan and the sentiments expressed by Sam Walsh back then still stand. Our first Reconciliation Action Plan helped embed this critical work into our business and since then, we have come to better understand the role we can play as an industry leader in reconciliation. We have been invited to share our experiences and mentor others on their reconciliation journey and we do this often and with enthusiasm. Our commitments to working with Aboriginal and Torres Strait Islander people extend far beyond our day-to-day work in the regions where we operate and we continue to look for opportunities to lead the way for our peers.

This approach is lead and championed by Joanne Farrell, Managing Director Australia and supported by our Aboriginal and Torres Strait Islander employees, our senior leaders and the community practitioners which drive this work at our many operations.

Through our regular network of formal meetings with Aboriginal and Torres Strait Islander people, input from team members and feedback from our internal leadership teams we have now developed our new Reconciliation Action Plan 2016-2019. We are proud of what we have achieved so far and the leadership we have displayed but are committed to doing more.

Our new Reconciliation Action Plan raises the bar on our previous commitments and sets targets which stretch us to improve our relationships with Aboriginal and Torres Strait Islander people by connecting and strengthening communities. Respect will continue to dominate our actions and activities as we do our part in furthering our own and Australia's understanding of Aboriginal and Torres Strait Islander culture and history. Finally, we will use our Reconciliation Action Plan to continue to look for, create and facilitate new opportunities for Aboriginal and Torres Strait Islander people within our business and externally.



Wiri Yuwiburra Traditional Owners' country at Hail Creek, Queensland.

Real results, real change

Since the mid-1990s, Rio Tinto has been hard at work transforming these pioneering efforts into real outcomes which have seen a transformation in the way we work with Aboriginal and Torres Strait Islander people. Our approach is embedded in *The way we work* — our business code of conduct. It guides our behaviour and decisions according to our company values of safety, teamwork, respect, integrity and excellence. We set out to build enduring relationships with our host communities that are characterised by mutual respect, active partnership and long-term commitment. A detailed [Communities and Social Performance](#) standard applies to all of our operations and projects.



Relationships

- More than \$1.1 billion paid in Traditional Owner beneficiary payments through agreements across Australia.
- More than 30 agreements in place covering our Australian exploration and operation activities.
- More than 30 formal agreement management meetings held each year directly with Traditional Owners.
- \$5 million spent each year on community investment initiatives supporting Aboriginal and Torres Strait Islander people.



Respect

- More than 13,000 employees have attended cultural awareness training.
- More than 40 NAIDOC Week or National Reconciliation events held each year.
- Welcome to Country held at all significant business events.
- More than 36,000 heritage sites identified and recorded with Traditional Owners.



Opportunities

- Currently working with 80 Aboriginal and Torres Strait Islander businesses across Australia
- More than \$3 billion spent directly with Aboriginal and Torres Strait Islander businesses and their joint ventures in the past five years.
- 1450 permanent Aboriginal and Torres Strait Islander employees in Australia.
- Over 200 Aboriginal and Torres Strait Islander trainees, apprentices and graduates across our Australian business.
- Fifty Aboriginal and Torres Strait Islander students supported with tertiary studies.
- Thousands of Aboriginal and Torres Strait Islander children across Australia supported in primary and secondary school programmes.
- Over 700 Aboriginal and Torres Strait Islander people participated in pre-employment training programmes since 2000.



Long-term Rio Tinto contractor
and Aboriginal owned businesses
Brida employees deliver
gardening and landscaping
services in the Pilbara,
Western Australia.

A new horizon

2016:

"We recognise that our mines exist on land that belonged to Indigenous Australians for a nearly unimaginable stretch of time before European settlement of this continent. We recognise that they hold profound connections to, and vast knowledge of, the country where they have lived since before the dawn of history. And we recognise that they hold both statutory land rights as well as inalienable human rights over that country. This recognition flows from our respect for them, their culture and their continuity in this land."

**Andrew Harding, chief executive –
Iron Ore, Australia, China and Korea**

So where will we be in another 20 years – 2036? As we continue to challenge ourselves and achieve our commitments we are constantly looking well beyond our own business.

1992:

"There is one thing today we cannot imagine. We cannot imagine that the descendants of people whose genius and resilience maintained a culture here through 50,000 years or more, through cataclysmic changes to the climate and environment, and who then survived two centuries of dispossession and abuse, will be denied their place in the modern Australian nation. We cannot imagine that..."

Prime Minister Paul Keating, Redfern speech

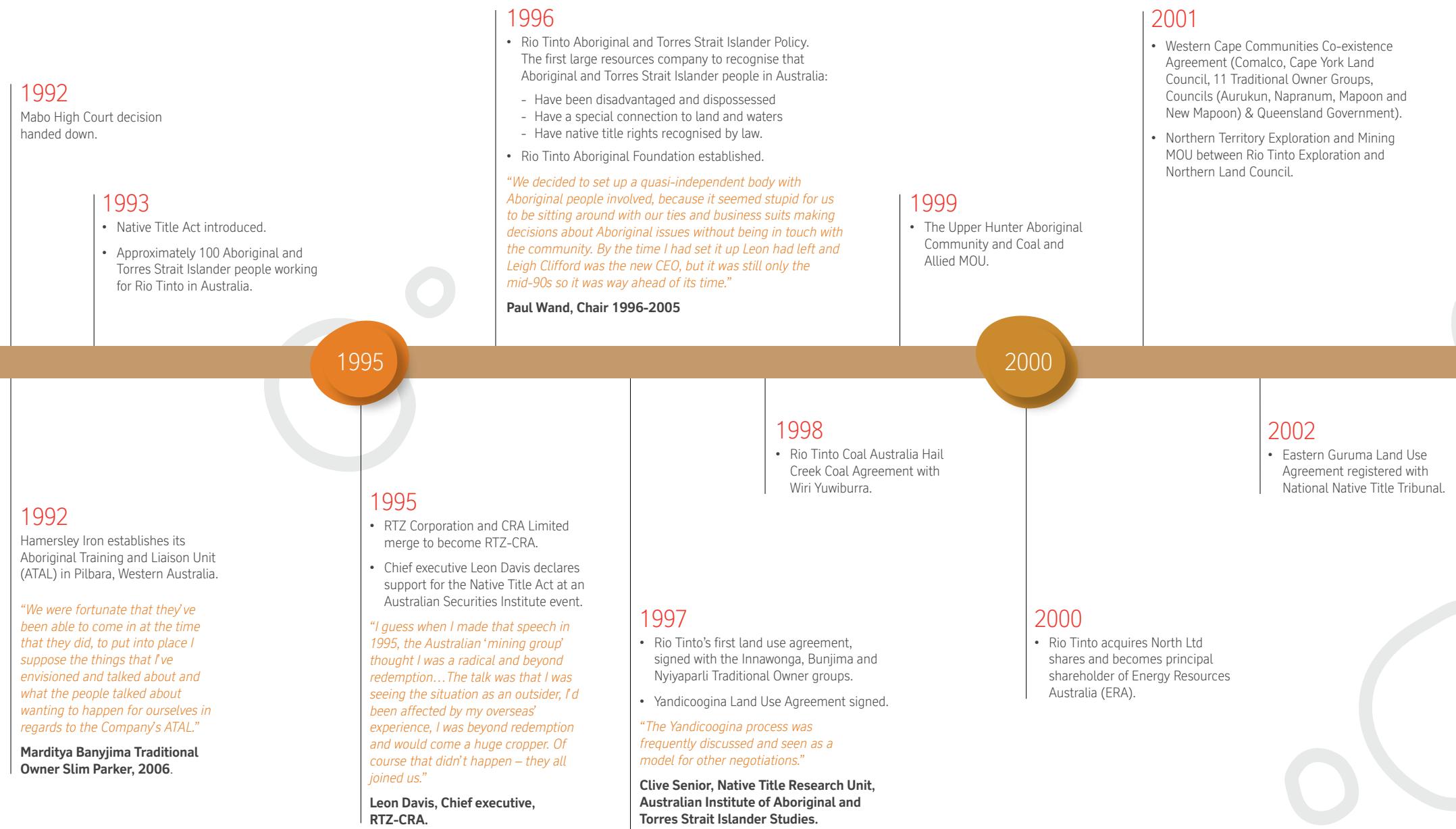
We support these sentiments. Until Aboriginal and Torres Strait Islander people have equality in health and education outcomes, and to economic opportunities and our rich cultural heritage is worn with pride by every Australian – there is more to be done. Rio Tinto commits now to leading the way.

Employing an Aboriginal or Torres Strait Islander person is a good outcome. But committing to the full employment lifecycle from supporting early education, assisting tertiary students, retaining our Indigenous workforce and actively developing career pathways is making a real difference. Increasing the number of Indigenous people working in our business has made us a better company. Having more Aboriginal and Torres Strait Islander leaders will make us even stronger.

The future is not just about our business but the broader community. We will share what we have learnt and ask others to join us to help bring all Australians together in recognition and respect.



*Culturally significant
Aboriginal scarred trees in
Weipa, Queensland.*



2004

- Argyle Diamond Mine Participation Agreement.

"Our Agreement has made history in the Kimberley – making history means things have changed, things have changed and are different now."

Ronnie Ramsay, Traditional Owner, 2005

2006

- Rio Tinto Coal Mount Pleasant Indigenous Land Use Agreement.

2008

- Rio Tinto Coal Australia Western Kangoulu (Kestral) Aboriginal Communities Project Agreement.

2011

- Rio Tinto's first Reconciliation Action Plan released.
- Rio Tinto Iron Ore signs Participation Agreements with five Pilbara Traditional Owner Groups – Ngarluma, Kuruma Marthundunera, Puutu Kunti Kurrama and Pinikura, Nyiyaparli and Ngarlawangga groups covering an estimated 71,000 square kilometres.
- Regional Framework Deed signed and Regional Standards developed covering Employment and Training, Business Development and Contracting, Cultural Heritage Management, Land Access, Environmental Management, Cultural Awareness Training, Life of Mine Planning.
- Rio Tinto Alcan Gove Traditional Owner Agreement signed with Rirratjingu, Gumatj and Galpu Traditional Owners and the Northern Land Council.

2016

- Reconciliation Action Plan 2016-2018 released.

2005

2005

- Regional Exploration and Heritage Survey Agreement between Rio Tinto Exploration and Yamatji Marlpa Barna Baba Maaja Aboriginal Corporation.

2010

2007

- Burrup Conservation Agreement to protect ancient rock art on the Burrup Peninsula in the Pilbara.

2013

- Agreements covering the Ranger Project Area were executed by the Mirarr Traditional Owners, Energy Resources Australia, the Northern Land Council, and the Commonwealth Government.
- Participation Agreements signed with Yinhawangka and Yindjibarndi Traditional Owner groups in the Pilbara.

2015

2015

- Rio Tinto announces support for recognition of Aboriginal and Torres Strait Islander people in the Australian Constitution.

"Joining Recognise is an important next step in the company's reconciliation journey, which began more than 20 years ago when our business acknowledged native title and started seeking to work in active partnership with Indigenous Australians."

Andrew Harding, chief executive –Iron Ore, Australia, China and Korea

Relationships - Partnerships that make a difference

Working with Aboriginal and Torres Strait Islander people is fundamental to our business success. In the regions where we operate and where we work with partners toward overcoming socioeconomic disadvantage, creating sustainable regions and positive futures. We do this through direct engagement with Traditional Owners in developing land use agreements. These agreements are negotiated over time and are specific to the local area. Under these agreements Rio Tinto and Traditional Owners have more than 4000 commitments that are implemented, monitored and reported against in regular forums. The commitments differ across operations and Traditional Owner groups but range from early involvement in planning for mines through to employment outcomes and the delivery of cultural awareness training. Working across our operations in Australia is a network of more than 50 experienced Communities practitioners that work within the business and in local communities to facilitate the implementation of our agreement commitments and broader community engagement.

Our commitments

Action

Work directly with Traditional Owners on whose land we have operations and share our extensive experiences

Target	Timeline	Responsibility
Work in partnership with Aboriginal and Torres Strait Islander people and their corporations and committees to implement and monitor agreement commitments. Implementation reporting and review processes in place for each agreement.	December 2017 – compile a list of all Rio Tinto Australian Agreements	Rio Tinto operational general managers and Traditional Owners
Release a comprehensive public document on Agreement making and Rio Tinto's key learnings.	December 2017	Global practice leader - Communities and Social Performance

Action

Establish an annual Australian Aboriginal and Torres Strait Islander Leadership dialogue

Target	Timeline	Responsibility
Representatives from the Rio Tinto Australian leadership team will meet for an annual dialogue with National Aboriginal and Torres Strait leaders.	December 2017 – establish 2018 and 2019 – meet annually	Managing Director Australia
The annual dialogue will include;	December 2017 – establish 2018 and 2019 – meet annually	Managing Director Australia

- Participation by Rio Tinto Aboriginal and Torres Strait Islander employees
- A formal report against the Reconciliation Action Plan commitments
- Outcomes from the annual dialogue will be shared internally and externally.

Action

Establish an Australian Rio Tinto Aboriginal and Torres Strait Islander employee representative panel

Target	Timeline	Responsibility
Ten Aboriginal and Torres Strait Islander employee representatives will participate in Reconciliation Action Plan monitoring and delivery.	December 2017 – establish 2018 and 2019 – meet four times per year	Managing Director Australia
Panel members participate in annual leadership dialogue and report on the Reconciliation Action Plan commitments.	December 2017 – establish 2018 and 2019 – meet four times per year	Aboriginal and Torres Strait Islander employee representatives

Action

Establish an Australian Rio Tinto Communities practitioners working group

Target	Timeline	Responsibility
A representative panel of at least eight Communities practitioners from across Rio Tinto Australian operations meet to share learnings and monitor the Reconciliation Action Plan.	December 2017 – establish 2018 and 2019 – meet four times per year	Managing Director Australia
Practitioner's panel participate in annual leadership dialogue.	December 2017 – establish 2018 and 2019 – meet annually	Australian Communities practitioners

Action

Invest in programmes that provide positive outcomes and opportunities for Aboriginal and Torres Strait Islander people and communities

Target	Timeline	Responsibility
Establish a national framework for \$5m investment in programmes that support outcomes for Aboriginal and Torres Strait Islander people.	December 2017 – establish framework and roll out internally	Managing Director Australia Australian managing directors
Put in place an evaluation and reporting process to share outcomes and learnings from community investments.	December 2018 & 2019 – report annually on investment programme outcomes	Australian Communities practitioners

Action

Raise awareness of our Reconciliation Action Plan and Rio Tinto's leadership in working with Aboriginal and Torres Strait Islander people

Target	Timeline	Responsibility
Promote the Rio Tinto Reconciliation Plan in Australia and track communications outcomes.	March 2018, 2019 – report annually	Managing Director Australia
Externally promote the development of Reconciliation Action Plans and assist ten organisations to develop Reconciliation Action Plans over three years.	March 2018, 2019 – report annually	Australian Communities practitioners
Contribute to national surveys, reports and working groups that promote reconciliation. For example MCA, BCA, community working groups.	Ongoing	Australian Communities practitioners

Target	Timeline	Responsibility
All new Rio Tinto employee inductions will include an overview of our Reconciliation Action Plan.	December 2017 – develop materials December 2018 – rolled out to all businesses December 2019 – review content	Australian Communities practitioners
Publish five stories each month on working positively with Aboriginal and Torres Strait Islander people.	December 2016 – establish 2017 and 2018 - report annually	Australian Communities practitioners
Work with Reconciliation Australia (RA) to support broader awareness including;	July 2017 – develop programme with Reconciliation Australia July 2018 & 2019 – implement programme	Managing Director Australia
<ul style="list-style-type: none"> Reconciliation Australia staff to participate in cultural immersion activity with Rio Tinto Reconciliation Australia board visit / meeting hosted on a Rio Tinto site Assist in growth of Reconciliation Action Plan organisations in areas of Rio Tinto operations. 		
Establish \$300,000 partnership with Reconciliation Australia to facilitate the development of RAP's in sporting clubs across Australia.	March 2017 – Launch March 2018 and 2019 – implement and publicly report outcomes	Managing Director Australia

Relationships - Partnerships that make a difference – continued.

Our commitments

Action			
Action	Target	Timeline	Responsibility
Support National Reconciliation Week (27 May - 3 June)			
Celebrate National Reconciliation Week by organising events in Perth, Brisbane and Melbourne offices to be attended by 100 employees each year.		2017, 2018 and 2019	Australian Communities practitioners
Encourage staff to participate in broader National Reconciliation Week events each year.		2017, 2018 and 2019	Australian Communities practitioners
Invest \$10,000 supporting National Reconciliation Week.		December 2019	Australian Communities practitioners
Upload National Reconciliation Week activities onto the Reconciliation Australia website.	2017, 2018 and 2019		Australian Communities practitioners
Support the <u>Recognise campaign</u>			
Publicly support the Recognise movement.		December 2016	Managing Director Australia
Promote Recognise in the communities in which we operate including hosting workshops in key regions. In-kind support valued at more than \$150,000. For example flights, accommodation and venue hire.		March 2017 – develop programme December 2017 – implement regional tours	Managing Director Australia
Promote our <u>support for Recognise</u> internally and externally and track communications outcomes.		Annual Report	Managing Director Australia
Develop video of Rio Tinto employees committing to Recognise and share on the Reconciliation Australia website.		December 2016	Managing Director Australia



Aboriginal employees undertake a safety assessment in the Pilbara, Western Australia.

Argyle Participation Agreement

Ten years old and still going strong

Ambitious and comprehensive, the Argyle Participation Agreement when signed in 2004 marked a new benchmark in agreement making in Australia. The sense of partnership and engagement between the Gidga and Miriuwung people and Argyle Diamonds was unprecedented and continues today to deliver great results.

Building on the requirements of the Native Title Act, the agreement was one of the first to set up trusts to provide opportunities for Traditional Owners both for today and for future generations. The Agreement was built on a sense of partnership between Traditional Owners and Argyle and is characterised by open and honest engagement. Associated with the Agreement is a Management Plan Agreement which guides the implementation of the content and intent of the Agreement.

Rio Tinto has more than 30 different land access agreements with Aboriginal and Torres Strait Islander people. The Argyle Participation Agreement continues to be a landmark Agreement not only regionally but across the nation. The success of the Agreement was celebrated in the ten year anniversary celebration involving Traditional Owners and Argyle employees at the Argyle minesite in November 2014.

Some of the key achievements include:

- Total Indigenous employment for the site (including permanent contractors) is above 20 per cent.
- Businesses owned by Traditional Owners now have contracts in place for services such as grounds and facilities maintenance, civil earthworks, cross cultural training, skip bin and landfill management.
- Access agreements are in place for a Traditional Owner operated business to provide ground tours of the Argyle mine and tourism ventures on the mine lease.
- A very successful work readiness programme is in place, which in 2015 supported another ten Indigenous apprentices and trainees to join Argyle.



Celebrations at the tenth anniversary of the Argyle Participation Agreement.

Reconciliation path

Walking the land together

Rio Tinto's bauxite mining operations at Weipa on Cape York Peninsula and Gove in North East Arnhem Land are located on land where Traditional Owners secured significant Australian land rights.

These rights have been embraced and respected through a number of Agreements which capture the aspirations of the business and Traditional Owners.

When Rio Tinto acquired Gove in 2007, relationships between the operation and local Traditional Owners had been the source of contention, dating back to the 1963 Bark Petition which outlined Yolngu people's land expropriation and mining concerns to the Australian Government.

In 2011 the historic Gove Traditional Owners Agreement was signed with Rirratjingu, Gumatj and Galpu Traditional Owners, the Northern Land Council and Rio Tinto.

The Agreement formally acknowledged Traditional Owners for the first time in the operation's 40-year history and provides significant long-term benefits.

Across the other side of the Gulf of Carpentaria at Weipa in Far North Queensland, the history of bauxite mining had also been fractured.

In 1996, the Wik Case challenged the legitimacy of granting bauxite mining leases and led to the close examination of miners continuing privilege to operate in the area.

The Western Cape Communities Co-existence Agreement was signed in 2001 by 11 Traditional Owner groups of the Western Cape area, Rio Tinto, the Queensland Government, the Cape York Land Council and four Indigenous community councils.

The Agreement symbolised the spirit of reconciliation and a common pathway to bind parties together.



Collection of culturally significant native seeds in Gove, Northern Territory.

Respect - recognition and acknowledgement

Rio Tinto recognises that Aboriginal and Torres Strait Islander people in Australia have been disadvantaged and dispossessed, have special connection to land and water and have native title rights recognised by law. We understand that genuine recognition and respect is essential to working together. Fundamental to any of our mining developments is working directly with Traditional Owners prior to development to identify areas of important cultural heritage value. Working together we aim to avoid areas of significance and together we have mapped more than 36,000 heritage sites across Australia. About 60 per cent of all our employees have taken part in cultural awareness training and we have led the way in Australian business with public acknowledgements of Traditional Owners.

Our commitments

Action

Acknowledge local Aboriginal and Torres Strait Islander people and protocols

Target	Timeline	Responsibility
Traditional Owners are recognised at all our operations by permanent signage, flying appropriate flags or naming of key facilities or infrastructure.	Ongoing	Australian Communities practitioners
Rio Tinto leaders acknowledge Traditional Owners in all key speeches.	Ongoing	Australian managing directors
Welcome to Country ceremonies are arranged for significant business events.	Ongoing	Australian Communities practitioners
A guidance note for all Australian employees on acknowledgement of Traditional Owners is developed and implemented.	December 2017 – draft guidance note December 2018 – rolled out to all Australian businesses	Managing Director Australia Australian managing directors

Action

Build and promote a culturally safe workplace

Target	Timeline	Responsibility
Cultural awareness training participation is tracked and reported for all Australian employees.	December 2017 – establish tracking March 2018 and 2019 – report on outcomes	Managing Director Australia
All Australian employees have access to on-line cultural awareness training.	December 2017 – current baseline of participation and programmes established December 2018 – develop on-line programme	Australian Communities practitioners
	December 2019 – rollout on-line programme and track outcomes	
Australian employees participate in cultural awareness training within 12 months of commencement.	December 2017 – current baseline of participation established December 2018 – increase participation to 65% December 2019 – increase participation to 70%	Australian Communities practitioners
Each operational site has local cultural awareness training developed and delivered in partnership with Traditional Owners.	December 2017 – current baseline of programmes established December 2018 – develop programmes for each site December 2019 – rollout training and track outcomes	Australian Communities practitioners

Action		
Celebrate Aboriginal and Torres Strait Islander culture, history and achievement		
Target	Timeline	Responsibility
Leaders participate in a cultural immersion activity each year with a total of 50 leaders taking part annually.	December 2017 and annually reported	Australian Communities practitioners
A cultural leave policy is implemented at all Australian operations.	December 2018 – develop policy December 2019 – implement and track outcomes	Australian Communities practitioners
Action		
Protection of Aboriginal and Torres Strait Islander cultural heritage		
Target	Timeline	Responsibility
Each operational site will work directly with Traditional Owners to develop and implement cultural heritage management plans.	December 2017 – identify current management plans December 2018 – develop plans where required December 2019 – implement plans on sites	Australian Communities practitioners
Implement the \$6.75 million <u>Burrup Conservation Agreement</u> and publicly share information on funded projects.	March 2017, 2018 and 2019 – report on funded projects.	Rio Tinto Iron Ore and Dampier Salt Communities practitioners

Education is key

Supporting pathways to succeed

“Through my involvement in the Footy Means Business programme I gained a passion for the professional and personal development of young Indigenous men, which I’m eager to explore.”

Kevin Taylor

Current Rio Tinto graduate and twenty three year old proud Yamatji man Kevin Taylor from the north west coast of Australia is positive and open-minded with a tireless desire to achieve.

Kevin who moved to Perth from Port Hedland to further his education says it was at school he felt most at ease.

“I moved to Perth for school, however in my family education was not held in high regard, but it was in school where I felt most comfortable. I was the first male on both sides of my family to graduate high school - to me this was a massive accomplishment.”

Kevin’s academic potential, leadership qualities and football skills landed him a position in the AFL’s Footy Means Business programme supported by Rio Tinto.

It was here he was trained and tested through the programme and connected with employment and education opportunities.

After his involvement in the programme Kevin received a university scholarship from Rio Tinto which provided him financial assistance to pursue studies in the area of Indigenous health and a taste of working life through paid vacation work.

This pathway lead Kevin to secure a place on the Rio Tinto graduate development programme in the Health and Safety division, where he is currently growing both technical and commercial skills while learning about the business.



AFL's Footy Means Business
participant Kevin Taylor on the
football field.

Opportunities – making a real difference

We will continue to work with Aboriginal and Torres Strait Islander people to develop strategies supporting education, employment and economic outcomes that deliver real benefits that improve lives. Many of our commitments and targets in this area are embedded in our business through agreement commitments that are specific to local areas. Targets have been important to increase the overall numbers of Aboriginal and Torres Strait Islander employees to over 1600 permanent employees, reaching more than 20 per cent at some mine sites. This has been supported strongly by more than 15 Aboriginal and Torres Strait Islander mentors that work on our sites to assist in the placement and development of employees.

Moving forward we will be focusing on career paths, supporting tertiary students and developing opportunities for Aboriginal businesses both in our businesses and more broadly. We do not work alone in creating a difference. Importantly we have generated support from our many contractors and suppliers, we work with business leaders, community organisations and with governments to share our experience and knowledge.

Our commitments

Action

Build effective career pathways for Aboriginal and Torres Strait Islanders

Target	Timeline	Responsibility
Increase the total national percentage of Aboriginal and Torres Strait Islander employment to 8.0%. <i>(** Please note in many agreements local targets are higher)</i>	December 2017 – 7.5% December 2018 – 7.75% December 2019 – 8.0%	Australian managing directors
Support 100 pre employment, trainee and apprenticeship opportunities.	December 2017 – 30 roles December 2018 – 30 roles December 2019 – 40 roles	Australian managing directors
Aboriginal and Torres Strait Islander employees in leadership roles are tracked and increase year on year.	December 2017 – establish baseline March 2018 – report on outcomes March 2019 – report and review	Australian managing directors

Target	Timeline	Responsibility
All Australian businesses track retention of Aboriginal and Torres Strait Islander employees with a target to equal non-Indigenous employees.	December 2017 – establish baseline March 2018 – report on outcomes March 2019 – report and review	Australian managing directors
Implement an Aboriginal and Torres Strait Islander people talent review process for 100 employees and include opportunities for career planning and mentoring programmes.	December 2017 – pilot talent review process in one business March 2018 – review and refine processes March 2019 – implement broadly and report	Australian managing directors
Mentor five businesses each year to implement an Aboriginal and Torres Straits Islander employment programme.	December 2017 - establish baseline March 2018 - report on outcomes March 2019 - report and review	Australian managing directors

Action

Support Aboriginal and Torres Strait Islander students undertaking tertiary education studies

Target	Timeline	Responsibility
Support 40 scholarship or cadetship students each year across Australia investing \$500,000.	December 2017 and annually reported	Managing Director Australia
All scholarship or cadetship recipients are offered work placements with Rio Tinto during their studies.	December 2018 and annually reported	Australian managing directors
Develop a partnership to provide career pathways for 15 Aboriginal and Torres Strait Islander people into technology related careers every year.	December 2017 – Develop options December 2018 – pilot programme December 2019 – implementation	Managing Director Australia

Action

Promote Aboriginal and Torres Strait Islander business opportunities

Target	Timeline	Responsibility
Support 10 businesses a year to tender for contract work with Rio Tinto operations.	December 2017 and annually report	Rio Tinto Procurement
Implement local targets, aligned with agreement commitments, to track Aboriginal and Torres Strait Islander people's business spend at each of our Australian operations.	March 2017 - establish targets March 2018 - report March 2019 - report	Australian managing directors
Develop an Aboriginal and Torres Strait Islander procurement policy and strategy for Australian businesses.	December 2017 – develop policy December 2018 – roll out strategy March 2019 - reporting	Rio Tinto Procurement
Externally support and promote the understanding of Aboriginal and Torres Strait Islander people's business capability including support for business guides, conferences and representative bodies. \$10,000 per annum investment.	December 2017 and report annually	Australian Communities practitioners

Business development

Buying local in the Pilbara

Supporting local businesses makes a significant contribution to regional economies through direct and indirect employment, improving wellbeing and prosperity.

We have spent more than \$3 billion over the past five years engaging Pilbara Aboriginal Businesses and/or joint ventures across a broad range of contracting and business development activities.

Our land use agreements include a range of commitments to support business development and contracting for Indigenous businesses, ranging from assistance to obtain pre-qualification and tender for contracts, to preferential weighting to businesses during the tender process and support for emerging businesses in areas other than mining to support regional development.

One such business is a joint venture between Cross Verwijmeren and Pilbara Aboriginal business Binbirri Contracting. The joint venture was formed to perform earthworks and rehabilitation activities at multiple project sites across the Pilbara.

Kevin Eckerman from Binbirri Contracting welcomed the opportunity to form the joint venture “This contract allows us to provide employment for our people and build our business by gaining further experience that will allow us to seek further contracting opportunities. The earthworks contract is a great start”.

To further assist sustainable business development, our Iron Ore business has developed policies and procedures to assist Indigenous businesses to expand, grow and become more competitive. Some of these include; leveraging our top 20 suppliers to increase their engagement with Indigenous service providers, hosting Indigenous businesses at business seminars, providing corporate governance training, and implementing a supplier mentoring program.

It is these policies and procedures, and our underlying commitment to Indigenous business development, procurement and supplier diversity that have enabled us to engage with and nurture successful business relationships with Indigenous service providers nation wide.



Aboriginal business Binbirri Contracting employees conduct earthworks and rehabilitation services in the Pilbara, Western Australia.

Reporting our progress

Our commitments

Action

Report our Reconciliation Australia Plan achievements, challenges and learnings.

Target	Timeline	Responsibility
Participate in Reconciliation Action Plan Barometer Report and provide relevant information to Reconciliation Australia for inclusion.	2016, 2017, 2018 biannual	Managing Director Australia
Complete Reconciliation Australia's Annual Reconciliation Action Plan Impact Measurement Report and provide case studies for inclusion.	September annually	Managing Director Australia
Develop an annual Rio Tinto Reconciliation Action Plan scorecard integrated into Rio Tinto annual internal reporting processes.	December 2017 - establish 2018 and 2019 meet annually	Managing Director Australia
Report the scorecard to the Rio Tinto Board.	December 2017 and report annually	Managing Director Australia
Review, refresh and update the Reconciliation Action Plan.	September 2019	Managing Director Australia



Andoom operations crew leader and Queensland Resources Council Indigenous Awards finalist Craig Wone in Weipa, Queensland.

Over many years we have been proud to work in partnership with a number of organisations including....

Western Australian Aboriginal Advisory Council
Roebourne Art Group (RAG) Perth Modern University of Queensland

Singleton Hospital Anglicare Yindjibarndi Aboriginal Corporation

City of Busselton St Luke's College David Wirrpanda Foundation Durack Institute

The Bower Studio NAIDOC Perth Inc The Luke Adams Foundation University of Western Australia

Shire of Derby Ngarliyarndu Bindirri Aboriginal Corporation Tom Price Youth Fitzroy Basin Aboriginal Committee

City of Greater Geraldton Bunuwal Investments YBE(2) Pty Ltd - Yolngu Business Enterprises Support Association WA Football Commission

Gumatj Aboriginal Corporation Limited (GUMATJ GROUP) Rirratjiñu Aboriginal Corporation (BUNUWAL GROUP) Yirralka Rangers

Marngarr Resource Centre Aboriginal Corporation (GUMATJ GROUP) Aboriginal Corporation Dhimurru Aboriginal Corporation

Novaskill Emerald North State School Shinju Matsuri Festival Principals Australia Laynhapuy Aviation Pty Ltd

Kununurra Gardening Service Miwatj Health Aboriginal Corporation Miwatj Employment and Participation Ltd

Moonfish Productions Aboriginal Corporation Gonawana National Indigenous Children's Choir National Centre for

Emerald PCYC The Murrup Barak Institute for Indigenous Development Sydney Museum of Contemporary Art Indigenous Excellence

MRAEL RMIT University (Royal Melbourne Institute of Technology) State Library of Western Australia

Botanic Gardens and Parks Authority St Helier's Correctional Centre Muswellbrook South School Wanaruah Local

Singleton Rotary Club on Hunter The Ration Shed, Cherbourg Richmond Football Club Aboriginal Land Council

Hunter Valley Research Foundation Wonnarua Nation Aboriginal Corporation National Gallery of Victoria

Singleton High School The Clontarf Foundation North West Cape Exmouth Aboriginal Corporation

The Australian Outward Bound Charlie Perkins Trust Luridgii Aboriginal Central Highlands Junior Rugby Union

NAIDOC Central Highlands Committee Eco Cultural Enterprise Savan Cultural Consultants

Laynhapuy Homelands Aboriginal Corporation Cherbourg Multimedia Resource Organisation Bangarra Dance Theatre

Central Highlands Aboriginal Coorporation Studio 505

University of Melbourne **Goolarri Media** **Anglicare** **Beagle Bay School**
Australian Indigenous Women in Mining **Yinjaa Barni Art Centre** **Kids After Dark** **Western**
Roebourne Police and Community Youth Centre **The Graham Polly Farmer Foundation** **Australia** **Kimberley Training Institute**
North West Cape Exmouth Aboriginal Coporation **Bundiyarra Aboriginal Corporation** **Studio**
Film and Television Institute **Compass Housing** **Local Sporting Carnivals** **Gooring Jimbila Round**
Bunuwal Industrial (BUNUWAL GROUP) **Lirrwi Yolju Tourism** **Scitech** **Department of Prime Minister & Cabinet - National Indigenous Cadetship program**
Buku-Larrnggay Mulka **Wundagoodie Bus Services** **Yothu Yindi Foundation** **Yaandina** **Queensland Resources Council**
The Australian Football League **Aboriginal Resource and Development Services - Yolju Radio** **Melbourne Museum - Bunjilaka Centre**
Australian Indigenous Leadership Centre **Botanic Gardens and Parks Authority** **Paddy McGinty** **National Centre for Gladstone Goorie Centre** **D&H Contracting** **Indigenous Excellence**
National Youth Science Forum **The Tribal Warrior** **National Gallery of Australia** **The Aurora Project** **Wollotuka Institute**
AFL SportsReady **University of Newcastle** **Upper Hunter Drug and Alcohol Services** **Community Benefits Trust**
Indigenous Corporation **South West Aboriginal Land Sea Council** **Emerald State High School**
Wiri Yuwiburra AEMEE - Aboriginal Enterprises in Mining, Exploration and Energy **Kununurra Gardening Service**
NSW Indigenous Chamber of Commerce **JAM Australia "Join Australia in Music"** **Nuwul Environmental Services** **Napranum Woorabinda Aboriginal Shire Council** **Port Curtis Coral Coast Native Title Applicant Group** **Reconciliation Australia Preschool**
Future Achievement Australia Foundation **Shire of Manjimup** **Southern Aboriginal Corporation** **Kununurra Tennis Club**



Rio Tinto is committed to supporting local Aboriginal students succeed at Mapoon Primary School in Weipa, Queensland.



Cover artwork: "Green is the colour of hope. This colour relates to stability and endurance, giving us the persistence and strength to cope with adversity. It provides balance and harmony. Its colour can revitalise us when we are physically, mentally or emotionally exhausted from living in a dysfunctional environment. Green also nurtures us because of its link with heart. Green is anticipation of things to come – Hope."

Roebourne artist and Ngarluma Traditional Owner Jill Churnside





Find out more

Please visit riotinto.com to view our electronic Reconciliation Action Plan which has links to additional resources.