

# BHP



## Reconciliation Action Plan 2017–2021





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## Front and inside cover:

The Martumili Artists Group is an unincorporated organisation established by the Shire of East Pilbara in 2006 to provide art centre services to Martu people living in Parnpajinya (Newman), Jigalong, Parngurr, Punmu, Kunawarritji, Irrungadji (Nullagine) and Warralong Communities.

Since its inception in 2006, Martumili Artists have catalogued the work of approximately 300 artists. Of these, there are approximately 75 active artists with around 35-45 of these being of high prominence and in some cases internationally regarded.

BHP has proudly partnered with the Martumili Artists, via the Shire of East Pilbara, since 2007, providing over A\$4 million dollars in supporting program and operational costs.

# Introduction

**We are BHP,  
a leading global  
resources company.**

**22,490**

directly employed people in Australia

**907**

identify as Aboriginal and  
Torres Strait Islander peoples

**Our purpose is to create long-term shareholder value through the discovery, acquisition, development and marketing of natural resources.**

Across our global operations, we are committed to working in ways that are true to *Our BHP Charter* values of Sustainability, Integrity, Respect, Performance, Simplicity and Accountability. When we do, we continue to build on our success today and for tomorrow.

We are among the world's largest producers of major commodities including iron ore, metallurgical coal, copper, oil and gas, and energy coal. Our portfolio of high quality assets enables us to meet the changing needs of our customers and the resources demand of emerging economies at every stage of their growth.

We are committed to the health and safety of our people, the environment and the communities in which we operate. Our ability to grow our organisation safely and in a socially and environmentally responsible way is essential. The long-term nature of our operations allows us to establish long lasting relationships with our host communities, where we can work together to make a positive contribution to the lives of people who live near our operations and to society more broadly. Promoting the principles of reconciliation is therefore important to us. We are committed to engaging Aboriginal and Torres Strait Islander people and building relationships based on openness and trust. This accords with *Our Charter* value of Respect.

To deliver our strategy, we also need a diverse and inclusive team. Only by recognising each individual's unique skills, experiences, perspectives and backgrounds, and celebrating diversity in the broadest sense, will we unlock the full potential of our people and achieve meaningful, sustainable change within our business and communities. In Australia, we directly employ 22,490 people, of which 907 identify as Aboriginal and Torres Strait Islander peoples.<sup>1</sup>

Our operations in Australia are managed through our Minerals Australia business and includes our Western Australian iron ore operations, our Olympic Dam copper mine in South Australia and our coal operations in New South Wales and Queensland.

Within the context of this Reconciliation Action Plan, our operated assets and projects are:

- BHP Mitsubishi Alliance (BMA) – Queensland
- BHP Mitsui Coal – Queensland
- Energy Coal – New South Wales
- Olympic Dam – South Australia
- Petroleum Australia Production Unit – Western Australia
- Western Australia Iron Ore – Western Australia
- Nickel West – Western Australia
- and office locations in Adelaide, Brisbane, Melbourne and Perth

## Our operated assets and projects



# Our vision for reconciliation.

**The diverse resources we produce are the fundamental building blocks of modern life, helping to improve the quality of life for people around the world.**

The majority of our operations around the world are located on or near the traditional lands of Indigenous peoples and we have a profound responsibility to recognise and respect their status as First Peoples. This also gives us opportunity to build and establish long lasting relationships.

This Reconciliation Action Plan reflects our global approach to working with Indigenous peoples in Australia which is consistent with our global commitments and values. Through our commitment to this Plan, we acknowledge and respect the rights of Aboriginal and Torres Strait Islander peoples and will contribute to their sustainable, long-term economic empowerment and social and cultural well-being. This Plan will also enable us to engage on issues which advance the rights and interests of Aboriginal and Torres Strait Islander peoples.



*Image:*

Monty Alison is an important stakeholder to Nickel West's operations in the Goldfields of Western Australia.



# A message from BHP CEO, Andrew Mackenzie.

**Reconciliation is about recognition. Recognition of past wrongs, recognition of current challenges, recognition of future opportunities.**



**Since 2007 BHP has worked to turn the wrongs and the challenges of yesterday and today into the opportunities of tomorrow.**

That's why, in 2007, we were proud to be one of the first organisations to commit to a Reconciliation Action Plan.

And that's why, in this fifth evolution of our Reconciliation Action Plan, we back the campaign for the Constitutional Recognition of Australia's Aboriginal and Torres Strait Islander peoples.

Australia has achieved significant progress on Reconciliation. For instance, back in 2007 our company was one of eight organisations that committed to a Reconciliation Action Plan (RAP).

Now, less than a decade later, more than 650 RAPs are in place across the corporate, government and community sectors.

However, we still have a long way to go.

That reality is underlined by Reconciliation Australia's State of Reconciliation in Australia Report, which challenges governments and corporate organisations to address outstanding issues including race relations, equality and the ways in which governments and the corporate sector engage with Aboriginal and Torres Strait Islander peoples.

That's why BHP recognises we can do more.

In 2015, we reviewed our approach to how we work with Indigenous peoples around the world—and developed our first global Indigenous Peoples Policy Statement and global Indigenous Peoples Strategy. That Statement and Strategy set out how BHP can work in and with Indigenous peoples.

The BHP way can be summarised as follows:

Wherever we operate around the world, BHP will respect the rights of Indigenous peoples; and contribute to their sustainable long-term economic empowerment, social development priorities and cultural wellbeing.

This Reconciliation Action Plan reflects our global approach to how we work with Indigenous peoples in Australia which is consistent with our global commitments and values.

Through our commitments in this Plan, we will acknowledge and respect the rights of Aboriginal and Torres Strait Islander peoples and contribute to their sustainable long-term economic empowerment, social priorities and cultural well-being.

An important part of our shared reconciliation journey is recognition. That is why—over the next three years—we will enhance our public engagement on issues that advance the rights and interests of Aboriginal and Torres Strait Islander peoples, including Constitutional Recognition.

Corporate Australia has much to gain from partnership with Aboriginal and Torres Strait Islander peoples. I can say that because I know the men and women of BHP have learned a great deal about history and connection and culture through their work in—and with—Indigenous peoples around the world.

In this our fifth RAP, our commitment remains resolute and we will continue to maximise the contribution we believe we can make to the lives of Aboriginal and Torres Strait Islander peoples.

I will provide regular updates on our progress.

A handwritten signature in black ink that reads "Andrew S Mackenzie". The signature is written in a cursive, slightly slanted style.

**Andrew Mackenzie**  
CEO, BHP



**Our commitment remains resolute and we will continue to maximise the contribution we believe we can make to the lives of Aboriginal and Torres Strait Islander peoples.**

**Andrew Mackenzie**



# A message from Reconciliation Australia CEO, Justin Mohamed.



## **Reconciliation Australia congratulates BHP on its ongoing commitment to reconciliation as it implements its fifth Reconciliation Action Plan (RAP).**

In adopting an Elevate RAP, BHP joins an elite group of organisations that have taken reconciliation above and beyond ‘business as usual’ by embedding reconciliation action in their core business practices at the highest level. BHP’s latest RAP has been developed in alignment with two other landmark documents—the BHP Indigenous Peoples Policy Statement and BHP Indigenous Peoples Strategy. By doing this BHP demonstrates they have ‘hardwired’ their Global Indigenous Peoples Strategy into their business systems and mandatory minimum standards for all operations around the world.

The BHP 2017-2021 Elevate RAP is reflective of, and consistent with, their global Indigenous Peoples Strategy. The four focus areas, governance, economic empowerment, social and cultural support, and public engagement seek to maximise the contribution they can make to advancing the rights and self-determination of Indigenous peoples in Australia and around the world.

This Elevate RAP is at the forefront of the next generation of RAPs and is a great opportunity to advance the RAP concept internationally through collaboration between Reconciliation Australia, BHP and Indigenous peoples and organisations.

BHP has been on their reconciliation journey since 2007, when it was one of the first organisations to adopt a RAP. In the years since, it has maintained a strong track record of following through with its RAP commitments and building meaningful partnerships with Aboriginal and Torres Strait Islander peoples and communities. BHP have made significant progress across the key pillars of reconciliation—relationships, respect and opportunities.

BHP’s work to ensure enhanced cultural understanding in the workplace has seen 22,340 Australia-based employees attend and complete cultural competency training between 2013-2015. This initiative has no doubt enhanced respect between non-Indigenous Australians and Aboriginal and Torres Strait Islander employees, and strengthened shared pride in the histories and cultures of First Peoples.

In demonstrating its support for Aboriginal and Torres Strait Islander businesses, in a mere three-year period, contracts totalling more than \$354 million have been awarded by BHP’s Australian operations to Aboriginal and Torres Strait Islander businesses. These efforts, coupled with more than \$52 million towards improved education, social and life outcomes for Aboriginal and Torres Strait Islander peoples, are demonstrative of an exemplary commitment to advancing reconciliation within BHP’s sphere of influence.

The employment of 274 Aboriginal and Torres Strait Islander trainees and apprentices over the duration of its last RAP demonstrates BHP commitment to generating career pathways and ongoing opportunities for Aboriginal and Torres Strait Islander peoples. These achievements provide a solid foundation for BHP to realise the more ambitious goals of its Elevate RAP, which are based on the four focus areas of governance, economic empowerment, social and cultural support and public engagement.

Reconciliation Australia’s RAP program inspires social change in workplaces across Australia, and economic and behavioural transformation with far-reaching positive impacts. Organisations such as BHP understand that by providing sustainable opportunities in education, employment and business for Aboriginal and Torres Strait Islander peoples, the benefits flow both ways.

BHP’s Elevate RAP signifies its continued and accelerated commitment to meaningful engagement with Aboriginal and Torres Strait Islander peoples and their communities. Raising the bar of its reconciliation ambitions sets a fine example to others within its sphere of influence.

On behalf of Reconciliation Australia, I commend BHP on its Elevate RAP and look forward to following its impressive reconciliation journey.

A handwritten signature in black ink, appearing to read 'Justin Mohamed'. The signature is fluid and cursive, written over a white background.

**Justin Mohamed**  
CEO, Reconciliation Australia



# Outcomes from our 2013–2015 Reconciliation Action Plan.



Our 2013–2015 Reconciliation Action Plan was based on three pillars: relationships, respect and opportunities. A full breakdown of our achievements against these actions can be found on page 32.

## Key highlights

**Cultural competency training:** 22,340 Australian-based employees attended and completed cultural competency training between 2013 and 2015.

**Supporting Aboriginal business:** Contracts worth \$354,915,508 were awarded by our Australian operations to Aboriginal and Torres Strait Islander businesses between 2013 and 2015.

**Projects supporting socio-economic and cultural wellbeing:** \$26,588,830 was invested by our Australian operations in programs supporting the socio-economic and cultural wellbeing of Aboriginal and Torres Strait Islander peoples over the course of the 2013–2015 RAP, complemented by \$25,794,644 in the areas of education and training.

**Employment:** Our Australian businesses employed 809 people identifying as Aboriginal and Torres Strait Islander peoples as of 30 June 2015. This number has grown every year since 2013.

**Career pathways:** Our Australian businesses employed 173 Aboriginal and Torres Strait Islander trainees and 101 apprentices over the duration of this RAP.

## Lessons learned

**Career pathways:** advances in technology and productivity will require an increasingly skilled workforce, particularly in the areas of Science, Technology, Engineering and Mathematics (STEM). Providing educational and vocational pathways for Aboriginal and Torres Strait Islander peoples to harness these opportunities will be increasingly important for our business and the nation.

**Sustainability:** the resources sector is cyclical by nature and investments supporting Aboriginal and Torres Strait Islander peoples in areas including employment and contracting should be as sustainable as possible through the cycle.

**Relationships:** successful partnerships are built upon cross-cultural understanding, mutual trust, respect and accountability. Recruiting and retaining staff with the capabilities to develop and sustain these relationships is critical to success.

**Embedded commitments:** change is most effective when initiatives are incorporated into our core business. Ensuring the commitments we make to Aboriginal and Torres Strait Islander peoples are embedded in company policies, systems and processes enhances our performance.

**Flexibility for context:** our Australian business operates in very different contexts for which a 'one size fits all' approach may be ineffective. We need to be clear on our outcomes and retain the flexibility for each operation to work with Aboriginal and Torres Strait Islander peoples to determine the best way to achieve our outcomes.

**Internal governance:** effective governance of our RAP enhances our capacity to learn and ensure accountability. We will continue to further enhance the internal governance of our 2017-2021 RAP.

**22,340**

Australian-based employees completed cultural competency training programs

**274**

Aboriginal and Torres Strait Islander apprentices and trainees were employed by our Australian businesses over the duration of this RAP

**809**

people identifying as Aboriginal and Torres Strait Islander peoples were employed as of June 2015

**\$25M**

invested by Australian operations in the areas of education and training to support Aboriginal and Torres Strait Islander peoples

**\$26M**

invested in socio-economic and cultural wellbeing programs to support Aboriginal and Torres Strait Islander peoples

**\$354M**

contracts awarded to Aboriginal and Torres Strait Islander businesses between 2013-2015

Case study:

**An education to employment pipeline – Krystal’s story.**

**107**

Indigenous Tertiary Scholarships awarded since 2009

Our education and training social investments seek to provide Indigenous students with outstanding education pathways and career opportunities. We work with a range of partners on programs spanning the full spectrum of learning, from early childhood development to tertiary studies. By building the learning capacity of students in our host communities, we aim to create a range of future career pathways for Aboriginal and Torres Strait Islander students. In the last five years, BHP has contributed over A\$82 million towards education programs and assisted over 1,700 young people across the Pilbara and Perth metro area.

Krystal’s journey from education to employment is an empowering one. Starting in Leonora, Western Australia where Krystal grew up and attended primary school, she moved to Perth to attend Presbyterian Ladies College. After completing school, Krystal was offered a BHP Tertiary Scholarship at Curtin University where she graduated with a Bachelor of Science (Physiotherapy). Krystal joined the 2013 BHP Graduate Program and has since moved into a Supervisor Maintenance role at Iron Ore Mining Area C.

Krystal is proof of what can be achieved with a goal, education opportunities and the right support system.



# Developing our 2017–2021 Reconciliation Action Plan

In 2015 we initiated a comprehensive review of our approach to working with Indigenous peoples around the world based on the findings of independent research we commissioned.

This research identified the key global trends and issues of importance to Indigenous peoples as including: formal recognition of rights to traditional lands; retaining cultural heritage and knowledge; securing sustainable economic benefits from resource developments; and enhancing the governance of Indigenous organisations.

We established a working group comprising representatives from our coal, iron ore, copper, petroleum and potash businesses, and our human resources, legal and supply functions. The outcome of this was the development of two landmark documents in 2015;

- 1. The BHP Indigenous Peoples Policy Statement which outlines a series of globally consistent public commitments to working with Indigenous peoples around the world. This underpins our approach.**
- 2. The BHP Indigenous Peoples Strategy which documents in greater detail how the BHP Indigenous Peoples Policy Statement will be implemented. The Strategy focuses our engagement with Indigenous peoples on four priority areas:**

**Governance** - Central to achieving lasting positive change and sustainable benefits for Indigenous peoples. Governance focuses on land access, agreement making and implementation, cultural heritage management and benefit distribution processes.

**Economic empowerment** – Indigenous peoples in many regions of the world have been historically disadvantaged and still experience lower rates of educational attainment, employment and economic benefit. We seek to address this imbalance by focusing on education and vocational training, employment pathways and business development opportunities.

**Social and cultural support** – *Our Charter* value of Respect, embracing openness, trust, teamwork, diversity and relationships that are mutually beneficial, underpins this area. By better understanding and preserving Indigenous culture and traditions, we can achieve a more culturally aware workforce and improve the quality of life for Indigenous peoples.

**Public engagement** – In addition to programs working directly with Indigenous peoples and our employees, we will engage in appropriate public policy discussions in relevant jurisdictions that seek to advance the interests of Indigenous peoples.

These documents provide the foundation for how we aim to be a partner of choice for Indigenous peoples, contributing to their economic, social and cultural empowerment.

This RAP fully aligns with Reconciliation Australia's Relationships, Respect and Opportunities framework. Our RAP commitments in the Governance priority area reflect our respect for Aboriginal and Torres Strait Islander peoples and in particular their relationships to land. Our commitments in the Economic Empowerment priority area will provide significant opportunities for Aboriginal and Torres Strait Islander peoples while our Social and Cultural support commitments will enhance relationships. Finally, our Public Engagement commitments will contribute to all three elements of the Reconciliation Australia framework.

# BHP

## Indigenous Peoples Policy Statement

Indigenous peoples are critical partners and stakeholders in many of BHP's operations both within Australia and around the world.

Many of our operations are located on or near lands traditionally owned by or under the customary use of Indigenous peoples and the long-term nature of our operations allows us to establish long lasting relationships with these Indigenous communities. These relationships are based upon *Our Charter* value of Respect, through which we seek meaningful engagement, trust and mutual benefit.

Through this experience we understand that Indigenous peoples often have profound and special connections to, and identification with, lands and waters and that these are tied to their physical, spiritual, cultural and economic well-being.

We also understand Indigenous peoples in many regions of the world have been historically disadvantaged and often still experience poverty and other forms of social exclusion. Through our engagement with Indigenous peoples we seek to contribute to their sustainable long-term economic empowerment, social development needs and cultural well-being.

### Our approach

**We respect the rights of Indigenous peoples and acknowledge their right to maintain their culture, identity, traditions and customs.**

We commit to the 2013 International Council on Mining and Metals (ICMM) Position Statement on Indigenous Peoples and Mining. This frames our approach to engaging with Indigenous peoples with respect to new operations or major capital projects that are located on lands traditionally owned by or under customary use of Indigenous peoples and which are likely to have significant adverse impacts on Indigenous peoples. This commitment includes:

- Undertaking participatory and inclusive social and environmental impact assessments
- Seeking to agree on and document engagement and consultation plans with potentially impacted Indigenous peoples
- Working to obtain the consent of Indigenous peoples to BHP activities consistent with the ICMM Position Statement

This commitment will be satisfied through compliance with domestic laws or completion of host government regulatory processes where they are consistent with the objectives of the ICMM Position Statement as determined by the BHP Chief Legal Counsel.

Where the consent of Indigenous peoples is not forthcoming despite the best efforts of all parties, in balancing the rights and interests of Indigenous peoples with the wider population, governments might determine that a project should proceed and specify the conditions that should apply. In such circumstances, BHP will determine whether it will remain involved with a project.

Consistent with the ICMM Position Statement, this BHP policy:

Applies to new operations or major capital projects for which approvals and permitting process have not commenced prior to May 2015;

Seeks consent processes which are based on good faith negotiation and which do not confer veto rights to individuals or sub-groups, nor require unanimous support from potentially impacted Indigenous peoples unless legally mandated.

Through successful implementation of this policy BHP aims to be a partner of choice for Indigenous peoples through which our relationships contribute to their economic, social and cultural empowerment.

# Our RAP, a global approach delivering local outcomes.

## Reconciliation Action Plan structure

The structure of our 2017-2021 RAP is reflective of, and consistent with, our global Indigenous Peoples Strategy. It seeks to maximise the contribution we believe we can make to the lives of Aboriginal and Torres Strait Islander peoples. Our focus areas are governance, economic empowerment, social and cultural support, and public engagement.

Within each focus area the RAP incorporates:

**An outcome statement:** the positive changes in the lives of Aboriginal and Torres Strait Islander peoples to which we will seek to contribute.

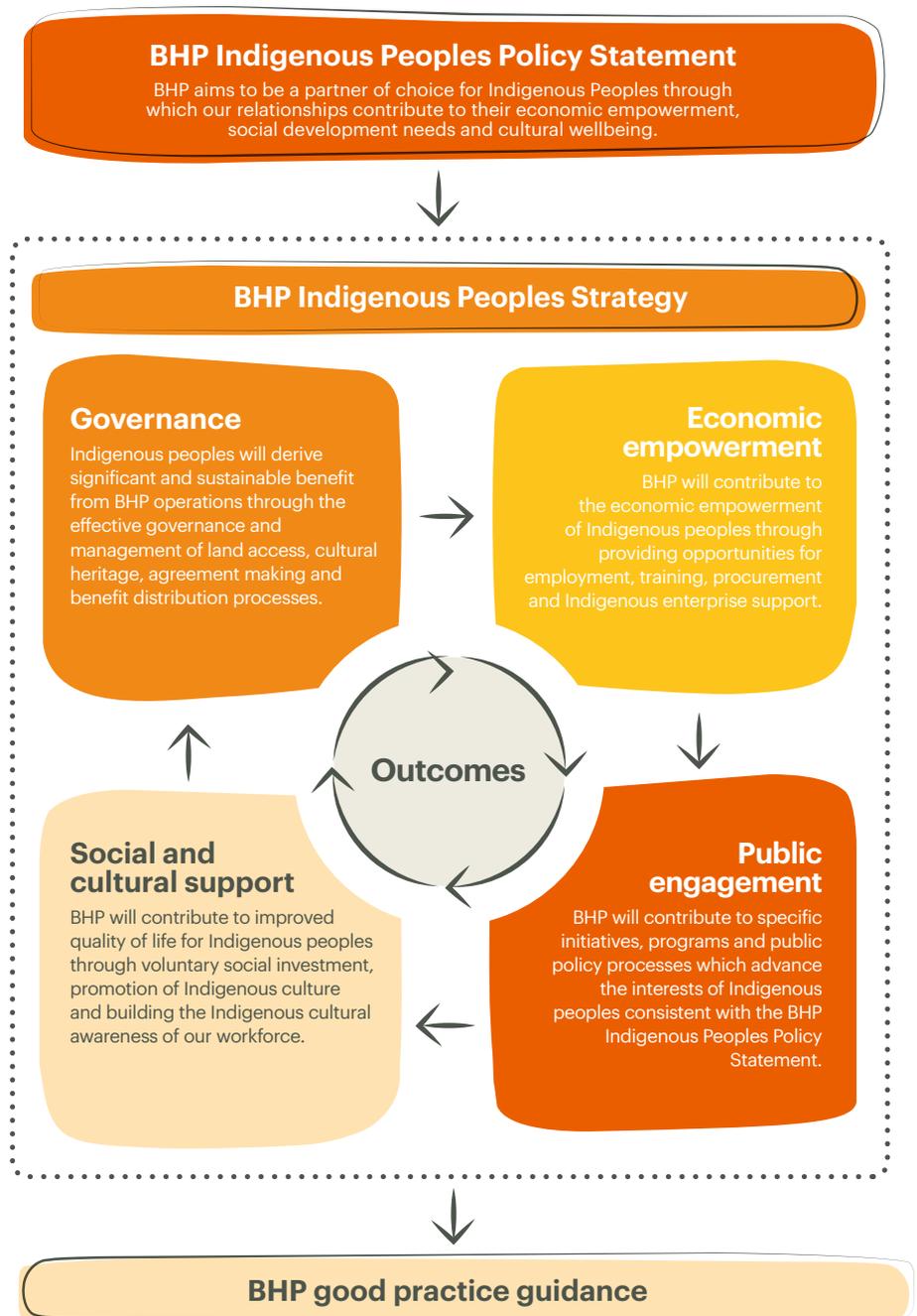
**Core commitments:** these are mandatory actions consistent with our Indigenous Peoples Policy Statement and the 2013 ICMM Indigenous Peoples and Mining Position Statement that our business will undertake in contributing to the Outcome Statement. The actions are reflected in Our Requirements (or Group Level Documents).

**Good practice guidance:** this outlines the benchmarks for our performance in relation to specific elements of each priority area. While each element of the Good Practice Guidance may not be appropriate to the operating context of every part of our business, we expect each operation will seek to incorporate relevant elements of the Good Practice Guidance into operational practice.

Our RAP is aligned with our global approach.

We have divided this document into three sections for the themes of our RAP in Governance, Economic Empowerment, Social and Cultural Support and Public Engagement:

1. Our commitment
2. Our FY2017-2021 targets
3. Our way of working



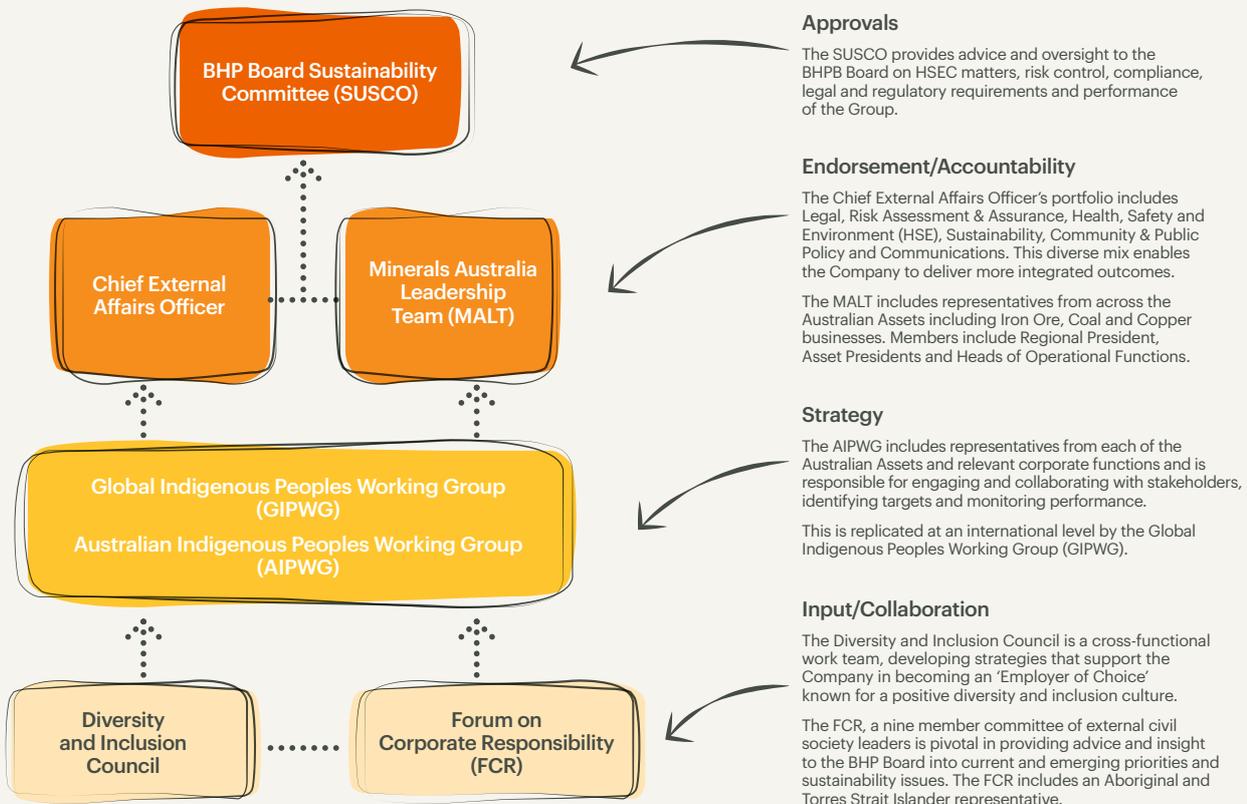
**We recognise and understand that Indigenous peoples around the world, often have profound and special connections to, and identification with, lands and waters and that these are tied to their physical, spiritual, cultural and economic well-being.**

**Accountability for performance**

Accountability for meeting the Core Commitments and agreed Targets in this RAP rests with Asset Presidents within our Minerals Australia business and a range of functional teams supporting Minerals Australia. We will establish an Australian Indigenous Peoples Working Group (AIPWG)<sup>1</sup> which will include representatives from each of our Australian Assets and relevant corporate functions. At commencement the AIPWG includes Aboriginal and Torres Strait Islander staff with functional expertise, with membership reviewed annually to enhance Indigenous representation.

The AIPWG will have responsibility for:

- Review and calibration of individual Asset plans and targets under the RAP
- Development of public aggregate national targets for relevant aspects of the RAP, including aggregate targets for Aboriginal and Torres Strait Islander employment and procurement
- Monitoring overall performance against RAP Core Commitments and Targets
- Internal aggregate reporting of progress against all RAP targets to the Minerals Australia Leadership Team, Chief External Affairs Officer and Board Sustainability Committee
- Engagement with the BHP Diversity and Inclusion Council and Forum on Corporate Responsibility in relation to RAP performance and targets
- Annual public reporting of progress against all RAP targets, including aggregate national targets for Aboriginal and Torres Strait Islander employment and procurement



BHP's performance will be independently verified through annual reporting at the end of each financial year. To do this we will work with Reconciliation Australia and an independent provider to develop a reporting framework. It is envisaged that each year the targets and deliverables will be reviewed in consultation with Reconciliation Australia to assess performance, existing targets and deliverables and modify targets where mutually agreed.

<sup>1</sup> Current titles of AIPWG members include: Manager Indigenous Affairs, Australia; Manager Indigenous Employment, Australia; Senior Advisor Indigenous Employment, Australia; Specialist Indigenous Affairs, Australia; Principal Indigenous Affairs, Australia; Principal Government Relations, Australia; Principal Indigenous Engagement, Australia; Head of Community and Indigenous Affairs, Australia; Asset President, BMA; General Manager Port, WAIO; Manager Maintenance, Olympic Dam.

# Our commitment: Governance

## Outcome statement

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**Aboriginal and Torres Strait Islander peoples will derive significant and sustainable benefit from our operations through the effective governance and management of land access, cultural heritage management, agreement making and benefit distribution processes.**



## Core commitments

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### We will:

- Undertake social and environmental impact assessments for projects affecting Aboriginal and Torres Strait Islander peoples
- Seek to agree on and document engagement and consultation plans with potentially impacted Aboriginal and Torres Strait Islander peoples
- Work to obtain the consent of Aboriginal and Torres Strait Islander peoples for new operations or major capital projects that are located on lands traditionally owned by or under customary use of Aboriginal and Torres Strait Islander peoples and which are likely to have significant adverse impacts on Aboriginal and Torres Strait Islander peoples<sup>1</sup>
- Seek through good faith negotiation to reach agreements with Aboriginal and Torres Strait Islander peoples which deliver sustainable improvements in their economic, social and cultural wellbeing
- Seek to minimise impacts on aspects of significant heritage value and support the preservation of cultural heritage through implementing a framework for identifying, documenting and managing aspects of cultural significance
- Put in place grievance and complaints mechanisms which are culturally appropriate and accessible for Aboriginal and Torres Strait Islander peoples.

<sup>1</sup> Consistent with the ICMM Indigenous Peoples and Mining Position Statement and the BHP Indigenous Peoples Policy Statement.

## Case study: Governance

# New native title agreement with the Banjima People in Western Australia.



In November 2015, BHP signed a new native title agreement with the Banjima People in Western Australia. The BHP Banjima Comprehensive Agreement covers an area of 8,263 square kilometres and includes a number of our Pilbara-based iron ore operations and most of the Banjima Native Title determination area. The agreement is believed to be one of the most significant agreements of its kind in Australia and highlights our transparent and unique approach to engaging Indigenous communities.

The terms of this agreement provide real and lasting benefits to both parties and reflects our approach of developing true partnerships with Indigenous communities. It moves us away from transaction-based engagement to an ongoing and open relationship that will span generations to come. With a life of more than 100 years, the agreement provides long-term certainty, in terms of our current operations and potential future developments, and the Banjima People, with regards to how we will respect and treat their land.

The agreement shows that mining and Traditional Owners can co-exist if all parties are willing to listen and work co-operatively.

**An ongoing and open relationship that will span for generations to come.**

# Our commitment: Economic Empowerment

## Outcome statement

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**We will contribute to the economic empowerment of Aboriginal and Torres Strait Islander peoples through investment which provides opportunities for employment, training, procurement and Indigenous enterprise support.**



## Core commitments

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**We will develop and implement Aboriginal and Torres Strait Islander Economic Empowerment Plans for each of our Australian Assets which include milestones and targets for one or more of the following as appropriate:**

- Pre-employment training, employment, career development and retention of Aboriginal and Torres Strait Islander employees
- Business procurement from Aboriginal and Torres Strait Islander enterprises
- Aboriginal and Torres Strait Islander peoples vocational training and livelihood support through voluntary Social Investment Plans.

# 6.5%

**Our target is to achieve total Aboriginal and Torres Strait Islander employment of 6.5% by December 2021 of our total managed workforce including direct, contracting and labour hire employees.**

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Logo:

Opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities are important to BHP and our core business activities

## Case study: Economic empowerment

# Supporting the growth and expansion of Pilbara Traditional Owner businesses in WA.

In 2011, we launched the BHP Iron Ore Indigenous Business Support Program to aid the start-up, growth and expansion of Pilbara Traditional Owner businesses in Western Australia. The program is available to Indigenous business owners who are registered Pilbara native title claimants from the areas in which Iron Ore operates and provides access to free expert confidential financial, commercial, mentoring and strategic advice.

A third party of highly experienced chartered accountants and business advisors administer the program. The objective was to assist the start-up, growth and expansion of these local businesses by providing services and advice that includes:

- Business plans
- Strategic advice for growth and development
- Assistance with business finance issues
- Identifying key business risks and advising appropriate mitigation strategies
- Reviewing financial management systems and processes
- Financial modelling, costing, budgeting and planning advice
- Assistance on corporate governance issues and procedures
- Reviewing management accounts and financial statements
- Business structure advice
- Review of marketing plans



Advisors travel to the Pilbara each month for the free one-on-one advice and counselling sessions. Meetings can also be arranged in the Perth office with ongoing support also available by email and phone. More than 120 local businesses/individual businesses have used the program and, by the end of FY2016, there were 69 businesses continuing to use the service.

## Case study: Economic empowerment

# Supporting change through employment.

As a long-term operator in the Pilbara of Western Australia, our Minerals Australia Iron Ore team are very aware that Indigenous people in the region experience on average, higher rates of developmental vulnerability, lower school attendance and high school completion rates and substantially lower annual incomes than non-Indigenous people. Our long-term commitment to contribute to addressing these issues has centred around three key areas: education-to-employment pipeline; training for employment; and building organisational capacity.

As a result, since 2001 the number of Indigenous employees in our Iron Ore operations has increased four-fold. The numbers continue to grow as a result of the team's comprehensive approach and the design and delivery of innovative programs.

As at the end of July 2015, there were 654 Indigenous employees in Iron Ore or 7.6 per cent of the total workforce. The team aspires towards a target of at least 13 per cent by 2020, creating sustainable, positive change in the lives of Indigenous people.



# 654

Indigenous employees  
in Iron Ore

# 7.6%

of the total workforce

# Our commitment: Social and Cultural Support

## Outcome statement

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**We will contribute to improved quality of life for Aboriginal and Torres Strait Islander peoples through voluntary social investment, support for reinforcement and promotion of Aboriginal and Torres Strait Islander cultures, and building the cultural awareness of our workforce.**



## Core commitments

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### We will:

- Develop and deliver Aboriginal and Torres Strait Islander cultural awareness and competency training in consultation with Aboriginal and Torres Strait Islander peoples
- Maintain grievance and complaints mechanisms which are culturally appropriate for and accessible to Aboriginal and Torres Strait Islander peoples, and which result in the collection, recording, reporting and timely resolution of issues raised by Aboriginal and Torres Strait Islander peoples
- Consult with Aboriginal and Torres Strait Islander peoples in determining appropriate social, economic and cultural baseline data within social baseline studies and the development of investment priorities within Community Development Management Plans
- Consult with Aboriginal and Torres Strait Islander peoples as part of Social Impact and Opportunity Assessment processes to determine social impacts, gaps and opportunities
- Develop an Aboriginal and Torres Strait Islander Social Investment Plan which incorporates relevant investments from our Businesses.  
  
This will be complemented by relevant investments by the BHP Foundation, a charity funded by BHP, which will include
  - Narragunnawali: Reconciliation in Schools and Early Learning
  - Indigenous Governance Awards
  - CSIRO Indigenous STEM Education Project
- Evaluate Aboriginal and Torres Strait Islander social investment projects against appropriate data gathered and measured through Social Baseline studies applicable to Indigenous peoples

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Logo:

Building strong relationships between Aboriginal and Torres Strait Islander peoples and other Australians is important to BHP and our core business activities

## Case study: Social and cultural support

# Celebrating culture, inclusion and collaboration.



In October 2015, more than 1,000 Aboriginal and Torres Strait Islander artists from around Australia came together to share their stories and culture at the TARNANTHI Festival of Aboriginal and Torres Strait Islander Art. This was the largest Aboriginal and Torres Strait Islander contemporary art festival to exhibit in South Australia.

The TARNANTHI Festival is a partnership between BHP and the Art Gallery of South Australia. Our support of this event is consistent with the values we seek to demonstrate in our relationships with Indigenous Australians – those of respect and acknowledgement of the rights of Aboriginal and Torres Strait Islander peoples to maintain their culture, identity, tradition and customs.

More than 311,000 people visited events at the Gallery and partner venues. The Festival also recorded a record number of school visits from 9,824 students, teachers and accompanying adults. A two-day Art Fair attracted 5,500 visitors and generated over \$450,000 in direct sales, generating revenue in the mid-range Aboriginal and Torres Strait art market that is critical for the economies of remote communities.

In April 2016, the Festival received the Award for Excellence in Supporting Communities at the South Australian Premier's Community Excellence Awards in Mining and Energy.

After such success at the inaugural event, in November 2016 BHP committed to supporting the event for a further five years to 2021. Through TARNANTHI's showcasing of contemporary art and culture, the community can look forward to greater long term, economic development opportunities for Aboriginal and Torres Strait Islander artists and communities across Australia.

# Our commitment: Public Engagement

## Outcome statement

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**We will contribute to specific initiatives, programs and public policy processes which advance the interests of Aboriginal and Torres Strait Islander peoples consistent with our Indigenous Peoples Policy Statement.**



## Core commitments

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### We will:

- Engage in public policy processes which are relevant to us and to Aboriginal and Torres Strait Islander peoples in a manner consistent with our Indigenous Peoples Policy Statement and *Our Charter* values
- Support specific initiatives and events of significance to Aboriginal and Torres Strait Islander peoples
- Support Reconciliation Australia and Aboriginal and Torres Strait Islander leaders to dialogue on reconciliation related public policy issues
- Publish a BHP Indigenous peoples Good Practice Guidance document

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Logo:

Respect for Aboriginal and Torres Strait Islander peoples, cultures, lands, histories and rights are important to BHP and our core business activities

## Case study: Public engagement

# Supporting the Recognise campaign for Constitutional recognition of Australia's Aboriginal and Torres Strait Islander peoples.



In FY2015, we announced our support for the Recognise campaign to build public support for Constitutional recognition of Aboriginal and Torres Strait Islander peoples. Indigenous peoples are critical partners and stakeholders in many of BHP's operations both within Australia and around the world.

Through our engagement with Indigenous peoples around the world, we seek to contribute to their sustainable long-term economic empowerment, social development needs and cultural wellbeing. The goal of formal recognition of Aboriginal and Torres Strait Islander peoples in the Australian Constitution is consistent with *Our Charter* values. In particular,

recognition that acknowledges Australia was first occupied by Aboriginal and Torres Strait Islander peoples; fosters respect for their continuing cultures, languages and heritage; and recognises their relationships to traditional lands and waters is consistent with the values underpinning the relationships we seek to have with them.

# Our 2017-2021 Targets

## Governance

Outcome	Core Commitments
Aboriginal and Torres Strait Islander peoples will derive significant and sustainable benefit from our operations through the effective governance and management of land access, cultural heritage management, agreement making and benefit distribution processes.	<p>We will:</p> <ul style="list-style-type: none"> <li>Undertake social and environmental impact assessments for projects affecting Aboriginal and Torres Strait Islander peoples.</li> <li>Seek to agree on and document engagement and consultation plans with potentially impacted Aboriginal and Torres Strait Islander peoples.</li> <li>Work to obtain the consent of Aboriginal and Torres Strait Islander peoples for new operations or major capital projects that are located on lands traditionally owned by or under customary use of Aboriginal and Torres Strait Islander peoples and which are likely to have significant adverse impacts on Aboriginal and Torres Strait Islander peoples.</li> <li>Seek through good faith negotiation to reach agreements with Aboriginal and Torres Strait Islander peoples which deliver sustainable improvements in their economic, social and cultural wellbeing.</li> <li>Seek to minimise impacts on aspects of significant heritage value and support the preservation of cultural heritage through implementing a framework for identifying, documenting and managing aspects of cultural significance.</li> <li>Put in place grievance and complaints mechanisms which are culturally appropriate and accessible for Aboriginal and Torres Strait Islander peoples.</li> </ul>

RAP Targets	Deliverables and Timeline	Responsible Teams
	This performance will be independently verified through Annual Reporting at the conclusion of each Financial Year.	
<b>G1.</b> BHP Australian Assets incorporate Aboriginal and Torres Strait Islander peoples' issues and perspectives in relevant social and environmental impact assessment processes.	100% Australian Assets who undertake relevant social and environmental impact assessments.	Corporate Affairs, Australia
<b>G2.</b> BHP Australian Assets incorporate Aboriginal and Torres Strait Islander stakeholders in Stakeholder Engagement Management Planning.	100% Australian Assets that are included in Stakeholder Engagement Management Plans.	Corporate Affairs, Australia
<b>G3.</b> Aboriginal and Torres Strait Islander peoples consent and agreement making processes are established for new projects or major capital projects in Australia consistent with our Indigenous Peoples Policy Statement.	100% of new projects or major capital projects developed in Australia.	Corporate Affairs, Australia Planning and Technical, Minerals Australia
<b>G4.</b> BHP Australian Assets implement a framework for identifying, documenting and managing aspects of cultural significance consistent with our internal minimum mandatory requirements in addition to legal and regulatory requirements.	100% Australian Assets implement cultural framework.	Corporate Affairs, Australia Planning and Technical, Minerals Australia
<b>G5.</b> BHP Australian Assets have grievance and complaints mechanisms which are culturally appropriate and accessible for Aboriginal and Torres Strait Islander peoples and which result in the collection, recording, reporting and timely resolution of issues raised by Aboriginal and Torres Strait Islander peoples.	100% Australian Assets with grievance and complaints mechanisms.	Corporate Affairs, Australia

## Economic Empowerment

Outcome	Core Commitments
We will contribute to the economic empowerment of Aboriginal and Torres Strait Islander peoples through investment which provides opportunities for employment, training, procurement and Indigenous enterprise support.	<p>We will develop and implement Aboriginal and Torres Strait Islander Economic Empowerment Plans for each of our Australian Assets which include milestones and targets for one or more of the following as appropriate:</p> <ul style="list-style-type: none"> <li>• Pre-employment training, employment, career development and retention of Aboriginal and Torres Strait Islander Employees</li> <li>• Business procurement from Aboriginal and Torres Strait Islander enterprises</li> <li>• Indigenous peoples vocational training and livelihood support through voluntary Social Investment Plans.</li> </ul>

RAP Targets	Deliverables and Timeline	Responsible Teams
<p><i>With an FY16 total managed workforce of 20,000 people and operating in five states of the country, all six Australian Assets will be included in planning that outlines:</i></p>		
<p><b>E1.</b> Workforce planning with targets and strategies to employ Aboriginal and Torres Strait Islander peoples that aggregate to 6.5% of our total Australian managed workforce (including direct, contracting and labour hire employees) by December 2021. This sees year on year percentage improvement in Indigenous employment in all Assets.</p>	<p>100% of Assets are included in Indigenous Employment planning</p>	Human Resources
<p><b>E2.</b> Social investment in community donations or projects as outlined in Community Development Management Plans include local Aboriginal and Torres Strait Islander people's perspectives, communities and priorities.</p>	<p>100% of Assets are included in Social Investment planning that includes projects or donations that benefit Aboriginal and Torres Strait Islander peoples.</p>	Corporate Affairs, Australia
<p><b>E3.</b> The identification of specific opportunities for business development and engagement for Aboriginal and Torres Strait Islander communities in Local Procurement Plans and associated targets.</p>	<p>100% of Australian Assets are included in Local Procurement planning that refer to Aboriginal and Torres Strait Islander communities and identify priorities.</p> <p>100% of Australian Assets will promote relevant procurement opportunities to Aboriginal and Torres Strait Islander businesses.</p> <p>Consideration will be given as to how BHP may build the capacity of Aboriginal and Torres Strait Islander businesses.</p>	Supply, Operations Australia Corporate Affairs, Australia

## Social and Cultural Support

Outcome	Core Commitments
<p>We will contribute to improved quality of life for Aboriginal and Torres Strait Islander peoples through voluntary social investment, support for reinforcement and promotion of Aboriginal and Torres Strait Islander culture, and building the cultural awareness of our workforce.</p>	<p>We will:</p> <ul style="list-style-type: none"> <li>• Develop and deliver Aboriginal and Torres Strait Islander cultural awareness and competency training in consultation with Aboriginal and Torres Strait Islander peoples</li> <li>• Maintain grievance and complaints mechanisms which are culturally appropriate for and accessible to Aboriginal and Torres Strait Islander peoples, and which result in the collection, recording, reporting and timely resolution of issues raised by Aboriginal and Torres Strait Islander peoples</li> <li>• Consult with Aboriginal and Torres Strait Islander peoples in determining appropriate social, economic and cultural baseline data within social baseline studies and the development of investment priorities within Community Development Management Plans (CDMP)</li> <li>• Consult with Aboriginal and Torres Strait Islander peoples as part of Social Opportunity and Impact Assessment (SOIA) processes to determine social impacts, gaps and opportunities</li> <li>• Develop an Aboriginal and Torres Strait Islander Social Investment Plan which incorporates relevant investments from our Businesses.</li> </ul> <p>This will be complemented by relevant Investments by the BHP Foundation, a charity funded by BHP, which will include</p> <ul style="list-style-type: none"> <li>- Narragunnawali: Reconciliation in Schools and Early Learning</li> <li>- Indigenous Governance Awards</li> <li>- CSIRO Indigenous STEM Education Project</li> </ul> <ul style="list-style-type: none"> <li>• Evaluate Aboriginal and Torres Strait Islander social investment projects against appropriate data gathered and measured through Social Baseline Studies applicable to Indigenous peoples.</li> </ul>

RAP Targets	Deliverables and Timeline	Responsible Teams
	<p>This performance will be independently verified through Annual Reporting at the conclusion of each Financial Year.</p>	
<p><b>S1.</b> Australian operations develop and deliver cultural awareness and competency training in consultation with appropriate Aboriginal and Torres Strait Islander peoples</p>	<p>By the end of FY17 BHP will develop a cultural awareness training strategy for employees and contractors which defines continuous cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided, including the prioritisation of certain roles that will require specific cultural competency.</p>	<p>Human Resources Corporate Affairs, Australia</p>
<p><b>S2.</b> Australian operations engage and consult with Aboriginal and Torres Strait Islander peoples in social research that is conducted to understand local and regional contexts, that then informs social investment planning and outcomes</p>	<p>100% of Australian Assets that conduct any form of social research consult Aboriginal and Torres Strait Islander peoples.</p> <p>100% of Australian Assets invest in social projects or donations that support Aboriginal and Torres Strait Islander peoples.</p>	<p>Corporate Affairs, Australia</p>
<p><b>S3.</b> BHP local and regional social investment is supported complimented by national investment in projects that support Aboriginal and Torres Strait Islander peoples.</p>	<p>With an existing national commitment to Aboriginal and Torres Strait Islander projects of more than \$30M, annually the BHP Foundation will increase investments in projects that support Aboriginal and Torres Strait Islander peoples.</p>	<p>BHP Foundation with support from Corporate Affairs, Australia</p>

## Public Engagement

Outcome	Core Commitments
We will contribute to specific initiatives, programs and public policy processes which advance the interests of Aboriginal and Torres Strait Islander peoples consistent with our Indigenous Peoples Policy Statement.	<p>We will:</p> <ul style="list-style-type: none"> <li>Engage in public policy processes which are relevant to us and to Aboriginal and Torres Strait Islander peoples in a manner consistent with our Indigenous Peoples Policy Statement and <i>Our Charter</i> values</li> <li>Support specific initiatives and events of significance to Aboriginal and Torres Strait Islander peoples</li> <li>Support Reconciliation Australia and Aboriginal and Torres Strait Islander leaders to dialogue on reconciliation related public policy issues</li> <li>Publish a BHP Indigenous peoples Good Practice Guidance document</li> </ul>

RAP Targets	Deliverables and Timeline	Responsible Teams
	This performance will be independently verified through Annual Reporting at the conclusion of each Financial Year.	
<b>P1.</b> Support constitutional recognition of Aboriginal and Torres Strait Islander peoples.	BHP will continue to support and promote constitutional recognition until a referendum is held and will support activities that support this work over the life of this RAP.	Corporate Affairs, Australia
<b>P2.</b> Events are conducted to celebrate National Reconciliation Week and National Aboriginal and Torres Strait Islander Day of Observance (NAIDOC) Week.	Annually, in the states of Queensland, New South Wales, Victoria, Western Australia and South Australia, BHP will hold or support events that commemorate National Reconciliation Week and NAIDOC Week.	Corporate Affairs, Australia
<b>P3.</b> BHP will be an ongoing active participant in industry forums discussing Aboriginal and Torres Strait Islander policies including International Council on Mining and Metals (ICMM), Business Council of Australia (BCA), Minerals Council of Australia (MCA), Chamber of Minerals and Energy (CME) or Queensland Resources Council (QRC) as appropriate to the Company.	BHP will share strategic Company approaches and strategies with all appropriate industry forums.	Corporate Affairs, Australia Sustainability and Public Policy
<b>P4.</b> Publish good practice guidance attached to the BHP Indigenous Peoples Strategy.	BHP will publish Indigenous Peoples Strategy good practice guidance in FY18.	Sustainability and Public Policy

# Our way of working

## Description

This outlines the benchmarks for our performance in relation to specific elements of each priority area. While each element of the Good Practice Guidance may not be appropriate to the operating context of every part of our business, we expect each operation will seek to incorporate relevant elements of the Good Practice Guidance into operational practice.

## Governance

### Good practice guidance



#### Agreement making

**Our agreement making processes should:**

- Ensure Aboriginal and Torres Strait Islander peoples have access to adequate independent legal and other professional representation through the negotiation phase
- Provide support for the timely resolution of Native Title processes
- Provide agreed governance mechanisms, structures, systems and processes that deliver open, transparent and ethical decision making for the long term
- Contain formal processes to identify and respect sites, places, structures and objects that are culturally or traditionally significant
- Provide opportunities for Aboriginal and Torres Strait Islander peoples' economic empowerment through vocational training, employment, procurement and support for Indigenous enterprise development
- Facilitate long term, mutually beneficial relationships through regular systematic dialogue and monitoring of agreement implementation.

#### Cultural heritage management

**Our cultural heritage management processes should:**

- Consider cultural heritage values early in planning stages
- Recognise the fundamental responsibility of Aboriginal and Torres Strait Islander peoples to manage their own cultural heritage
- Respect that 'non-physical' cultural heritage protection is equally as important to 'physical' protection
- Support collaboration between Aboriginal and Torres Strait Islander peoples and heritage professionals to assist with intergenerational transmission of knowledge and cumulative impacts
- Support third party involvement in heritage protection and conservation with the consent of Aboriginal and Torres Strait Islander peoples.

#### Agreement implementation and benefit distribution

**Our agreement implementation and benefit distribution processes should:**

- Provide governance mechanisms which give day-to-day decision-making control to representative bodies of Aboriginal and Torres Strait Islander peoples
- Include dispute resolution processes where the decision-making body cannot reach consensus
- Include mechanisms to build decision-making capacity within groups
- Include an independent body to ensure compliance with trust rules and/or governance structures
- Include transparent financial benefit management structures that deliver enduring and sustainable agreement related benefits
- Contain adequate mechanisms to enforce governance requirements such as rights to independent audits.



## Economic empowerment

### Good practice guidance



#### Employment

##### **Our Aboriginal and Torres Strait Islander employment processes and outcomes should:**

- Include Aboriginal and Torres Strait Islander peoples in relevant Diversity and Inclusion Plans with targets developed, executed and reviewed annually
- Use targeted and culturally appropriate strategies for Aboriginal and Torres Strait Islander peoples recruitment through outreach to community organisations, use of networks, and media advertising through channels maximising reach to Aboriginal and Torres Strait Islander audiences
- Use of Aboriginal and Torres Strait Islander peoples outreach strategies as part of graduate and undergraduate intake recruitment processes including digital, print and campus campaigns targeting Aboriginal and Torres Strait Islander Peoples
- Adopting Aboriginal and Torres Strait Islander peoples employment models which may include pre-vocational training to create pathways to employment; and a range of capacity building initiatives such as numeracy and literacy programs, basic vocational skills, mentoring and addressing foundational issues identified as barriers to employment

- Build the capability of leaders to develop an enabling environment for retention, progression and career development of Aboriginal and Torres Strait Islander employees.

#### Procurement

##### **Subject to our compliance requirements, Aboriginal and Torres Strait Islander procurement processes and outcomes should:**

- Include Aboriginal and Torres Strait Islander suppliers and procurement targets in local procurement plans
- Be flexible and willing to remove the barriers to improving Aboriginal and Torres Strait Islander business outcomes. Subject to compliance requirements, this may include letting minor contracts that can be negotiated directly without tender processes; unbundling larger contracts; preferencing Aboriginal and Torres Strait Islander enterprises using weightings; providing support to meet qualifications; providing information regarding emerging procurement opportunities; and explaining company policies and processes

- Proactively share information on procurement opportunities, supplier qualification and performance requirements with Aboriginal and Torres Strait Islander supplier networks and peer companies
- Seek to stimulate opportunities for Aboriginal and Torres Strait Islander enterprises outside the mining industry as part of a broader regional development agenda that aims to ensure sustainability beyond the life of the mine
- Define opportunities to discover and develop Aboriginal and Torres Strait Islander suppliers as per local sourcing strategies.



## Social & Cultural Support

### Good practice guidance



#### Our social and cultural support for Aboriginal and Torres Strait Islander peoples should include:

- Employing people with an understanding of Aboriginal and Torres Strait Islander cultures, organisational and decision-making structures, history, values, concerns and social and cultural development priorities to underpin the design of social and cultural support programs
- Ensuring the involvement of Aboriginal and Torres Strait Islander peoples is inclusive and captures the diversity of views within and between communities
- A recognition that power imbalances may exist within Aboriginal and Torres Strait Islander communities and ensure that the voices of excluded groups (for example, women or small family groups) are heard in engagement and decision-making processes
- Building sustainability into social investment and cultural support programs by identifying opportunities for alignment with existing Aboriginal and Torres Strait Islander community, government or regional development plans
- Cross-cultural training delivered and/or authorised by appropriate Aboriginal and Torres Strait Islander traditional owner groups which focuses not only on giving an historical understanding, but on providing practical advice that can enhance cross-cultural communication and understanding.

## Public Engagement

### Good practice guidance



#### Our public engagement on matters related to the rights and interests of Aboriginal and Torres Strait Islander peoples should:

- Build the capacity of, or complement, Aboriginal and Torres Strait Islander organisations or representative bodies to engage in public policy processes
- Speak in our own voice and not seek to speak on behalf of Aboriginal and Torres Strait Islander peoples
- Play a brokering and convening role, where appropriate, to bring together representatives of Aboriginal and Torres Strait Islander peoples and other actors such as government to constructively address issues of mutual interest or concern
- Provide opportunities to deepen our understanding of, and engagement with, Aboriginal and Torres Strait Islander peoples
- Contribute input to relevant industry association policy and advocacy with respect to Aboriginal and Torres Strait Islander peoples discussions consistent with our Indigenous Peoples Policy Statement and *Our Charter* values



# Our 2013–2015 Reconciliation Action Plan performance.



## Relationships

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**Action:** Support a National Reconciliation Working Group, which includes cross-operation membership and expert external advice

Core actions to be reported on an annual basis.

Progress: **Achieved**

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**Action:** Build and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, organisations and communities:

- Aboriginal and Torres Strait Islander stakeholders are identified and engaged via Stakeholder Engagement Management Plans
- Plans are reviewed and revised annually.

Progress: **Achieved**

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**Action:** Recognise, participate and celebrate National Reconciliation Week.

Progress: **Achieved**

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## Respect

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**Action:** Conduct cultural competency training:

- Increase in percentage of staff that have participated in cultural competency training
- Aboriginal and Torres Strait Islander participation is documented in the preparation and/or delivery of cultural competency programs

Progress: **Some progress**

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**Action:** Identify, record, manage and promote Aboriginal and Torres Strait Islander cultural heritage:

- Cultural Heritage Management Plans exist where required and reviewed annually
- Culture and language has been documented in collaboration with Aboriginal and Torres Strait Islander peoples for future generations
- Learning from cultural heritage practice has been shared with at least one external organisation

Progress: **Some progress**

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**Action:** Respect cultural protocols:

- Organisation-wide Aboriginal and Torres Strait Islander cultural protocols developed in consultation with local Aboriginal and Torres Strait Islander communities
- Welcome to Country at Annual General Meeting
- Welcome to Country and Acknowledgement of Country delivered at other events when identified as appropriate

Progress: **Achieved**

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**Action:** Encourage, recognise, support and celebrate employee and community participation at local and national Aboriginal and Torres Strait Islander events, for example, NAIDOC

- Participation and/or support in events
- Aboriginal and Torres Strait Islander events promoted internally and within local communities

Progress: **Achieved**

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## Opportunity

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**Action:** Support, promote and enhance employment and training opportunities for Aboriginal and Torres Strait Islander peoples working in and contracting to our business

- Policies in place and reviewed annually that support, promote and enhance the recruitment and retention of Aboriginal and Torres Strait Islander peoples
- Increased number of Aboriginal and Torres Strait Islander employees in our operations

Progress: **Some progress**

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**Action:** Support, promote and enhance educational opportunities for Aboriginal and Torres Strait Islander peoples

- Scholarships provided for Aboriginal and Torres Strait Islander peoples
- Education programs designed to support better employment/career outcomes for Aboriginal and Torres Strait Islander peoples

Progress: **Achieved**

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**Action:** Support, promote and enhance Aboriginal and Torres Strait Islander business opportunities

- Aboriginal and Torres Strait Islander businesses defined and included within Local Procurement Plan
- Opportunities made available for businesses that are Aboriginal and Torres Strait Islander owned including via joint venture partnerships

Progress: **Achieved**

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**Action:** Identify and invest in projects that contribute to the socio-economic and cultural well-being of Aboriginal and Torres Strait Islander peoples

- Where Aboriginal and Torres Strait Islander peoples neighbour operations, Community Development Management Plans include a focus on Aboriginal and Torres Strait Islander peoples
- Projects supporting Aboriginal and Torres Strait Islander peoples are funded and implemented

Progress: **Achieved**

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### Image:

BHP partners with the Great Barrier Reef Foundation to support critical marine research and rehabilitation works aimed at preserving the green turtle habitat at Raine Island, in close collaboration with the Traditional Owners, the Wuthathi people and the Meriam people

**BHP**