

# BHP

## Canada Indigenous Partnerships Plan





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## Land acknowledgement

BHP operates around the world on land that has been inhabited by Indigenous people for thousands of years. We recognize that they have been the stewards and caretakers of this land long before we arrived. We want to pay our respect to the First Nations, Inuit and Métis peoples and ancestors of this country that is now known as Canada, or Turtle Island to Indigenous Peoples broadly.

We want to take this opportunity to reaffirm our relationship with one another.





### A “Good Way”

Within many Indigenous practices, no matter what the task may be, it is important to intentionally and meaningfully conduct yourself and your work in a “good way”. This includes acting with honesty, humility, respect, reciprocity and with good intentions in all you do.



## Our foundation

BHP is a global resources company with operations throughout the Americas and in Australia. Our Canadian operations are headquartered in Saskatoon, Saskatchewan, and include Potash, Legacy Assets and Metals Exploration. As we continue to operate and build our presence in Canada, we recognize the importance of delivering on our global ambition to create long-term relationships with Indigenous Peoples, based on trust and mutual benefit. This aligns with our Company Purpose of bringing people and resources together to build a better world, our focus on delivering long-term social value, and our commitment to working with integrity.

BHP is proud to publish its first Canada Indigenous Partnerships Plan (CIPP) that outlines our initial steps in responding to the Truth and Reconciliation Commission's Final Report and Calls to Action<sup>1</sup>, and particularly those recommendations directed at the corporate sector. BHP strives to positively contribute to reconciliation with Indigenous Peoples and communities in Canada, and as such the CIPP is guided by the aims of the United Declaration on the Rights of Indigenous Peoples<sup>2</sup>, as described in our Indigenous Peoples Policy Statement<sup>3</sup>, and it provides a framework for developing respectful relationships with Indigenous Peoples that reflect their distinct perspectives, aspirations, and rights, and for seeking jointly defined and mutually beneficial outcomes.

An integrated team at BHP will lead the implementation of this plan in Canada that aims to:

- 1 support the well-being of Indigenous Peoples and their expressed views and ambitions through cultural awareness training, thoughtful social investment and activities;
- 2 develop impactful partnerships with Indigenous-led organizations;
- 3 remain accountable for our publicly stated goals with the support of a new external Indigenous Advisory Circle for Jansen, and appropriate annual reporting for our progress; and
- 4 develop plans for delivering on Indigenous employment and procurement targets.

Our approach also embeds Indigenous methodologies that we believe Indigenous Peoples will recognize and see themselves reflected in. One such methodology is the concept of approaching our work in a “good way” which is widely understood and valued in Indigenous communities in Canada. This concept can be understood as having a holistic understanding of relationships, interconnectedness, and the realization that we must take care of the physical, mental, emotional, and spiritual parts of ourselves and communities. It is about centering ceremony in the work. There are many examples of how this can be done, and we look forward to working with our Indigenous partners to learn how best to do that.

<sup>1</sup> Truth and Reconciliation Commission's [Final Report and Calls to Action](#)

<sup>2</sup> [United Declaration on the Rights of Indigenous Peoples](#)

<sup>3</sup> Indigenous Peoples [Policy Statement](#)



## Message from Simon Thomas

Over two years ago, I moved from my home country of Australia to Canada, to lead BHP's team as we deliver the Jansen Potash Project in Saskatchewan. Jansen is BHP's flagship project in Canada and represents the company's entrance into potash production as well as a growing commitment to Canada as a key investment jurisdiction.

As I took on the new role, I knew what to expect from a project stand-point – this is work I've been fortunate enough to be involved with across my career. What I didn't anticipate or fully grasp was the extent to which the place and the people would enrich my understanding of connection and partnership.

As we build Jansen from the ground-up, we have the opportunity of doing things right and in a "good way", and working closely with Indigenous Peoples is at the centre of this approach. To us, this means building sincere, transparent, and meaningful relationships with Indigenous Peoples, and those potentially affected by our operations at Jansen and other Indigenous Peoples across Canada, who can help advise BHP in its efforts to meaningfully contribute to reconciliation here. We have a recent history of relationship building in Canada, and we will continue to listen and learn from Indigenous perspectives and seek to build mutually beneficial and enduring partnerships.

Working together in a "good way" is not measured solely by metrics, but is determined in large part by the lived experience of the communities and people

we work with. I have come to understand more about how Indigenous Peoples are truly connected to one another, the planet, the environment, and all living things. Living, working and being in a "good way", this worldview aligns with BHP's Values of doing what's right, seeking better ways and making a difference, and I look forward to finding ways together to connect them.

This CIPP marks a beginning and will assist us in being thoughtful and intentional in the ways in which we strive to support community wellbeing and capacity, and ally with Indigenous Peoples in Canada to create a future that their ancestors and generations to come, will be proud of.

Success in this regard will take consistent, collective effort from across BHP and with our partners. I invite our employees, contractors, and the organizations we work with to join us in this process towards stronger and long-lasting partnerships with Indigenous Peoples. We all have a role to play in creating the ideal environment for enduring mutually beneficial legacies.

A special thank you to our internal champions who have moved this critical work for us to the next level and to the Indigenous partners who have led us this far. I look forward to working alongside you all further.

**Simon Thomas**  
Vice President Projects



**We will continue to listen and learn from Indigenous voices and work in partnerships based on the direction we are given.**



## Message from Karina Gistelinck

BHP's presence in Canada is growing, and our Indigenous Partnerships Plan (CIPP) will be an important part of that growth as we continue on a path of inclusivity and meaningful collaboration. I am excited to unveil our plan, which outlines our commitment to developing stronger relationships with Indigenous communities.

The CIPP for Canada is a step towards our aspiration of a shared future that respects and values the unique perspectives, cultures, and traditions of the Indigenous Peoples in Canada.

Our goal is to create opportunities for economic participation, education, capacity building and community development. Involving Indigenous voices in relevant decision-making processes should always be the first step towards positive long-term social, environmental and economic outcomes.

This plan sought to bring together the views and insights from across BHP and the Indigenous communities surrounding our Jansen Potash Project.

It is the start of more work and more engagement to come – work that to be successful, must be done together.

As we move forward, embracing BHP's CIPP for Canada will be an important part of building and operating the Jansen mine and how we work with local Indigenous communities. Our shared commitment will strengthen our company and contribute to healthier and more sustainable communities.

Together, we can seek to establish a legacy that spans generations and relationships that embody the principles of togetherness, respect, and mutual benefit. Thank you to everyone who has contributed to the creation of the CIPP for Canada. I cannot wait to see how our company continues to evolve in the decades ahead.

**Karina Gistelinck**  
Potash Asset President

## Note from the authors

This work has been a collaborative effort between internal teams as part of a working group led by Monique Fry, Principal Indigenous Engagement for BHP Canada. Monique is from the Xwchíyò:m First Nation on her grandfather's side and from the shíshálh Nation on her grandmother's side, both Nations in British Columbia. We acknowledge the Indigenous and non-Indigenous team members who met, supported, and helped shape this plan to give us a strong foundation for the work still to come.

The importance of working with and including Indigenous perspectives from those that work within BHP to anchor this plan has been intentional. We will

strive to ensure that these internal Indigenous voices are consistently included as we progress the work.

This plan can enable us to be more inclusive of Indigenous perspectives, values, and knowledge to better understand how we can support Indigenous communities in meaningful and appropriate ways. We invite everyone on this journey with us, including all teams and functions within BHP, as well as the new external partners we will seek.

**Mekw' tel sq'eq'ó**  
– All My Relations





## Lighting the path forward

**Indigenous Peoples are critical partners for BHP, in Canada and globally. Many of our operated assets are located on or near lands, waterways and systems traditionally stewarded by or under the customary use of Indigenous Peoples.**

We recognize and respect the rights of Indigenous Peoples and embrace the opportunity to establish respectful, long-lasting relationships through which we seek meaningful, sustainable engagement, trust, and mutual benefit. We understand that Indigenous Peoples often have profound and unique connections to, and identification with, lands and waterways, which are intrinsically linked to their physical, spiritual, cultural, and economic wellbeing.

The CIPP intentionally attempts to include some Indigenous methodologies and ways of being and doing in combination with business concepts and ideas. Through this, BHP will take time to learn from Indigenous people.

We acknowledge that we have not always got it right, and that we may make mistakes in the future as well. We understand that learning from our mistakes, taking accountability and doing better once we know better, is a big part of this journey as we partner with Indigenous Peoples.

Many Indigenous Peoples in Canada acknowledge the privilege and honour to create a legacy for the next seven generations – an Indigenous philosophy around always learning, doing better, and stewarding the earth and knowledge for future generations. We align this value of legacy to BHP's multi-generational presence

in Canada, as we look ahead and strategically plan for the longevity and life of our operations from production to closure and beyond.

The CIPP reflects input from Indigenous partners and voices. As we strive for a truly inclusive and national plan, the CIPP requires continued integration of collective voices across our current operating regions in Canada through engagement, involvement, and participation. This Plan is intended to be a starting point, ensuring BHP's work is respectful of the goals, concerns, rights, and perspectives of Indigenous Peoples.

This CIPP lays out an early approach to BHP's ways of working with Indigenous Peoples in Canada but does not represent a final or complete position. BHP is committed to working collaboratively with Indigenous Peoples to seek input, refine, change, adapt and evolve our approach. We will be guided by the aims of our [Indigenous Peoples Policy Statement](#) and take a rights-based approach to understanding the impacts and opportunities of our activities by building partnerships, being transparent in our work, being accountable and seeking mutually beneficial economic outcomes.

We acknowledge that this is a living document that will need to be validated by BHP and community, brought into ceremony, and guided by Indigenous ways of knowing and doing alongside Elders and Knowledge Keepers. We anticipate that changes will come as we learn from each other how we can do things better, and in a "good way". BHP will co-create shared objectives and measurements of success with Indigenous partners and communities.

## All My Relations

"All My Relations" is the English equivalent of a phrase familiar to most Native peoples of North America. "All My Relations" is at first a reminder of who we are and of our relationship with both our family and our relatives. It also reminds us of the extended relationship we share with all human beings. But the relationships that Native people see go further, the web of kinship to animals, to the birds, to the fish, to the plants, to all the animate and inanimate forms that can be seen or imagined. More than that, "All My Relations" is an encouragement for us to accept the responsibilities we have within the universal family by living our lives in a harmonious and moral manner.

– Thomas King, *All My Relations*

## Guiding approach

At the heart of BHP's approach is listening to Indigenous Peoples, ensuring their voices guide and inform our strategy and actions. The first year of the CIPP for Canada will be focused on listening to Indigenous Peoples and co-creating goals and expectations. Following that, BHP will work towards achieving these shared goals.



### BHP's approach reflects four streams of work:

#### ➤ RESPECT

Recognize the truth of our shared history and the traditional Indigenous lands that we operate on. Respect the unique cultures and rights of Indigenous Peoples to foster meaningful and lasting relationships.

#### ➤ PARTNER

Build partnerships with Indigenous people, Nations, and organizations to support their goals and aspirations.

#### ➤ COMMIT

To develop meaningful goals, impactful investments, and transparent, accountable processes.

#### ➤ RECIPROCITY

Collaborate with Indigenous Peoples through mutually beneficial economic opportunities such as procurement, hiring and business development.

These four streams, tied to specific objectives and actions outlined in this CIPP, are foundational for our relationship building with Indigenous Peoples, businesses, and organizations in Canada. The naming conventions used in the four streams provides an opportunity to connect with Indigenous Elders and Knowledge Keepers who can reflect on these names, pray on these concepts, and perhaps offer ceremonial direction and naming conventions that are rooted in Indigenous language and culture in our next phase of work.

## MANDATE

BHP is committed to building long-term relationships with Indigenous communities and businesses based on trust, respect, and mutual benefit.

## VISION

We will work to foster reciprocal relationships with Indigenous Peoples and partnership organizations to contribute to improved social, economic, and environmental outcomes that respond to their community needs of wellbeing for a shared prosperous future for all.

The CIPP identifies how BHP will partner with First Nations, Métis, Inuit, and urban Indigenous Peoples, which includes time-bound commitments, social investment initiatives, an accountability mechanism, and a governance model that seeks ongoing feedback.



**BHP's purpose is "To bring people and resources together to build a better world."**



## Who we are

**Our operations in Canada currently span four business units: Potash, Legacy Assets, Exploration and Business Development** – with each having unique and dynamic opportunities to partner with Indigenous Peoples. Our Potash business is anchored in Jansen, Saskatchewan, with a corporate office in Saskatoon. Metals Exploration and Business Development are headquartered in Toronto, Ontario and are dedicated to finding new, future-facing opportunities for BHP in Canada. Legacy Assets monitors and remediates several closed copper, uranium, and tin sites in British Columbia, Ontario, Quebec, and Nova Scotia.

Beyond where we are located, yet critical to understanding where we are going, is understanding

where we are coming from. BHP recognizes the importance of identity and place to Indigenous Peoples, specifically “where do you come from?” and “who are your relatives?” These are important factors to the way in which Indigenous Peoples world views are framed.

For Indigenous communities to understand who we are, we want to be open about what we are doing and what type of relation we would like to become. As a global company with operations across Canada led by teams that have their own focus areas and priorities, we believe that this transparency is necessary for meaningful accountability. An important part of the CIPP is to help clarify what we do in Canada and how each team is responsible for improving relationships with Indigenous Peoples.



## Our people

We are a team of dedicated individuals who have a personal commitment to ensure that the company works in a “good way” with Indigenous partners. Our company purpose and values are the foundation for our approach to strengthening and building lasting relationships with Indigenous Peoples.

BHP’s purpose is to bring people and resources together to build a better world, and we are guided by BHP’s Charter Values – to do what’s right, seek better ways and to make a difference.

While it is the expectation of each team member to help BHP foster strong relationships with Indigenous Peoples, they are supported through the various groups and functions in our business as outlined below.

## Indigenous Champions’ Committee

The Indigenous Champions’ Committee is a group of Indigenous and non-Indigenous BHP employees across our operations in Canada who actively promote Indigenous diversity and inclusion within BHP’s workforce and support the economic empowerment of Indigenous communities.

Through its initiatives, including Indigenous procurement, workforce strategies, and community readiness, the committee works to identify and address barriers, contribute to reconciliation, and build positive relationships with Indigenous Peoples. The internal team includes representatives that have specializations in relationship and community building, business and career development, and leadership skills with a strong foundation of Indigenous cultural knowledge and experience.

## OUR VALUES

### Do what’s right

A sustainable future starts with safety and integrity, building trust with those around us.

### Seek better ways

Listening to learn and inspiring challenge is how we drive progress.

### Make a difference

The accountability to act, create value and have impact is on each of us, every day.



## Our journey

The intentional effort to develop this CIPP for Canada is grounded in the existing relationships we have built over the last decade with our original First Nations Opportunity Agreement partners, formed as an extension of the Jansen Potash Project in Saskatchewan. The shared learnings and advancements of these relationships have brought us to this point today. We have also learned from our past relationships and believe that the CIPP can help us reset some of those relationships and build partnerships that will last long into the future.

We held initial conversations, introductory in nature, to provide a starting point to frame the CIPP with longstanding First Nations partners, our Opportunity Agreement partners, and the broader Indigenous community in the region.

While we were holding local conversations with Indigenous Peoples, we were also meeting with regional and national Indigenous-led organizations in different sectors to explore the types of relationships and partnerships that we should aspire to develop. We researched economic reconciliation and other Indigenous-specific corporate strategies in Canada to see what best practices we could incorporate.

We heard clearly from Indigenous community members that relationships must be the starting point for BHP. We also heard that we need to be transparent and demonstrate that we are listening to the feedback and acting on it.

Our team and leadership believe that listening to Indigenous voices must be at the centre of our approach as we begin our journey to creating and maintaining meaningful partnerships in Canada.



**Our commitment is to build relationships with Indigenous Peoples in a good way based on values.**



### Indigenous Peoples Policy Statement (IPPS)

Our IPPS outlines a consistent global approach to engaging and partnering with Indigenous Peoples across the entire lifecycle of our activities including exploration, closure and post closure. Our approach is founded in a deep respect for the distinct cultures, rights, perspectives and aspirations of Indigenous Peoples. Through our IPPS we will be guided by the aims of the United Nations Declaration on the Rights of Indigenous Peoples, as articulated in the Principles set out in our IPPS.

## What we heard from Indigenous communities

In the interests of transparency and to demonstrate that we are listening and committed to take account of what we have heard, a summary of feedback received from Indigenous communities so far is below. We value this important input, since listening, then acting, is core to the success of this CIPP.

- Reconciliation begins with non-Indigenous people understanding the histories, experiences, and contemporary culture of Indigenous Peoples. This understanding is important to change the perception of Indigenous Peoples in Canada, addressing the negative stereotypes that lead to racism and discrimination. The feedback was clear that relationships need to be at the heart of our work. Building these relationships takes time and needs to be done in a respectful manner.
- BHP's approach needs to be about more than money; we need to work towards a change in perception and understanding between Indigenous and non-Indigenous Peoples.
- For relationships to have meaning, they need to connect individuals, not just BHP as a company to Indigenous Peoples, but person to person. The personal relationships need to extend beyond business meetings and formal settings. The relationships also need to be fostered from senior levels of the company to the ground level, as this is one of the most important ways leaders can show their commitment and take accountability for the actions of the company.
- Representatives from First Nations and Métis communities stressed some of the local challenges they faced, and the important role BHP can play to help support their communities.
- One of the most important things BHP can do to build reciprocal relationships with Indigenous Peoples is to focus on economic reconciliation, including through procurement, employment, and business opportunities. The aim should be to work together to build a brighter future, ensure Indigenous Peoples can share in the prosperity that is created from BHP's operations and to create mutual respect.

### Incorporate Indigenous perspectives

We will seek out Indigenous voices, values, knowledge and perspectives in the way we work. We will connect with Indigenous Peoples to better appreciate the historical, legal, social, environmental, cultural and political landscape where we operate or seek to operate, and how to better manage the environment we share.

### Engagement, dialogue, and co-design

We will engage early and support meaningful dialogue by sharing knowledge and information both ways and ensure our processes allow for active participation in appropriate aspects of the design, implementation and monitoring of plans that impact Indigenous Peoples.

### Free, prior and informed consent (FPIC)

We respect Indigenous Peoples' right to consultation and recognise FPIC as an important process to safeguard the collective rights of Indigenous Peoples. We will carry out informed and good faith consultations with potentially affected Indigenous Peoples for proposed new operations or capital projects and seek FPIC in accordance with the approach set out in our IPPS.

### Indigenous cultural and intellectual property and sovereignty

We acknowledge the value and ownership of information related to Indigenous cultural heritage and the rights to information regarding Indigenous Peoples' narratives, traditions and lore. We will take the steps necessary to include Indigenous Peoples in the design of our standards and processes for the collection, access and reuse of cultural information that pertains to Indigenous Peoples.



# Relationship workstreams

This first edition of our CIPP will guide our approach until the end of June 2025. During this time, we will be focused on building relationships and trust, and taking actions to develop and benchmark shared goals and measurements of success.

We offer the first iteration of this CIPP with four streams of work that are intended to embody the interconnected nature of building and maintaining strong relationships with Indigenous Peoples. The conceptual naming of the four streams creates an opportunity for the Indigenous community to align with values and principles that are

represented within Indigenous worldviews. During the next phase of our engagement we plan to consult with Elders and Knowledge Keepers not only for ceremonial blessing, but also to support naming conventions in Indigenous languages to further embed our commitment to relationship building.

We understand that some of these objectives could fall under more than one single stream, which speaks to the interconnected and holistic nature of Indigenous ways of knowing and doing. However, as a starting point we have chosen to outline the following streams:



## ➤ RESPECT

**Building meaningful relationships with Indigenous Peoples begins with respect.** This means putting the well-being of Indigenous Peoples, as articulated by Indigenous Peoples, at the centre of our approach to working with them. Ensuring our Canadian workforce, from the mine site to our senior leaders, learns about Indigenous culture and Canada's original history is critical to moving forward with respect. Equally, being transparent and honest about the past, is necessary to move forward together in a "good way".

To build relationships based on respect, we will expand our internal training and cultural awareness activities with the aim of ensuring our Canadian team, as well as our workforce and service contractors, take part in relevant educational activities before getting to the mine site and continue this training throughout their time working with BHP.

We are committed to increasing opportunities for Indigenous Peoples to prosper from mining development in a way that aims to contribute to improved social, economic, and environmental outcomes.

### ➤ Indigenous cultural awareness training

Strengthen existing cultural awareness programs available to BHP employees and contractors working in Canada.

### ➤ Internal policy review

Review relevant policies for our Canadian operations (Human Resources, Communications, Health, Safety & Environment, Procurement) with a view to incorporate best diversity and inclusion practices with an Indigenous lens.

### ➤ Healthy community relationships

Wherever we operate in Canada we will employ engagement processes that reflect the principles of BHP's global IPPS.

## ➤ PARTNER

**BHP is committed to supporting the Truth and Reconciliation Commission's Calls to Action** and continuing to build relationships with local First Nation, Inuit and Métis communities, and national Indigenous not-for-profits, like Indspire and Indigenous educational institutions such as the First Nations University of Canada.

### ➤ Regional and national programs

Partner with Indigenous-led organizations that will extend the reach of BHP's presence throughout Canada, support BHP's broader Canada country strategy and help us play a constructive role in advancing the needs and interests of Indigenous Peoples. We will do this with various thought leadership, social investment programs that will focus on community well-being, capability building and greater collaboration between Indigenous and non-Indigenous communities as well as speaking opportunities for BHP.

### ➤ Partnering for reconciliation

Increase support and funding to Indigenous-led organizations in Canada that are driving innovative and impactful reconciliation initiatives locally and nationally such as Indspire and the Downie Wenjack Foundation. In parallel, we will focus efforts internally to support employee-driven initiatives aimed at contributing to reconciliation.



## ➤ COMMIT

**Relationships require commitment. BHP is committed to investing time, energy, and resources** to help build meaningful relationships with Indigenous Peoples. We are also committed to taking accountability when we fall short of achieving our commitments. To make these commitments meaningful, BHP will work with Indigenous communities where we operate in Canada and seek to co-create a plan that lives up to our rights-based approach to Indigenous relationships as set out in our Indigenous Peoples Policy Statement.

These commitments, as well as our progress against them, will be transparently shared through appropriate avenues. We will look to external third-party perspectives to validate our work where appropriate, in an honest effort to ensure we are working in a “good way” to be respectful partners.

### ➤ **BHP Jansen Indigenous Advisory Circle (IAC)**

We will form an IAC that will include primarily local, with some regional Indigenous representatives to serve as a mechanism to partner with and support BHP’s commitments to transparency, agency, and voice to Indigenous Peoples. The IAC will help guide the implementation of the CIPP by providing feedback on our outcomes on an annual basis.

### ➤ **Public accountability**

We will publicly communicate annually through appropriate avenues our progress towards achieving our aims under the CIPP. We will seek to communicate content, events, reports and opportunities that are meaningful to Indigenous Peoples.

## ➤ RECIPROCITY

**BHP’s goal is to create reciprocal relationships with Indigenous Peoples, communities, businesses, and organizations** for mutually beneficial outcomes that extend long past the life of our operations in Canada. Our goal is to ensure Indigenous Peoples benefit from improved social, economic, and environmental outcomes as a result of these operations. To achieve this reciprocity, we will aim to set procurement, hiring and business development targets. The Indigenous people we spoke with were very clear that reciprocity was key to making our relationships meaningful as we strive to support reconciliation.

We are currently working towards increasing both the number of Indigenous Peoples working in our team, but also the quality of their careers with BHP. At our Jansen site and offices, we have a public target of 20% Indigenous employee representation by the end of FY2026 that we are working hard to achieve. We will continue to expand this work in partnership to ensure our relationship with Indigenous Peoples, Nations and businesses are mutually beneficial.

### ➤ **Attract and retain a talented Indigenous workforce**

Partner with appropriate educational and training institutions to broaden the reach of our recruitment efforts with the aim of achieving and maintaining our existing public target of having at least 20% Indigenous employment at our Jansen operations. In addition, we will seek to create a culturally safe work environment for Indigenous employees and career development programs within our organization.

### ➤ **Support Indigenous enterprise development**

Consistent with existing Indigenous procurement goals, we aim to increase direct and indirect Indigenous procurement.

## Commitment to accountability

BHP aims to make significant contributions to Indigenous Peoples in accordance with our Indigenous Peoples Policy Statement, our agreements with Indigenous Peoples (including Opportunity Agreements) and through regional Indigenous Peoples plans such as this CIPP. We recognize that transparency and accountability are important to lead us in the right direction in seeking to achieve our commitments to Indigenous Peoples.

### BHP Jansen Indigenous Advisory Circle

In seeking accountability, we intend to work in collaboration with Indigenous people to identify a council of six to eight representatives with a minimum of one Elder and one Youth representative, as well as business, educational and cultural representatives from Indigenous communities.

In 2024, BHP will form a steering committee for our operations in Canada with Indigenous representation and work collaboratively to design the terms of reference for the council and begin recruiting members to it.

### Success and impact

As indicated above, BHP will take a phased approach to implementation of the CIPP, with a view to achieving as much progress as possible before 30 June 2025. Given this is BHP's first such plan in Canada, some goals may require more time to develop and co-create in consultation with Indigenous partners. Input and advice will also come from our Indigenous Advisory Circle to support identification, tracking, and measuring of our successes. Following June 30 2025 we will work with the Advisory to set regular targets for updating the CIPP, goals and milestones as we progress in work and relationships.



BHP's purpose is "To bring people and resources together to build a better world."

## Completing the circle

Implementation of this Plan will require patience and time, and will require us to take an honest look at our capabilities and resources. The methods of co-creation, inclusion of Indigenous voices and mutual success measures and benefits will not happen overnight.

However, our aim is to begin by developing relationships and trust with a broad range of Indigenous communities and organizations across our operations in Canada. BHP recognizes the opportunity to do things differently and to be in relation with Indigenous Peoples to achieve mutually beneficial outcomes that extend past the life of our operations.

It will be integral that the first phase of this CIPP focuses on internal efforts to make sure that we are prepared for the work ahead. That we are not just accountable, but willing to act, to change and grow in the right direction. To learn and develop alongside Indigenous Peoples for mutually beneficial opportunities. To share community success and community wellbeing. To be in relation with one another. To work together in a “good way”.

**All Our Relations.**







**BHP**