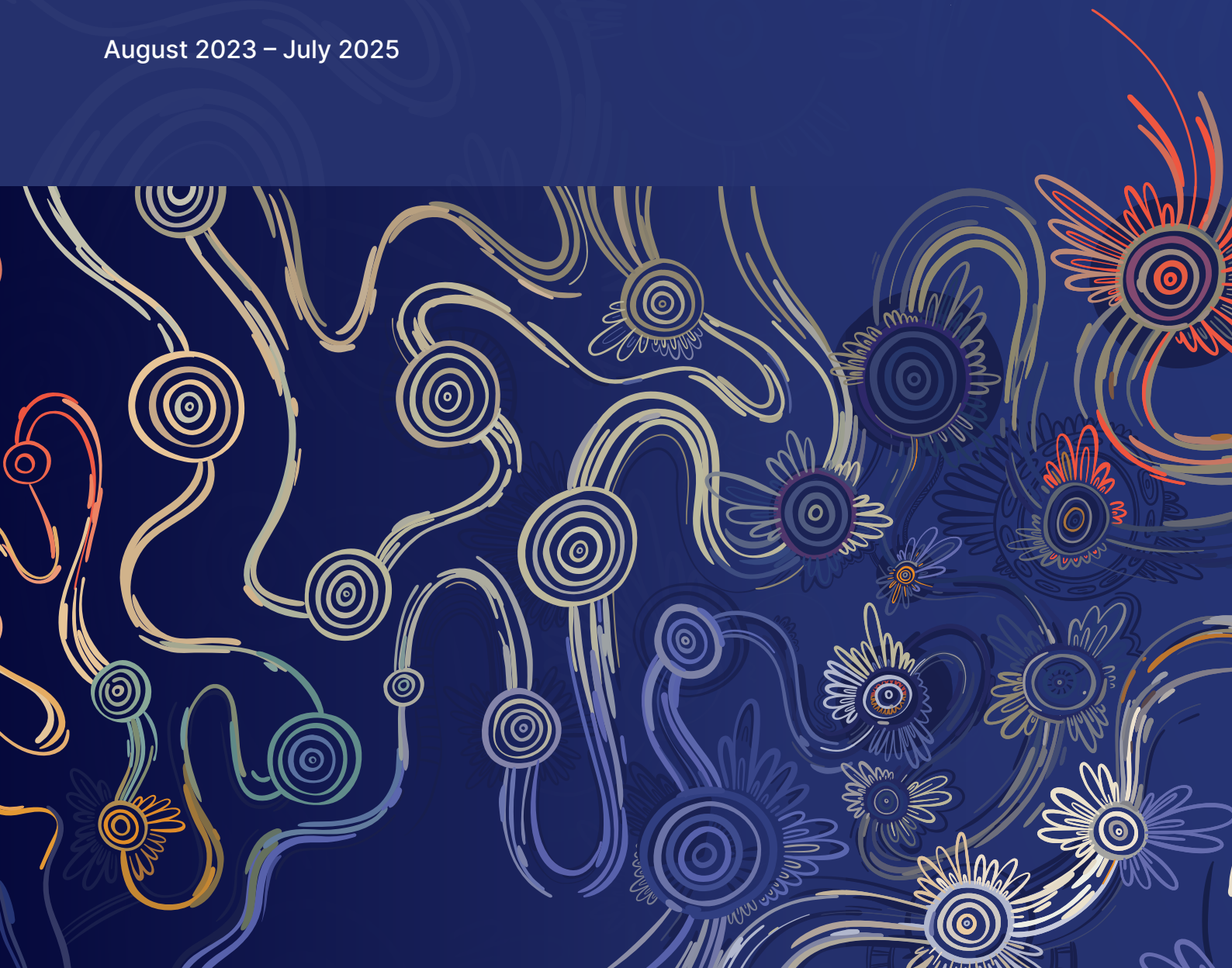


IGO Limited

# Innovate

## Reconciliation Action Plan

August 2023 – July 2025



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## Acknowledgement of Country

IGO acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia and the traditional custodians of the lands on which we live and work across this big, beautiful country.

## About the Artwork

My artwork explores the next step for IGO through this Innovate RAP. To build on relationships with community, to listen deeper, collaborate more and grow with them.

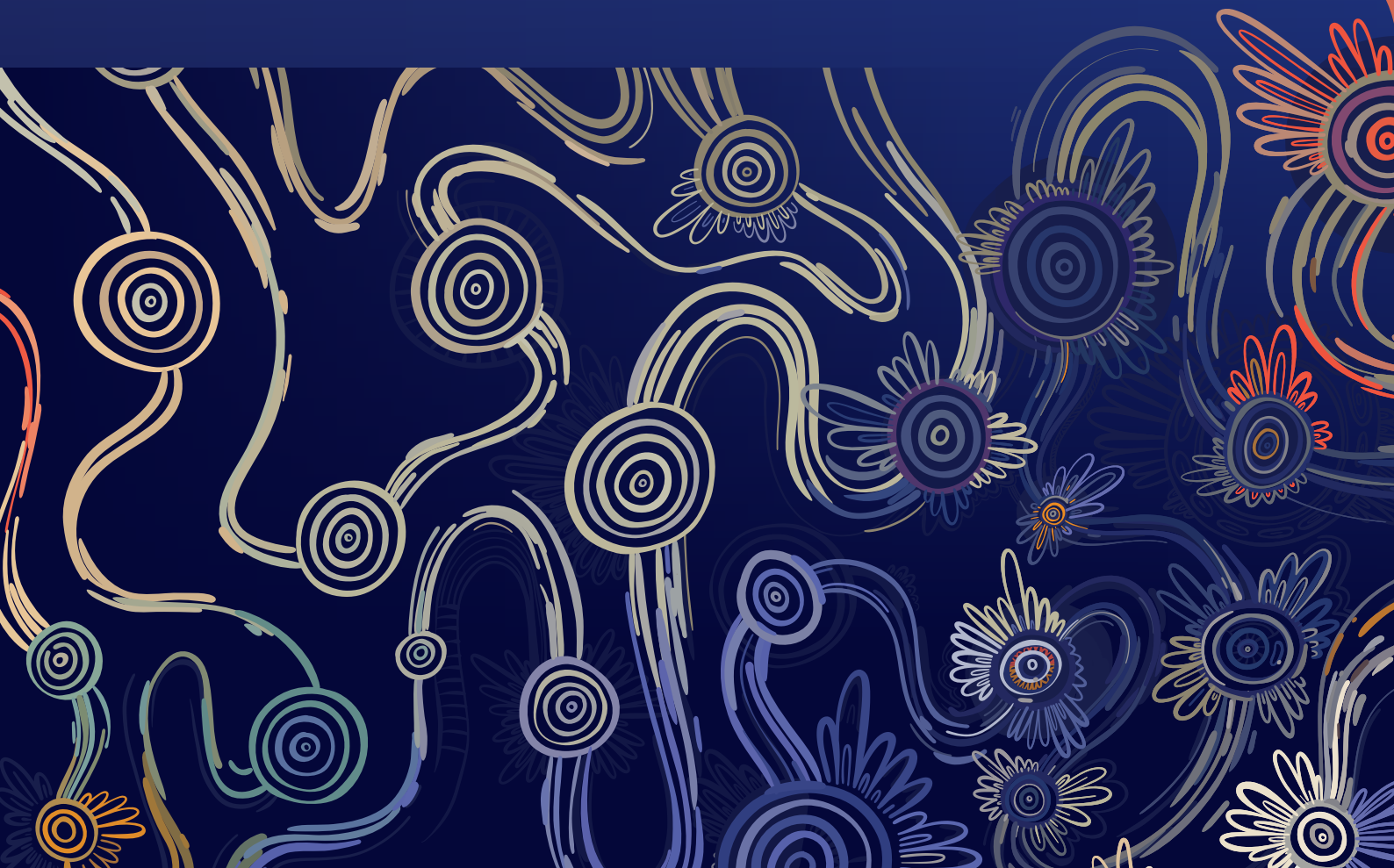
From the left of the artwork, the yarning circles are simpler, representing the existing relationships with community.

Moving to the right, the yarning circles becomes more formed and detailed. The people sitting around them represent the inclusion of more voices within these spaces.

Patterns surrounding these represent the building of cultural knowledge, understanding and deeper collaborations with mob within those communities.

This flow from left to right shows the journey IGO are on to educate themselves and the broader community to create better outcomes together.

**Kevin Wilson - Wongutha**



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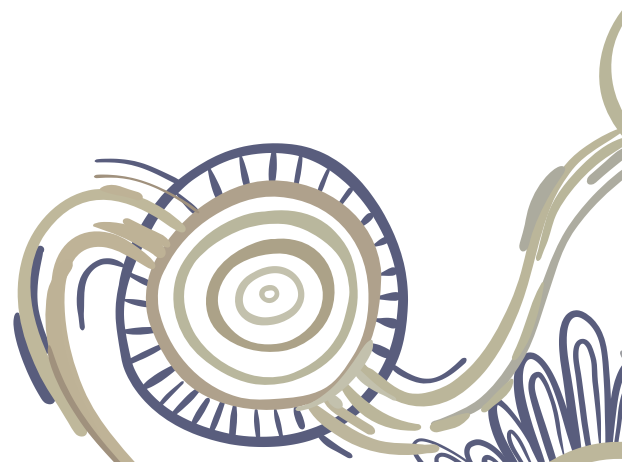
## Photography

Aboriginal and Torres Strait Islander peoples are advised that our RAP content may contain images of people who have died.

## Terminology

In this RAP, IGO may use the terms Indigenous and Aboriginal and Torres Strait Islander peoples interchangeably in different contexts. We respectfully acknowledge that preferred terms and language may vary between jurisdictions.

We use the term Traditional Owners to describe Aboriginal and Torres Strait Islander peoples who have a continuing connection to the lands on which we work and operate, with rights and interests granted under traditional law and customs.



# Reconciliation Australia CEO Statement

Reconciliation Australia commends IGO Limited on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for IGO Limited to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, IGO Limited will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. IGO Limited is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals IGO Limited's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations IGO Limited on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

## **Karen Mundine**

Chief Executive Officer  
Reconciliation Australia





# Chair Statement

It is with great pride that I present IGO's first Innovate Reconciliation Action Plan (RAP).

IGO's Innovate RAP reaffirms our commitment and vision for reconciliation allowing us to gain a deeper understanding of our sphere of influence and establish our approach to advance reconciliation.

At IGO, our purpose is to make a difference and create a better world for future generations by working towards a sustainable future. This commitment encompasses all aspects of our business. Contributing to reconciliation in a meaningful and sustainable way is a critical part of living our purpose.

We also understand that as an organisation in the mining industry we have a great responsibility to ensure the economic stability of all Australians and that we play an important role in building an inclusive and diverse industry. Through this RAP, we intend to build on our ongoing commitment to create genuine respect for Aboriginal and Torres Strait Islander peoples, their cultures and lived experience, and enhance opportunities for equity both within and outside our organisation.

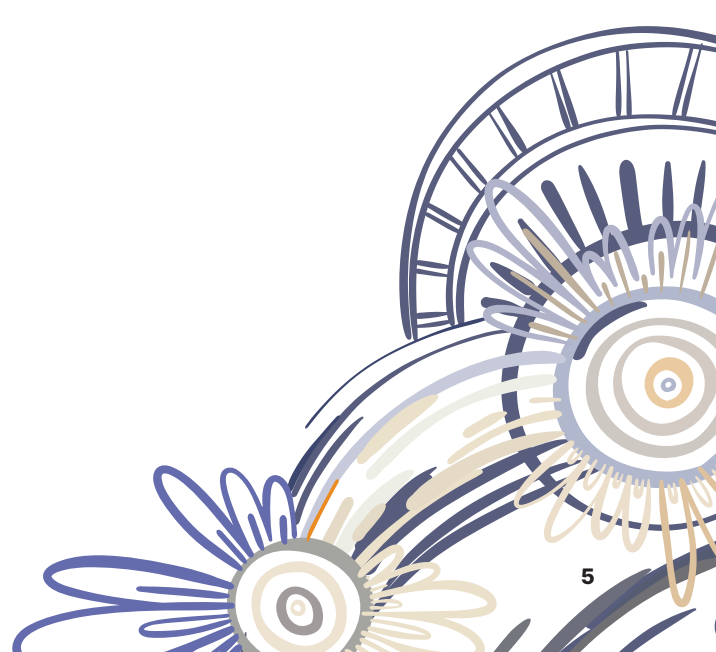
Our considered approach to developing our RAP has included a consultative process between our people and the Traditional Owners on whose lands we live and work. Our RAP Working Group consists of diverse people from across our business who share a deep passion for fostering reconciliation, and this group worked with IGO's Traditional Owner groups to identify key actions and deliverables to ensure IGO continues to work towards true reconciliation in partnership with Aboriginal and Torres Strait Islander peoples.

Through our Innovate RAP we will formalise the progress already made by many of our employees, bringing together individuals from across our workforce to engage, reflect, and take meaningful action on this important journey of reconciliation. Our commitment to reconciliation is evident through our existing partnerships with Traditional Owner communities, which have shaped our identity and fostered positive working relationships. We intend to build on these relationships to ensure deeper engagement.

Embedded in our RAP is IGO's public acknowledgement and support of the Uluru Statement from the Heart that calls for constitutional recognition of Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia and an Aboriginal and Torres Strait Islander voice to Parliament. By aligning our RAP with the Uluru Statement from the Heart, we ensure that our people and stakeholders understand our deep commitment to reconciliation and inclusion within our organisation.

We wholeheartedly commit to reconciliation at every level of our organisation, from the Board and senior leaders to every team within IGO. We look forward to broadening and strengthening relationships with Aboriginal and Torres Strait Islander peoples by actively engaging our people and stakeholders in reconciliation as we work to drive meaningful change by delivering on our commitments.

**Michael Nossal**  
IGO Chair



# Our Business

IGO Limited is an ASX 100 listed company focused on creating a better planet for future generations by discovering, developing, and delivering products critical to clean energy. We invest in exploration to ensure the world has a sustainable supply of clean energy metals.

Through our upstream mining and downstream processing assets, IGO is enabling future-facing technologies, including the electrification of transport, energy storage and renewable energy generation.

We have approximately 735 employees across our Corporate, Exploration, and Operations teams, including at least 20 employees who are Aboriginal and/or Torres Strait Islander peoples; however, we have not collected this information from all our employees.

Our Corporate head office is in South Perth, Western Australia. IGO's nickel business includes the Nova and Forrestania Operations and the Cosmos Project, all of which are located in Western Australia. Nova and Forrestania are operating underground mining and processing operations, while Cosmos is a development stage project with first production expected in FY24.

Our lithium interests are held via our 49% interest in Tianqi Lithium Energy Australia Pty Ltd (TLEA), an incorporated joint venture with Tianqi Lithium Corporation (Tianqi). TLEA owns upstream and downstream lithium assets, including a 51% stake in the Greenbushes Operation and a 100% interest in a downstream processing refinery at Kwinana in Western Australia to produce battery grade lithium hydroxide.

Our sphere of influence extends from our employees, customers, contractors and suppliers, joint venture partners, and business partners to the communities in which we operate, the community organisations we choose to support, and the industry associations in which we participate.

## Sphere of Influence



# Our Vision for Reconciliation

## **Making a Difference is IGO's reason for being – our purpose.**

As a purpose-led organisation with strong, embedded values and a culture of caring for our people and our stakeholders, we believe we are Making a Difference by safely, sustainably, and ethically delivering the products our customers need to advance the global transition to decarbonisation.

Our business is working to build a better future that acknowledges the challenging history of Australia's relationship with First Nations peoples. We respect the continuing connection that Aboriginal and Torres Strait Islander peoples have to the lands on which we explore and operate. Our commitment to reconciliation is reflected in our strong connection with our host Traditional Owner communities and the positive working relationships that make us who we are.

Our vision for reconciliation is the development of strong and deep relationships and engagement with our host Traditional Owner communities, where we recognise, respect, and promote Aboriginal and Torres Strait Islander cultural heritages and deliver real social and economic opportunities.

We want to build on our ongoing commitment to create genuine respect for Aboriginal and Torres Strait Islander peoples, their cultures and lived experience, and enhance opportunities for equity both within and outside our organisation.

Our Innovate RAP will drive our continuing journey of reconciliation by formalising the work that many of our people already do and drawing together people from across our workforce in a considered and positive process of engagement, reflection, and action.



IGO Ngadju Trainees Joesph Clinch and Chynna O'Loughlin



## CASE STUDY

# Nova Economic and Employment Opportunities

The Ngadju peoples' Country in the Eastern Goldfields region covers of 102,000 km of land surrounding the town of Norseman and includes a large portion of the Greater Western Woodlands region of Western Australia.

IGO has partnered with the Ngadju people at the Nova Operation since 2014, delivering an integrated program of social, cultural, environmental, and economic benefits based on close and regular consultation with Ngadju people and their representative - the Ngadju Native Title Aboriginal Corporation (NNTAC).

In FY23, IGO's Aboriginal Employment Rate at our Nova Operation was eight percent, with more than half of these employees being people of Ngadju heritage. Employment and professional development of the Ngadju people are two focus areas at Nova. The two-year IGO Ngadju Employment Traineeship Program offers the opportunity for Ngadju people to gain experience across the exploration and mining cycle at Nova.

Throughout the program, trainees work towards their own goals developed in collaboration with their site manager as they rotate through several departments and roles, while IGO supports them to build skills for future employment. From the initial 2021 intake of six Ngadju trainees, three continue to work with IGO: Matt McKenzie, Sharon Trott, and Justine Graham.

Ngadju trainee Matt has acquired his C class license and transferred from the program to take up an apprenticeship with Nova's Maintenance team.

Ngadju trainees Sharon and Justine will complete the program in October 2023 with the opportunity for permanent employment at Nova. Sharon and Justine will continue to support the Stars Foundation program at Esperance High School, which encourages Indigenous girls and young women to attend and remain engaged at school, complete Year 12, and move into work or further study.





IGO Company Secretary Jo McDonald presenting a Graduation certificate to a MADALAH student



## CASE STUDY

# Partnering With MADALAH to Create Educational Opportunities

MADALAH is a not-for-profit organisation that offers secondary and tertiary education scholarships for Indigenous students from remote and regional communities to attend Western Australia's leading boarding schools and Australian universities.

IGO has been a longstanding supporter of MADALAH and since 2016 has sponsored the MADALAH Ball, the largest Indigenous focused fundraising event in WA. IGO is committed to its Corporate Giving Program that enables us to live our purpose of Making a Difference and is at the core of our engagement with our host communities. IGO provides targeted assistance to a range of community-based programs with an emphasis on education and capacity building for groups across urban, regional, and disadvantaged communities.

The MADALAH Ball, established in 2016, raises funds to assist in providing educational opportunities for Indigenous students in Western Australia. The Ball attracts 800+ attendees, primarily from Western Australian companies who have an interest in Indigenous issues and Closing the Gap.

In 2022, a year in which the MADALAH Ball did not go ahead, IGO continued its support and partnered with South32 to support MADALAH's inaugural Student Showcase. The Student Showcase was run entirely by the students providing them an opportunity to share and showcase their culture and talents whilst stepping out as leaders within their school and wider community.

In addition to helping Indigenous students achieve their educational aspirations, MADALAH supports the development of a pool of positive role models and future leaders who will inspire others and illustrate the successes that can be achieved through education.

Laura Taylor, MADALAH Chief Executive Officer said, "IGO is a valued long-term supporter of MADALAH and the important work we do to provide educational opportunities for Aboriginal and Torres Strait Islander students from regional communities. Their longstanding support has enabled us to make a significant impact by providing educational support to a greater number of students, leading to transformative change across generations."

As part of their holistic wraparound support program MADALAH works with its Year 12s in their final year of secondary education to build career pathway plans and ensure they are supported to take their next steps. In 2022 MADALAH celebrated 54 Year 12 students; 22 of whom went on to tertiary education, 15 into TAFE/Traineeships/Apprenticeships and 17 directly into the world of work. IGO attends the Graduation events to further develop our relationship with MADALAH.

In 2023 MADALAH is supporting its largest ever cohort, awarding 105 secondary and 61 tertiary scholarships. These students joined MADALAH's existing cohort, meaning a total of 444 students are being supported.

IGO will continue to help Close the Gap in the coming years, entering into a further three-year agreement providing \$50,000 each year towards the MADALAH Ball which has demonstrated remarkable success in showcasing the accomplishments of students and generating funds that go directly into future scholarships.



# Our RAP

**We work and explore on the lands of Australia's First Peoples and have opportunities to directly engage and collaborate with Aboriginal and Torres Strait Islander peoples to help us contribute towards reconciliation.**

IGO has established working relationships and numerous agreements in place with our Aboriginal and Torres Strait Islander stakeholders. From exploration and discovery activities through to mine development, operation, and closure, IGO respects the responsibilities and obligations Traditional Owners have for Country.

As at FY23, our mining operations impact on the Ngadju people (Nova Operation), the Tjiwarl people (Cosmos Project), and the Ballardong and Marlinyu Ghoorlie people (Forrestania Operation). Our joint venture lithium and downstream processing operations impact on Traditional Owners in the South West of Western Australia and include the Gnaala Karla Boodja people (Kwinana and Greenbushes) and the South West Boojarah people (Greenbushes). Our corporate head office impacts on the Whadjuk people (South Perth Head Office).

For our Nova Operation, underpinning IGO's relationship with the Ngadju people is the 2014 Nova Mining Agreement managed via their prescribed body corporate, NNTAC. The Nova Mining Agreement provides significant ongoing benefits to the Ngadju people including access rights, production royalty payments, training, preferential employment, and support for Ngadju businesses.

IGO's exploration footprint has expanded to over 6.8M ha that resulted in heritage agreements with over 30 Traditional Owner groups primarily in Western Australia, the Northern Territory, and South Australia.

IGO continuously builds on existing relationships by gaining a deeper understanding of our sphere of influence and establishing the best approach to advancing reconciliation through this framework for an Innovate RAP.

IGO's relationships with Aboriginal and/or Torres Strait Islander peoples are built on respect. Respect for people, respect for culture and respect for land. Accordingly, IGO:

- always consults with Traditional Owners about the likely impact of its operations before conducting its activities
- recognises that there may be cultural heritage of significant importance to the Traditional Owners of the land on which it operates; and
- will not proceed where the IGO impact on cultural heritage of significant importance is not acceptable to the Traditional Owners.

With respect to direct action, IGO operates by way of fair and transparent agreements for all its on-Country activities. Accordingly, IGO:

- seeks to meet and, where possible, exceed Traditional Owner expectations for agreement-making
- recognises and respects Traditional Owners' right to speak out on matters they deem important; and
- always pays fair compensation for impacting Native Title rights and interests.

Built on the three RAP pillars of relationships, respect, and opportunities, the IGO RAP will allow us to develop deeper and stronger relationships with Aboriginal and Torres Strait Islander peoples through actions that improve trust, understanding of and respect for Aboriginal and Torres Strait Islander cultures, rights and experiences, and the creation of opportunities for equal participation in life opportunities and outcomes.

Importantly, the IGO RAP will be self-directed and led by IGO people working closely with IGO's Traditional Owner stakeholders with support from the IGO Board of Directors and our Executive Leadership Team. Our Chief Legal Officer will champion our RAP.



Our RAP Working Group is comprised of volunteer members from across our business, including our:

- Carbon Strategy Advisor
- Company Secretary
- Head of Communications
- Head of Environment and Climate
- Health, Safety, Environment and Community Manager (HSEC) – Exploration
- Land Access and Heritage Coordinator
- Manager - Approvals & External Relations (Downstream Nickel)
- Senior People & Culture Partner
- Senior Project Geologist; and
- Talent Advisor.

Our RAP Working Group currently includes two Aboriginal members and is supported by our Manager – Land Access and Heritage, Risk & Compliance Officer, and Chief Legal Officer.

We have also used the services of external consultants including Aboriginal and Torres Strait Islander advisors to support our RAP Working Group meetings and the development of our first RAP.

We will establish an Aboriginal and Torres Strait Islander Peoples Advisory Group as part of our first Innovate RAP and plan to consult this Advisory Group on our RAP implementation, governance processes, and other planned actions.





IGO Ngadju Trainees Justine Graham, Sharon Trott and Chynna O'Loughlin

## CASE STUDY

# 2023 Ngadju and IGO Heritage Protection Agreement

In FY23, NNTAC and IGO concluded negotiation of a new Ngadju Regional Heritage Protection Agreement (NRHPA).

The negotiation took place over a 12-month period and replaces multiple heritage agreements that were formed under many joint venture partnerships and over 70 exploration licenses that make up the Albany-Fraser Orogen project.

The new agreement aims to further strengthen IGO's relationship with the Ngadju people by establishing an efficient land access process that complies with the Western Australian Aboriginal cultural heritage regime and IGO's broad-scale, non-ground disturbing exploration.

IGO acknowledges and thanks NNTAC and the Ngadju people for their efforts in bringing the NRHPA together for what is a much sounder long-term heritage arrangement between the parties. The agreement enables IGO to prioritise extensive exploration activity in the south area of the Albany-Fraser Orogen project to extend the life of IGO's Nova Operation, which will provide future benefits to both IGO and the Ngadju people.



# Relationships

Making a Difference is IGO's reason for being – our purpose.

Our ambition with this RAP is to significantly build on the existing relationships and agreements we have in place through active engagement and consultation to generate an ambitious shared framework with Traditional Owners that coordinates all our efforts in enhancing the Relationship pillar.

## FOCUS AREA

### To develop partnerships with Aboriginal and Torres Strait Islander people and educate about reconciliation across our workforce.

IGO is successful when we work in partnership with Aboriginal and Torres Strait Islander stakeholders and our host Traditional Owner Groups to achieve long-term social, environmental, and economic outcomes in the community.

As an organisation we are committed to deepening our relationships and engagement with our host communities, by recognising, respecting, and promoting the cultural heritage and social and economic opportunities for Traditional Owners on whose Country we operate. To do this IGO always seeks out and promotes respectful relations with Aboriginal and Torres Strait Islander peoples and in particular the Traditional Owners impacted by our operations by:

- a. listening
- b. respecting culture and heritage
- c. being honest, open, and caring
- d. working with the right people for Country
- e. supporting communities impacted by our activities; and
- f. sharing the benefits of Country.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	October 2023	Manager – Land Access and Heritage
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2024	Company Secretary
	Expand our community engagement program to all our operational sites.	February 2024	Company Secretary
	Establish an Aboriginal and Torres Strait Islander Peoples Advisory Group (Advisory Group) comprised of Traditional Owner representatives from across our operational footprint.	October 2023	Manager – Land Access and Heritage
	When our Executive Leadership Team or Board holds meetings at site or on Country, work to facilitate opportunities for engagement with Traditional Owners and / or community.	April 2024	Chief Legal Officer
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May, annually	Head of Communications
	RAP Working Group (WG) members to participate in an external NRW event.	27 May–3 June, annually	IGO RAP Coordinator, Head of Communications
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May–3 June, annually	Head of Communications
	Organise at least one NRW event each year.	27 May–3 June, annually	Head of Communications
	Register all our NRW events on Reconciliation Australia's NRW website.	May, annually	IGO RAP Coordinator

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	February 2024	Chief People Officer
	Engage with IGO's Joint Venture Partners and Business Partners on our RAP commitments and initiatives.	November 2023	Chief Executive Officer
	Communicate our commitment to reconciliation publicly.	July, annually	Head of Communications
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	February 2024	Community, Heritage Engagement Advisor
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	February 2024	IGO RAP Coordinator
4. Promote positive race relations through anti-discrimination strategies.	In consultation with the Advisory Group, conduct a baseline review of our HR policies and procedures to identify existing anti-discrimination provisions and future needs and consult with the Advisory Group during our annual HR policy review.	February 2024 and November, annually	Chief People Officer
	Engage with Aboriginal and Torres Strait Islander staff and/or the Advisory Group to consult on our anti-discrimination policy.	April 2024	Manager – Land Access and Heritage
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	June 2024	Chief People Officer
	Continue to educate senior IGO leaders on the effects of racism.	December, annually	Manager – Learning and Development

## Our Values



### Be Better Together

We empower, support and respect each other. We act safely and with care, to the strengths of our people.



### Ignite the Spark

We seek, question, innovate and create. We know that without a burning curiosity and bright thinking, we risk missing the really big opportunities.



### See Beyond

We know that our actions today will impact the world of tomorrow. We believe our people, community and the environment really matter.



### Run Through the Sprinklers

We find the fun in what we do. When our workplaces are healthier and happier, we are better.



### Never Stand Still

We are bold, adventurous and excited for the future. We imagine new opportunities and seek new horizons.

# Respect

Through IGO's direct and respectful engagement with Traditional Owners across an increasingly larger area of Australia, IGO has come to recognise the fundamental importance of understanding and promoting what full recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights mean to Traditional Owners and the wider Aboriginal and Torres Strait Islander community.

Importantly, this includes IGO employees, contractors, and our broader external stakeholder environment all of whom have enthusiastically participated in the development of our RAP.



## FOCUS AREA

### To engage with Aboriginal and Torres Strait Islander peoples' heritage, and broaden knowledge and respect within our business for Aboriginal and Torres Strait Islander cultures and histories.

We live our values of Ignite the Spark, Never Stand Still, See Beyond, Run Through the Sprinklers, and Be Better Together in all interactions with our employees, partners, local communities and host Traditional Owner communities and we can better reflect these values by becoming a more inclusive and culturally safe workplace in partnership with Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	October 2023	Community, Heritage Engagement Advisor, Manager – Land Access and Heritage
	Consult the Advisory Group to inform the development and delivery of our cultural learning strategy.	February 2024	Manager – Land Access and Heritage
	Develop, implement, and communicate a cultural learning strategy for our business.	March 2024	Community, Heritage Engagement Advisor, Manager – Land Access and Heritage, Manager – Learning and Development, Head of Capability and Performance
	Continue to deliver and work to expand the delivery of cross-cultural awareness training across our organisation.	February 2024	Community, Heritage Engagement Advisor, Manager – Land Access and Heritage
	Provide ongoing opportunities within our organisation for RAP Working Group members, People & Culture managers, and other leadership positions to participate in formal and structured cultural learning.	July 2024	Manager – Learning and Development
	Set specific targets and obligations for our cultural training commitments.	February 2024	Community, Heritage Engagement Advisor, Manager – Land Access and Heritage, Manager – Learning and Development
	Consult our Advisory Group to provide ongoing review and input for our cross-cultural training, awareness, and engagement initiatives.	April 2024	Manager – Land Access and Heritage

Action	Deliverable	Timeline	Responsibility
6. Promote engagement and celebration of Aboriginal and Torres Strait Islander traditional practices.	Commission artwork and designs by Traditional Owners for use on company merchandise.	September 2024	Community, Heritage Engagement Advisor, Manager – Land Access and Heritage, Head of Communications
	Develop a calendar of local Traditional Owner engagement events including activities, awards, celebrations, yarning circles, and on-Country days.	July 2024	Community, Heritage Engagement Advisor, Head of Communications
	Create traditional name signage for each site.	December 2024	Community, Heritage Engagement Advisor, Head of Communications
	Acknowledge and, where requested by Traditional Owners, promote Traditional Owner cultural practices, knowledge, protocols and governance structures and processes.	March 2025	Community, Heritage Engagement Advisor, Manager – Land Access and Heritage, Head of Communications
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	February 2024	Head of Communications, Manager – Learning and Development, Manager – Land Access and Heritage
	Develop, implement, and communicate a cultural protocol document, including protocols for Acknowledgement of Country and Welcome to Country.	March 2024	Community, Heritage Engagement Advisor, IGO RAP Coordinator, Manager – Land Access and Heritage
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	July 2024	Chief People Officer, Head of Communications
	Invite Traditional Owners or Elders to provide an onsite Welcome to Country or other appropriate cultural protocols at significant events and / or at the beginning of each calendar year.	February 2024	Head of Communications
	Offer a Welcome to Country for new or relocating Aboriginal and Torres Strait Islander employees.	March 2024	Community, Heritage Engagement Advisor, Manager – Land Access and Heritage, Senior Talent Acquisition Advisor
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, annually	IGO RAP Coordinator, Head of Communications
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	April 2024	Chief People Officer
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, annually	Head of Communications
9. Support the Uluru Statement from the Heart.	Publicly acknowledge and support: <ul style="list-style-type: none"> <li>Constitutional recognition of Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia; and</li> <li>The Uluru Statement from the Heart and the process of truth telling and healing that it seeks to achieve for First Nations peoples through a voice to Parliament.</li> </ul>	September 2023	Chief Executive Officer, Head of Communications
	Encourage our employees to ask, listen and learn about the proposed Aboriginal and Torres Strait Islander Voice to Parliament to make an informed decision in the Voice referendum.	September 2023	Chief Executive Officer, Head of Communications





IGO works directly through Native Title agreements with Traditional Owners on whose Country we explore and mine. IGO supports genuine opportunities for Aboriginal and Torres Strait Islander peoples and actions that are mutually agreed and transparently implemented with Traditional Owners.

Our ambition is to be a preferred mining, exploration, and battery materials company for Traditional Owners, who know that we respect Aboriginal and Torres Strait Islander histories, cultures, and authority, and fairly and respectfully deliver direct and indirect benefits to Traditional Owners through co-designed internal and external business practices and decision-making processes.

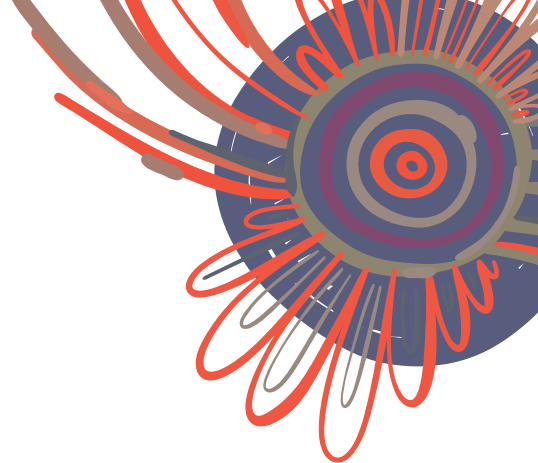
## FOCUS AREA

**To provide real and agreed employment and contracting outcomes to the Aboriginal and Torres Strait Islander peoples in the communities in which we operate.**

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	October 2023	Head of Capability and Performance, Senior Talent Acquisition Advisor
	Engage with our Aboriginal and Torres Strait Islander staff and the Advisory Group to consult and inform our recruitment, retention, and professional development strategy.	December 2023	Head of Capability and Performance, Senior Talent Acquisition Advisor
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	March 2024	Head of Capability and Performance, Senior Talent Acquisition Advisor
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	April 2024	Senior Talent Acquisition Advisor
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	May 2024	Head of Capability and Performance, Senior Talent Acquisition Advisor
	Engage and consult directly with the operations and Head Office Traditional Owner groups to create a local employment and training plan.	July 2024	Chief People Officer, Head of Contracts and Procurement, Manager – Land Access and Heritage, Manager – Learning and Development, Senior Talent Acquisition Advisor
	In consultation with the Advisory Group, review our leave procedure and practices to help Aboriginal and Torres Strait Islander employees meet their family and cultural obligations.	March 2024	Chief People Officer
	Where appropriate, include Aboriginal and Torres Strait Islander staff and Traditional Owner participation in our recruitment campaigns and candidate nominations for Aboriginal and Torres Strait Islander positions.	July 2024	Senior Talent Acquisition Advisor
	Establish an Aboriginal and Torres Strait Islander cross-cultural mentoring / buddy program for our employees.	July 2024	Manager – Learning and Development

Action	Deliverable	Timeline	Responsibility
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	December 2023	Head of Contracts and Procurement, General Managers
	Investigate Supply Nation membership.	September 2023	Head of Contracts and Procurement
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	April 2024	Head of Contracts and Procurement, General Managers
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	May 2024	Head of Contracts and Procurement, General Managers
	Develop commercial relationships with Aboriginal and Torres Strait Islander businesses.	July 2024	Head of Contracts and Procurement, General Managers





Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP WG to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander staff representation on the RAP WG.	February, May, August, and November, annually	IGO RAP Coordinator
	Review Terms of Reference for the RAP WG on an annual basis.	July, annually	IGO RAP Coordinator
	Meet at least four times per year to drive and monitor RAP implementation.	February, May, August, and November, annually	IGO RAP Coordinator
13. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs including appropriate funding for RAP implementation.	February, annually	IGO RAP Coordinator, Group Financial Controller
	Engage IGO senior leaders and other staff in the delivery of RAP commitments.	February, annually	IGO RAP Coordinator, Community, Heritage Engagement Advisor
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	September 2023	IGO RAP Coordinator
	Maintain an internal RAP Champion from senior management.	April, annually	Chief Executive Officer
14. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June, annually	IGO RAP Coordinator
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August, annually	IGO RAP Coordinator
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	IGO RAP Coordinator
	Report RAP progress to all staff and senior leaders quarterly.	September, December, March, June, annually	IGO RAP Coordinator
	Publicly report our RAP achievements, challenges, and learnings, annually.	July, annually	IGO RAP Coordinator, Head of Communications
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	IGO RAP Coordinator
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	September 2025	IGO RAP Coordinator
	Consult our Advisory Group to provide ongoing review and input for our RAP implementation process.	December, annually	Manager – Land Access and Heritage
15. Continue our reconciliation journey by developing our next RAP.	Implement a baseline Social Impact Assessment as part of our RAP systems and processes.	February 2024	Manager – Land Access and Heritage
	Register via Reconciliation Australia's website to begin developing our next RAP.	January 2025	IGO RAP Coordinator



If you have any questions or feedback on IGO's RAP,  
please contact IGO's RAP Coordinator:

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