

Innovate

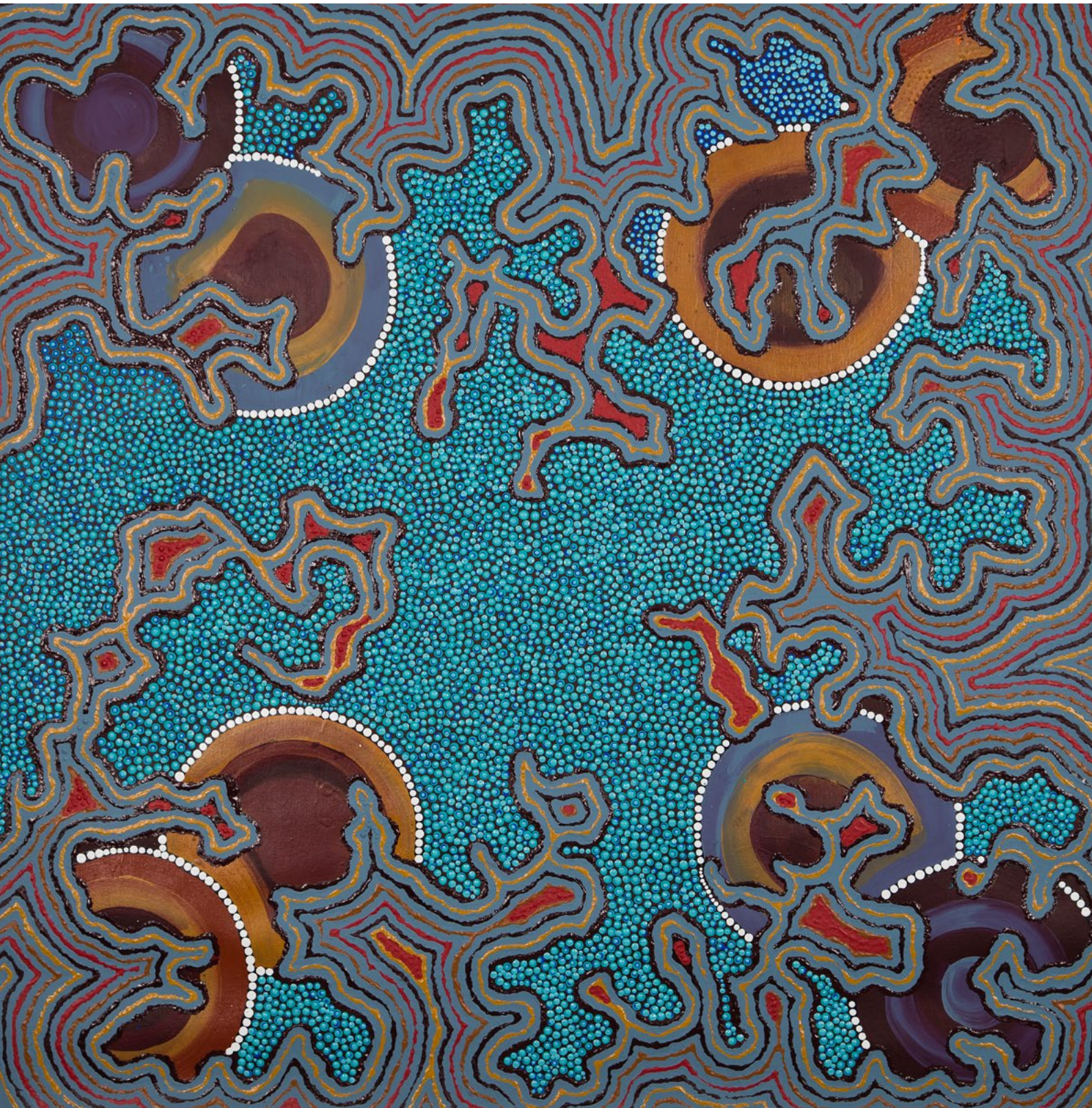
Reconciliation Action Plan

JULY 2024 – JULY 2026



RECONCILIATION
ACTION PLAN

INNOVATE



Incitec Pivot Limited
INNOVATION ON THE GROUND

DYNO
Dyno Nobel





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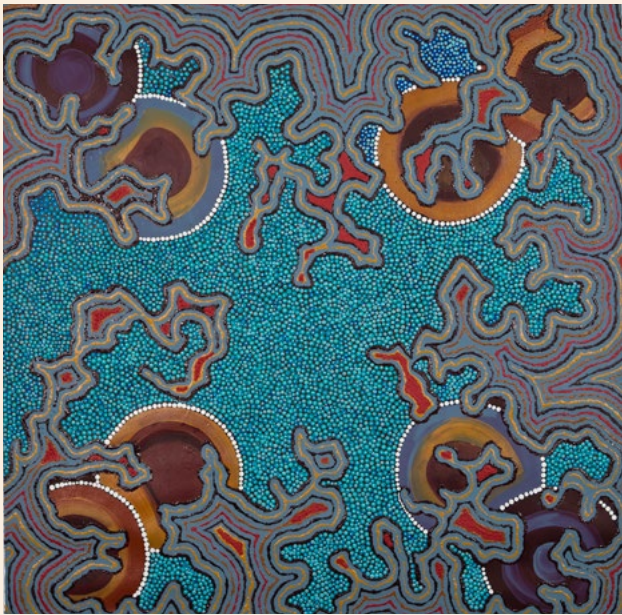
Acknowledgement of Country

Incitec Pivot Limited acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians and First Nations Peoples of Australia. We respect and acknowledge the unique cultural and spiritual relationships that Traditional Owners have to the land, waters, and seas of Australia.

We pay our respects to Elders past and present and acknowledge the valuable contribution that Aboriginal and Torres Strait Islander peoples continue to make to our national story.

We extend this respect to the Traditional Owners of the lands on which we operate in Australia and to the First Nations peoples where we conduct our business worldwide.

About **the Artist**



The front cover artwork is by Yindjibarndi artist Donna Willis and takes inspiration from her Grandfather's Country.

Grandfather's Country ©

"Our Grandfather was born in this Country we call Cangiangi. That's where my grandfather was a dog hunter for dingoes – that was his job. Back in the days he travelled everywhere in our Country – Yindjibarndi Country. He knew every camp site and water hole."

This translates as: "Nganitharri thamii yarndu Ngurra Yirra-nha (Mt Florence Station) Ngarndu thamii banggarrimarda mujira-ngarli Walharri-ngu Yindjibarndi Ngurrangga Burangga banggarri-nha ngurrawarnda-rala Thamii ngarnda jurlu ngurrayi mirnu barni-nha Bawa-ngarli wanthila ngariyangu."

SOURCE: Yinjaa Barni Art, The Dalgety House, LOT 3 Roe St, Roebourne WA 6718, Patricia Floyd, Yinjaa-Barni Art Manager © The artist Donna Willis



Yindjibarndi woman Donna Willis is an award-winning artist who calls Roebourne, Western Australia, home.

Donna takes her inspiration from the coastal Pilbara landscape where she grew up and from the land of her father, and grandfather, further inland.

Donna is based at the Yinjaa-Barni Artists Centre, which is managed by non-for-profit organisation Yinjaa-Barni Art. The Centre supports a collective of Aboriginal artists who predominantly belong to the Yindjibarndi language group and whose ancestral homelands surround the Fortescue River and Millstream Tablelands.

Message from **our CEO**



I'm proud to present Incitec Pivot Limited's (IPL) second Innovate Reconciliation Action Plan (RAP). Our 100 year-history in Australia and geographically diverse operations offer many opportunities to work with Aboriginal and Torres Strait Islander peoples.

IPL is a leading supplier to the resources and agricultural sectors via our two customer facing businesses, Dyno Nobel and Incitec Pivot Fertilisers. Safety is at the heart of everything we do and the number one priority of our team of just over 5800 dedicated employees across much of the globe. With iconic brands, leading technology solutions and great customers, we are committed to helping create a sustainable and decarbonised world. Importantly, and given that we work closely on Country, we have a responsibility to contribute to national reconciliation efforts.

This RAP reinforces our commitment to build trust and to listen and respect Aboriginal and Torres Strait Islander voices, cultures, and histories. With lessons taken from our first Innovate RAP and, with support from Reconciliation Australia, we are well positioned to strengthen our relationships with Traditional Owners and Aboriginal and Torres Strait Islander partners. It is our aim to work towards creating mutually beneficial outcomes for future generations.

As a company, we have made progress over the past three years, including launching our Indigenous Scholarship Program and establishing 13Yarn as a cultural and clinical mental health support network for Aboriginal and Torres Strait Islander employees. We have also updated our Refusal to Work policy, which has been amended to specifically include the consideration of unacceptable risk to First Peoples cultural heritage.

In 2023 we became a member of the Business Council of Australia's *Raising the Bar Program*, which aims to increase the procurement of goods and services from First Nations small business suppliers. We also exceeded our procurement target spend on First Nations businesses by 51 per cent in the 2023 financial year.

Whilst it is great to reflect on some of our achievements, without a doubt, there is still work to do. I am looking forward to working out how we can listen to the voices of First Peoples, execute on the commitments presented in this current RAP and help move towards a reconciled Australia – where all people and communities have equal opportunities to thrive .

At IPL, we are committed to sustainable change and, as part of this, it is important that we embed reconciliation into our activities and operations. Through delivering the actions and commitments of this RAP I feel confident that we will be taking the right steps towards a reconciled future.

I want to thank our dedicated employees, partners, and Reconciliation Australia for their hard work in delivering our second Innovate RAP. We are committed to sharing our journey with all our stakeholders and I look forward to updating you on our progress.

MAURO NEVES

Chief Executive Officer and Managing Director
Incitec Pivot Limited

Message from **Reconciliation Australia**



Reconciliation Australia commends Incitec Pivot Limited (IPL) on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP)

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

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. IPL continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

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

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

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

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

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

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

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

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

KAREN MUNDINE
Chief Executive Officer
Reconciliation Australia

Vision for Reconciliation

Our vision for reconciliation is a united, equitable and inclusive environment within the context of the resources and agricultural sectors, where First Nations Peoples thrive and enjoy the same opportunities and choices as non-Indigenous Australians.

We recognise and acknowledge past wrongs and understand that reconciliation is an ongoing journey. IPL are committed to achieving this vision by:

- » speaking out against racism and discrimination;
- » deepening the cultural knowledge and understanding of our workforce;
- » working with Aboriginal and Torres Strait Island Peoples in pursuit of local opportunities that align to our mutual aspirations and;
- » building stronger connections and trust between IPL and Traditional Custodians, operating on Country with consent and respect.

IPL are privileged and proud to share in the longest continuous culture on the planet with a significant on-Country footprint spanning Victoria, Queensland, New South Wales, Tasmania, and Western Australia.



Incitec Pivot Fertiliser's Phosphate Hill site welcoming children from the local Dajarra school for a day of fun in 2022. Students were picked up in IPF's coaster bus for a day at 'The Monument Village' where they swam in pool, had lunch and watched a movie in the mini theatre before returning home with some goodie bags.

Who **we** are

Incitec Pivot Limited is a leading technology supplier to the resources and agricultural sectors committed to helping create a sustainable and decarbonised world.

An ASX100 company, IPL has two customer facing businesses, Dyno Nobel based in the Americas, Asia Pacific and Europe, Middle East, Africa (EMEA) and Incitec Pivot Fertilisers, a leading integrated manufacturer and distributor of fertilisers across the east coast of Australia. We are an international business with world-scale explosives and fertiliser manufacturing, leading technology solutions, marketing and servicing operations. We are proud to be considered a trusted partner by customers and suppliers.

With a team of just over 5800 dedicated employees, we have a strong safety culture, with Zero Harm as our number one priority. We are committed to a sustainable and decarbonised world, with an ambition to reach Net Zero operational emissions by 2050, or sooner if practicable.

Our explosives are used to unlock resources ranging from gold, iron ore and copper, to quarry and construction materials. Those resources contribute to new technologies, such as electric vehicles and wind turbines, and critical infrastructure. Our fertiliser products play an important role in enabling sustainable food production to meet the rapidly rising demand for food around the world.

With a rich technology heritage, IPL's key technology drivers are to improve safety, productivity & efficiency, and sustainability. And we continue to invest in the development of new technologies and our service offering.

Our **Values**

Our Values are the cultural 'glue' that holds the organisation together and guide our everyday attitudes, decisions and actions. Developed by our employees and endorsed by the Executive Team, we must all endeavour to put them into practice every day and treat them as a practical tool in the workplace.

The seven company Values are:

- » Zero Harm for Everyone Everywhere
- » Think Customer. Everyone. Every day
- » Treat the Business as our Own
- » Value People – Respect, Recognise & Reward
- » Care for the Community & our Environment
- » Challenge & Improve the Status Quo
- » Deliver on our Promises



Australian Operations

8
Manufacturing facilities

1,968
Australian employees

62
First Nations employees
(3.2% of our Australian Workforce)



Key Australian locations



Our People

Our global workforce of over 5,800 employees are committed to demonstrating Our Values everyday, with Zero Harm a priority for everyone.

IPL values the diversity of its people and, through promotion of an inclusive culture, recognises that contributions of diversity of thought provide greater opportunity for innovation and improved business outcomes.

IPL is committed to the development of an inclusive and accessible organisation through the establishment and nurturing of a culture that appreciates diversity in all forms.

Our Innovate Reconciliation Action Plan aligns with our guiding Diversity & Inclusion principles of which guide the way we go about our work and support each other every day:

- » Respecting our differences
- » Shaping our future organisation
- » Building a flexible organisation



Dyno Nobel employees, Siouxie, Kaleb and Matt, celebrating NAIDOC week at our Curragh site in 2024.

Our Reconciliation Journey

Almost three years ago in May 2021, we set out a pathway to build on IPL's reconciliation journey with the launch of our Innovate RAP. We hope that by embedding reconciliation into our core business, we contribute to the broader national efforts to achieve reconciliation and also meet our responsibilities with respect to good corporate citizenship. This commitment enriches our organisational culture and strengthens our relationships with key stakeholders.

Since then, we have achieved a number of milestones including launching our Indigenous Scholarship Program, establishing 13Yarn – a cultural and clinical mental health support network for Aboriginal and Torres Strait Islander employees, and updating our Refusal to Work policy to specifically include cultural heritage considerations.

Our achievements across the three core pillars of reconciliation: Relationships, Respect and Opportunities, give us much to be proud of.

We also recognise that there is still much more to achieve and in developing this, our second Innovate RAP, we have reflected on the areas where our 2021-2023 aims were not reached. Particular pieces of work were not adequately resourced such as, the cultural learning strategy and First Nations recruitment, retention and professional development strategy. We know we can create more meaningful, consistent, and productive relationships with Traditional Owners and local First Nations groups. We can also improve on our ability to maintain First Nations workforce participation across our Australian businesses, which have been impacted by the competition for talent across the resources and agricultural sectors. As outlined in our Opportunities action plan, we will seek feedback from First Nations groups on the recruitment, retention and professional development strategy as well as engaging external First Nations companies to assist with recruitment and mentoring. In addition, for this Innovate RAP we have assessed our organisational readiness and the resources required to accomplish the deliverables in this new RAP.

We will embark on an *Innovate* RAP for a second time, with significant additions including introducing new mechanisms to better track our progress, including quarterly reporting of local engagement plans. We will also have a clear communication plan to ensure that all areas of our company are aware of our RAP commitments and what it means to them. There will also be renewed emphasis on the work of our dedicated RAP Working Group made up of cross-functional individuals from our Australian businesses who are committed to delivering on this RAP.

As we seek to build on our achievements and foster greater momentum across our Australian operations, we are committed to working side-by-side with Traditional Owners and Aboriginal and Torres Strait Islander communities.

Together, as we continue our reconciliation journey, we will create mutually beneficial outcomes and opportunities for future generations.

Highlights

We respect the rights of the First Peoples of Australia and acknowledge their right to maintain their culture, identity, traditions and customs.

2015	Installation of flag poles at the Phosphate Hill operation's front gate. The Aboriginal and Torres Strait Islander flags fly, alongside the Australian flag all year round, as a symbol of our respect to the Traditional Owners of the land on which we operate.
2016	Welcoming of a young First Nations woman in to the workplace, as a part of the first Work Experience Program at our Phosphate Hill operations.
2016	Cultural Heritage video produced and introduced into Site Visitor's Induction for Phosphate Hill and Mount Isa operations, featuring local Traditional Owners from Yulluna land where Phosphate Hill is situated.
2017	Installation of two electronic signs; one at camp and the other at site; with the message, "The Yulluna People and Incitec Pivot welcome you to Phosphate Hill. The new sign, designed in consultation with the Yulluna Elders, features the profile of Ibis Dreaming, one of the mountain ranges that are part of the Traditional Songlines of the Yulluna people. The concentric circles signify a meeting place and the three wavy lines represent three rivers that cross the land (We know the rivers as The Burke, The Wills and The Mort).
2017	Hosted three First Nations university interns in our operations through our relationship with Career Trackers.
2015 – 2020	<p>NAIDOC Week</p> <p>2018: Moranbah NAIDOC activities</p> <p>2019: Mount Isa NAIDOC Fun Day</p> <p>2020: Phosphate Hill: Head Chef cooked traditional dinner for all site staff at the mess in celebration for NAIDOC Week.</p> <p>2018: Phosphate Hill: Pink high viz shirts produced for site staff for the 2018 NAIDOC celebrations with the theme embroidered on them, 'Because of her, we can.'</p> <p>2018: Sponsored country music performer Ali S to attend the Boulia Shire NAIDOC celebrations. Ali has family links with the Yulluna Traditional Owners. Prior to this event, Ali and his band had performed at The Monument Village for Phosphate Hill employees.</p> <p>2019: Blackwater: NAIDOC community event where IPL sponsored catering for the community parade.</p> <p>2020: Helidon: Childrens' NAIDOC Week colouring competition to encourage young children to engage with the cause.</p>
2017 – 2019	Four consecutive years of an IPL Australian-operations wide online NAIDOC Quiz designed to educate employees across the business on key political and social achievements recognised during NAIDOC Week. All 2018 competition prize winners received IPL custom-made NAIDOC Week polo shirts [pictured]
2019	Sponsorship of the inaugural Mutu Reconciliation Festival – hosted by Phosphate Hill Operations
2019	All Employees encouraged to recognise the United Nations International Day of World's Indigenous Peoples by hosting a toolbox talk on the subject to encourage thought and conversation around supporting the rights of Indigenous Peoples around the globe.

Highlights continued

2019	Installation of a 'Welcome to Yulluna Country' sign at The Monument Airport at Phosphate Hill. The sign was designed in consultation with the Traditional Custodians. The three wavy lines represent the three rivers that pass through this area – The Burke, The Wills and The Mort. The top profile is the outline of a mountain range that the Indigenous artist named 'Ibis Dreaming'.
2019	Cloncurry Careers Day. Due to the Cloncurry township proximity to the Phosphate Hill site, we developed a careers information flyer designed to encourage First Nations students to apply for work with us.
2019	Phosphate Hill covers all expenses for Compass ESS's engagement of an First Nations plumbing apprentice. Sherridan is in her first year and is part of the Yulluna Traditional Owner group.
2019	Achieved 3% First Nations employees in our Australian workforce target reached, as set by the Board of Directors in 2016.
2020	\$20,000 Funds raised for the Indigenous Literacy Foundation via the IPL Employee – Company Dollar Matching program since 2016.
2020	Extension of our Employee Mental Health Program to include tailored, counselling services to ensure Aboriginal and Torres Strait Islander employees and their families have access to consultants who have in-depth cultural understanding and approaches for specialist advice on First Nations health and wellbeing issues.
2020	Mobile Processing Unit decorated and launched into our fleet of specialised explosives vehicles located in the Pilbara Region, in cohort with key customer Fortescue Metals Group, local Aboriginal artist, Donna Willis, Traditional Land Owners, the Yindjibardi People, and the Department of Mines & Petroleum.
2020	Achieved IPL's First Nations Employee number target for three consecutive years.
2021	Released 2021-2023 Innovate RAP. Our formal Reconciliation Action Plan was designed and launched in conjunction with National Reconciliation Day and NAIDOC week. The RAP is intended to provide opportunities for Aboriginal and Torres Strait Islander peoples and communities and to create shared and sustainable economic and social outcomes.
2021	We launched our Indigenous Scholarship Program. The scholarship, run in partnership with James Cook University and University of Queensland, provides Aboriginal and Torres Strait Islander students with an excellent opportunity to get their first experience of working life with us at IPL.
2021	We started a program with Indigenous Workstars and Job Trail to create more jobs for First Nations people in our Australian business units
2021	Developed a First Nations participation strategy and framework designed to provide access to opportunities for First Nations businesses to create shared and sustainable economic and social outcomes. This framework has been incorporated into our procurement procedures, templates, and other resources.
2021	Became a member of Supply Nation. This membership provides IPL with access to Supply Nation's Indigenous Business Direct database and other resources to support our supplier diversity initiatives
2021	Hosted education and awareness sessions for employees partnering with an external organisation specialising in First Nations engagement.
2021	Our Mt Isa manufacturing plant held a NAIDOC week celebration. That included a Welcome to Country and smoking ceremony held with Aboriginal Elders.
2021	All our major offices and manufacturing plants display an Acknowledgement of Country plaque.

Highlights continued

2021	Our Refusal to Work Policy was updated to more specifically include the consideration of potential risks to sites of cultural significance for Aboriginal and Torres Strait Islander Peoples. IPL employees who believe that actions about to be undertaken onsite are unethical, or pose any risk to culturally significant sites, have the support of IPL to refuse to work, ceasing work until the matter is reported internally and appropriate assessments have been completed with relevant stakeholders and experts.
2022	Established 13Yarn as a support network. 13Yarn is a crisis support service for Aboriginal and Torres Strait Islander people, offering clinical and cultural support for mental health issues around the clock in a first-of-its-kind, culturally safe initiative. It employs a 'conversational approach', using the power of storytelling in the healing process and offering a judgement-free place for Aboriginal and Torres Strait Islander people to express themselves.
2022	Continued our Indigenous Scholarship Program, run in partnership with James Cook University and University of Queensland.
2022	Promotion and celebration of National Aborigines and Islander Day Observance Committee (NAIDOC) Week with special events held across different sites.
2022	Our Helidon site, invited the local Yuggara people to celebrate NAIDOC Week with an acknowledgement and Welcome to Country and an afternoon tea. For afternoon tea, a cake was baked by a Helidon employee, Amanda Mailman, that included each First Nation employee's Country symbol.
2022	A 0.4 percentage point increase of First Nation Australians in our Australian workforce. The number increased from 2.5% in 2021 to 2.9% in 2022.
2022	Delivered a new cultural awareness program via our e-learning portal in Australia.
2022	Delivered a series of 'Toolbox Talks' to support our reconciliation efforts by focusing on educating our people about First Nation cultures and raising awareness about significant dates for First Nations Peoples, such as National Sorry Day (26 May) and Mabo Day (3 June). The initiatives have seen excellent participation across the Australian business over 2022.
2023	Raised over A\$13,500 for Jilya through corporate donations and our employee dollar-for-dollar donation matching program. Jilya is an Aboriginal community controlled not for profit that provides culturally and clinically informed mental health and suicide prevention responses to high-risk regional and remote First Nations communities. The fundraising campaign included videos and communication materials sourced from Jilya that helped educate employees on the importance of culturally informed support services.
2023	Became a voluntary member of the Business Council of Australia's Raising the Bar program, which aims to see BCA members steadily increase their procurement spending with First Nations suppliers. The Raising the Bar Program is a positive and practical on-the-ground way of supporting First Nations businesses to expand, innovate, hire more workers and create important ecosystems in their communities.
2023	Sites across Australia came together to celebrate NAIDOC Week. IPL's Melbourne office hosted Aboriginal Elder, Aunty Gabby, on site for a Symbolic Art Making workshop where employees learnt more about First Peoples art and culture and were offered advice on how to enact reconciliation every day.
2023	Continued to deliver a series of 'Toolbox Talks' to support our reconciliation efforts by focusing on educating our people about First Peoples culture and raising awareness about significant dates, such as National Reconciliation Week and NAIDOC Week. The initiatives have seen excellent participation across the Australian business over 2023.
2023	In FY2023 we exceeded our procurement stretch target spend on First Nations businesses by 65%.

Opportunities: **Procurement**

Throughout our first *Innovate* RAP, 2021 – 2023, our procurement team has worked to increase opportunities and spend on First Nations businesses, suppliers, and workers. Initiatives include the development of a First Nations participation strategy and framework. This was designed to provide access to opportunities for First Nations businesses and create shared and sustainable economic and social outcomes.

The framework has been incorporated into our procurement procedures, templates, and resources with noticeable outcomes. Including that we were able to exceed our procurement stretch target spend on First Nations businesses by 65% in the 2023 Financial Year. We had set a target of \$175,000, a stretch target of \$255,000 and achieved an actual spend of \$421,195.

Initiatives that have helped us to exceed our targets include becoming a member of Supply Nation in 2021. This membership has provided IPL with access to Supply Nation's Indigenous Business Direct database and other resources to support our supplier diversity

initiatives. In 2023, we also became a voluntary member of the Business Council of Australia's *Raising the Bar* program, which aims to see members steadily increase their procurement spending with First Nations suppliers. Importantly, it also represents our commitment to continually expand our network of First People's businesses and increase our spend on First Nations services.

Continuing on from this progress, we have set a target of \$500,000 for 2024 Financial Year.



Procurement Spotlight: Singleton Landscaping

Our Mt Thorley operations in New South Wales have been engaging Singleton Landscaping for site landscaping and maintenance services for over 23 years. Services include routine general grounds landscaping as well as improvements to site infrastructure, such as carpark construction and installation of a ramp to the main office with a handrail.

Singleton Landscaping are a family-owned business established by Mark Hall who was originally from Wiradjuri Country (around Mudgee NSW). Mark's son Shane Hall has now taken on the business of which Mark is still a part of utilising his knowledge and experience for quoting and advising. They focus on employing First Nations people and have lived in Wonnarua Country for around 70 years. They have been officially welcomed in the Wonnarua Country by the Wonnarua people.

Mt Thorley's Research & Development / Site Administrator, Sarah Willoughby, has been working with Mark and Shane for ten years and has this to say about the relationship.

"Singleton Landscaping were already engaged as a very satisfactory contractor prior to me starting with Dyno Nobel in 2013 and have now continued to provide us with site landscaping and maintenance services for more than 23 years. We are very happy with the service they provide.

They have an extensive knowledge of our property which is approximately 100 acres. They understand the lay of the land, the way water flows, the natural ground and flora and use additional non-conventional methods such as divining sticks to determine or confirm water flow and underground services."

Mt Thorley celebrates NAIDOC Week annually with resources developed by our RAPWG and holds discussions around the history, culture and achievements of First Peoples. In addition, all employees receive cultural awareness training as part of our commitment to reconciliation.

The relationship between Mt Thorley and Singleton Landscaping presents an excellent case study as to how, as a company, we can embrace First People's knowledge to care for Country whilst simultaneously supporting First Nations businesses.

Initiatives, as outlined in this second Innovate RAP, will help to create more of these opportunities and relationships throughout our company. These include the development and continuation of strong commercial relationships with First Nations businesses and the implementation of clauses and renewed expenditure targets that maximise Aboriginal and Torres Strait Islander employment and business participation throughout our supply chains.

In this RAP we will also have better processes in place to track our progress, including quarterly reporting of local engagement plans and clear communication to ensure that all areas of our company are aware of our RAP commitments. With these insurances in place we look forward to building more strong and meaningful relationships with First Nations partners across the breadth of our sites in Australia.

About the IPL Reconciliation Action Working Group

The Incitec Pivot Limited RAP Working Group (RAPWG) has been established to coordinate the development, implementation, and review of our RAP.

The RAPWG comprises committed employees from across all areas of our business, who want to be part of driving IPL's reconciliation journey and promoting opportunities for Aboriginal and Torres Strait Islander peoples within our business. Importantly, the RAPWG includes both Aboriginal and Torres Strait Islander and non-Indigenous employees, who work at a range of locations and at different levels within the organisation. Our RAPWG benefits from this diversity of skills and experiences across both the operational and management aspects of our business.

This diverse RAPWG team is led by our Vice President Metals & Customer, who is our nominated RAP Champion and Chair of the RAPWG. Our RAP Champion is supported on the RAPWG by other members of IPL's leadership teams. Participation in the RAPWG is open and encouraged to all employees here in Australia. Our RAPWG members come from a diverse range of roles, locations and represent the breadth of our business.

Our current RAPWG members are:

Anthony Urzaa	Vice President Metals and Customer, and RAP Champion
Claire Reynolds	Vice President HR for APAC
Jess Sherlock	Vice President HR Corporate
Rob Sullivan	VP Procurement and Supply Chain
Ros Hardy	Head of Customer Experience
Imogen Henry	Group Corporate Affairs Advisor
Danny Ryan	APAC Regional Learning & Development Manager
Chris Potts	Speciality Products Marketing Manager
Guy Burton	Procurement Manager
Arthur Kotmel	Senior Procurement Manager
Ryan Carrington	Senior HR Manager
Simon Masters	Asset Care Manager APAC
Glenn Johnson	National Distribution Manager
Maria Visser	Procurement Manager
Kara Fridell	HR Manager
Donna Grills	Talent Acquisition Business Partner
Michelle Castle	HR Business Partner

Lincoln Eldridge	HSE Manager
Adam Burton	Internal Audit Analyst
Jorja Roberts	HR Manager
Ketch Patuawa	Shipping and Logistics Coordinator
Jon Bowerman	Company Bulk Explosives Engineer
Luke Dwyer	Site Manager
Dev Sharma	Lead Engineer – EIC
Nicole Spindler	HSEC Manager APAC
Tara McLauchlan	Global OD & DEI Manager
Mark Danaher	Site Manager
Zoe Chesters	Environmental Superintendent
Leah Richards	HR Business Partner
Scott Osman	Talent Acquisition Business Partner
David Osuna	Lead Engineer Fixed Plant
Lucia Dionysius	Executive Assistant
Jess Green	Production Coordinator
Alysha Davis	Talent Acquisition, Mobility, HR Shared Services Manager, and RAP Working Group Lead

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About the **IPL Reconciliation Action Working Group** continued

First Nations representation within the internal RAPWG is 6.4% with two employees identifying as Aboriginal and/or Torres Strait Islander people. We wish to increase participation rates among First Nations employees as part of our RAP and will need to consult with those members to discuss how we might achieve this, as well as consider any potential cultural load that may need to be addressed.

In addition, the RAPWG acknowledges the importance and intrinsic value of an objective, external First Nations advisory partner and has partnered with Jenni Walke of Elephant in the Room Consulting. Jenni is a proud Bundjalung woman who has collaborated, advised and guided the RAPWG in our second Innovate RAP journey. Jenni's business is certified as both a B Corp and Supply Nation business.



Relationships 2024-2026



Meaningful
'place-based'
relationships built
on **trust and
understanding.**

We recognise the importance of developing sustainable and meaningful 'place-based' relationships with the Aboriginal and Torres Strait Islander communities across the locations where we operate. We commit to building mutually beneficial relationships with First Nations communities that are:

- **Place Based**
- **Respectful**
- **Authentic**



Dyno Nobel were sponsors for the NAIDOC Week event in Blackwater town centre in Queensland, 2024, where employees took part in a parade and festivities.

Relationships 2024-2026 *continued*



As we are working on Country in regional, remote and urban areas of Australia, building authentic relationships with Aboriginal and Torres Strait Islander peoples, communities and businesses in these areas is crucial to our success. We embrace diversity and commit to building long-term sustainable partnerships with Aboriginal and Torres Strait Islander peoples, communities and businesses.

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 and to learn about cultural heritage and places of cultural significance within IPL's areas of operation.	September 2024	Lead: RAP Champion Support: Site Leaders*
	» Review and update local, place-based engagement plans to work with Aboriginal and Torres Strait Islander stakeholders and organisations through individual Traditional Owner discussions. This will also require engagement with our customers	December 2024	Lead: RAP Champion Support: Site Leaders*
	» Establish a map and/or key contact list for main sites, the Country on which they operate and Traditional Owner groups	June 2025	Group Communications Advisor
	» Establish relationships with First Nations Labour Hire and Recruitment Agencies to increase the pipeline of Aboriginal and Torres Strait Islander talent	June 2025	Lead: Talent Acquisition Manager Support: RAP Champion
2. Build relationships through celebrating National Reconciliation Week (NRW).	» Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April 2025, 2026	Group Communications Advisor
	» RAP Working Group members to participate in an external NRW event.	27 May – 3 June, 2025, 2026	RAPWG Lead (HR)
	» Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June, 2025, 2026	RAP Champion
	» Organise at least one NRW event each year.	27 May – 3 June, 2025, 2026	Lead: RAP Champion Support: Site Leaders*
	Register all our NRW events on Reconciliation Australia's NRW website .	May 2025, 2026	Group Communications Advisor

Continued >>

Relationships 2024-2026 *continued*



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.	August 2024	Lead: RAPWG Lead (HR) Support: RAP Champion
	» Communicate our commitment to reconciliation publicly by publishing endorsed RAP on IPL website, intranet and social media platforms.	August 2024	Group Communications Advisor
	» Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes through engagement with key regional and corporate stakeholders.	July 2025	Lead: GM Commercial Support: Site Leaders*
	» Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	September 2024, 2025	RAP Champion
	» Participate in industry forums, conferences and events aimed at sharing information and collaborating on reconciliation and First Nations participation initiatives.	September 2024, 2025	Lead: RAP Champion Support: VP Procurement & Supply Chain
4. Promote positive race relations through anti-discrimination strategies.	» Review core HR policies and procedures to identify existing anti-discrimination provisions, and future needs. Specifically; Parental Leave, Flexible Work, Recruitment/Talent Acquisition, Reward and Recognition policies and procedures.	December 2024	VP HR Corporate
	» Review existing IPL anti-discrimination policy and re-communicate to employees.	January 2025	VP HR Corporate
	» Educate senior leaders on the effects of racism	June 2025	VP HR APAC
	» Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander Advisors to consult on our anti-discrimination policy.	June 2025	Lead: VP HR Corporate Support: HR Business Partners
5. Launch a campaign to bring awareness to "stop work authority"*** in conjunction with the launch of the updated RAP	» Create engaging posters, banners, and digital content to raise awareness about "stop work authority" and its alignment with First Nations cultural preservation.	October 2024	Lead: RAP Champion Support: Group Communications Advisor
	» Develop and conduct training for all employees, focusing on the concept and importance of "stop work authority" in ensuring safety and respect for First Nations cultural sites.	December 2024	APAC Regional Learning & Development Manager

***"Stop work authority" refers to the right of any employee to halt work immediately if they identify a potential risk to Indigenous cultural heritage sites, artifacts or culturally significant items. It empowers employees to intervene when they observe activities that could harm or disrespect Indigenous cultural assets, ensuring their preservation and respect.

*Site Leaders = sites where there are greater than 20 staff

Respect



IPL acknowledges Aboriginal and Torres Strait Islander peoples as the First Australians and the Traditional Custodians of the lands on which we operate and respect the importance of maintaining culture, Country and spiritual connection to the land. We believe that by learning about Aboriginal and Torres Strait Islander cultures and acknowledging our shared histories, we will be able to build more respectful, inclusive and effective relationships, business processes and initiatives.

Focus area: *Increasing respect by building a culturally aware and competent organisation*



Artworks acquired for the Southbank office in 2023. *Minya Kutjara Tjukurpa* by Kanapi artist Elaine Woods (left) and *My Country* by Anmatyerre artist Sharon Numina (right).



Action	Deliverable	Timeline	Responsibility
7. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	» Conduct a review of IPL's cultural learning needs to continue building knowledge and awareness for all employees across the Australian business.	July 2024, 2025	APAC Learning & Development Manager
	» Consult Traditional Owners and/or Aboriginal and Torres Strait Islander advisors across our key locations, to ensure our IPL Cultural Capability Program remains relevant to each region, including key protocols, places of significance, local stories and histories.	July 2025	APAC Learning & Development Manager
	» Expand on our IPL Cultural Capability Program and ongoing employee refresher training and induction processes, incorporating delivery methods that are appropriate across our range of operating environments	August 2025	APAC Learning & Development Manager
	» Develop, implement, and communicate a cultural learning strategy document for our staff.	October 2025	APAC Learning & Development Manager
	» Provide at least 1 opportunity annually for RAP Working Group members, HR managers and staff in key leadership roles to participate in formal and structured cultural learning.	September 2024, 2025	APAC Learning & Development Manager
	» Establish an annual calendar and support resources to acknowledge and raise awareness of dates of significance relating to Aboriginal and Torres Strait Islander people	December 2024, 2025	Group Communications Advisor
	» Continue to ensure sites of First Nations significance are included in our Explosive Standards, when considering separation distance etc	October 2024, 2025	Company Explosives Engineer
	» Review external publications and documents for opportunities to highlight the importance of our RAP vision and journey so far.	May 2026	Group Communications Advisor
	» Generate a sense of pride and celebration of Aboriginal and Torres Strait Islander culture through art, identifying at least 1 new opportunity annually to commission a First Nations artist to create artwork that is a visible symbol/story telling	February 2025, 2026	RAP Champion



Action	Deliverable	Timeline	Responsibility
8. 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.	June 2025,	RAP Champion
	» Annually review and communicate IPL's cultural protocol document, to ensure it remains relevant and reflective of the diversity of our stakeholders.	April 2025, 2026	Group Communications Advisor
	» Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	September 2025	Lead: RAP Champion Support: Site Leaders*
	» Include an Acknowledgement of Country or other appropriate protocols at the commencement of all significant meetings (with more than 20 people). This will continue to be supported by the inclusion of an Acknowledgement of Country slide in presentation templates which are maintained on the IPL intranet.	August 2024, 2025	Lead : VP HR APAC Support : RAP Champion
	» Display an Acknowledge of Country at all IPL Australian offices and sites	December 2024	Lead: RAP Champion Support: Site Leaders*
9. 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 or activity.	First week in July 2025 and 2026	RAPWG Lead (HR)
	» Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	December 2025	VP HR Corporate
	» Use IPL communication platforms to promote and encourage all staff to participation in local, external NAIDOC events.	First week in July, 2024, 2025	Group Communications Advisor
	» Investigate opportunities to celebrate and partner with external organisations for NAIDOC Week events using a place-based approach at our key sites and offices.	May 2025, 2026	Lead: RAP Champion Support: Site Leaders*
	» Continue to annually promote and Reconciliation Australia's 'Share Our Pride' online tool to all employees	May 2025, 2026	RAPWG Lead (HR)
10. Educate employees on reducing systemic barriers to Aboriginal and Torres Strait Islander empowerment	» Investigate, engage with, and endorse at least one truth-telling initiative each year.	December 2024	VP HR APAC
	» Establish partnerships with First Nations organisations to seek support and guidance regarding truth telling.	Dec 2025	RAP Champion

*Site Leaders = sites where there are greater than 20 staff

Opportunities



Cultivate local opportunities for Traditional Owners and First Nations individuals.

By actively engaging and involving First Nations people and businesses in our operations, we can develop together and create a world where economic advancement through business development empowers individuals within First Nations communities via three key program streams:

- **Procurement**
- **Employment**
- **Engagement**



Dynno Nobel employee, Amanda Mailman, celebrating NAIDOC Week at our Helidon Plant in 2023.

Opportunities *continued*



As IPL is committed to providing access to opportunities with Aboriginal and Torres Strait Islander peoples, businesses and communities across our Australian business with a focus on engagement within the communities in which we operate, to create shared and sustainable economic and social outcomes that are of mutual benefit.

Action	Deliverable	Timeline	Responsibility
11. 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 2024	HR Business Partner
	» Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	August 2024	HR Business Partner
	» Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	November 2024	Global DEI & OD Manager
	» Investigate opportunities to partner with First Nations Labour Hire and Recruitment Agencies to increase the pipeline of Aboriginal and Torres Strait Islander talent	June 2025	Lead: Talent Acquisition Manager Support : RAP Champion
	» Implement a target of 3% representation of Aboriginal and Torres Strait Islander employees across IPL's Australian business.	December 2024	Global DEI & OD Manager
	» Establish a regular reporting dashboard to track progress of First Nations Hire Rates in support of increasing workforce representation of First Nations employees across Australia.	June 2025	Lead: Global Process & Data Owner – HR Support: Talent Acquisition Manager
	» Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.e.g. job boards such as iWork or ATSIjobs	December 2024	Talent Acquisition Manager
	» Engage with First Nations organisations or consultants to increase cultural competency and inclusion skills of Recruitment Team to improve hiring rates of Aboriginal and Torres Strait Islander people.	December 2024	Talent Acquisition Manager
	» Establish and actively engage a talent pool of qualified Aboriginal and Torres Strait Islander candidates for roles within the Australian business. This could include: referrals from existing employees or candidates, partnering with a First Nations recruitment agency, reconnecting with existing candidates in our database.	May 2025	Talent Acquisition Business Partner
	» Utilise our existing Talent Management process to identify appropriate professional development opportunities for Aboriginal and Torres Strait Islander employees	October 2025	Lead: HR Business Partner Support: TA Business Partner
» Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2025	Talent Acquisition Manager	

Opportunities *continued*



Action	Deliverable	Timeline	Responsibility
12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	» Review and update Aboriginal and Torres Strait Islander procurement strategy.	September 2024	VP Procurement & Supply Chain
	» Maintain existing Supply Nation membership.	September 2024	VP Procurement & Supply Chain
	» Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	May 2025	VP Procurement & Supply Chain
	» Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	January 2025	VP Procurement & Supply Chain
	» Continue to develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	September 2024, 2025	VP Procurement & Supply Chain
	» In consultation with First Nations stakeholders/advisors, we will continue to develop a suite of First Nations participation clauses that can be included in relevant contracts and tender processes, to maximise Aboriginal and Torres Strait Islander employment and business participation throughout our supply chains	June 2025	VP Procurement & Supply Chain
	» Continue to set an annual expenditure target and monitor spend on Aboriginal and Torres Strait Islander business across the business. Current target for 2024 is \$500,000.	September 2024, 2025	VP Procurement & Supply Chain
	» Set a target to increase the number of Aboriginal and Torres Strait Islander businesses that IPL has commercial agreements with annually	May 2025	VP Procurement & Supply Chain
	» Maintain engagement with Raising the Bar Program	September 2025	VP Procurement & Supply Chain

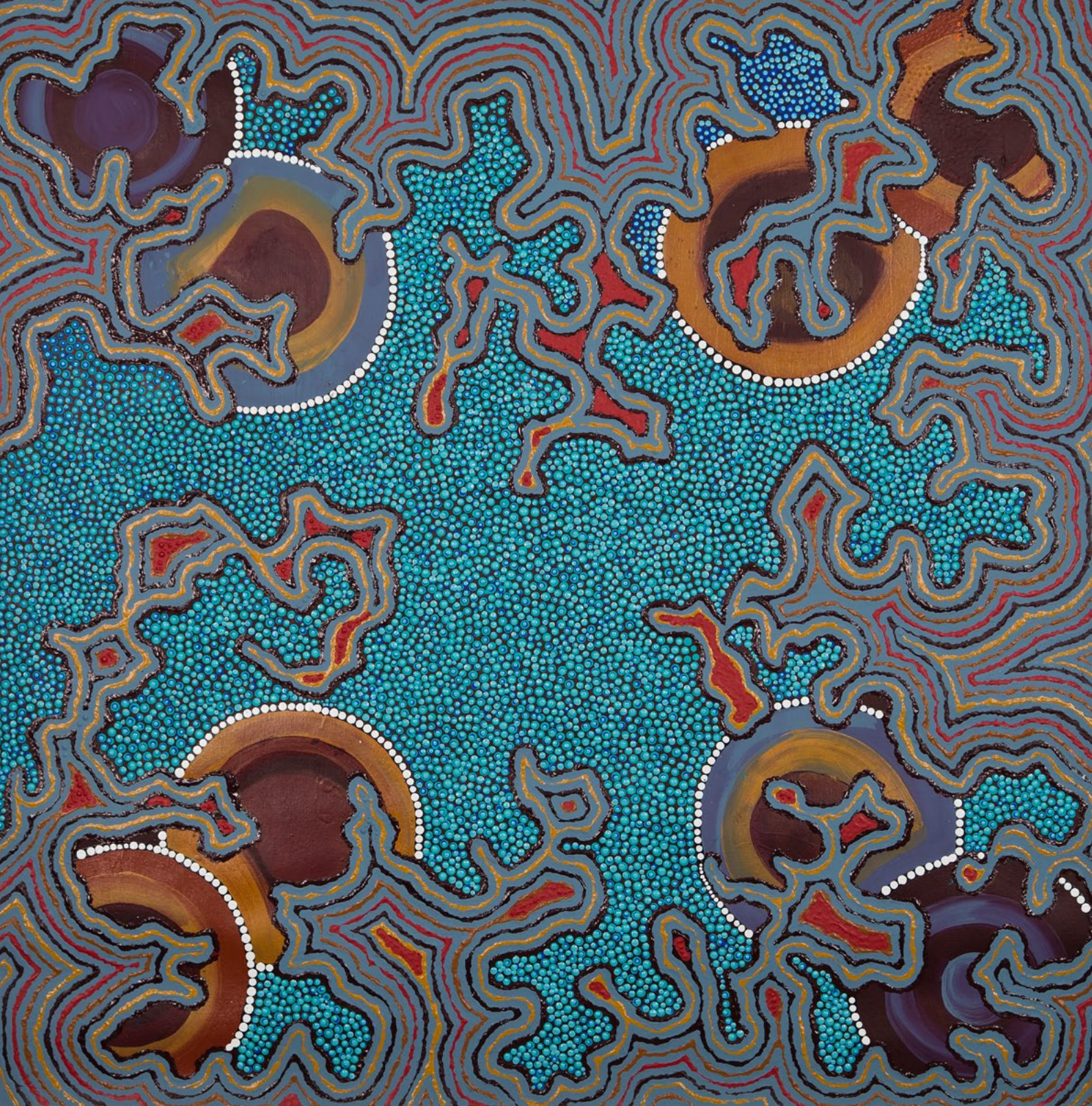
*Site Leaders = sites where there are greater than 20 staff

Governance



Action	Deliverable	Timeline	Responsibility
13. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	» Maintain Aboriginal and Torres Strait Islander representation on the RWG.	September 2024 & September 2025	Lead: RAP Champion Support: RAPWG Lead (HR)
	» Review and update our Terms of Reference for the RWG.	December 2025	RAPWG Lead (HR)
	» Meet at least four times per year to drive and monitor RAP implementation.	August, November, February, May/ 2024, 2025	Lead: RAPWG Lead (HR) Support: RAP Champion
14. Provide appropriate support for effective implementation of RAP commitments.	» Define resource needs for RAP implementation.	August 2024	RAP Champion
	» Engage our senior leaders and other staff in the delivery of RAP commitments.	Aug 2024, 2025	Lead: President DNAP Support: RAP Champion & VP HR APAC
	» Define and maintain appropriate systems to track, measure and report on RAP commitments.	September 2024	RAPWG Lead (HR)
	» Appoint and maintain an internal RAP Champion from senior management.	August 2024	President DNAP
15. 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.	August 2024 & August 2025	RAPWG Lead (HR)
	» Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	RAPWG Lead (HR)
	» Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	RAPWG Lead (HR)
	» Report RAP progress to all staff and senior leaders quarterly.	June, September, December, March annually	Lead: RAP Champion Support : VP HR APAC
	» Publicly report our RAP achievements, challenges and learnings, annually.	September 2024 & September 2025	Group Communications Advisor
	» Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2025	RAPWG Lead (HR)
	» Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2026	RAPWG Lead (HR)
16. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	June 2026	RAPWG Lead (HR)

*Site Leaders = sites where there are greater than 20 staff



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