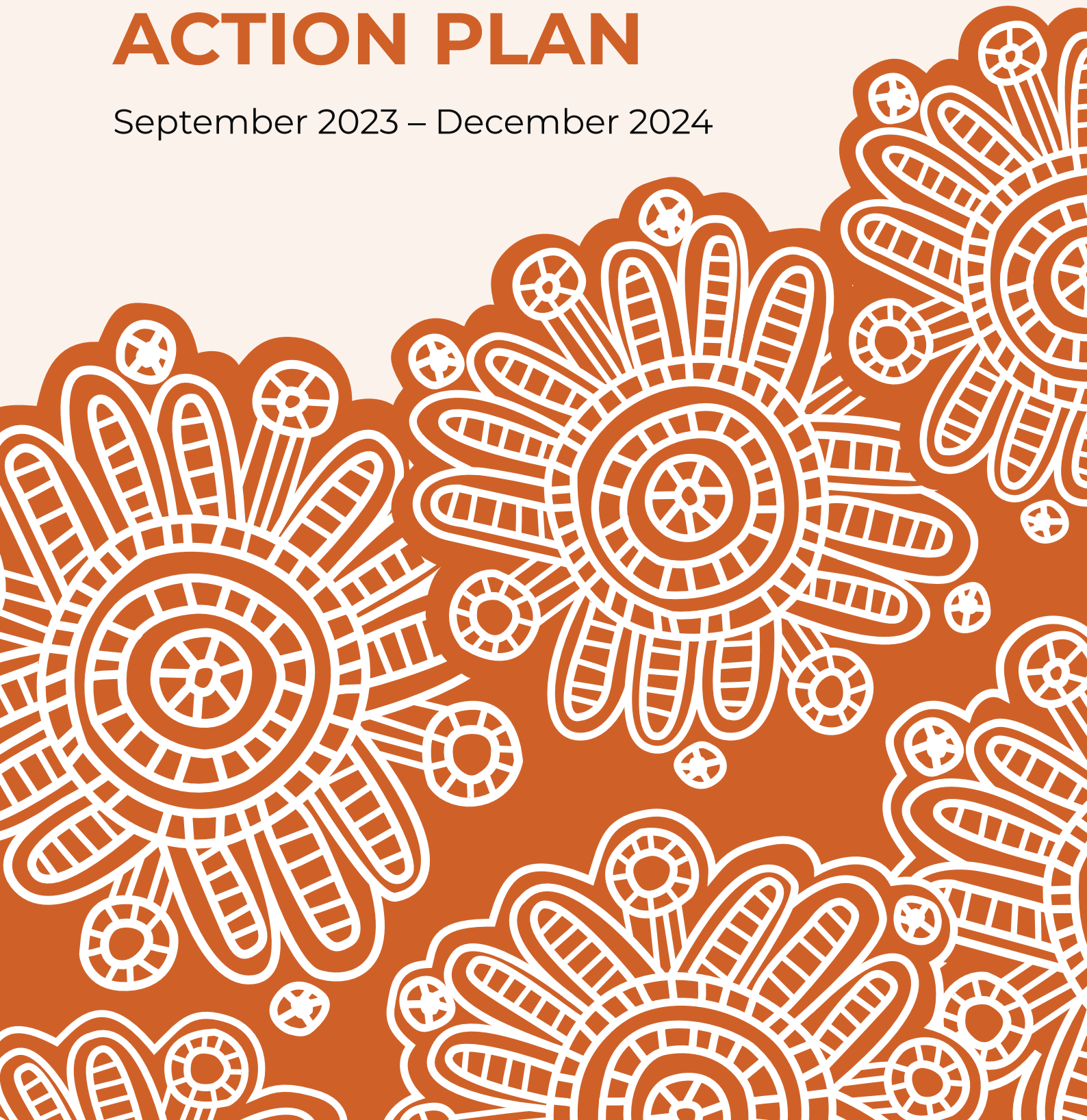




# REFLECT RECONCILIATION ACTION PLAN

September 2023 – December 2024





## ACKNOWLEDGEMENT OF COUNTRY

Metro Mining works on the land and waters of the Ankamuthi People at the Bauxite Hills Mine at Skardon River.

Metro Mining acknowledges the Traditional Custodians of Country throughout Australia and we recognise the continuing connection to lands, waters and communities.

We pay our respects to Aboriginal and Torres Strait Islander peoples and to Elders past, present, and emerging.

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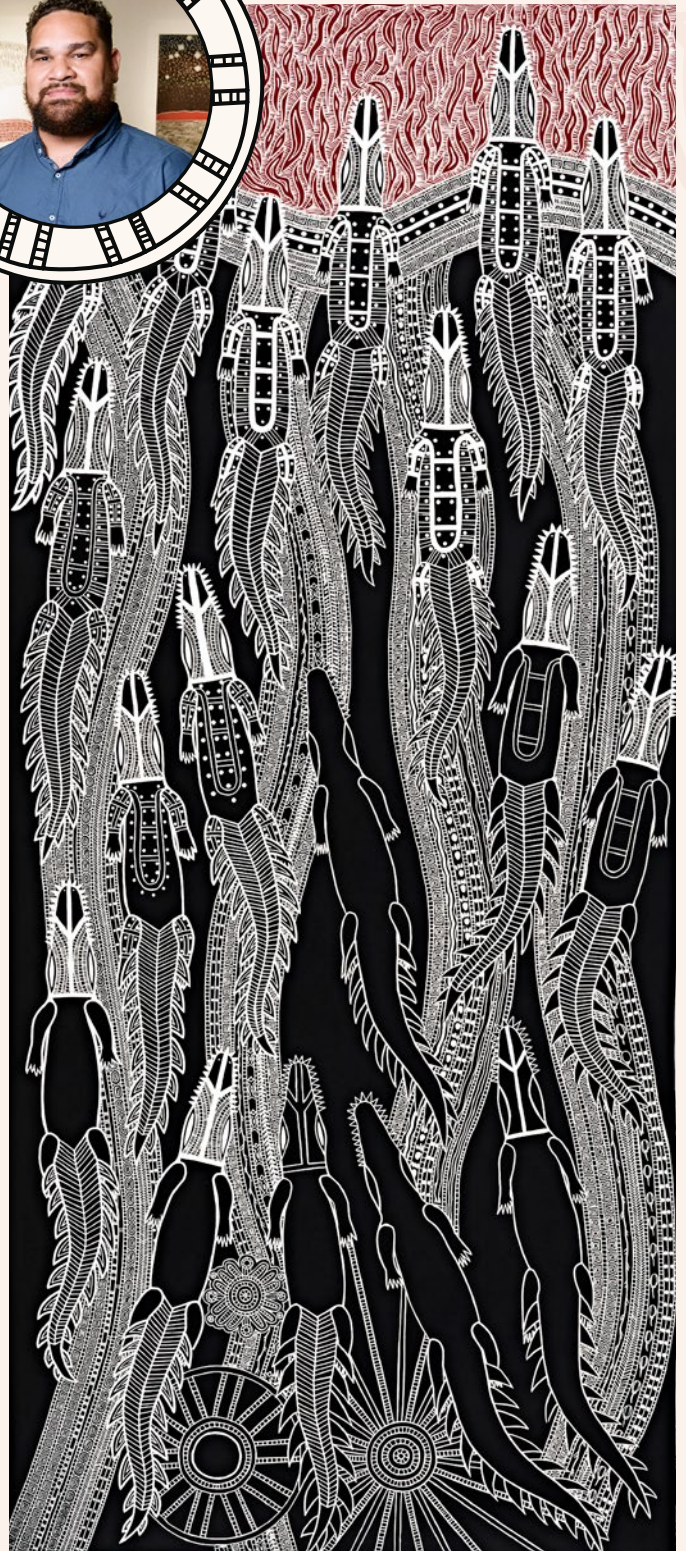
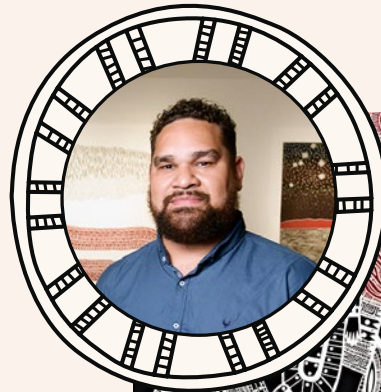
Aboriginal and Torres Strait Islander peoples should be aware that this document may contain images or names of people who have passed away since publication.

# ABOUT THE ART

Teho Ropeyarn is an artist and curator from Injinoo, Cape York Peninsula, Queensland.

"'Mandang Ikamba' means 'strength of a crocodile'. As a symbol of strength, the ikamba (crocodile) in my work represents the spirit of my people both young and old and the spirit of my ancestors through my visual interpretation. The compilation of culture including stories, beliefs, land, traditions, and language is transformed into water or currents at the top of the print, which represents the beginning of time. The Dreaming of our Aboriginal culture has been instilled in our ancestors long before us. This cultural knowledge that has been passed down for many generations now flows through the currents of life who are our Elders. Our Elders are all positioned at the top, which are all filled with designs representing the knowledge of culture instilled in them: through to the next generation where half of our people are following culture and the other half are impacted by other social lifestyle or have limited knowledge on culture which is why they have no eyes or filled with cultural designs.

As the ikamba are swimming upstream together led by our Elders, culture, people and life is moving forward. The four currents in the river represent the four clans of Injinoo feeding this generation with cultural knowledge. In each current are elements of stories, totemic and inhabited animals of the sea, land and rivers that are part of each of the clans. Towards the bottom on the left is the moon, above is the star and over to the right is the sun, which represents our present existence."



# STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA

Reconciliation Australia welcomes Metro Mining to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Metro Mining joins a network of more than 2,200 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.



It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Metro Mining to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Metro Mining, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# MESSAGE FROM OUR CHIEF EXECUTIVE OFFICER

On behalf of Metro Mining I am proud to present our Reconciliation Action Plan. This is our first formal step toward the broader goal of national reconciliation, and I am excited about the commitments made and the journey that lies ahead.

As a mining company privileged to operate on the Ankamuthi land and waters of Cape York, Queensland, the process and development of this first Reflect stage of the Reconciliation Action Plan, provided the opportunity for the company as a whole and individuals, to self-reflect on where Metro Mining currently sits on the reconciliation pathway and where we aim to be. This reflection required recognition of the past whilst considering how we can work toward an equitable and inclusive society.

I consider the journey to reconciliation essential to striving to be a socially responsible company that takes an active role in supporting the needs and desires of our surrounding communities through economic development, employment, procurement and partnerships. Together with providing a work culture prioritising inclusion, respect and equality for all people, Metro Mining follows Reconciliation Australia's pillars of relationships, respect and opportunities. Our Reconciliation Action Plan sets out clear actions and a structured guideline with measurable goals for us to achieve to be accountable to our commitment. It is when we deliver on these goals that we can drive positive change toward reconciliation in Australia.



I am confident that through commitment and hard work we can achieve the goals laid out in this Reconciliation Action Plan and strengthen our relationships with Aboriginal and Torres Strait Islander peoples.

It is through this Reconciliation Action Plan we have the opportunity to make a lasting impact. The commencement of our Reconciliation Action Plan journey will help guide us in future decision making to ensure the valuable contribution of Aboriginal and Torres Strait Islander peoples is included.

I look forward to working with the Metro Mining Board, the broader Metro team and community members to achieve the goals laid out within this Reconciliation Action Plan and collaborating to proceed to the Innovate stage of the Reconciliation Action Plan.

**Simon Wensley**  
CEO and Managing Director  
Metro Mining

# OUR BUSINESS

**Metro Mining Ltd (Metro) is an Australian exploration and mining company based in Turrbal and Yuggera Country in Brisbane, Queensland.**

Metro's flagship project, the Bauxite Hills Mine, is located in Ankamuthi Country, approximately 95 kilometres north of Weipa on Western Cape York, Queensland. Metro also has an office in Gimuy Walubara Yidinji and Yirrganydji Country in Cairns, Queensland.

Commencing mining operations in 2018 and holding a tenement of 1,900 square kilometres, the Bauxite Hills Mine targets bauxite deposits located within the Carpentaria Basin.

Bauxite is extracted from shallow open cut pits and transported by barge via the Skardon River to authorized transshipment areas, loaded into large ocean-going vessels and shipped to international customers. Metro Mining plans to increase annual production capacity from 4.0 million to 7.0 million wet metric tonnes per annum in 2023, and with an estimated reserve of 89.5 million tonnes, the Bauxite Hills Mine has a further 18 years of operation.

At Metro, we strive to be the Premier Bauxite Supplier, and this includes ensuring the safety of our people comes first. Employing over 250 personnel and with an Aboriginal and Torres Strait Islander employment rate of 35%, we believe in equal opportunity and access to employment. We commit to doing what we say we will do and support cultural and geographic diversity through the provision of plane charters to and from our remote communities for our work force.



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**2018**

mining operations commenced

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**18**

years of further operation

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**1,900**

square kilometre tenement

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**250+**

personnel employed

---

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**89.5**

million tonnes –  
estimated reserve

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**35%**

Aboriginal and Torres Strait  
Islander employment rate

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*Sunrise on Skardon River.  
Photo by Poi Tamwoy, Metro Mining's Environmental Trainee*



# OUR RAP

**Metro Mining's Reflect Reconciliation Action Plan (RAP) has been developed to be a cohesive plan for our company to guide us on our reconciliation journey.**

Metro respects the unique and important association the Traditional Custodians and local Aboriginal and Torres Strait Islander peoples have for Country – the land, environment, and enduring cultures. We greatly value developing and maintaining strong relationships with the Traditional Owners of the land on which we are privileged to operate.

Metro Mining believes that a fundamental requirement of a successful business is the support and approval of the communities in which it operates. To achieve this, Metro must respect the cultures, customs, needs and rights of the communities. The development of this RAP is the beginning of our commitment to learning and honouring the Ankamuthi and other Aboriginal and Torres Strait Islander peoples. It will enable us to have meaningful and measurable outcomes to understand and assess the change we seek.

The RAP sits firmly within Metro's cultural and business growth aspirations and will enable Metro to achieve positive outcomes in regard to creating value for our host communities whilst living our vision:

## **"TO BE THE PREMIER BAUXITE SUPPLIER"**

and our enduring values:

- Respect the Environment and Community
- Safety Citizenship
- One Team
- Be Ethical and Trust Each other
- Improvement through Agility

Metro Mining's path to reconciliation has involved the protection of Cultural Heritage, education through Cultural Awareness Training, recognition and celebration of significant cultural events, prioritising local procurement and employment and assisting to establish Traditional Owner businesses. This is supported by Community Engagement and Development Superintendent Jaeme Davey, who as our RAP Champion is responsible for driving and championing internal engagement and awareness of the Reflect RAP.

With strong support and endorsement of the Reconciliation Action Plan from the Metro Mining Board of Directors, the RAP working group will have clear connections to Metro's Environment, Social and Governance (ESG) committee. The ESG committee assists the Board in discharging its oversight responsibility related to ESG matters, which includes our relationship with our Traditional Owners and host communities. The RAP working group will be led by the Community Engagement and Development Superintendent and Community Liaison Officers, with other Metro personnel contributing to the commitments outlined in this RAP.



# OUR VALUES



## One Team

We are one team, one community who support, encourage and respect each other. We celebrate our wins and encourage each other to grow. We are courageous and curious in our approach.



## Respect the Environment and Community

We value and respect our sensitive ecological environment, the rich cultural history and landscape. We are all accountable to minimize environmental harm and to nurture mutually beneficial community relationships.



## Safety Citizenship

We go above and beyond as a Metro Safety Citizen to ensure safe outcomes for each other, our team, family and community. Safety is the priority in everything we do, always complying and holding each other to account with legislation, policies, standards and the golden rules.



## Be Ethical and Trust Each Other

We behave ethically and with integrity in everything we do. We value diversity and differences, equal opportunities and inclusiveness while ensuring we meet our obligations to comply with all legislation, agreements, policies and standards. We strive to be accountable, open, consistent and reliable. We commit to “Doing what we say we will do”.



## Improvement through Agility

Our ongoing cycle of positive change through employee ideas, involvement and rapid decisions creates a culture where an error or mistake is an opportunity to learn. We make the effort to improve our product, services and processes. We constantly risk assess, trial and modify ideas based on their sustainability, efficiency and effectiveness.

# OUR PARTNERSHIPS/ CURRENT ACTIVITIES

Metro Mining appreciates the intrinsic value of connection to Country for Ankamuthi and other Aboriginal and Torres Strait Islander peoples.

By prioritising community engagement, partnerships and recruitment, **Metro is proud of our high Aboriginal and Torres Strait Islander employment rate** which allows for community members to work on Country and share their valuable cultural knowledge.

Through Metro Mining's Community Partnership Program, the foundations for strong and mutually beneficial relationships with Aboriginal and Torres Strait Islander organisations, community groups and stakeholders are progressing. Through sponsorship and in-kind support, we strive to be a socially and environmentally responsible business and we are committed to supporting community and economic development that aligns with our aspiration of connecting with community.

**Metro Mining values the importance of healthy and active communities** and partner with the Mapoon Shire Council to support the annual Mapoon Barra Bash. We recognise the community spirit that results from sporting competition and proudly partner with the Bamaga Roo's and Cape Sisters rugby teams to compete in the Dan Ropeyarn Cup.

**Art and culture are celebrated** through Metro Mining's partnership with the Children's Charity Network and the Indigenous Literacy Foundation to enable school-based art and literacy workshops and the Indigenous Art and Writers Award. We partner with the Northern Peninsula Area Regional Council to support the 'Keeping the Flame of Culture Alive' Festival.

**Metro Mining prioritises the protection of the environment** and partner with the Tangaroa Blue Foundation and the Australian Marine Debris Initiative by supplying a team of Metro volunteers to assist with the Mapoon Back Beach clean-up. We operate a seed collection program for community members which supports families through employment and the opportunity to be on Country, participating in rehabilitation of the environment.

Partnering with employment and training provider Kuku'nathi Services allows for the delivery of recruitment information sessions in our communities. Metro attends the Western Cape College Career Expo, promoting and encouraging employment pathways in the mining industry for school leavers.

Other activities of reconciliation include being party to the Cultural Heritage Management Agreement and Ancillary Agreement between Metro Mining and named individuals on behalf of the Ankamuthi People.





# RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>1</b> Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> <li>Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.</li> </ul>	Sep 2023	Community Engagement and Development Superintendent
	<ul style="list-style-type: none"> <li>Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	Oct 2023	Community Engagement and Development Superintendent
	<ul style="list-style-type: none"> <li>Support Aboriginal and Torres Strait Islander stakeholders and community organisations through Metro Mining's Community Partnership Program and/or volunteering</li> </ul>	Aug 2024	Community Engagement and Development Superintendent
<b>2</b> Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> </ul>	May 2024	General Manager, People and Culture
	<ul style="list-style-type: none"> <li>RAP Working Group members to participate in an external NRW event.</li> </ul>	27 May - 3 June, 2024	Community Engagement and Development Superintendent
	<ul style="list-style-type: none"> <li>Host an event to celebrate and raise awareness of NRW at the Bauxite Hills Mine site.</li> </ul>	27 May - 3 June, 2024	General Manager, Site Senior Executive
	<ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	27 May - 3 June, 2024	General Manager, Site Senior Executive

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>3</b> Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation to all staff.</li> </ul>	Sep 2023	Chief Executive Officer
	<ul style="list-style-type: none"> <li>Identify external stakeholders that our organisation can engage with on our reconciliation journey.</li> </ul>	Sep 2023	Community Engagement and Development Superintendent
	<ul style="list-style-type: none"> <li>Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.</li> </ul>	Oct 2023	Community Engagement and Development Superintendent
<b>4</b> Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Research best practice and policies in areas of race relations and anti-discrimination.</li> </ul>	Mar 2024	General Manager, People and Culture
	<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	Dec 2023	General Manager, People and Culture



# RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>5</b> Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> <li>Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.</li> </ul>	June 2024	Manager, Environment and Communities
	<ul style="list-style-type: none"> <li>Conduct a review of cultural learning needs within our organisation.</li> </ul>	Nov 2023	Community Engagement and Development Superintendent
	<ul style="list-style-type: none"> <li>Update Metro Mining's Cultural Awareness Training and implement for all employees and contractors who will be on-site at Bauxite Hills Mine for longer than one month</li> </ul>	Dec 2023	Community Engagement and Development Superintendent
	<ul style="list-style-type: none"> <li>In consultation with local Traditional Custodians, consider the use of language to identify buildings, places and mobile equipment at the Bauxite Hills Mine.</li> </ul>	Dec 2023	Community Engagement and Development Superintendent
<b>6</b> Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> <li>Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.</li> </ul>	Dec 2023	Community Engagement and Development Superintendent
	<ul style="list-style-type: none"> <li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	Jan 2024	Community Liaison Officers
	<ul style="list-style-type: none"> <li>Include a Welcome to Country or Acknowledgement of Country at all significant meetings and events.</li> </ul>	Sep 2023	Community Engagement and Development Superintendent

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ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July 2024	Community Liaison Officers
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2024	Community Liaison Officers
	• Host NAIDOC Week celebrations at Bauxite Hills Mine Site	7 - 14 July, 2024	General Manager, Site Senior Executive
	• RAP Working Group to participate in an external NAIDOC Week event.	Second week in July, 2024	Community Engagement and Development Superintendent



Metro Mining community seed pickers Beatrice Gordon and daughter Monica harvesting grass seed



*Bauxite Hills Mine rainbow*



# OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>8</b> Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> <li>Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.</li> </ul>	June 2024	General Manager, People and Culture
	<ul style="list-style-type: none"> <li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul>	June 2024	General Manager, People and Culture
	<ul style="list-style-type: none"> <li>Host quarterly community recruitment information sessions in Mapoon and Northern Peninsula Area.</li> </ul>	Sep, Nov 2023 Mar, June 2024	Community Liaison Officers
<b>9</b> Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> <li>Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.</li> </ul>	June 2024	Procurement Team
	<ul style="list-style-type: none"> <li>Investigate Supply Nation membership</li> </ul>	Feb 2024	Procurement Team
	<ul style="list-style-type: none"> <li>Develop a database of existing and potential Aboriginal and Torres Strait Islander vendors.</li> </ul>	Jan 2024	Procurement Team
	<ul style="list-style-type: none"> <li>Promote the significance of art in Aboriginal and Torres Strait Islander cultures through commissioning local artists for Bauxite Hills Mine site projects</li> </ul>	Aug 2024	Community Engagement and Development Superintendent

# GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>10</b> Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> <li>Form a RWG to govern RAP implementation.</li> </ul>	Oct 2023	Community Engagement and Development Superintendent
	<ul style="list-style-type: none"> <li>Draft a Terms of Reference for the RWG.</li> </ul>	Oct 2023	Community Engagement and Development Superintendent
	<ul style="list-style-type: none"> <li>Establish Aboriginal and Torres Strait Islander representation on the RWG.</li> </ul>	Oct 2023	Community Engagement and Development Superintendent
<b>11</b> Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> </ul>	Oct 2023	Community Engagement and Development Superintendent
	<ul style="list-style-type: none"> <li>Engage senior leaders in the delivery of RAP commitments.</li> </ul>	Oct 2023	Community Engagement and Development Superintendent
	<ul style="list-style-type: none"> <li>Appoint a senior leader to champion our RAP internally.</li> </ul>	Sep 2023	Manager, Environment and Communities
	<ul style="list-style-type: none"> <li>Define appropriate systems and capability to track, measure and report on RAP commitments.</li> </ul>	Jan 2024	Community Engagement and Development Superintendent



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
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**12** 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.
- Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.
- Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.

June annually  
  
1 Aug annually  
  
30 Sep, 2023

Community Engagement and Development Superintendent  
  
Community Engagement and Development Superintendent  
  
Community Engagement and Development Superintendent

**13** Continue our reconciliation journey by developing our next RAP.

- Register via Reconciliation Australia's [website](#) to begin developing our next RAP.

Aug 2024

Community Engagement and Development Superintendent



Metro Mining employees designing the Yarning Circle Project



## Contact

**Jaeme Davey**

Community Engagement and Development Superintendent  
0419 878 395 | [community@metromining.com.au](mailto:community@metromining.com.au)

[www.metromining.com.au](http://www.metromining.com.au)

