



INNOVATE RECONCILIATION ACTION PLAN

JULY 2026 – JULY 2028

ACKNOWLEDGEMENT OF COUNTRY

Metro Mining Ltd (Metro) works on the land and waters of the Ankamuthi People at the Bauxite Hills Mine at Skardon River in Western Cape York, Queensland.

Metro acknowledges the Traditional Custodians of Country in all places throughout Australia where we conduct business, and we recognise their continuing connection to land, waters, and communities.

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

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.

Born in Mount Isa in 1988, he holds a Bachelor of Fine Arts from the College of Fine Arts (UNSW) in Sydney and is currently based in Cairns.

Teho is descended from the Angkamuthi and Yadhaykana clans of Injinoo, as well as Badu, Moa, and Murray Island in the Torres Strait, and the Woppaburra (Great Keppel Island) and Batchulla (Fraser Island) peoples. His practice focuses on preserving and celebrating his father's heritage.

Having lived in Injinoo most of his life, he draws on his Aboriginal heritage to keep traditional stories alive. His work explores historical and cultural narratives, including significant events, dreaming sites, totems, the four clan groups of the Injinoo peoples, and ceremonial body designs, highlighting spiritual connections to Country and community on land and sea.

Teho documents and preserves knowledge passed down from Elders, recreating these visual narratives through a contemporary lens. His artworks often feature patterns inspired by body markings applied to the abdomen, which enrich the imagery and connect the spirit of the work to his people and Country.



This print features the Cape York Lily (*Curcuma australasica*), a native Australian turmeric from the ginger family.

The works are displayed upside-down to reflect the sacredness of Country and how Aboriginal people experience and understand the land differently. Inspired by teachings from family and Elders, the works explore the spiritual, traditional, and contemporary stories that shape Country and connect us to it.



STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA

Reconciliation Australia commends Metro Mining 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 Metro Mining 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, Metro Mining 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 over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is

greater than ever. Metro Mining is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Metro Mining'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 Metro Mining on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia



MESSAGE FROM OUR CHIEF EXECUTIVE OFFICER

At Metro Mining, reconciliation is grounded in where we operate and the relationships we build every day. Our Bauxite Hills Mine sits on the traditional lands of the Ankamuthi People at Skardon River in Cape York. We acknowledge their enduring connection to Country and pay our respects to their Elders past and present.

This Innovate Reconciliation Action Plan marks an important step forward for our business, not just in what we say, but in what we do. It reflects our commitment to listen more closely, act more deliberately, and ensure our presence in Cape York creates lasting, practical and positive outcomes for local communities.

Our focus is shaped by three key pillars: **Relationships, Respect, Opportunities and a foundation of Governance.**

We are continuing to grow our partnerships with the communities of the Northern Peninsula Area, Mapoon, and the broader Cape York region. These relationships are central to how we operate. They guide our decisions, challenge us to do better, and ensure we remain accountable to the people and places connected to our work.

Respect means recognising that we are working on Country with deep cultural significance. It means taking the time to understand local knowledge, honour cultural heritage, and embed these perspectives into how we plan and operate.

Creating opportunities is equally important. We are committed to increasing Aboriginal and Torres Strait Islander employment, supporting local businesses, and investing in pathways that enable people, particularly young people, to build meaningful careers. Our goal of achieving 35% Aboriginal and Torres Strait Islander employment at Bauxite Hills reflects this commitment in a practical way.

Strong governance underpins all of this. We know that commitments only matter if they are delivered. That's why we are focused on clear accountability, transparent reporting, and leadership involvement at every level of the business.

Reconciliation is an ongoing responsibility that requires consistency, honesty and respect. We will continue to learn from the Ankamuthi People and our neighbouring communities, and to build partnerships that are genuine, not transactional.

I'd like to thank the Traditional Owners, our community partners, and our people for the role they have played in shaping this plan. We are proud to be part of Cape York, and we are committed to contributing to a strong and shared future.



Simon Wensley
CEO and Managing Director
Metro Mining

OUR VISION FOR RECONCILIATION

Metro Mining envisions a future where strong, respectful, and mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples are embedded across all aspects of our business.

We are committed to recognising and honouring the unique connection Traditional Custodians have to Country, culture, and community, and to ensuring that our operations contribute positively to social, economic, and cultural aspirations of Aboriginal and Torres Strait Islander peoples.

Through ongoing collaboration, learning, and meaningful engagement, we aim to create opportunities for Aboriginal and Torres Strait Islander peoples in employment, education, business development, and community participation. Our vision is to foster a workplace

and broader business environment where First Nations voices are heard, respected, and integral to decision-making, and where Metro Mining's presence on Ankamuthi Country delivers enduring benefits for all stakeholders.

We aspire to be a trusted partner, a responsible corporate citizen, and a catalyst for positive change by integrating reconciliation across our business and building strong, respectful relationships with Aboriginal and Torres Strait Islander peoples and the communities where we operate.



The Injinoo Dancers sharing culture at the Bauxite Hills Mine Yarning Circle.



OUR BUSINESS

Metro is proud to operate on Ankamuthi Country at Skardon River in Far North Queensland. Our Bauxite Hills Mine, about 95 kilometres north of Weipa, has been producing high-quality Cape York bauxite since 2018. The mine is an important part of the local landscape and community. Bauxite from our site is carefully extracted, transported along the Skardon River, and shipped to customers around the world.

While Metro operates in a competitive mining and marine market, we are committed to fostering a workplace that respects the communities in which we operate. What sets the company apart is our close-knit team. Together with our contractors, we employ almost 500 people, of which in 2024, Metro's direct workforce comprised 30% of employees identifying as Aboriginal and/or Torres Strait Islander people.

Supporting local employment is a fundamental part of our approach. We promote cultural inclusion, equal opportunity, safe work practices, and gender and demographic diversity, including providing charter flights to connect employees from the communities of the Northern Peninsula Area, Mapoon, Weipa and the Torres Strait. Metro Mining's leaders actively demonstrate our values, cultivating a positive and safe culture where people are empowered to perform at their best.

Based in Far North Queensland, Metro has a global reach. Our bauxite is shipped to international and domestic markets, supporting Australia's role in the global aluminium industry. Our sphere of influence extends across internal and external stakeholders, including employees, contractors, Traditional Owners, local communities, regional businesses, government bodies, industry partners and customers.

Through our Stakeholder Engagement Plan and Community Partnership Program, we aim to build strong, respectful, and lasting relationships. We listen, collaborate, and work side by side with communities to make sure our presence delivers long-term, positive outcomes, for Aboriginal and Torres Strait Islander peoples, for Country, and for future generations.

Metro Mining is headquartered in Brisbane, Queensland, on Turrbal and Yuggera Country, with an additional office in Cairns on Gimuy Walubara Yidinji and Yirrganydji Country. The Bauxite Hills Mine operates on Ankamuthi Country, north of Weipa.



OUR RAP

Metro Mining is committed to advancing meaningful reconciliation. The development of our Innovate RAP builds on the success of our Reflect RAP and reflects our ongoing commitment to respect and collaboration.

Guided by our value Respect the Environment and Community, we recognise that the strength and success of our business is rooted in mutually beneficial relationships with the Ankamuthi People and our broader communities. This Innovate RAP provides a clear framework to embed reconciliation into our workplace culture, business practices, and decision-making, with measurable actions and accountability to drive positive change, increase local participation, and enhance opportunities for Aboriginal and Torres Strait Islander peoples.

Reconciliation is championed across Metro Mining and supported at the highest levels of leadership. The Innovate RAP Champion, our General Manager People and Culture, leads the implementation of the Innovate RAP, supported by the Innovate RAP Working Group (Working Group), Metro's senior leadership team, and all staff. The Working Group maintains strong connections with Metro's Environment, Social and Governance (ESG) Committee, which assists the Board in providing oversight of ESG matters, including fostering respectful and productive relationships with Traditional Owners and local communities. The Working Group is coordinated through the Governance team, with contributions from other key business areas to deliver the commitments outlined in this Innovate RAP.

The Working Group includes a diverse mix of internal and external members, incorporating senior leaders, personnel from key business functions, internal Ankamuthi team members, and external Ankamuthi Traditional Owners. Members represent the following roles:

- Innovate RAP Champion/General Manager, People and Culture
- Superintendent, Community Engagement and Development
- Community Liaison Officers – Ankamuthi Traditional Owners
- People and Culture Advisor
- Ankamuthi Traditional Owner, Bauxite Hills Mine
- Procurement Analyst
- Contracts and Governance Administrator

Aboriginal and Torres Strait Islander members are represented on the Working Group, all of whom are Ankamuthi Traditional Owners with strong cultural connections to the land on which we operate. Metro Mining actively engages with Traditional Owners and local Aboriginal and Torres Strait Islander organisations through committee meetings, community presence, and information sessions with service providers and community organisations to ensure their perspectives inform our approach.

Metro Mining's Innovate RAP aligns with our ESG Vision "to be a safe and efficient, low-cost bauxite producer, providing long-term benefits to its stakeholders" by turning our commitment to safety, efficiency, and stakeholder value into meaningful actions. Through structured engagement with Traditional Owners and Aboriginal and Torres Strait Islander communities, we foster sustainable opportunities and strengthen relationships that deliver lasting social, cultural, and economic outcomes.

Our reconciliation commitments are further guided by Metro's values:



Respect the Environment and Community

We value and respect our sensitive ecological environment, the rich cultural history and landscape. We are all accountable to minimise 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.



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.



Be Ethical and Trust Each Other

We behave ethically and with integrity in everything we do. We value diversity and differences, equal opportunity 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 reconciliation journey to date has included the respectful management and protection of Cultural Heritage, recognition and celebration of significant cultural events, prioritisation of Aboriginal and Torres Strait Islander employment and procurement, support for Traditional Owner-led enterprise development, and the establishment of dedicated community engagement capability within Metro Mining.

OUR RECONCILIATION ACTION PLAN JOURNEY

Metro Mining's RAP journey began in 2023 with the launch of our first Reflect RAP. This commitment to reconciliation prompted us to pause, reflect on where we were on our reconciliation journey, and consider where we aspired to be.

During the implementation of our Reflect RAP, we delivered a range of initiatives that strengthened our commitment to reconciliation, including:

- Building cultural awareness and participation through increased staff engagement in NAIDOC Week and National Reconciliation Week activities
- Working in partnership with Ankamuthi Elders to incorporate Ankamuthi language into our operations
- Improving procurement processes to more effectively identify Supply Nation certified and Aboriginal and Torres Strait Islander businesses
- Enhancing cultural visibility across the business through the increased celebration and display of Aboriginal and Torres Strait Islander art.

Our Reflect RAP also resulted in several significant achievements that have laid strong foundations for the future including:

- Establishing a partnership with the Johnathan Thurston Academy to support youth wellbeing and development
- Restructuring our Community Partnership Program to strengthen alignment with community priorities
- Increasing community participation in our Community Seed Collection program
- Launching our Cape Connection newsletter to enhance communication with communities and stakeholders

While we have made significant progress, we have also faced challenges in consistently engaging all community groups and ensuring that their feedback informs our practices. This RAP builds on these learnings, adapting our approaches to enhance inclusivity, strengthen communication, foster greater engagement and commitment across the business, and establish a stronger RAP working group, creating more effective pathways for participation and collaboration moving forward.

Johnathan Thurston Academy Partnership

A key highlight of our Community Partnership Program has been our partnership with the Johnathan Thurston Academy (JTA). Together, we have successfully delivered two impactful programs in 2024 and 2025 for students across the Northern Peninsula Area, designed to develop skills, confidence, and resilience in young people.

The JTLeadLikeAGirl program engaged the girls at the NPA State College Senior Campus, providing opportunities to explore leadership, build self-confidence, and embrace their potential.

Meanwhile, the JTBelieve program engaged students at Ama Mary Eseli Injinoo Junior Campus, motivating them to pursue their goals and believe in their abilities.

Delivered over ten weeks through a combination of online and classroom sessions, these programs engage First Nations youth and have made a lasting impression, fostering a strong sense of self-belief and personal growth among participating students. Metro Mining's role in the partnership includes the sponsorship and supporting the delivery of programs and facilitating opportunities for students to connect with education and career pathways.



Graduates from JTLeadLikeAGirl and JTBelieve celebrate their completion of the programs.

Community Seed Collection Program

Metro Mining's Community Seed Collection Program delivers strong environmental, social, and cultural outcomes, supporting local employment while providing native seed to rehabilitate the Bauxite Hills Mine site. The program brings together multiple generations of families on their Country, working side by side to collect seed for mine rehabilitation. Collections occur monthly throughout the year, and the program continues to grow in participation and economic contribution. It strengthens cultural connections to Country, supports local families, and contributes directly to sustainable rehabilitation outcomes at Bauxite Hills.



Metro Mining community seed picker Gracie John hands over collected seed to Community Engagement and Development Superintendent Jaeme Davey.

OUR INNOVATE RAP COMMITMENTS

At Metro Mining we are committed to a community strengths-based and collaborative approach to engaging with Aboriginal and Torres Strait Islander peoples and their communities. Our RAP commitments reflect this approach, as we strive to advance employment opportunities, support economic participation, and promote social inclusion. We will actively engage with, listen to, and learn from Aboriginal and Torres Strait Islander peoples to ensure our actions are respectful, meaningful, and impactful.



Metro Mining Director Paul Lucas and CEO Simon Wensley with Ankamuthi Traditional Owners aboard the Ikamba.

RELATIONSHIPS

Building strong, genuine relationships with Aboriginal and Torres Strait Islander peoples is at the heart of Metro Mining's approach. We prioritise trust, respect, and open dialogue to foster meaningful connections that support cultural understanding and guide culturally responsible decision-making. These relationships are essential for creating an inclusive workplace and ensuring Metro Mining contributes positively to the communities where we operate.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1 Strengthen and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	a. Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Dec 2026	Superintendent, Community Engagement and Development
	b. Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Jul 2027	Superintendent, Community Engagement and Development
	c. Strengthen established relationships with the Mapoon, Napranum, and NPA Aboriginal Shire Councils by supporting initiatives and events that create positive outcomes for the community.	Jul 2028	Manager, Environment, Community and Tenements
	d. Review and maintain up-to-date stakeholder information to support respectful and ongoing engagement with Aboriginal and Torres Strait Islander stakeholders through the Stakeholder Engagement Plan.	Nov 2026 Nov 2027	Superintendent, Community Engagement and Development
	e. Deliver the Community Seed Collection Program to support local employment, strengthen cultural connections to Country, and provide native seed for mine site rehabilitation.	Dec 2026 Dec 2027	Community Liaison Officers

ACTION**DELIVERABLE****TIMELINE****RESPONSIBILITY**

2 Build relationships through celebrating National Reconciliation Week (NRW).

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| a. Circulate Reconciliation Australia's NRW resources and reconciliation materials to all Metro Mining staff. | May 2027
May 2028 | Community Liaison Officers |
| b. Innovate RAP Working Group members to participate in an external NRW event. | 27 May - 3 Jun 2027
27 May - 3 Jun 2028 | RAP Champion |
| c. Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. | 27 May - 3 Jun 2027
27 May - 3 Jun 2028 | Manager, People and Culture |
| d. Host at least one NRW event each year. | 27 May - 3 Jun 2027
27 May - 3 Jun 2028 | RAP Champion |
| e. Register all our NRW events on Reconciliation Australia's NRW website. | May 2027
May 2028 | Superintendent, Community Engagement and Development |

3 Promote reconciliation through our sphere of influence.

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| a. Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. | Dec 2027 | General Manager, People and Culture |
| b. Communicate our commitment to reconciliation publicly through social media accounts, Cape Connection newsletter and the AGM. | May 2027
May 2028 | Superintendent, Community Engagement and Development |
| c. Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. | May 2027
May 2028 | Superintendent, Community Engagement and Development |
| d. Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. | Nov 2026
Nov 2027 | Superintendent, Community Engagement and Development |



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4 Promote positive race relations through anti-discrimination strategies.	a. Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Dec 2026	General Manager, People and Culture
	b. Conduct a review of our Valuing Diversity Policy to ensure it continues to align with and support our reconciliation objectives.	Jul 2027	General Manager, People and Culture
	c. Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our Valuing Diversity Policy.	Jul 2028	Manager, People and Culture
	d. Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Dec 2027	Manager, People and Culture
	e. Develop, implement, and communicate an anti-discrimination policy for our organisation.	Jul 2028	General Manager, People and Culture
	f. Educate senior leaders on the effects of racism and cultural load.	Dec 2027	Manager, People and Culture



RESPECT

At Metro Mining, we live our value to Respect the Environment and the Community by valuing and respecting our sensitive ecological environment, the rich cultural history and landscape. We recognise the importance of honouring Cultural Heritage, valuing diverse perspectives, and incorporating cultural customs into our operations. We are committed to minimising environmental harm and ensuring our practices honour the cultures and traditions of the communities we work with.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	a. Conduct a review of cultural learning needs within our organisation.	Dec 2026	Superintendent, Community Engagement and Development
	b. Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	Jun 2027	Superintendent, Community Engagement and Development
	c. Develop, implement, and communicate a cultural learning strategy document for our staff.	Dec 2027	Superintendent, Community Engagement and Development
	d. Provide opportunities for all staff to participate in formal and structured cultural learning.	Jul 2028	Superintendent, Community Engagement and Development

2 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

a. Increase employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country, Welcome to Country and Sorry Business.	May 2027 - May 2028	Community Liaison Officers
b. Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Feb 2027	Community Liaison Officers
c. Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Apr 2027 - Apr 2028	Superintendent, Community Engagement and Development
d. Include an Acknowledgement of Country at the commencement of AGM, Board and Committee meetings.	Dec 2027	Chief Executive Officer
e. Engage with Traditional Owners to understand their needs and preferences for support during Sorry Business and develop protocols and resources to provide appropriate assistance.	Jul 2027	People and Culture Advisor

3 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

a. Innovate RAP Working Group to participate in an external NAIDOC Week event.	First week in Jul 2027, 2028	Community Liaison Officers
b. Review HR policies and procedures to enable employees to request leave to take part in NAIDOC Week.	May 2027	Manager, People and Culture
c. Promote and encourage participation in external NAIDOC events to all staff.	First week in Jul 2027, 2028	Superintendent, Community Engagement and Development

OPPORTUNITIES

Metro Mining recognises and values diversity and is committed to fostering an inclusive culture. Increasing employment and procurement opportunities for Aboriginal and Torres Strait Islander peoples and businesses is a priority. By strengthening partnerships with communities and stakeholders, we build capacity to create mutually beneficial opportunities. We strive to be an employer of choice where Aboriginal and Torres Strait Islander peoples feel welcomed, respected, and supported, with culture valued and equal opportunities for leadership development and career advancement. We aim to achieve 35% Aboriginal and Torres Strait Islander employment at Bauxite Hills Mine in 2026, consistent with our Ancillary Agreement.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1 Improve employment opportunities by targeted Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	a. Establish a baseline of our current Aboriginal and Torres Strait Islander employee diversity to inform future employment and professional development opportunities.	Dec 2026	Manager, People and Culture
	b. Engage with Aboriginal and Torres Strait Islander employees on the development of an Aboriginal and Torres Strait Islander employment strategy.	Dec 2026	Superintendent, Community Engagement and Development
	c. Develop and implement an Aboriginal and Torres Strait Islander employment strategy.	Jul 2027	General Manager, People and Culture
	d. Consult and implement effective mechanisms to promote job vacancies to reach Aboriginal and Torres Strait Islander stakeholders.	Dec 2026	People and Culture Advisor
	e. Review HR and recruitment procedures and policies to further encourage and promote Aboriginal and Torres Strait Islander participation in our workplace.	Dec 2027	Manager, People and Culture

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2 Develop and implement initiatives that enhance educational pathways and leadership development opportunities for Aboriginal and Torres Strait Islander peoples within Metro Mining and the broader community.	a. Partner with Aboriginal and Torres Strait Islander communities and education providers to explore and develop scholarship opportunities that support First Nations students' access to education and future career pathways.	Jul 2028	Superintendent, Community Engagement and Development
	b. Investigate opportunities for Aboriginal and Torres Strait Islander employees to access accredited leadership training and qualifications.	Dec 2027	Manager, People and Culture
	c. Continue to strengthen our partnership with the Johnathan Thurston Academy by delivering programs that empower Cape York students, supporting access to education, skill development, and pathways to meaningful careers.	Jun 2028	Superintendent, Community Engagement and Development
3 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	a. Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Dec 2027	Procurement Analyst
	b. Continue to explore procurement opportunities from Supply Nation Registered businesses.	Jul 2027	Procurement Analyst
	c. Identify and communicate opportunities to procure goods and services from Aboriginal and Torres Strait Islander businesses to Metro Mining staff, procurement teams, and contractors.	Dec 2027	Superintendent, Community Engagement and Development
	d. Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Dec 2027	Procurement Analyst
	e. Develop and maintain commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Jul 2028	Procurement Analyst
4 Maintain ongoing leadership commitment to the Community Partnership Program.	a. Ensure senior leadership actively supports the program through regular engagement and participation in community events.	Jun 2027 Jun 2028	Superintendent, Community Engagement and Development

GOVERNANCE

Metro's corporate governance framework is designed to promote transparency, accountability and integrity in our operations. This underpins our approach to reporting and governance, ensuring we remain accountable for the commitments we make.



The Injinoo Dancers at Bauxite Hills Mine, Skardon River.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1 Re-establish and maintain an effective Innovate RAP Working Group (RWG) to drive governance of the Innovate RAP.	a. Maintain Aboriginal and Torres Strait Islander representation on the Innovate RAP Working Group.	Jul 2027, Jul 2028	RAP Champion
	b. Establish and implement a Terms of Reference for the Innovate RWG.	Dec 2026	Contracts and Governance Administrator
	c. Meet at least four times per year to drive and monitor Innovate RAP implementation.	Mar, Jun, Sep, Dec 2027, Mar, Jun 2028	Contracts and Governance Administrator

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2 Provide appropriate support for effective implementation of RAP commitments.	a. Define resource needs for Innovate RAP implementation.	Oct 2026	RAP Champion
	b. Engage our Executive Leadership Team, management and other employees in the delivery of Innovate RAP commitments.	Jul 2027	CEO
	c. Define and maintain appropriate systems to track, measure and report on Innovate RAP commitments.	Dec 2026	Contracts and Governance Administrator
	d. Maintain an internal RAP Champion from senior management.	Jul 2027, Jul 2028	CEO
3 Build accountability and transparency through reporting Innovate RAP achievements, challenges and learnings both internally and externally.	a. 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 Innovate RAP correspondence.	Jun annually	Superintendent, Community Engagement and Development
	b. Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 Aug annually	Superintendent, Community Engagement and Development
	c. Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 Sep, annually	Superintendent, Community Engagement and Development
	d. Report Innovate RAP progress to our employees and ESG Committee quarterly.	Oct 2026, Mar, Jun, Sep, Dec 2027, Mar, Jun 2028	RAP Champion
	e. Publicly report our Innovate RAP achievements, challenges and learnings, within our Annual Report.	Jul 2027, Jul 2028	RAP Champion
	f. Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Apr 2028	Superintendent, Community Engagement and Development
	g. Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Jul 2028	Contracts and Governance Administrator
4 Continue our reconciliation journey by developing our next RAP.	a. Register via Reconciliation Australia's website to begin developing our next RAP.	Jul 2028	Superintendent, Community Engagement and Development



Contact

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