

BHP



Reconciliation Action Plan 1 July 2023 – 30 June 2027

**Our
commitment
to change**



Artist acknowledgement Corban Clause Williams

“*Kaalpa (Kalypa, Canning Stock Route Well 23) is my grandfather's Country. There's a waterhole there, Kaalpa waterhole. It's my two pops' Country. They been walking around, hunting around Kaalpa. You can see a yapu (rock), warla (lake), claypans, karru (creek) and tuwa (sandhills) there. It's on the Canning Stock Route, it's Well 23.*

In pujiman (traditional, desert dwelling) days, pujimanpa (desert born people) walking around all this Country. My pops told me about that place, a big flat area, parkarra (flat country) good for hunting parnajarrpa (goanna), lunki (witchetty grub), lungkurta (blue tongue lizard), wamurla (bush tomato), jinyjiwirriyi (wild gooseberry). Kaalpa is a busy place for emus getting a drink.

I went to Kaalpa for the first time in 2018 on a Martumili KJ (Kanyirrinpa Jukurrpa) trip. I went hunting there, got a parnajarrpa. When I went there, I was pukurlpa (happy). It made you open up your spirit, it feels like home.”

About Martumili Artists

Martumili Artists is a not-for-profit, Martu-driven Aboriginal art centre that facilitates the production and commercial sale of art created by Martu people living in Parnpajinya (Newman), Jigalong, Parnngurr, Punmu, Kunawarritji, Irrungadji (Nullagine) and Warralong communities. Martumili Artists is an activity of the Shire of East Pilbara, and operates from a base in the East Pilbara Arts Centre, Newman, Western Australia.

Since its inception in 2006, Martumili has grown substantially in service delivery and recognition, attaining a prominent national and international profile. These achievements are built on the delivery of high-quality services to Martu artists and communities, a dynamic national and international exhibitions program, providing a range of social, cultural, and creative projects and the presentation of Martu culture, history, and identity to audiences.

Martumili has catalogued the work of approximately 700 artists. Of these, approximately 300 are active artists with around 40 of high prominence and in some cases internationally regarded.

BHP and Martumili partnership

BHP has proudly partnered with Martumili Artists since 2007, providing operational funding for over 15 years, supporting program and operational costs, including the construction of the East Pilbara Arts Centre in Newman. The partnership directly supports Martumili's business and organisational capacity, long-term development, and the ongoing delivery of high-quality services to Martu people and communities.

Working together, BHP and Martumili has built a trusted and innovative relationship that seeks to engage, promote, empower, and sustain strong outcomes for Martu artists and their communities.



The partnership also provides a learning opportunity for BHP to ensure best practice in protecting Indigenous Cultural and Intellectual Property (ICIP), which includes artist engagement within projects such as reproduction licensing for merchandise and offering a fair fee to artists. This is a testament to the commitment between BHP and Martumili to contribute towards national reconciliation.

About the artist

Birth date: 1994
Language: Manyjilyjarra
Skin: Milangka
Place of birth: Newman
(Niyarparli Country)
Home: Parnngurr, WA

Artwork: 'Kaalpa (Kalypa, Canning Stock route 23)', Corban Clause Williams, 2021, acrylic on linen, 76 x 122 cm, courtesy of Martumili Artists.

Portrait photograph
by Yvonne Mandijalu,
Parnngurr community, 2021,
courtesy of Martumili Artists.

Scan the QR code to
learn more about the
artist and artwork.



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Terminology

In this Reconciliation Action Plan (RAP) BHP may use the terms Indigenous and Aboriginal and Torres Strait Islander interchangeably. Traditional Owners or Cultural Knowledge Holders means the persons with connection to country, acknowledged rights and interests in the land and sea granted under traditional law and customs, who carry an ongoing obligation to look after country. BHP recognises that all Indigenous peoples have an inherent connection to country so the term Traditional Owners is used here to differentiate those Indigenous people who have a specific connection to the country where BHP operates.

BHP acknowledges and respects that terms preferred in different jurisdictions and locations may vary.

Acknowledgement of Country

BHP acknowledges the Traditional Owners and Cultural Knowledge Holders of the lands across this country and pays respect to them, and their Elders past and present.

As a business that works across many locations in Australia, we have a responsibility to listen, learn and walk alongside Aboriginal and Torres Strait Islander peoples to enable our activities to support ongoing connection to their lands, waters, cultures, languages and traditions.

We deeply respect and value Aboriginal and Torres Strait Islander custodianship of this land of 65,000 years and beyond.

Photography

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

A message from BHP President Australia, Geraldine Slattery

Operating on Indigenous traditional lands brings with it responsibility and opportunity.

In Australia, the partnerships we seek with Traditional Owners, Cultural Knowledge Holders and Aboriginal and Torres Strait Islander peoples and communities are among the most important that we will ever share.



On behalf of BHP, I'm proud to present our 2023–2027 Reconciliation Action Plan (RAP) for our operations in Australia.

This milestone is years, and many voices, in the making – starting with a conversation with Traditional Owners and Aboriginal and Torres Strait Islander partners at Kaarta Koomba/Kings Park, Boorloo/Perth, Western Australia in 2019, where we committed to doing things differently.

This was also the year BHP publicly declared our support for the Uluru Statement from the Heart, including constitutional recognition through an Aboriginal and Torres Strait Islander Voice to Parliament. Support we maintain to this day.

Since that time, we've remained deeply committed to engagement, to listening and learning, and to ensuring we capture and integrate consideration of Aboriginal and Torres Strait Islander voices, values, knowledge and perspectives in our decision-making.

We've taken this forward, not only in this document, but in our commitments for how we work, throughout the entire life cycle of our activities, in how we partner and plan collaboratively for the future.

In reaching this milestone, 21 years after we formally committed to support the national reconciliation process and 16 years since our first RAP, we also look back and acknowledge we haven't always got it right. We are determined to do better.

Guided by our company purpose to bring people and resources together to build a better world, we will work to unlock a better future, together.

I extend my deepest gratitude to everyone who contributed to this process and I look forward to reporting on our progress.

Geraldine Slattery
President Australia

A message from Reconciliation Australia CEO, Karen Mundine

In its 16 years of having a RAP – BHP was one of the original eight trailblazing organisations at the Program’s inception – it has shown an aptitude for strong partnerships and an understanding of the unique role it can play in the reconciliation movement.



On behalf of Reconciliation Australia, I congratulate BHP on its formal commitment to reconciliation, as it implements its second Elevate Reconciliation Action Plan (RAP), its sixth RAP overall.

These abilities came to the fore in BHP’s earlier Elevate RAP, where the organisation leveraged its long-term relationships and its core business to create transformational change, at scale.

BHP made ambitious and rigorous changes to its operations: increasing its Aboriginal and Torres Strait Islander staff from 800 to 2,100; spending A\$430 million with First Nations businesses; and making sure all new projects had Aboriginal and Torres Strait Islander peoples’ consent, with an agreement established between parties.

While BHP made these changes internally, it was using its influence to push for change in our broader community, taking a stance and advocating for the aspirations of the Uluru Statement from the Heart – including First Nations Voice to Parliament.

It made a statement to the world that Aboriginal and Torres Strait Islander peoples deserve a seat at the table, and to have their perspectives listened to and acted upon.

This focus on First Nations people’s voices carries into this new Elevate RAP and forms the strong platform from which BHP is expanding and growing its commitment to reconciliation.

Co-designed with a range of Aboriginal and Torres Strait Islander partners, BHP’s new Elevate RAP renews its focus on embedding First Nations voice into its operations to drive transformational change.

In practice, this means Aboriginal and Torres Strait Islander perspectives will be built into the entirety of its mining life cycle, as well as Free, Prior and Informed Consent principles embedded into its consultation practices.

This will mean developing effective voice mechanisms and incorporating Aboriginal and Torres Strait Islander partners into relevant decision-making processes. New operations or capital projects impacting Aboriginal and Torres Strait Islander peoples will be progressed in line with BHP’s global Indigenous Peoples Policy Statement.

Further, BHP is aligning its commitments with the United Nations Declaration on the Rights of Indigenous Peoples, particularly in the realm of protecting cultural heritage, where it is implementing a framework for identifying, documenting and managing aspects of cultural significance.

These initiatives, among many others, are indicative of BHP escalating its commitments in order to increase Aboriginal and Torres Strait Islander involvement and agency in its business.

By leveraging its operations and the strong partnerships it has developed with the Aboriginal and Torres Strait Islander communities it works alongside, it will create lasting benefits for First Nations peoples.

On behalf of Reconciliation Australia, I commend BHP on this Elevate RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer, Reconciliation Australia

Our vision for reconciliation



This Elevate Reconciliation Action Plan (RAP) invites Aboriginal and Torres Strait Islander peoples, organisations and communities to share their aspirations for self-determination, empowerment and positive change.

Through this RAP we seek to partner with Aboriginal and Torres Strait Islander peoples, organisations and communities to achieve mutually beneficial outcomes through respecting rights and trusted partnerships. We are building a partnership model based on trust, respect and voice - to elevate Aboriginal and Torres Strait Islander voices in our activities and decision-making where it impacts on Aboriginal and Torres Strait Islander peoples and communities - to create lasting social, environmental and economic value.

Our activities impact the diverse lands, waters and cultural heritage of Indigenous peoples near our operations. Their local knowledge, insights and perspectives help us better manage those impacts and seek to benefit Traditional Owners and other Aboriginal and Torres Strait Islander peoples and communities. This Elevate RAP respects the distinct cultures and rights of Aboriginal and Torres Strait Islander peoples by strengthening engagement across our business to improve reconciliation outcomes.

Support for the Uluru Statement from the Heart

The Uluru Statement from the Heart is an invitation to the Australian people from Aboriginal and Torres Strait Islander peoples to respond to its calls for voice, agreement-making and truth-telling, and develop a fair and honest relationship as a springboard for a shared future.

BHP supports the Uluru Statement from the Heart and this Elevate RAP reinforces our commitment to working closely with our Indigenous partners, governments and industry partners in Australia to build a stronger and more cohesive community.

Strategic alignment to national reconciliation drivers

This Elevate RAP aims to align with the recommendations of the 2021 State of Reconciliation in Australia report for 'braver', more ambitious RAPs. We embrace the opportunity to contribute to a broader movement for national reconciliation.

This RAP aims to progress Reconciliation Australia's five dimensions of reconciliation and align with the Reconciliation Australia Strategic Plan goals.



Equality and Equity

Aboriginal and Torres Strait Islander peoples participate equally in a range of life opportunities and the unique rights of Aboriginal and Torres Strait Islander peoples are recognised and upheld.

Goal 3

Conducting policy development, implementation and monitoring in genuine partnership with Aboriginal and Torres Strait Islander peoples and in support of our position on Free, Prior and Informed Consent.

Goal 4

Establishing representative bodies for Aboriginal and Torres Strait Islander peoples and a place-based approach to address social and economic gaps and opportunities.



Race Relations

All Australians understand and value Aboriginal and Torres Strait Islander and non-Indigenous cultures, rights and experiences, which results in stronger relationships based on trust and respect that are free of racism.

Goal 1

Promoting reconciliation and building positive race relationships across our company and with Aboriginal and Torres Strait Islander peoples.

Goal 2

Enabling reform to address systemic racism, promote cultural safety and improve accountability throughout our business.



Institutional Integrity

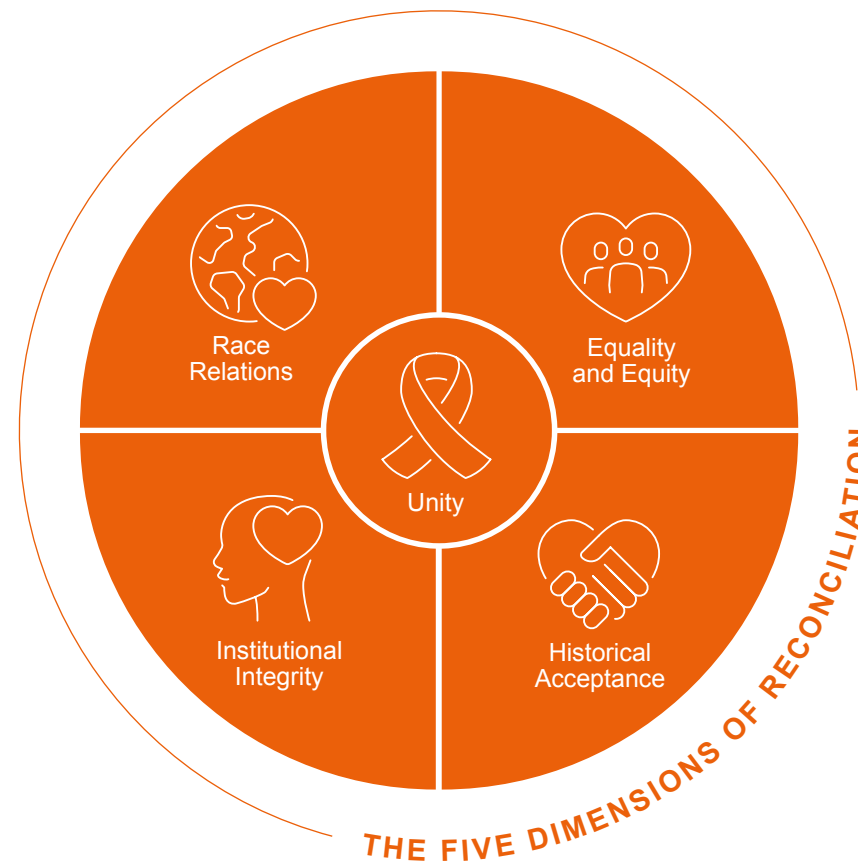
The active support of reconciliation by the nation's political, business and community structures.

Goal 5

Aligning our governance model with the principle of self-determination and elevating the voice of Aboriginal and Torres Strait Islander peoples in policies and practices that affect them to achieve more effective outcomes.

Goal 6

Embedding our Indigenous Peoples Policy Statement into our business practices and being guided by the aims of the United Nations Declaration on the Rights of Indigenous Peoples as set out in our Policy Statement.



Source: Reconciliation Australia 2021 State of Reconciliation in Australia report.



Unity

An Australian society that values and recognises Aboriginal and Torres Strait Islander cultures and heritage as a proud part of shared identity.

Goal 7

Identifying opportunities to apply Aboriginal and Torres Strait Islander voices, values, knowledge and perspectives to the way we work.

Goal 8

Increasing the education and awareness of our workforce on Aboriginal and Torres Strait Islander cultures and histories through developing a revised Indigenous Cultural Respect Framework that enhances the cultural capability of non-Indigenous leaders and employees.



Historical Acceptance

All Australians understand and accept the wrongs of the past and the impact of these wrongs. Australia makes amends for the wrongs of the past and ensures these wrongs are never repeated.

Goal 9

Implementing a more structured mechanism to better understand BHP's historical relationship with Aboriginal and Torres Strait Islander peoples and inform exploration of truth-telling processes.

Our business



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

BHP provides critical resources the world needs to develop sustainably and decarbonise. We produce copper for renewable energy, nickel for electric vehicles, and iron ore and metallurgical coal for steel making. Our future potash production will support more sustainable farming. We are committed to supplying these resources safely, responsibly and efficiently.

Our strategy is to responsibly manage the most resilient long-term portfolio of assets, in highly attractive commodities, and grow value through being excellent at operations, discovering and developing resources, acquiring the right assets and options, and capital allocation. Through our differentiated approach to social value, we will be a trusted partner who creates value for all stakeholders. Social value is the positive contribution BHP makes to society: our people, partners, the economy, the environment and local communities for the mutual benefit of shareholders and the community.

We are a global business. At the date of the RAP's publication, we have around 80,000 employees and contractors and more than 9,000 suppliers, including many small to medium-sized businesses that are local to our assets.

Our Minerals Australia business includes operated assets¹ in Western Australia, Queensland, New South Wales and South Australia (Australian assets). As at the date of publication, BHP employs around 50,000 employees and contractors in Australia and in Minerals Australia, 8.3 per cent of our people identify as Aboriginal and Torres Strait Islander peoples.

¹ Operated assets include assets that are wholly owned and operated by BHP and assets that are owned as a joint venture and operated by BHP.

Global policy setting



Indigenous peoples are critical partners for BHP

Many of the areas where we operate are located on or near lands traditionally owned by or under the customary use of Indigenous peoples. Given the footprint of our activities, we strive to have a consistent approach to our engagement with Indigenous peoples around the world and benchmark that approach against global standards.

BHP's ambition is to create long-term relationships with Indigenous peoples, based on trust, respect and mutual benefit. This aligns with our company purpose to bring people and resources together to build a better world, our focus on delivering long-term social value and a commitment to working with integrity.



“ Our global approach is founded in a deep respect for the distinct cultures, rights, perspectives and aspirations of Indigenous peoples. It aims to support reconciliation with Indigenous peoples and contribute to improved social, economic and environmental outcomes. **”**

Mike Henry
CEO



Operating on or near Indigenous traditional lands carries great responsibility and opportunity. By respecting Indigenous peoples, listening to their voices and perspectives, and working jointly to develop consistent processes with Indigenous partners, we can achieve greater mutual benefit.

While BHP has a long history of partnering with Indigenous peoples, we know we haven't always got this right. We are determined to do better to achieve mutually beneficial outcomes that extend long past the life of our operations.

The land and its ecosystem existed well before our operations and will do so long afterwards. Our long-term stewardship approach focuses on how we manage our impacts for future generations.

We remain committed to playing our role in the realisation of the rights of Indigenous peoples and creating a culturally informed and safe workforce that values everyone.

BHP's Indigenous Peoples Policy Statement

In November 2022, BHP released our revised [Indigenous Peoples Policy Statement](#), which builds on the work we have been doing over a number of years.

The revised Policy Statement is the product of extensive consultation with Traditional Owner and First Nations leaders and organisations, leading external experts, non-governmental organisation, investors and BHP leaders and employees. It outlines our approach to engaging and partnering with Indigenous peoples through the following key principles:

1. Integration of Indigenous voices, knowledge, values and perspectives in the way we work
2. Early engagement, meaningful dialogue and processes for active participation in plans that impact Indigenous peoples
3. Recognition of the principle of Free, Prior and Informed Consent (FPIC) as an important process to safeguard the collective rights of Indigenous peoples
4. Acknowledgement of Indigenous cultural and intellectual property and data sovereignty

This RAP progresses and helps to implement BHP's Indigenous Peoples Policy Statement in Australia.



“BHP is building a partnership model with Indigenous communities and Traditional Owners based on trust, respect and voice to create lasting social, environmental and economic value. We refined our current approach, standards and practices to strengthen Indigenous engagement throughout our business and build cultural strength and opportunity across our workforce and communities.”

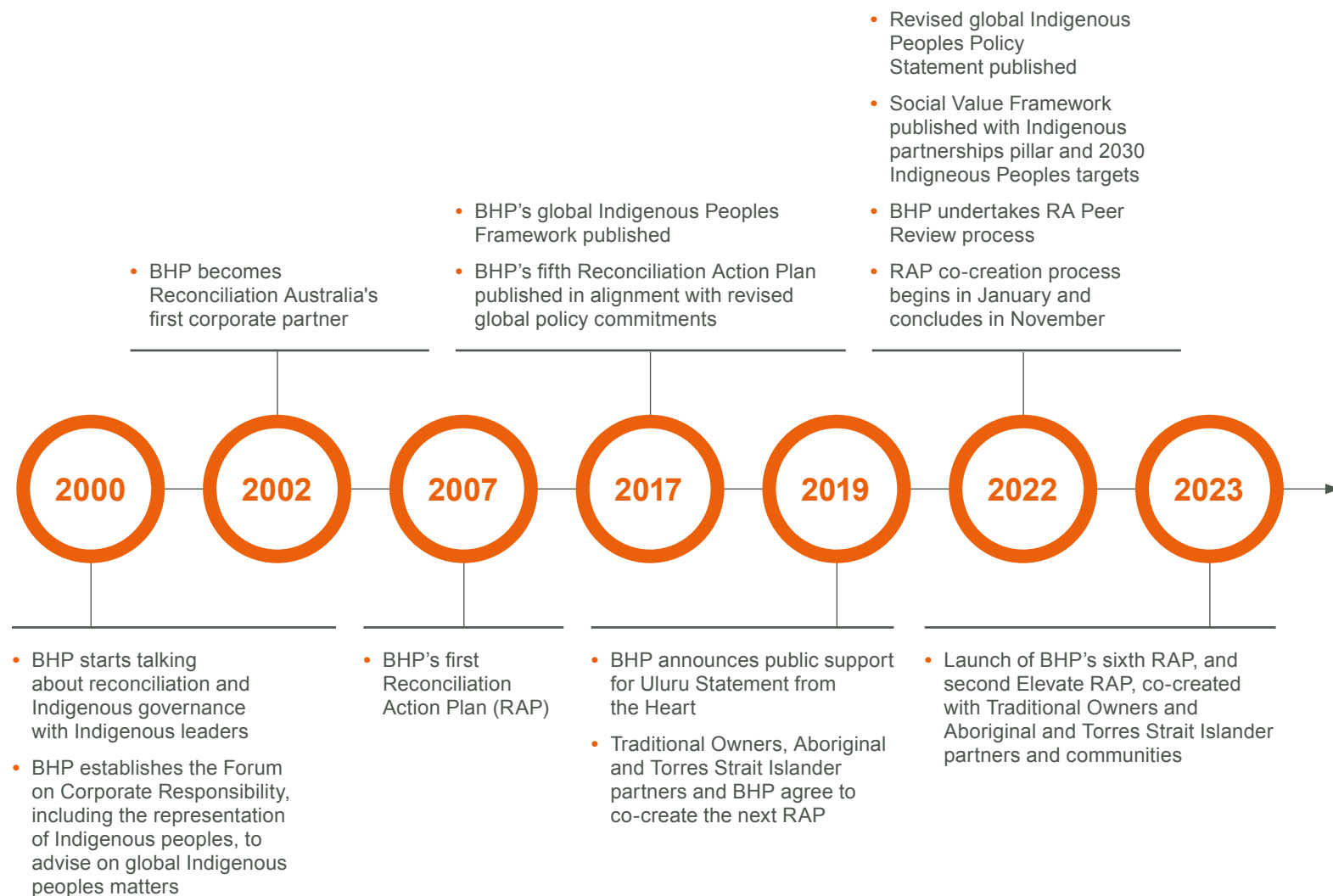
Caroline Cox
Chief Legal, Governance and
External Affairs Officer

RAP origins

BHP committed to our first RAP in 2007, the eighth organisation in Australia to publish a RAP. Since then, we have published five RAPs and evolved our approach in line with changing external settings. An Elevate RAP is an opportunity to amplify and respond to the voices of our Indigenous communities and partners.

Our new Elevate RAP aligns with our global Indigenous Peoples Policy Statement, which was reviewed and updated in 2022. All our RAPs have revealed valuable insights and accelerated our commitment, ambition and efforts to drive the local and national outcomes that support reconciliation. In this second Elevate RAP, we aim to further enhance our contribution to national reconciliation through our RAP commitments and targets outlined in this document.

Figure 1: BHP journey within the reconciliation timeline



Reflection on our last RAP performance

Over the life of BHP's previous Elevate RAP (2017–2021), defined RAP commitments were achieved or exceeded, as assured by the Ernst & Young limited assurance process.

RAP pillar	Results
Pillar 1: Economic empowerment	BHP nearly tripled the number of employees identifying as Aboriginal and Torres Strait Islander peoples at the end of the 2013–2015 RAP, increasing from 819 to more than 2,445 employees identifying as Aboriginal and Torres Strait Islander peoples at the time of publication. BHP spent more than A\$430 million towards Aboriginal and Torres Strait Islander businesses, with a focus on empowering Traditional Owner businesses, including significant year-on-year growth.
Pillar 2: Governance	100 per cent of new projects or major capital projects developed in Australia had Aboriginal and Torres Strait Islander peoples' consent processes with an agreement established between the parties. 100 per cent of Australian assets implemented a framework for identifying, documenting and managing aspects of cultural significance consistent with our internal minimum mandatory requirements in addition to legal and regulatory requirements.
Pillar 3: Social and cultural support	52,412 employees completed cultural awareness training developed and delivered in consultation with Aboriginal and Torres Strait Islander peoples, including cultural immersion programs for our most senior leadership. 100 per cent of Australian assets developed specific social investment partnerships that supported Aboriginal and Torres Strait Islander peoples and communities worth nearly A\$57.3 million, aligned to local and regional aspirations.
Pillar 4: Public advocacy	Continued support for the constitutional recognition of Aboriginal and Torres Strait Islander peoples. Designed and participated in National Reconciliation Week and NAIDOC Week events across Australia, in partnership with our workforce and the communities where we operated to celebrate and recognise Aboriginal and Torres Strait Islander cultures, peoples and histories.

Developing our 2023–2027 RAP

In January 2019, BHP publicly announced support for the Uluru Statement from the Heart, including constitutional recognition of Indigenous peoples, through a Voice to Parliament. Afterwards, we met with Traditional Owner representatives and Aboriginal and Torres Strait Islander partners in Kaarta Koomba/Kings Park in Boorloo/Perth. We listened to their aspirations, discussed how we could better work together and shared practical steps and possible mechanisms to elevate their voices across our organisation. We agreed to co-create the next Elevate RAP and together develop a pathway that benefits their communities and our business over the long term. The collective spirit of that meeting is demonstrated by the co-creation of this RAP.

The RAP design and development has been guided by our longstanding partnerships with Indigenous peoples in Australia, alongside shared insights from our industry and RAP peers. The co-creation process was guided by principles underpinning the RAP, including:

- establish governance structures that are culturally appropriate and embed Aboriginal and Torres Strait Islander voices into BHP's thinking and practices;
- recognise that cultural capability and cultural competence are critical aspects of BHP's ability to create responsive and safe relationships with Aboriginal and Torres Strait Islander partners, showing respect for cultural values, cultural protocols and knowledge
- continue to improve BHP's partnering practices, relationships and partnerships with Aboriginal and Torres Strait Islander peoples
- identify new opportunities to deepen BHP's engagement with Aboriginal and Torres Strait Islander peoples and further the achievement of the objectives of reconciliation in Australia
- provide positive and constructive leadership within the mining industry guided by the aims of the United Nations Declaration on the Global rights of Indigenous Peoples as set out in our Indigenous Peoples Policy Statement and continue supporting the Uluru Statement from the Heart.

In developing this new RAP, we listened to Traditional Owners and other Indigenous partners and spoke to our people on the ground at our operations about their experiences. We were also guided by global and national frameworks, the sentiments in the Uluru Statement from the Heart and an extensive review of best practice governance and engagement structures.

Specifically, this co-creation process has been guided by:

- our purpose, values, behaviours and strategic priorities
- ongoing discussions with Traditional Owners and other Indigenous partners at a regional level where BHP operations in Australia are conducted
- insights gained from extensive consultation with Traditional Owners, other Indigenous partners (such as organisations and businesses), BHP Indigenous and non-Indigenous employees and other key partners (such as universities, Indigenous peak bodies and research institutes)

- the Uluru Statement from the Heart, particularly the importance of enhancing Indigenous voices to speak on matters that directly affect them
- the aims of the United Nations Declaration on the Rights of Indigenous Peoples
- reconciliation Australia's RAP Framework and insights drawn from other committed RAP organisations
- a literature review of best practice models for Indigenous engagement, design and governance
- insights and internal management recommendations received from engagement with external providers.

BHP's 2023–2027 RAP is a live document that articulates our plan, the action we are taking and our desired outcomes. It will be refined in response to ongoing feedback and improvement.

Co-creation

The principle of co-creation is to encapsulate the voices and wisdom of diverse Indigenous communities and partners into the consultation process. From January to September 2022, through RAP Forums, workshops and other engagements we shared more than 1,000 conversations with Traditional Owners and Aboriginal and Torres Strait Islander partners, organisations and community representatives capturing their views about things that matter to them and discussing practical changes that would make a difference to their daily lives through how we partner together. The RAP Forums were conducted virtually due to ongoing risks and impacts of COVID-19. They provided rich information to inform BHP's reconciliation priorities for this RAP.

Figure 2 shows the formal consultation with Aboriginal and Torres Strait Islander partners that BHP undertook.

The RAP Forums aimed to strengthen the relationship between BHP and our Aboriginal and Torres Strait Islander partners and provided an opportunity for BHP to identify and make reconciliation commitments with Traditional Owners and Aboriginal and Torres Strait Islander partners and employees at regional and national levels.

Figure 2: The consultation and co-creation steps taken for this RAP



Forum highlights

The RAP Forums focused on local and regional aspirations, strengths, challenges and opportunities relevant to Traditional Owner groups, Aboriginal and Torres Strait Islander organisations and the communities that are connected with our current operations in Australia.

We invited feedback on a new model to embed Aboriginal and Torres Strait Islander voices into the RAP, and on the protocols and behaviors that demonstrate cultural respect across BHP towards Aboriginal and Torres Strait Islander peoples, organisations and communities.

Some of the core themes arising from the RAP Forums included:

1. **Voice** – Having a seat at the table – partnerships should be based on trust and equity and have a shared agenda – partners are not ‘stakeholders’.
2. **Accountability** – everybody in the business has a role to play in being a partner but be clear on who has control and ultimate responsibility.
3. **Evaluation and closing the loop** – there should be clarity about how BHP is going to implement actions and put processes in place that validate the progress towards our RAP commitments and targets.
4. **Institutional cultural capability** – recognition and respect for Aboriginal and Torres Strait Islander peoples and culture sits with BHP’s people, leaders and decision-makers.
5. **Career development for Aboriginal and Torres Strait Islander employees** – dedicated leadership programs and effective strategies to give Indigenous employees the opportunity to progress their career and be considered for leadership positions.
6. **Intergenerational thinking** – the importance of BHP having a long-term vision to partner with Traditional Owners and Aboriginal and Torres Strait Islander partners over the long term across all the RAP pillars, particularly economic development opportunities.
7. **Making sure RAP targets include Traditional Owners** – all RAP targets should support the economic, social and cultural aspirations of Traditional Owners.



Building our RAP model

Embedding Aboriginal and Torres Strait Islander voice as a vehicle for driving transformational change

Through the process of co-creation, we have developed a model for partnership and embedding Aboriginal and Torres Strait Islander voices into our RAP and across all our activities.

The RAP's new governance model integrates insights from external providers and feedback from Aboriginal and Torres Strait Islander partners. This revealed that at times best practice engagement principles have not been applied consistently across BHP's Australian assets and functions¹. It also showed that Indigenous voices, insights and perspectives are sometimes captured in a non-structured and informal process. We examined how engagement and decision-making are conducted across our business, areas for improvement, and how we could enhance the voices of Aboriginal and Torres Strait Islander peoples. This resulted in a governance model with voice and accountability at the heart of this Elevate RAP.

We put in place a structure of internal working groups that bring together non-Indigenous and Aboriginal and Torres Strait Islander leaders to provide feedback on BHP performance and opportunities. For example, the national internal Australian Indigenous Peoples Working Group (AIPWG) has an external National Indigenous Advisory Panel that provides information on leading practice, company performance and policy discussions relevant to BHP or our Aboriginal and Torres Strait Islander partners.

¹ Functions operate along global reporting lines to provide support to all areas of the organisation. Functions have specific accountabilities and deep expertise in areas such as finance, legal, governance, technology, human resources, corporate affairs, health, safety and community.

We also built the RAP Governance and Accountability Framework to consolidate data, reporting, capability, evaluation and transparency to support shared outcomes.

Figure 3 describes how we will embed voice and accountability into this RAP through the RAP Governance and Accountability Framework.

Figure 3: BHP's new RAP model



The model helps senior leaders, operational employees and contractors and Aboriginal and Torres Strait Islander partners to better understand each other's expectations, objectives, performance and reporting requirements.

The RAP Governance and Accountability Framework includes the following intended outcomes:

- External voice mechanisms will be established to **capture the views and perspectives of Aboriginal and Torres Strait Islander peoples and partners** to guide our implementation of this RAP.
- Best practice principles for early and ongoing engagement and implementation are **applied more consistently across the business**, building cultural capability within BHP.
- We are able to **capture insights and advice from Aboriginal and Torres Strait Islander partners at a local, regional and national level**, supporting better relationships and oversight in our Australian assets.
- We will **incorporate Aboriginal and Torres Strait Islander peoples' perspectives, values and knowledge in each applicable stage of evaluation** to support improvements and provide accountability.
- Our performance and reporting relating to this RAP will be **tested with Aboriginal and Torres Strait Islander peoples to provide accountability** for the effectiveness of our actions and outcomes achieved.
- Performance measurement of this RAP's commitments and targets will be **transparent, consistent and accessible**.
- BHP's cultural capability will be enhanced through a revised **Indigenous Cultural Respect Framework** to provide cultural learning pathways for our workforce, including our leaders.

RAP commitment outcomes

The RAP Governance and Accountability Framework have been co-created with Traditional Owners and Aboriginal and Torres Strait Islander partners to deliver practical change and outcomes for Free, Prior and Informed Consent (FPIC) processes; co-creation of plans; recognition and respect for rights, culture and knowledge; wealth creation opportunities; addressing racism; and being a culturally capable business with culturally capable people. This model elevates Aboriginal and Torres Strait Islander representation across the life cycle of our operations locally and nationally.

We encourage advice and guidance from Aboriginal and Torres Strait Islander peoples, partners and communities early in our engagement to improve our approach, define success, achieve better outcomes and build continuous improvement into our processes.

Our ambition is to transform our engagement, address gaps and heed lessons from our reconciliation efforts that inspire our industry peers.

We will share outcomes with the Minerals Australia Council, UN Global Compact, International Council of Mining and Metals, broader industry and Elevate RAP partners for consideration. This RAP model is a transferable and scalable design that can be applied to other BHP regions of interest outside of Australia.



BHP Foundation

The BHP Foundation is a charitable organisation established and funded by BHP. Globally, the Foundation focuses on the governance of natural resources, environmental resilience and education equity. The Foundation also focuses on country programs in Australia, Canada, Chile and the United States which work towards improving long-term economic, social and environmental sustainability at a national level.

The Foundation supports the realisation and promotion of the rights of Indigenous peoples, including the human right to self-determination. It believes First Nations peoples should have voice and choice in decisions affecting them, and have thriving cultures and financial autonomy.

In Australia, the Foundation works with partners that are supporting Aboriginal and Torres Strait Islander peoples through strengthened self-governance, partnerships and education that centres on culture and builds trust.

By working in partnership with others, the Foundation seeks to raise the bar, find new solutions and set new standards for the future.

BHP | **Foundation**

At a glance: Our RAP commitments

Our 2023–2027 RAP is based on four pillars with specific commitments and targets addressing the priority areas we heard through our RAP Forum process.

Understanding and respect	Economic development	Culture and community	Advocating for change
Guided by the aims of the United Nations Declaration on the Rights of Indigenous Peoples as set out in our Indigenous Peoples Policy Statement, we integrate into our business Aboriginal and Torres Strait Islander voices, values, knowledge and perspectives about cultural heritage and environment values. We work together to mitigate the potential impacts of our activities and identify social, economic and environmental opportunities beyond the life of our operations through agreement-making and benefit distribution.	We will contribute to intergenerational wealth creation opportunities for Traditional Owners and Aboriginal and Torres Strait Islander peoples through employment, training, procurement and business support.	We will contribute to supporting Aboriginal and Torres Strait Islander peoples, institutions and communities through voluntary social investment that realises social, environmental and cultural aspirations. We build the cultural capability of our workforce, addressing the drivers of racism and enhancing workplace cultural safety.	We will contribute to specific initiatives, programs and public policy processes that advance the interests of Aboriginal and Torres Strait Islander peoples and communities consistent with the aspirations and advice from Aboriginal and Torres Strait Islander peoples, partners and communities.
• Recognising Free, Prior and Informed Consent (FPIC) as an important process to safeguard the collective rights of Aboriginal and Torres Strait Islander peoples as articulated in our Indigenous Peoples Policy Statement. • Seeking to reach agreements with Aboriginal and Torres Strait Islander peoples that deliver opportunities for sustainable improvements to economic, social and cultural wellbeing. • Supporting the preservation of cultural heritage through implementing a framework for identifying, documenting and managing aspects of cultural significance.	• Growing Aboriginal and Torres Strait Islander employment to 9.7 per cent in our Australian workforce. • Undertaking initiatives designed to attract and retain talent and support career development of Aboriginal and Torres Strait Islander employees. • Achieving A\$1.5 billion of spend for procurement from Aboriginal and Torres Strait Islander and Traditional Owner businesses. • Supporting programs to enhance Aboriginal and Torres Strait Islander business development.	• Strengthen the capability of BHP and Aboriginal and Torres Strait Islander peoples to participate effectively in informed and good faith consultations. • Improving cultural safety in our workplaces. • Building the cultural awareness and capability of the non-Indigenous members of our workforce. • Addressing the drivers of racism. • Supporting local social investment partnerships based on the aspirations of Aboriginal and Torres Strait Islander communities.	• Recognising and supporting important events, such as NAIDOC Week and National Reconciliation Week. • Supporting reconciliation activities locally and nationally. • Participating in public policy discussions important to, and in support of, Aboriginal and Torres Strait Islander partners, consistent with our Indigenous Peoples Policy Statement.

At a glance: Our RAP commitments continued

Understanding and respect	Economic development	Culture and community	Advocating for change
• Providing effective grievance and complaints mechanisms to enable Aboriginal and Torres Strait Islander peoples to raise grievances and seek remedy. • Following ethical research practice and respect for Indigenous cultural and intellectual property. • Having effective voice mechanisms that enable the voices, values, knowledge and perspectives of Aboriginal and Torres Strait Islander partners to be incorporated into relevant decision-making processes. • Working together with Aboriginal and Torres Strait Islander partners to co-create relevant policies and plans. • Engaging early and throughout the entire life cycle of our activities for our Australian assets, including applicable matters relating to environment, rehabilitation and closure. • Reporting back to Aboriginal and Torres Strait Islander partners, including Reconciliation Australia, on our performance against our commitments and targets across the areas that matter to them. • Evaluating our performance based on the feedback of Aboriginal and Torres Strait Islander partners.		• Forming national strategic partnerships that support systemic change for society in areas such as education, health, cultural heritage, truth-telling and environment. • Prioritising Aboriginal and Torres Strait Islander organisations and governance through social investment decisions.	• Publicly advocating for initiatives that support the Federal Government to advance the Uluru Statement from the Heart. • Supporting the exploration of truth-telling initiatives relating to BHP and more broadly, within Australia.



Embedding Aboriginal and Torres Strait Islander voices into our business

This table sets out BHP's intended long-term ambitions, by working within and beyond this RAP's timeframe, to enhance the voice mechanisms that provide opportunities for Aboriginal and Torres Strait Islander partners to have a say in our policies and practices that affect them.

Year 1	Year 2–5	Year 10 (2032)
Established internal RAP governance mechanisms across our Australian assets and functions 1. Transfer of existing management structures to revised RAP Governance and Accountability Framework. 2. Functional and effective Australian Indigenous Peoples Working Group (AIPWG). 3. Australian asset-based functional and operational structures and plans in place. 4. Launch RAP performance dashboard with regular cadence of reporting and transparency to internal and relevant external audiences.	Functional and embedded internal RAP governance structure 1. Ongoing effective Australian Indigenous Peoples Working Group (AIPWG), underpinned by a governance strategy that is responsive to operating and policy contexts and the needs of Traditional Owners and Aboriginal and Torres Strait Islander partners. 2. Ongoing effective Australian RAP governance structures providing management of local and regional commitments with performance risks, issues and opportunities driving AIPWG focus. 3. RAP performance dashboard is a trusted source of information producing internal RAP performance data for reporting across the business quarterly, supporting external annual reporting and external ad hoc reporting as required.	An effective RAP model embeds reconciliation performance in our daily work routines and planning processes at BHP Australian assets and functions.
Established voice mechanisms to support contribution of voices at a local, regional and national level 1. Develop and implement the BHP National Indigenous Advisory Panel. 2. Formalise BHP Indigenous employee networks. 3. Establish Traditional Owner and Indigenous business networks. 4. Continue BHP Traditional Owner Forum. 5. Establish a national network for Indigenous community and social investment partners. 6. Build cultural capability of BHP leaders who participate in mechanisms with appropriate experiences and training through a revised Indigenous Cultural Respect Framework.	Voice mechanisms to bring together Aboriginal and Torres Strait Islander peoples and executive senior leaders to discuss business and operational matters that have a direct impact on Aboriginal and Torres Strait Islander peoples and communities. 1. Voice mechanisms are considered by Aboriginal and Torres Strait Islander peoples to be culturally safe, effective and trusted processes to provide feedback, convey concerns and seek actions, outcomes or redress. 2. Effective examples of co-created strategies and plans are seeing change and outcomes aligned with the expectations and aspirations of Aboriginal and Torres Strait Islander peoples and communities. 3. RAP performance commitments are achieved through reformed policies and business practice, including Indigenous employee retention, Indigenous business performance, Traditional Owner relationships, social investment outcomes and public policy advocacy. 4. BHP agrees to use its sphere of influence to support public reforms aligned to the aspirations and expectations of Aboriginal and Torres Strait Islander peoples. 5. BHP's Indigenous Cultural Respect Framework delivers the cultural capability of senior leaders to ensure voice mechanisms are culturally safe. 6. Explore collective impact opportunities with Aboriginal and Torres Strait Islander social investment partners across the country.	Trusting and constructive relationships with Traditional Owners and Aboriginal and Torres Strait Islander peoples, communities and partners create sustainable economic, social and cultural benefits that continue to flow beyond the current generation.

Embedding Aboriginal and Torres Strait Islander voices into our business continued

Year 1	Year 2–5	Year 10 (2032)
RAP commitments and governance processes are embedded in all operations through the business planning cycle with effective performance 1. All Australian assets and functions have clear RAP performance accountabilities within their business plans. 2. Develop and implement performance reporting process. 3. Develop and implement RAP Evaluation Framework through co-creation to ensure the RAP performance indicator design and assessment process is led by Aboriginal and Torres Strait Islander peoples and partners.	Business planning embeds RAP commitments and targets and drives excellent performance 1. Embedded RAP commitments and targets in organisational plans sees a step-change in performance and produces organisational learning and collaboration on strategies. 2. Performance reporting is trusted and effective for internal and external audiences. 3. Workforce learning through the revised Indigenous Cultural Respect Framework supports greater cultural safety and respect for Aboriginal and Torres Strait Islander peoples and partners, enhancing RAP performance even more. 4. Aboriginal and Torres Strait Islander partners experience positive change in the relationship/s shared with BHP.	BHP's RAP commitment target setting and evaluation of performance is shared between BHP and Traditional Owners and Aboriginal and Torres Strait Islander partners.
Development of tools and resources to support leading partnering practice with Aboriginal and Torres Strait Islander peoples 1. Develop an Aboriginal and Torres Strait Islander Peoples Engagement Methodology Guide to support BHP's workforce to better co-create, engage in early and meaningful dialogue and achieve better outcomes that meet the needs of Traditional Owners and Aboriginal and Torres Strait Islander partners. 2. Identify and prioritise development of resources that support business understanding and practice that is aligned with our global Indigenous Peoples Policy Statement commitments.	Development of tools and resources to support leading partnering practice 1. Library of guidance, tools and resources is trusted and effective for BHP workforce and supports the delivery of outcomes for Aboriginal and Torres Strait Islander peoples. Lessons are shared with BHP's operations in other countries. 2. Practice is shared with Elevate RAP network and supports outcomes for other RAP organisations. 3. Practice is shared with industry peers and is seen as helpful. 4. Industry collaboration on leading practice. 5. Reviews of practice occur in synergy with evolving methodologies and drives leading outcomes.	BHP shares reconciliation practice and learns from a network of RAP organisations, industry partners and institutions. Practice tools and resources are regularly tested with Aboriginal and Torres Strait Islander partners for their effectiveness.
	BHP's seventh RAP is co-created with leadership from Traditional Owners, a broad range of Aboriginal and Torres Strait Islander partners and BHP senior leaders.	BHP builds reconciliation transformation projects in partnership with Aboriginal and Torres Strait Islander partners. These are responsive to the reconciliation movement and enhance BHP's RAP performance and the outcomes Aboriginal and Torres Strait Islander peoples experience as a result of the partnership with BHP.

RAP governance

Policy	Region	External voice mechanisms	Internal governance mechanisms
		EMBEDDING VOICE	DRIVING ACCOUNTABILITY
Global Indigenous Peoples Policy Statement	Global	BHP Forum on Corporate Responsibility	Board Sustainability Committee reporting
			Executive Leadership Team reporting
Reconciliation Action Plan	National	BHP National Indigenous Advisory Panel	Minerals Australia Leadership Team reporting
		BHP Traditional Owner Forum	Australian Indigenous Peoples Working Group
		National Indigenous Social Investment Partner Network	
	Australian asset level	Community and human rights research	Asset Leadership Teams reporting
		Community, employee and partner forums and networks	
	Local	Traditional Owner Agreement and Heritage Committees	Traditional Owner Agreement and Heritage Committees



Partnering for change

It is a privilege for BHP to work with exceptional organisations led and governed by Aboriginal and Torres Strait Islander peoples, across a breadth of initiatives and outcomes aligned to our RAP pillars.

RAP pillar: Understanding and respect

BHP shares agreements with Traditional Owners across the country.

Allan James, a Wongi-Martu-Yamatji man and Head of Indigenous Engagement Minerals Australia, has a unique perspective when it comes to building mutually beneficial relationships between Traditional Owners and resources companies like BHP.

Having been on both sides of the table during his 20-year career, Allan is as passionate today about recognising Indigenous peoples, respecting heritage and elevating community voices as he was when he first started out in mining in 2001. From his perspective, the principles of any healthy relationship – namely a commitment to trust and transparency – apply equally in this context, complemented by collaborative efforts to create social value through economic opportunities and career pathways for Indigenous peoples.



“When we engage with Traditional Owners or Indigenous partners more broadly, we have to be transparent and we have to have trust. If we don’t have that, there is no relationship. It’s why we’ve invested heavily in ensuring our Indigenous partners have a voice at the table and their perspectives resonate across our business at every level.”

Allan James

BHP Head of Indigenous Engagement, Minerals Australia

“It’s about co-designing training, development and employment opportunities over the long term, as well as supporting the growth of Indigenous-owned companies.”

Michelle Adams

BHP’s Superintendent Site Rehabilitation

First Nations Heritage Protection Alliance – National Native Title Council, UN Global Compact Network Australia, Responsible Investment Association Australasia: Dhawura Ngilan Business and Investor Initiative

The Dhawura Ngilan Business and Investor Initiative brings together First Nations, investor and business communities to create a shared vision for strengthening Australia’s Aboriginal and Torres Strait Islander heritage laws and standards for the private sector that uphold the human rights of First Peoples, in line with international agreements and community expectations. Led by the First Nations Heritage Protection Alliance, in partnership with Responsible Investment Association Australasia and UN Global Compact Network Australia, this initiative acknowledges that protecting cultural heritage is the responsibility of all Australians, inclusive of investor and business communities. BHP is a proud funder and supporter of this important work.

First Nations Heritage Protection Alliance – National Native Title Council

Since 2020 BHP has worked with the First Nations Heritage Protection Alliance to understand how to enact a set of shared Principles around Aboriginal Heritage, which reaffirm BHP’s commitment to Free, Prior and Informed Consent in agreement-making. The Principles also reaffirm a shared commitment to self-determination for Aboriginal and Torres Strait Islander peoples, their right to speak proudly and publicly about culture and their heritage; and recognition that building a better understanding of Aboriginal cultural heritage in Australia is ongoing and together we can play an important role.

Ground-up ideas helping us grow: Michelle Adams, BHP Superintendent Site Rehabilitation

Rehabilitation planning is a process that starts well before resource extraction begins and continues well after. Beyond our environmental and regulatory commitments, we increasingly consider social value by partnering with the community and our stakeholders to determine the final landform and create opportunities during the rehabilitation process.

With our Yandi site now reaching the end of its life, BHP’s Superintendent Site Rehabilitation, Michelle Adams, is leading a hands-on program that is engaging Traditional Owners. In partnership with the Banjima Native Title Aboriginal Corporation, 12 trainee positions have been created in the Site Rehabilitation team at Yandi for Banjima people. For Michelle, while increasing Traditional Owner representation in our business is important to BHP, so is the experience they have with us.



RAP pillar: Economic development

Indigenous procurement data

Up until May 2023 BHP shared partnerships with 192 Indigenous businesses across Australia, including 89 Traditional Owner businesses. Partnerships like these support the growth of Indigenous enterprise, creating opportunities for those businesses to support their own communities.

89

Traditional
Owner businesses

192

Indigenous businesses
across Australia

Goldfields Aboriginal Business Chamber (GABC): Stronger Business

BHP has joined forces with the Goldfields Aboriginal Business Chamber (GABC) and Northern Star Resources to provide support to Aboriginal businesses across the Goldfields region through the Stronger Business program.

The partnership is a significant milestone as it aligns with both companies' shared commitment to fostering economic development and empowerment in regional Aboriginal communities close to their operations.

GABC Chair, Rowena Leslie, said Stronger Business was a culturally-safe capability building program with real opportunities for engagement and procurement.

Lorrex

Following a competitive tender, in late 2021 BHP awarded Banjima business Lorrex a contract valued at A\$20 million over five years to provide stemming crushing services across Mining Area C, South Flank, Jimblebar and Newman operations. And over a year later, this important partnership continues to thrive.



“Our goal is to employ as many Indigenous people as possible and provide more opportunities. We want to support our family, other families and the community. We have to give back to the younger generations.”

Rex Parker
Lorrex Chairperson



“We believe that by working together, we can provide effective Aboriginal-led solutions that are grounded in Aboriginal knowledge and respect for cultural values. The program expands the offerings currently provided by the GABC to support more than 85 per cent of the Aboriginal business sector within the Goldfields region.”

Rowena Leslie
GABC Chair



Kokatha Mining Services

Traditional Owner vendor, Kokatha Mining Services (KMS), recently completed a project changing more than 2,800 mattresses at BHP accommodation facilities.

The six-month, A\$2.8 million project delivered substantial positive social, economic and community impact, including:

- employment for 16 Aboriginal and Torres Strait Islander people on a fly-in-fly-out (FIFO) or drive-in-drive-out (DIDO) roster out of Adelaide and Port Augusta
- upskilling and development training through BHP's online and classroom LMS modules
- two permanent BHP roles and a role with another Indigenous contractor at Olympic Dam

The project delivered high-quality new bedding to improve overall conditions for our village residents, while offering critical employment pathways.

WA Indigenous Employee Awards

Each year BHP WA Indigenous Employee Awards recognise and celebrate the achievements and contributions of Indigenous employees and the individuals and teams who contribute to Indigenous employment, engagement and economic development across Western Australia. Aboriginal woman and BHP employee Britt Madafferri is the Awards Chair who has been excited by the growth of the event over the past six years and the opportunity to recognise individual contributions and change makers.

“We have some amazing Indigenous employees and champions of change across WA, and these awards are the perfect way to recognise and celebrate the diversity in our workplace.”

Britt Madafferri

Indigenous Employee Awards Chair



First Nations Foundation My Money Dream

In 2022, BHP partnered with First Nations Foundation to provide access to financial literacy training to more than 2,000 Aboriginal and Torres Strait Islander BHP employees and other community partners, many who reside in remote locations, through the My Money Dream (MMD) program.

The partnership will see First Nations Foundation share its Indigenous-led financial knowledge and extend the MMD platform to remote communities in Western Australia, South Australia and Queensland.

“BHP is giving us the autonomy to run our initiative as we see fit and educate as is most appropriate for the varying needs of the Indigenous peoples and communities we will reach through this partnership.”

Phil Usher

First Nations Foundation Chief Executive

RAP pillar: Culture and community

Central Queensland University

Since BHP's partnership with Central Queensland University (CQU) first started in 2013, 105 university scholarships have been funded, including 43 Indigenous students, across fields of nursing, medical sciences, humanities, psychology, social work, business, accounting, law, education and environment.

CQU has celebrated the development and launch of their First Nations Community Engagement: Industry Guide Phase I, with plans for Phase II moving forward, as well as the completion of the First Nations Disaster Management Project – an evaluation of 82 different Disaster Management Plans in local government areas with significant First Nations populations.

CQU also marked the graduation of 18 Certificate I Conservation and Land Management (CALM) students from the Woorabinda community in a historic ceremony. Woorabinda Aboriginal Shire Council has also recently enrolled 14 Rangers in the Certificate III CALM, in a further measure of the success of this partnership.

Polly Farmer Foundation

BHP's partnership with the Polly Farmer Foundation (PFF) began nearly 25 years ago and their work across the country has enabled thousands of Aboriginal and Torres Strait Islander students to successfully complete their education and pursue meaningful post-school pathways.

We are privileged to support PFF's activities in Newman, Port Hedland, Kalgoorlie, Muswellbrook, Port Augusta and Kwinana seeing Aboriginal and Torres Strait Islander students through early years, and primary and secondary programs that will prepare them for successful careers.



Image supplied by Kanyirninpa Jukurrpa



Kanyirninpa Jukurrpa

The Martu people from the Western Desert region of Western Australia are the traditional custodians of vast stretches of the Great Sandy, Little Sandy and Gibson Deserts, as well as the Karlamilyi (Rudall River) area. Their traditional land spans 13.6 million hectares, which is twice the size of Tasmania.

Since 2007, BHP has partnered with Kanyirninpa Jukurrpa (KJ). KJ is a Martu organisation that delivers an integrated program suite that provides significant social, cultural, environmental and economic benefits to Martu. All programs are based on Martu culture, priorities and aspirations to return to the country, teach young people about their culture, and look after the country. KJ assists Martu to retain a strong Martu identity, social stability and resilience in facing the increasing social and development pressures. This model challenges conventional dispersed 'service provision' approaches and emphasises strategy, integration and partnership.

MADALAH

MADALAH is a not-for-profit organisation, which stands for 'Making A Difference and Looking Ahead' and its mission is to empower Aboriginal and Torres Strait Islander peoples to transform their lives through education and training.

BHP is partnering with MADALAH to make a difference to the lives of at least 35 Aboriginal and Torres Strait Islander students from remote and regional communities, providing scholarships to leading boarding secondary schools in Western Australia.

BHP's funding will support a minimum of 35 students from the Pilbara, Gascoyne and Goldfields over a six-year period throughout their secondary education journey.

“By challenging and improving the status quo and empowering Indigenous young people, we are slowly but surely closing the gap, ensuring Aboriginal and Torres Strait Islander students have an equal opportunity to high-quality education and, without doubt, we are making a difference in the lives of our students, their families, and communities.”

Laura Taylor
MADALAH CEO



RAP pillar: Advocating for change

“BHP is proud to partner with NACCHO, building on partnerships established with the Aboriginal community-led health sector over many years. It is important that we back Aboriginal and Torres Strait Islander leadership and put Aboriginal health in Aboriginal hands, as NACCHO’s vision sets out. We are determined to play our part in the collective action required to address the underlying causes of these health issues, such as inequality, inadequate housing and longstanding health inequities.”

Caroline Cox

BHP’s Chief Legal, Governance and External Affairs Officer

Uluru Statement from the Heart

BHP’s relationships with Indigenous peoples are essential to our company. We operate on traditional lands and we engage and partner widely with Indigenous communities and Traditional Owners. We are the largest resources sector employer of Indigenous Australians and we are a rapidly growing partner to Indigenous owned businesses.

In 2019, after consulting with Traditional Owner partners and other Indigenous partners, BHP publicly declared our support for the Uluru Statement from the Heart, including the call for constitutional recognition through a voice. We have continued to engage with Aboriginal and Torres Strait Islander partners, employees and representative groups to better understand the priorities of Traditional Owners and Aboriginal and Torres Strait Islander communities, and to inform our contribution to the broader public and policy discourse.

Since this time BHP has also supported the important work of two organisations, the UNSW Indigenous Law Centre and Australians for Indigenous Constitutional Recognition, as they conduct research, engagement and share information with Australian citizens. BHP continues to support constitutional recognition through the establishment of an Aboriginal and Torres Strait Islander voice to Parliament in Australia, aligned with our longstanding support for broader efforts towards reconciliation between Indigenous and non-Indigenous Australians.

University of Melbourne: The Ngarrngga Project

Ngarrngga is a Taungurung word meaning to know, to hear, to understand. The Ngarrngga vision is for all Australian students to have the opportunity to deeply connect with Aboriginal and Torres Strait Islander knowledge systems, histories and cultures. The Indigenous-led national partnership, supported by BHP, will expand and trial the use of curriculum resources and professional development tools to support the teaching of First Nations content.

This project targets teachers, principals and pre-service teachers, spanning all subjects from early childhood to year 12. The University of Melbourne and BHP share the vision for an education system that reframes our national story as one which recognises and activates Indigenous histories, cultures and knowledges. The current generation of learners will be enriched by gaining a deep understanding of, and respect for, the world’s oldest continuous living culture.

National Aboriginal Community Controlled Health Organisation: Rheumatic Heart Disease and Acute Rheumatic Fever

In 2022, the National Aboriginal Community Controlled Health Organisation (NACCHO) and BHP announced a partnership aimed at eliminating Rheumatic Heart Disease (RHD) and Acute Rheumatic Fever (ARF) among Aboriginal and Torres Strait Islander peoples. ARF and RHD are preventable diseases disproportionately affecting Aboriginal and Torres Strait Islander peoples living in regional and remote areas. Between 2016 and 2020, Aboriginal and Torres Strait Islander peoples accounted for 92 per cent of all ARF diagnoses in Australia. As part of the agreement, BHP will support critical healthcare initiatives delivered by Aboriginal and Torres Strait Islander controlled community health services across Australia.

Reconciliation Australia: Community Truth-Telling Program

A key pillar of reconciliation is historical acceptance; all Australians must understand and accept the past to enable healing and ensure a brighter future. In 2022, BHP pledged its support to Reconciliation Australia’s (RA) Community Truth-Telling Program (CTTP). The CTTP will provide the foundation for Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians to build relationships and a shared understanding of Australia’s history, to ensure the wrongs of the past are never repeated.

Our 2023–2027 RAP commitments and targets

These targets are reflective of what we have learned through previous RAPs, what we heard through the RAP co-creation process and the conversations we have had with Aboriginal and Torres Strait Islander partners that drive our shared ambitions for the future. We recognise they will continue to improve, evolve and change just as our partnerships do.

BHP RAP pillar Understanding and respect Reconciliation Australia pillars: Relationships, Respect, Opportunities Outcome statement: Guided by the aims of the United Nations Declaration on the Rights of Indigenous Peoples as set out in our Indigenous Peoples Policy Statement, we integrate into our business Aboriginal and Torres Strait Islander voices, values, knowledge and perspectives about cultural heritage and environment values. We work together to mitigate the potential impacts of our activities and identify social, economic and environmental opportunities beyond the life of our operations through agreement-making and benefit distribution.			
RAP commitment	Target	Timeline	BHP responsible team/s
We will engage early and support meaningful dialogue by sharing knowledge and information and ensure our processes allow for active participation in appropriate aspects of the design, implementation and monitoring of plans that impact Aboriginal and Torres Strait Islander peoples.	UR1. 100 per cent of Australian assets will align with this commitment for operational or functional plans that impact Aboriginal and Torres Strait Islander peoples.	Ongoing	Global Indigenous Engagement and Community (GIEC) Planning and Technical Group Health Safety & Environment (HSE) Minerals Australia operations Minerals Australia functions
We respect Indigenous peoples' right to consultation and recognise Free, Prior and Informed Consent (FPIC) as an important process to safeguard the collective rights of Indigenous peoples.	UR2. Enhance our FPIC practice through consultation processes that are co-created, culturally appropriate, inclusive and carried out through the procedures and governance structures of potentially affected Aboriginal and Torres Strait Islander peoples, including working to maintain the principle of consent (where consent has been provided) across the entire life cycle of our Australian assets, supported by feedback and evaluation as FPIC processes are implemented. We will share any lessons with Indigenous leaders, industry and reconciliation partners as appropriate.	Ongoing	GIEC Minerals Australia operations Minerals Australia functions
We will carry out informed and good faith consultations with potentially affected Aboriginal and Torres Strait Islander peoples for proposed new operations or capital projects in Australia and seek to obtain their consent with the intention of substantially addressing impacted Aboriginal and Torres Strait Islander peoples' rights, ambitions and concerns. Where consent is not provided, we will escalate senior management involvement in the process to determine if the new operation or capital project will proceed.	UR3. Proposed new operations or capital projects in Australia that may affect Aboriginal and Torres Strait Islander peoples will be determined in a manner consistent with our global Indigenous Peoples Policy Statement.	Ongoing	GIEC Minerals Australia operations

Our 2023–2027 RAP commitments and targets continued

RAP commitment	Target	Timeline	BHP responsible team/s
Through good faith negotiation we will seek to reach Native Title agreements that aim to deliver improvements to economic, social and cultural wellbeing.	UR4. New operations and capital projects in Australia will establish and implement agreement-making processes. UR5. Periodic review of Native Title agreements will take place in accordance with their agreed review dates across all Australian assets.	Ongoing	GIEC Planning and Technical Minerals Australia operations GIEC
We will understand how we can avoid and mitigate adverse impacts to cultural values, acknowledging that potential adverse impacts may extend beyond direct physical impacts and include impacts on intangible cultural heritage or impacts on Aboriginal and Torres Strait Islander peoples' culture and way of life.	UR6. 100 per cent of Australian assets will seek alignment with Aboriginal and Torres Strait Islander peoples on how cultural heritage values will be managed and any adverse impacts avoided or mitigated for new operations or capital projects and across the entire life cycle of our Australian assets.	Ongoing	GIEC Planning and Technical Minerals Australia operations HSE
Where Aboriginal and Torres Strait Islander peoples are expected to be included in social, cultural or environmental research, we will ensure Aboriginal and Torres Strait Islander peoples' voices, values, knowledge and perspectives are included in the design of the research and methodologies and integrated into processes to support BHP's understanding of, as applicable, the historical, legal, social, environmental, cultural and/or political landscape where we operate or seek to operate, and how to better manage the environment we share for sustainable outcomes.	UR7. 100 per cent of Australian assets that undertake social, cultural or environmental research (or research with a similar intent) where Aboriginal and Torres Strait Islander peoples are expected to be affected, will seek Aboriginal and Torres Strait Islander peoples' voices, values, knowledge and perspectives in both design of the research and methodologies and as an input to the research.	Ongoing	GIEC Corporate Affairs Planning and Technical HSE Minerals Australia operations
We will include Aboriginal and Torres Strait Islander researchers in our community and human rights due diligence and develop methodologies that support data collection in a culturally safe and ethical manner, in accordance with Aboriginal and Torres Strait Islander protocols, and Aboriginal and Torres Strait Islander peoples' perspectives.	UR8. 100 per cent of Australian assets that undertake community and human rights due diligence will include Indigenous researchers and use culturally appropriate and ethical practices to collect information.	Ongoing	GIEC Corporate Affairs

Our 2023–2027 RAP commitments and targets continued

RAP commitment	Target	Timeline	BHP responsible team/s
We will support the preservation of cultural heritage through implementing a framework for identifying, documenting and managing aspects of cultural significance whenever BHP's activities in Australia have the potential to impact any sites or items with cultural heritage value, and make sure the plan meets or exceeds local law requirements.	UR9. 100 per cent of Australian assets reach agreement with the relevant Aboriginal and Torres Strait Islander peoples on the process and governance framework for conducting cultural heritage assessments, engaging Elders and managing cultural information. UR10. 100 per cent of Australian assets undertake a cultural heritage assessment with the relevant Aboriginal and Torres Strait Islander peoples to identify, map and assess the significance of any cultural heritage values prior to conducting any land disturbance activities. UR11. 100 per cent of Australian assets seek to align with the relevant Aboriginal and Torres Strait Islander peoples to co-create and maintain a Cultural Heritage Management Plan to guide BHP's activities that have the potential to impact cultural heritage values. UR12. 100 per cent of Australian assets co-create with the relevant Aboriginal and Torres Strait Islander peoples and maintain a Cultural Materials Management Plan whenever cultural heritage objects have been collected to ensure those objects are appropriately curated and stored. UR13. Engage with Aboriginal and Torres Strait Islander peoples on community-led research and social programs that preserve and celebrate Indigenous cultural heritage and acknowledge the value and ownership of Indigenous cultural and intellectual property.	Ongoing	Planning and Technical GIEC Minerals Australia operations
We will enhance transparency for Aboriginal and Torres Strait Islander peoples on environmental management outcomes, including for land and water, across the entire life cycle of our Australian assets.	UR14. 100 per cent of Australian assets will share relevant environmental management information with Aboriginal and Torres Strait Islander rights holders who are potentially affected by our operations, as appropriate.	Ongoing	HSE GIEC Planning and Technical Minerals Australia operations
We will establish effective external voice mechanisms to bring forward the views and perspectives of Aboriginal and Torres Strait Islander peoples and partners to inform our policies and strategies, to guide the implementation of the RAP.	UR15. Develop a RAP Governance and Accountability Framework and establish the external voice mechanisms outlined in the Framework.	30 December 2023	GIEC Procurement Corporate Affairs
We will establish a BHP National Indigenous Advisory Panel for Aboriginal and Torres Strait Islander peoples to provide advice to BHP on matters relating to Aboriginal and Torres Strait Islander peoples.	UR16. Establish a national mechanism for Aboriginal and Torres Strait Islander peoples to provide strategic advice to BHP on our policies and strategies for public advocacy and leadership, RAP commitments, and ongoing reconciliation journey.	30 June 2024	GIEC Minerals Australia operations

Our 2023–2027 RAP commitments and targets continued

RAP commitment	Target	Timeline	BHP responsible team/s
We will centre Aboriginal and Torres Strait Islander peoples' perspectives, priorities and knowledge in all stages of RAP evaluation to support verification and provide accountability.	UR17. Work with Aboriginal and Torres Strait Islander peoples and experts to develop an Evaluation Framework to underpin assessment, monitoring and verification of RAP performance.	30 June 2024	GIEC
We will embed RAP commitments nationally and locally to ensure effective implementation and understand performance.	UR18. Develop local RAP implementation plans for all Australian assets that clearly demonstrate to Aboriginal and Torres Strait Islander partners how RAP commitments are realised.	30 June 2024	GIEC Minerals Australia operations
We will be transparent, consistent and frequent in sharing our progress towards meeting our RAP targets, actions and commitments with Aboriginal and Torres Strait Islander peoples.	UR19. Establish a dashboard that brings together all RAP commitments in one place to drive internal understanding of performance and priorities while aligning with data privacy requirements. Performance against RAP targets will be shared with Reconciliation Australia each quarter and independently verified annually.	Quarterly and annually	GIEC Planning and Technical Minerals Australia operations Minerals Australia functions
	UR20. Report RAP performance to Aboriginal and Torres Strait Islander partners annually or as requested. This includes participation in Reconciliation Australia's reporting cycles, including RAP Impact Measurement and the Workplace RAP Barometer.	Annually	
	UR21. Seek Aboriginal and Torres Strait Islander partners' feedback on our relationship health, and with their permission, publicly report this annually.	Annually	
We will maintain grievance and complaints mechanisms that are accessible and culturally appropriate (including in relation to women and other groups) for Aboriginal and Torres Strait Islander peoples, and which result in the collection, recording, appropriate reporting and timely resolution of issues raised by Aboriginal and Torres Strait Islander peoples.	UR22. 100 per cent of Australian assets and functions maintain culturally appropriate and accessible grievance and complaints mechanisms in alignment with the United Nations Guiding Principles on Business and Human Rights criteria.	Ongoing	Ethics and Investigations Minerals Australia operations Australian functions
We will undertake consultation with Aboriginal and Torres Strait Islander peoples to develop a deeper understanding of how to support sustainable economic, social and cultural outcomes throughout the closure process.	UR23. 100 per cent of Australian assets use a co-creation process to understand Aboriginal and Torres Strait Islander peoples' long-term social, cultural and economic aspirations in relation to closure planning.	As required	Planning and Technical Minerals Australia operations Minerals Australia functions
Our senior leaders will spend time with Traditional Owner groups to have conversations on BHP's RAP performance and relationships.	UR24. BHP senior leaders will engage with Traditional Owner groups on their country as appropriate. This will be enhanced by an annual Traditional Owner Forum.	Annually	Executive Leadership Team Minerals Australia operations

Our 2023–2027 RAP commitments and targets continued

BHP RAP pillar Economic development Reconciliation Australia pillar: Opportunities	Outcome statement: We contribute to intergenerational wealth creation opportunities for Traditional Owners and Aboriginal and Torres Strait Islander peoples through employment, training, procurement and business support.		
RAP commitment	Target	Timeline	BHP responsible team/s
We will increase employment of Aboriginal and Torres Strait Islander peoples across BHP's Australian workforce.	ED1. Increase Indigenous representation to 9.7 per cent of our total Australian workforce by 30 June 2027. This sees year-on-year percentage improvement in Indigenous employment in all Australian assets.	30 June 2027	Human Resources GIEC Minerals Australia operations Minerals Australia functions Global functions
We will support increased retention of BHP's Aboriginal and Torres Strait Islander employees.	ED2. Implement strategies that improve retention of Aboriginal and Torres Strait Islander employees with our Australian workforce. This sees year-on-year percentage improvement in retention of Aboriginal and Torres Strait Islander employees in all Australia assets.	Ongoing	GIEC Human Resources Minerals Australia operations Minerals Australia functions Global functions
We will support career development of Aboriginal and Torres Strait Islander employees.	ED3. Implement programs to support the development and careers of Aboriginal and Torres Strait Islander employees within our Australian workforce, with 100 per cent of Australian assets supporting Aboriginal and Torres Strait Islander employees to participate.	Annually	GIEC Human Resources Minerals Australia operations Minerals Australia functions Global functions
We will increase the development opportunities of Aboriginal and Torres Strait Islander employees for senior leadership roles across the business.	ED4. Review and identify senior leadership pathways into BHP's executive leadership programs for Aboriginal and Torres Strait Islander employees to accelerate the representation of Aboriginal and Torres Strait Islander peoples in senior leadership roles across the business. This sees year-on-year percentage improvement in the number of Aboriginal and Torres Strait Islander peoples in leadership roles.	30 June 2024	GIEC Human Resources
We will explore and support initiatives to support Aboriginal and Torres Strait Islander peoples with job readiness.	ED5. 100 per cent of Australian assets deliver work ready programs that target Traditional Owners and Aboriginal and Torres Strait Islander peoples.	31 December 2024 and then ongoing	Human Resources GIEC Minerals Australia operations
We will support the growth of Traditional Owner and Indigenous businesses through specific procurement and supply chain targets.	ED6. Achieve A\$1.5 billion spend with Traditional Owner and Indigenous businesses in aggregate across all Australian assets through strategic and sustainable initiatives that are designed to deliver long-term economic development and enduring partnerships.	30 June 2027	Indigenous Procurement Minerals Australia operations Minerals Australia functions
We will support the growth of Traditional Owner and Indigenous businesses through initiatives that enhance capability and provide holistic business support.	ED7. Fund or implement program/s that are accessible to Traditional Owner and Indigenous businesses in regions in Australia where BHP operates that provide support and advice to enhance business opportunities. Work with Traditional Owners and Indigenous business partners across all regions where we operate to understand effectiveness of these programs and seek advice on program improvements.	Ongoing	Indigenous Procurement Corporate Affairs GIEC Minerals Australia operations Minerals Australia functions
We will engage early and frequently with the Indigenous business sector about procurement and contract opportunities.	ED8. 100 per cent of Australian assets share relevant upcoming procurement and contract opportunities with the Traditional Owner and Indigenous business sector.	Ongoing	Indigenous Procurement Minerals Australia operations

Our 2023–2027 RAP commitments and targets continued

BHP RAP pillar Culture and community		Outcome statement: We contribute to supporting Aboriginal and Torres Strait Islander peoples, institutions and communities through voluntary social investment that realises social, environmental and cultural aspirations. We build the cultural capability of our workforce, addressing the drivers of racism and enhancing workplace cultural safety.		
Reconciliation Australia pillars: Respect and Opportunities				
RAP commitment	Target	Timeline	BHP responsible team/s	
We will improve the cultural capability of our workforce by embedding cultural respect principles through quality training pathways for all employees and leaders.	CC1. Review and implement the Indigenous Cultural Respect Framework (ICRF) and support 100 per cent of Australian assets and functions to embed these principles and activities over the life of the RAP. Any mandatory aspects of the ICRF will achieve a 90 per cent or higher participation rate, including online and face-to-face training.	30 June 2024	GIEC Minerals Australia operations Minerals Australia functions	
We will reduce turnover and improve social and emotional wellbeing for Aboriginal and Torres Strait Islander employees by addressing drivers of racism within the workplace and providing culturally appropriate support options.	CC2. Undertake a cultural safety review to identify and provide recommendations to eliminate and remove disrespectful behaviours, systemic barriers and racial bias from within our organisation. This includes providing ongoing education to our workforce on the effects of racism and disrespectful behaviours. CC3. Provide and embed support throughout the employee life cycle to ensure any impacted people are enabled to thrive and have a meaningful career at BHP. This includes a dedicated Aboriginal and Torres Strait Islander Employee Assistance Program. CC4. Co-create a grievance and complaints process with potentially impacted individuals that is culturally safe and tailorable.	30 June 2024	Executive Leadership Team Racial Diversity Working Group Human Resources GIEC	
Across Australia we will invest in social investment projects that help to realise the social, environmental and cultural aspirations of Aboriginal and Torres Strait Islander peoples and communities.	CC5. Develop a Minerals Australia Indigenous Social Investment Strategy that establishes the principles for social investment in community initiatives that align with Aboriginal and Torres Strait Islander community priorities locally, regionally and nationally.	30 June 2023	GIEC Corporate Affairs Minerals Australia operations	
	CC6. 100 per cent of Australian assets will support projects that align to these principles and objectives locally and regionally.	Ongoing	GIEC Corporate Affairs Minerals Australia operations	
We will preference Indigenous social investment initiatives that are community controlled or Aboriginal and Torres Strait Islander governed and led.	CC7. GIEC and 100 per cent of Australian assets will fund Aboriginal and Torres Strait Islander social investment initiatives that are delivered by community, for community.	Ongoing	GIEC Corporate Affairs Minerals Australia operations	
We will bring Indigenous social investment partners together to learn, share and identify potential collective projects to collaborate on.	CC8. Form a national Indigenous Social Investment Partner Network that convenes at least annually, initiating in the first year of this RAP.	Annually	GIEC Corporate Affairs	
We will report on the Indigenous social investment partnerships we share and the outcomes from their work.	CC9. Publish an annual report on Indigenous social investment partners and initiatives.	Annually	GIEC	

Our 2023–2027 RAP commitments and targets continued

BHP RAP pillar Advocating for change Reconciliation Australia pillars: Relationships and Respect		Outcome statement: We support initiatives, programs and public policy processes that advance the interests of Aboriginal and Torres Strait Islander peoples and communities consistent with the aspirations and advice from Aboriginal and Torres Strait Islander peoples.	
RAP commitment	Target	Timeline	BHP responsible team/s
We will listen and learn from Aboriginal and Torres Strait Islander peoples and partners on BHP's public policy engagement opportunities.	AC1. Through voice mechanisms and relationships we share with Traditional Owners and Aboriginal and Torres Strait Islander partners, consider our public policy advocacy approach and learn how we can best support their advocacy for initiatives that are a priority. We will openly share progress to create awareness of our public advocacy stance and the operational activities that support this.	Ongoing	GIEC
We will provide opportunities to connect and educate our workforce on matters related to reconciliation and Aboriginal and Torres Strait Islander aspirations for reform.	AC2. To grow cultural capability and understanding, develop a tool to share and connect our workforce to Aboriginal and Torres Strait Islander peoples' perspectives and priorities, and BHP's partnerships, practice and positions. This will be supported by the Indigenous Cultural Respect Framework.	Ongoing	GIEC Corporate Affairs
Where appropriate we will publicly advocate for initiatives that support Aboriginal and Torres Strait Islander institutions and the Federal Government to advance the Uluru Statement from the Heart.	AC3. Continue to support constitutional recognition through an Aboriginal and Torres Strait Islander Voice to Parliament until the referendum is held and we will support activities and initiatives that advance the Uluru Statement from the Heart over the life of this RAP. This includes connecting our workforce to information about a Voice and the matters it is seeking to address, and more broadly on the Uluru Statement from the Heart.	Ongoing	GIEC Corporate Affairs
We will conduct events to recognise and celebrate National Reconciliation Week, NAIDOC Week and others as directed by Aboriginal and Torres Strait Islander partners and communities.	AC4. Annually, in all Australian states where BHP has a presence, hold or support internal and external events that recognise important days, such as National Reconciliation Week, NAIDOC Week or others that are important to local Aboriginal and Torres Strait Islander communities.	Ongoing	GIEC Inclusion and Diversity Councils Minerals Australia operations
We will be an active participant in industry forums discussing Aboriginal and Torres Strait Islander policies and practice.	AC5. Share company Aboriginal and Torres Strait Islander practice, methodologies and strategies with appropriate industry forums.	Ongoing	GIEC Corporate Affairs
We will further BHP's reconciliation journey with Aboriginal and Torres Strait Islander peoples through exploring what a truth-telling process looks like in a mining industry context.	AC6. Undertake an internal research project to understand BHP's historical relationship with Aboriginal and Torres Strait Islander peoples with a view to informing a truth-telling process.	30 June 2024	GIEC Planning and Technical
We will support broader community truth-telling in Australia to advance historical acceptance, a critical dimension of reconciliation.	AC6. Form relationships with appropriate partners to advance truth-telling models, practice and initiatives across Australia.	30 June 2023	GIEC Planning and Technical
We will support local, regional and/or national initiatives that advance reconciliation or Aboriginal and Torres Strait Islander peoples' interests and aspirations.	AC7. Under the advice and guidance of established voice mechanisms and Aboriginal and Torres Strait Islander partners, we will support or advocate for opportunities that drive reconciliation, reform, equity and justice.	Ongoing	GIEC



Contact

If you have any questions or feedback on BHP's RAP please contact the Indigenous Engagement team:

IndigenousEngagementAustralia@bhp.com

BHP

[bhp.com](https://www.bhp.com)