

THIESS

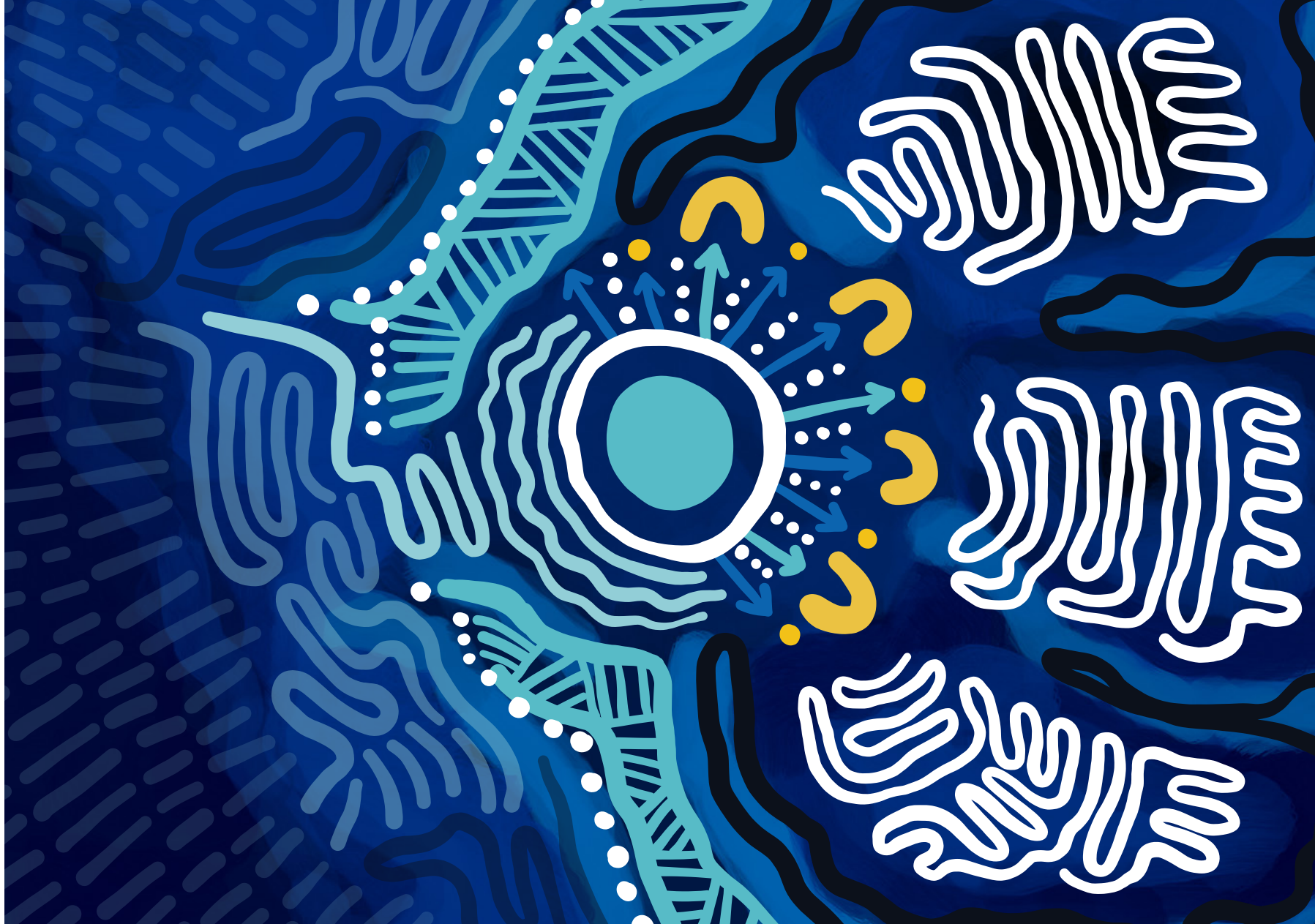
2/2022 – 2/2024

Reconciliation Action Plan



RECONCILIATION
ACTION PLAN

INNOVATE





Acknowledgement OF COUNTRY

At Thiess, we honour and respect Aboriginal and Torres Strait Islander peoples as having the longest continuous culture on earth.

We recognise Aboriginal and Torres Strait Islander peoples as the Traditional Owners and Custodians of this land, and pay our respects to the Elders past, present and emerging for they embrace the memories, traditions, and culture of Australia.

We bring this understanding to our decisions and actions each and every day.



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CEO message

The launch of our fourth Reconciliation Action Plan (RAP) 2022 - 2024 continues our commitment to reconciliation.

As a global services provider to the mining industry, we respect the profound history of Aboriginal and Torres Strait Islander communities. We value their peoples' contributions to our society, our team and our business.

Our successive RAPs have been underpinned by our vision – everyone matters always. We want to create a community and a workplace where mutual respect and embracing differences are the norms, allowing us to be ourselves because we feel safe, empowered and included.

Our approach has also been informed by our purpose – to create lasting value. We want to foster authentic, long-term relationships with Aboriginal and Torres Strait Islander peoples in the communities where we live and work. We've achieved this by:

- **Empowering relationships** between our employees, stakeholders and Aboriginal and Torres Strait Islander peoples by strengthening understanding about culture and people through cultural awareness programs and events.

- **Creating practical, sustainable training and employment opportunities** to grow the careers of our Aboriginal and Torres Strait Islander talent through training programs, partnerships with educational organisations, and joint ventures.
- **Listening and reflecting on our nation's reconciliation conversation.** We've heard the calls for action over words, healing over division and care for country, culture and community.

The journey towards reconciliation is not just for governments and communities. It's also for each of us – as businesses, as representatives of Thies, as teammates, friends and neighbours.

In preparing this RAP, we've reviewed our progress and consulted with our team and local community stakeholders through surveys and ongoing conversations. While we've had some good successes and achieved pockets of excellence, it's time to consolidate and refocus our efforts to directly guide our day-to-day actions.

These lessons and opportunities for change have informed our decision to move forward with a focused Innovate RAP. It's also grounded our RAP vision to enable reconciliation through our decisions and actions every day. As a business, Thies can influence reconciliation through our people, supply chain, and communities. And, as teammates, friends and neighbours, we each lead reconciliation through listening and learning; demonstrating care and respect; speaking up for culture and heritage and out against racism and discrimination.

We want to play a greater part in contributing to real and meaningful change. By embedding our RAP vision into everyday work processes, we aim to make a positive impact across the five dimensions of reconciliation. Our focus is to:

- Operate where free, prior and informed consent has been obtained
- Reduce the impact our operations have to the lands of Traditional Owners and Custodians
- Contribute to sustaining relationships throughout our tenure; and
- Support our people to contribute to our reconciliation journey, as a business, community and nation.

We look forward to working with Reconciliation Australia and continuing to share our progress and learnings as we continue our journey.

MICHAEL WRIGHT

**Executive Chairman & CEO
Thies**



Reconciliation Australia message

On behalf of Reconciliation Australia, I congratulate Thies on its continued commitment to reconciliation, as it implements this Innovate RAP, its fourth RAP overall.

Formed around the pillars of *relationships*, *respect*, and *opportunities*, the RAP program provides a framework for organisations to contribute to the reconciliation movement. Through the creation of this Innovate RAP, Thies continues to be a member of the ever-growing community of RAP organisations that have taken goodwill and transformed it into action.

With close to a decade in the RAP program, Thies has made impressive strides on its journey so far. It has focussed its efforts on building strong relationships, as well as creating transformative economic opportunities for Aboriginal and Torres Strait Islander peoples.

This has included thoughtful projects, such as supporting the Ungooroo Aboriginal Corporation's GP to expand its offerings, and consequently increase profits and the health of its community.

Thies' insightful approach to its commitments is apparent in its Sisters In Mining program, which helps Aboriginal and Torres Strait Islander women to transition into the mining sector. These projects, among others, create sustainable and long-term benefits for Aboriginal and Torres Strait Islander communities and are indicative of Thies' drive to direct resources and agency into the hands of First Nations peoples.

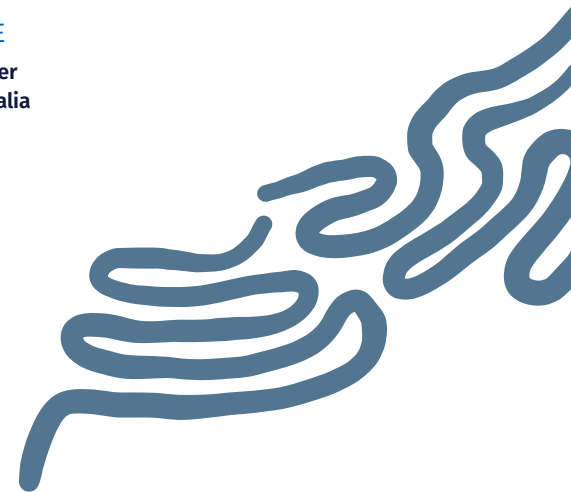
After its last Stretch RAP, Thies has made the brave decision to move ahead with an Innovate RAP. This is not a step backwards, but rather a considered and mature strategy to strengthen the foundations that make up its reconciliation efforts. Further brave commitments in this Innovate RAP include prioritising protecting Aboriginal and Torres Strait Islander cultural heritage in Thies' work, with plans to develop a Cultural Heritage Assessment Tool, as well as an online ground disturbance tool.

It is also planning to establish an internal Aboriginal and Torres Strait Islander network for its employees. These actions, as well as the formation of this Innovate RAP, show Thies approaching its contribution to reconciliation with thought, care and a genuine responsiveness to consultation and feedback.

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

KAREN MUNDINE

**Chief Executive Officer
Reconciliation Australia**





“

Reconciliation to me is working together to create genuine relationships where everyone is accepted equally.

Ange Daley

Drill Operator/Trainer & Assessor
QRC/WIMARQ 2021 Winner
LAKE VERMONT



“

Reconciliation represents the past and future of our First Nations people who have fought to give us the choices and the opportunities that we have today.

Khyle Toomey

Truck Operator
CAVAL RIDGE

*Identifies as a Descendant
of the Kamilaroi and
Kwaibul people*



OUR. reconciliation VISION

OUR
reconciliation
VISION



Throughout Australia's colonial history, Aboriginal and Torres Strait Islander peoples have experienced land dispossession, removal from family and culture, violence and racism. This past treatment contributes to the disadvantages that many Aboriginal and Torres Strait Islander peoples and communities experience today.

We understand that reconciliation is an ongoing journey. We share Reconciliation Australia's aspiration for a just, equitable and reconciled Australia where Aboriginal and Torres Strait Islander peoples will have the same life quality, opportunities and choices as non-Indigenous people.

At Thies, we are committed to continuing our contribution to enabling reconciliation. We're guided by our diversity and inclusion vision to be a workplace and community where everyone matters always. And we strive to fulfil our business purpose to create lasting value.

We're privileged and proud to share in the longest continuous culture on earth – one we can learn so much from.

This understanding and our commitments underpin our reconciliation vision:

To enable national reconciliation through our decisions and actions each and every day – as individuals, a business and community member.

We will achieve this through:

Speaking out
against racism and
discrimination

Deepening the
**cultural experience
and understanding**
of our people

Operating on
Country with
**consent,
care and
respect**

**Working together with Aboriginal
and Torres Strait Islander peoples**
in pursuit of their cultural, social
and economic aspirations



“

Reconciliation to me is recognising our First Nations people being the Aboriginal and Torres Strait Islander people.

Tiomee Ramsamy

Production Operator
LAKE VERMONT

*Identifies as a Descendant
of the Dhoeybaw clan*



“

Reconciliation to me is all about the rebuilding of trust.

Daniel McGuire

Senior Safety Advisor
LAKE VERMONT



Sarah Wells

Coal Quality Engineer/Mine
Geologist and RAP Working
Group member
MOUNT PLEASANT OPERATION

*Identifies as a Descendant
of the Biripi tribe*

“

My commitment to reconciliation is having open conversations about Indigenous history and culture. I will take every opportunity to speak with the wider Australian community about the importance of reconciliation.

I commit to taking every opportunity that is presented to me to further my education and assist with closing the gap of equity and equality. I commit to raising my son to be proud of his heritage and promote reconciliation into his future and his family's future.



OUR
artwork
STORY



OUR
artwork
STORY

Our RAP artwork is a visual reminder and everyday call to action. It's our commitment to understanding the past; the rich and strong connection that First Nations peoples have to the land and the important role this plays in not only our business but in all of our lives and decisions. Thies has a unique role and opportunity to be accountable for who it is as a company but also keep stakeholders to account.

This artwork explores the complex journey of reconciliation. It explores and acknowledges the strong connection to the land that First Nations peoples have always had, and it puts it at the centre, linking it directly to reconciliation. It's a reminder that reconciliation is a commitment from all people, every day.

It is not an afterthought, but a mandatory opportunity to create strong relationships, empower First Nations-led, decision-making roles, and create strong, authentic and robust streams of communication that convert directly into action on a local, national and global scale.





About our artwork

Thiess worked with Brisbane-based Indigenous creative agency Gilimbaa and Rachael Sarra (Goreng Goreng) to develop our RAP artwork.

Gilimbaa means 'today' in the language of the Wakka Wakka people, and its work reflects the power and process of storytelling, and the role this plays in the celebration and promotion of culture and community.

As a contemporary Aboriginal artist from Goreng Goreng Country, Rachael Sarra uses art as a powerful tool in storytelling to educate and share Aboriginal culture and its evolution. Rachael's work often challenges and explores the themes of society's perception of what Aboriginal art and identity is.



We would like to thank Gilimbaa and Rachael for their efforts to capture our reconciliation journey so far and to visually express our reconciliation vision and commitment to action.





“

Reconciliation to me is closing the gap and identifying, understanding and incorporating cultural commitment and awareness to workers, companies and to the wider community.

Lisa Campbell

Production Operator and RAP Working Group member
LAKE VERMONT

Identifies as proud Erub woman from the Torres Strait who lives on Yuwibara Country and works on Barada Barna land



“

Reconciliation is about people – regardless of what corner of the community you come from – and learning and sharing and caring for each other.

Chris “Doddy” Dodd

Operator and RAP Working Group member
PROMINENT HILL

My mother's people are Dieri from the Birdsville Track area in far north South Australia. My father's people are Arabunna from the Lake Eyre Region. In accordance with my culture's way, I identify with the Dieri people from my mother's side.



OUR business



OUR business

Thiess is a global services provider to the mining industry partnering with our clients to deliver excellence in open cut and underground mining in Australia, Asia and the Americas.

For nearly 90 years, we've operated in diverse commodities, geologies, environments and cultures. We use that insight to optimise mining solutions for each project, backed by how we meet our commitments to both our clients and the communities where we live and work, across Australia and around the world.

Today, we employ more than 12,210 people across 22 projects*. The services we provide our clients include:

- **Mine engineering** (technical studies, design, planning, estimation)
- **Mineral extraction** (drill & blast, load & haul)
- **Assets** (management, maintenance, dry hire)
- **Mine rehabilitation** (design & planning, construction, monitoring & maintenance).

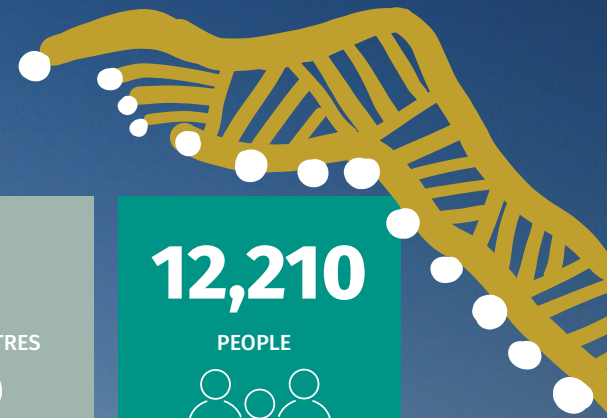
We deliver both specific work packages and we also run life-of mine operations for our clients from developing a project from greenfield through to mine closure and rehabilitation.

Headquartered in Brisbane, across our offices and sites, we recognise and value our responsibility to live and work on country respectfully and with care. In Australia, our 4,431 employees, including 245 Aboriginal and Torres Strait Islander people, connect on country differently – from living where we operate, to flying in -flying out and living on site or driving to and from our projects each day. We work within our clients' Indigenous Land Use Agreements (ILUAs). Importantly, we also bring with us our own commitments to respect the environment and country we live and work on.

Our role as a mining services provider means that we contribute to sustainable economic and social progress. We do this through creating and contributing to local employment and training, supporting local procurement, and engaging with community partnerships. We also participate in industry, community and government dialogue and contribute to stronger social policy and outcomes industry wide. This sphere of influence underpins and enables our efforts to contribute to reconciliation.

Learn more at [thiess.com](https://www.thiess.com) 

*As at October 2021




Engineering


Extraction


Asset management


Rehabilitation

85+
years

Integrity
Accountability
Innovation
Delivery

SAFETY

*To be the world's
leading mining
services provider*

VISION

*Global insight/
local value*

*Optimised
solutions*

*Certainty
of delivery*

**Create
lasting
value**

PURPOSE

22
PROJECTS



4
REBUILD CENTRES



12,210
PEOPLE



DIVERSE

commodities,
geologies,
environments,
cultures

OUR
business
RAP
MILESTONES

PROGRAMS AND PARTNERSHIPS

2013

- *Thiess launches first RAP*
- *Awarded the Queensland Reconciliation Award (business category)*

2015

- *Thiess transforms under CIMIC group to a global mining services provider*

2016

- *New RAP Working Group forms post business transformation*

2017

- *Thiess launches third RAP*



First Thiess Aboriginal and Torres Strait Islander undergraduate scholarship awarded

BUSINESS MILESTONES



*Career Trackers
students join
Thiess*

2018

*Thiess launches diversity and inclusion
vision – everyone matters always*

*Supplier Diversity strategy and targets
launched internally*

2019

2020

*New Terms of Reference
established for development
of 2022 RAP*

*Diversity and Inclusion
Scorecard pilot*

2021

*Roll-out of Thiess’
first Cultural Learning
Framework in consultation
with Traditional Owners*



“

Reconciliation to me is taking time to listen, learn and to understand the meaningful ways in which common ground can be created to partner with our First Nation peoples. My commitment to reconciliation is to enable and facilitate these partnerships and to grow our relationships and understanding of the valuable contribution that can be made when we work together.

Trish Russell

General Counsel & Company Secretary
BRISBANE OFFICE



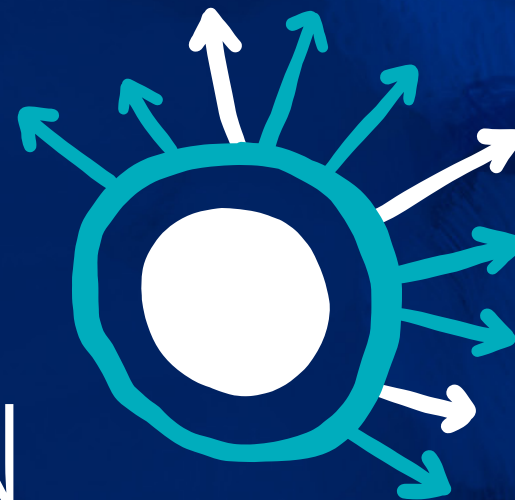
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My commitment to reconciliation is to further educate myself and work with colleagues in the importance of coming together and closing the gap to create a place of respectfulness and acceptance towards one another.

Carly Doncila

Training Specialist / Diversity
& Inclusion Champion
LAKE VERMONT

OUR
reconciliation
ACTION PLAN





OUR reconciliation ACTION PLAN

Our reconciliation journey began in 2013, when Thiess was operating as an Australian construction, mining and services contractor, with the launch of our first RAP. It focused on three phases – raising awareness, delivering on our actions and developing a long-term, future focused plan.

In 2016, our business evolved and emerged as a global mining services provider. Against this backdrop, Thiess' RAP Working Group developed our 2017-2020 RAP, focusing on six reconciliation objectives:

- Building strategic procurement partnerships and supporting the growth of Aboriginal and Torres Strait Islander businesses
- Expanding our pre-employment programs and supporting the growth of Aboriginal and Torres Strait Islander talent across our business
- Proactively engaging with Elders to understand opportunities for making a real difference in the community
- Growing Aboriginal and Torres Strait Islander employment in our mining business
- Integrating Aboriginal and Torres Strait Islander learning and culture into our leadership development programs
- Expanding opportunities for employees to participate in, and support, Aboriginal and Torres Strait Islander communities.

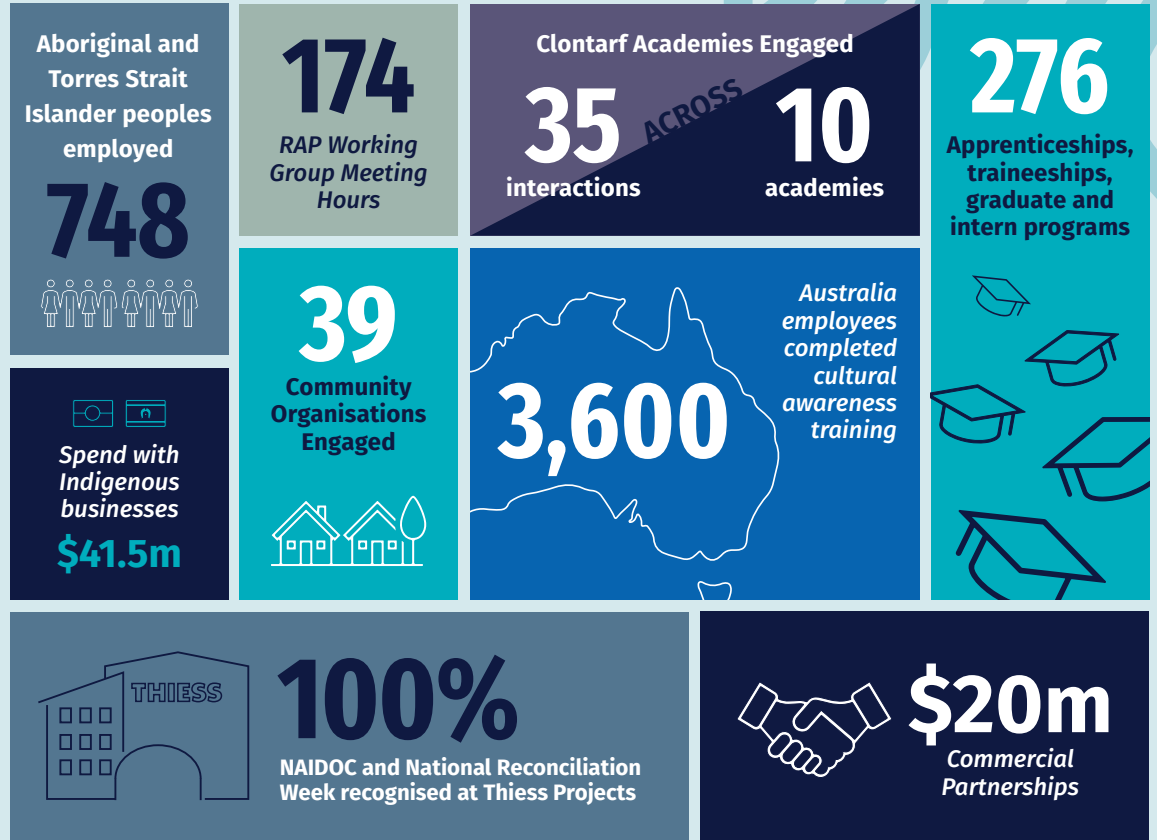
Key achievements included:

- Launching a supplier diversity strategy and targets
- Working collaboratively with Aboriginal and Torres Strait Islander suppliers and businesses to better understand available opportunities
- Establishing relationships and regular engagement with Elders across our operating regions
- Creating opportunities through our pipeline programs such as traineeships, apprenticeships, internships, scholarship and graduate opportunities
- Onboarding 748 Aboriginal and Torres Strait Islander employees (2017 – 2020)
- Developing and implementing a cultural learning framework in consultation with Traditional Owners and Elders
- Proactive engagement and participation of employees with our community partner, The Clontarf Foundation.

These efforts, successes and learnings are the foundation of Thiess' Innovate RAP 2022-2024. The actions and deliverables within this plan are designed to consolidate our achievements of our previous RAPs, deliver on our opportunities to improve and ensure the economic benefits of mining contribute to and empower the cultural and social aspirations of our First Nations peoples through:

- Supporting the education and awareness of our people
- Making informed decisions together and creating a legacy of mutual respect
- Improving community health, school attendance, engagement and attainment of qualifications
- Creating employment opportunities and business partnerships.

Through our RAP vision, we have empowered our business and each of our team members to play their part by enabling reconciliation not just through our RAP actions, accountabilities and deliverables - both national and local, but within each of our every day decisions and actions.



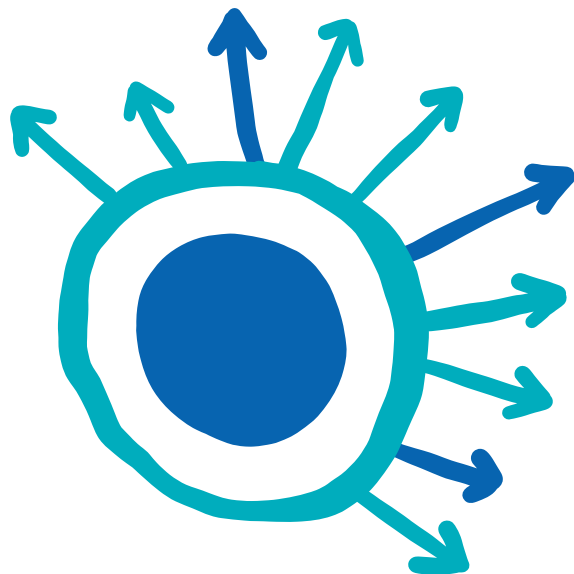


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Reconciliation to me is a shared process, with an aim to build on the existing strengths and achievements between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. Aboriginal and Torres Strait Islander culture and knowledge forms an integral part on how we achieve reconciliation, and I believe this is possible through cooperation, partnership, and mutual respect.

Shay Nolan

Advisor Community, Diversity & Inclusion
and RAP Working Group member
BRISBANE



“

Reconciliation means that we are acknowledging the raw history of Indigenous Australia while at the same time learning about it. We are finding common ground where we can openly speak about the past and enjoy the present together.

Thelma Birch

RAP Working Group member
ROCKY'S REWARD

*Identifies as a Descendant of the Gajerrong
and Bunuba people*

The background is a deep blue with abstract, painterly textures. A yellow graphic of a question mark is formed by several curved lines and dots, positioned to the right of the main text.

OUR RAP Working Group



OUR RAP Working Group

Comprising a minimum of 25 per cent of Aboriginal and Torres Strait Islander employee representation and consisting of representatives from core business functions and operations, Thiess' RAP Working Group enables our First Nations employees to have a clear voice to inform our reconciliation approach.

Thiess' reconciliation efforts are championed by Thiess' Executive General Manager for Australia, a role responsible for leading operations and working with communities at Thiess projects across Australia.

Since forming in 2013, the RAP Working Group has evolved with each RAP implementation. Our first Working Group formed to help support and enable our RAP, playing a key role in contributing to the development of actions, implementation and delivery. Over time, and as our business has assumed responsibility and accountability for delivery of each reconciliation action plan, our Working Group has also evolved as a critical forum for consultation, direction and feedback, empowered and enabled through clear terms of reference.

Each Working Group has enabled us to build a strong network of reconciliation leaders and champions throughout our business. We've learned much from the experiences of establishing these networks and the processes that support them.

Transparency and insight into how we perform and deliver against our reconciliation actions and commitments has also been essential. As a services provider to the mining industry, our business planning and reporting cycle require quarterly production and half and full year result reviews. Our RAP development, implementation and review aligns with this process.

Our Diversity & Inclusion Scorecard provides us with visibility as to how we are delivering nationally and across our projects. It enables leaders and teams within our business to understand their role in meeting our RAP commitments and track their progress against our deliverables.

Operational representatives

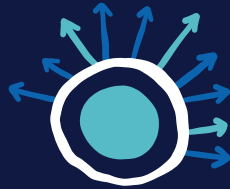
(region)

QLD • NSW • SA • WA

Functional representatives

Supply Chain
Communication
Graduate

Reconciliation ACTION PLAN



Community, Diversity & Inclusion Advisors

WA/SA • QLD • NSW

Chair and Executive Lead

Overall RAP Project
Coordination Lead
(RAP develop and implement)

“

To me, reconciliation is about realising there is an opportunity to learn and grow from one of the world's oldest cultures. In understanding this culture, we unlock a great wealth of knowledge, which in turn helps us make better decisions for the land on which we live and work. It encourages us to build relationships for the benefit of the whole community.

Spencer Jose

Executive General Manager
AUSTRALIA WEST



“

Reconciliation to me is about accepting that there remains a gap between Indigenous and non-Indigenous Australians and committing to contributing to closing that gap. Personally, I have committed to learning and sharing the truth, both good and bad, and growing from that. I am inspired by the strength and resilience of Aboriginal and Torres Strait Islander peoples and passionately support preserving the heritage, customs and teachings of the oldest continuing culture on earth and advocating for greater Indigenous participation in all forms of social, economic and political endeavours.

Phil Woods

Head of Transformation
BRISBANE OFFICE



“

A person's wealth should never be judged by our materialistic belongings but should be judged by the community and people that surround you. As we move forward with our reconciliation together, healing our wounds with respect, strength, and determination as one nation, our lives will be forever rich.

Terence Sweeney

Business Development Manager
PERTH OFFICE





OUR
actions AND
DELIVERABLES

Relationships

Building authentic, mutually beneficial relationships is important in achieving reconciliation. We understand the importance of listening to and learning from Aboriginal and Torres Strait Islander peoples and organisations. This enables us to build relationships based on trust and consideration, where we can develop and grow, and share experiences and insights to ensure informed decisions and considered actions.



CASE STUDY / RELATIONSHIPS

Working together with Ungooroo Aboriginal Corporation

Thiess has supported the Ungooroo Aboriginal Corporation - GP and Health Services to build its business capability by funding the purchase of a Portacount Respiratory Fit Testing Machine at the Singleton office.

It enables the Corporation's GP clinic to expand its offering to mining businesses in the area and complete Order 43 medical assessments of new employees to the industry. This capability means more profit is generated and invested into the Corporation for distribution to community education programs supporting the health and wellbeing of people in the local area.



CASE STUDY / RELATIONSHIPS

Joining the team

Students from Clontarf Academies in the Hunter Valley and surrounds are encouraged to apply for Thiess apprenticeship and traineeship opportunities.

Thiess is committed to ensuring community partnerships build relationships that connect local people to real opportunities within our business. In 2021, our Thiess NSW sites supported three apprenticeships and a warehousing traineeship from the Clontarf Foundation alumni network. The young men from the Clontarf alumni were mentored by Thiess staff throughout the year to support their career aspirations.



Leanne Johnson (HR Manager Mt Owen) at the 2019 Singleton Academy awards with Jory Kennedy Jones who commenced his MIGAS apprenticeship with Thiess in 2020

Relationships



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations as per regional engagement plans to continuously improve guiding principles for engagement.	Q1 2022 Q1 2023	ACCOUNTABLE: General Manager; Project Manager SUPPORTED BY: Community, Diversity and Inclusion team
	Review, update and implement annual regional engagement plans to work and meet with Aboriginal and Torres Strait Islander stakeholders for genuine and proactive engagement.	Q1 2022 Q1 2023	ACCOUNTABLE: General Manager SUPPORTED BY: Community, Diversity and Inclusion team
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all employees through internal communication channels.	Q2 2022 Q2 2023	ACCOUNTABLE: Project Manager; Group Support; General Manager SUPPORTED BY: Community, Diversity and Inclusion team; Group Support HR Business Partners
	Each RAP Working Group member to participate in at least one external NRW event where available.	Q2 2022 Q2 2023	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: Community, Diversity and Inclusion team
	Encourage and support staff and senior leaders to participate in one external event per region to recognise and celebrate NRW. Target: One representative from each state or territory where Thiess operates.	Q2 2022 Q2 2023	ACCOUNTABLE: Project Manager SUPPORTED BY: Community, Diversity and Inclusion team
	Organise one internal NRW event at all locations at which Thiess operates.	Q2 2022 Q2 2023	ACCOUNTABLE: Project Manager SUPPORTED BY: Community, Diversity and Inclusion team; CDI Leads
	Register all our NRW events on Reconciliation Australia's NRW website	Q2 2022 Q2 2023	ACCOUNTABLE: Senior Community, Diversity and Inclusion Advisor SUPPORTED BY: CDI Leads; Group Support HR Business Partners

Relationships *cont'd*



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence.	Implement strategies to engage all staff to drive reconciliation outcomes.	Q3 2022 Q3 2023	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: Community, Diversity and Inclusion team
	Communicate our commitment to reconciliation publicly.	Review Progress Q3 2022 Q3 2023	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: RAP Communication Specialist
	Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes.	Review Progress Q3 2022 Q3 2023	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: Community, Diversity and Inclusion team; RAP Communication Specialist
	Collaborate with a minimum of one RAP and/or other like-minded organisations per region to implement ways to advance reconciliation. Target: One per state or territory where Thies operates.	Q2 2022 Q2 2023	ACCOUNTABLE: Regional General Managers SUPPORTED BY: Community, Diversity and Inclusion team
	Demonstrate progress against reconciliation objectives and identify opportunities to share learnings through internal and external communication platforms.	Q3 2022 Q3 2023	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: Community, Diversity and Inclusion team; RAP Communication Specialist
	Provide Thies' Community Partners with access to its online cultural awareness module each year (up to five per year, per partner).	Review Progress Q3 2022 Q3 2023	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: Community, Diversity and Inclusion team
	Coordinate organisation wide communications from Executive General Manager, Australia each year.	Q2 2022 Q2 2023	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: RAP Communication Specialist

Relationships *cont'd*

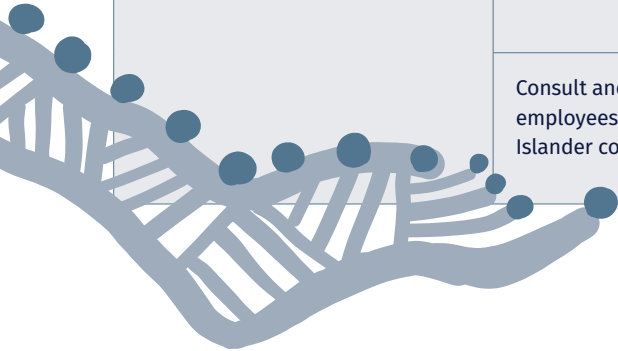


ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4. Promote positive race relations through anti-discrimination strategies.	Annually review group policies and related procedures concerned with anti-discrimination for feedback and consideration.	Q3 2022 Q3 2023	ACCOUNTABLE: Group HR Manager SUPPORTED BY: Community, Diversity and Inclusion team
	Communicate and promote our anti-bullying, discrimination and harassment policy.	Q1 2022 Q1 2023	ACCOUNTABLE: Head of People SUPPORTED BY: Community, Diversity and Inclusion Manager
	Engage with Aboriginal and Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Q3 2022 Q3 2023	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: Community, Diversity and Inclusion team
	Continue to provide education opportunities for senior leaders and managers on effects of racism through our cultural learning framework.	Review Progress Q3 2022 Q3 2023	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: Community, Diversity and Inclusion team
	Ensure inclusion of our anti-bullying, discrimination and harassment policy in our onboarding process for all employees and conduct annual refresher training for all employees.	Q3 2022 Q3 2023	ACCOUNTABLE: Group Training and Development Manager SUPPORTED BY: Community, Diversity and Inclusion team
	Host a screening of the Final Quarter or other Aboriginal and Torres Strait Islander film or documentary for employees and facilitate a discussion following the film utilising the associated resources.	Q4 2022	ACCOUNTABLE: Group Manager, Community, Diversity and Inclusion SUPPORTED BY: Community, Diversity and Inclusion team

Relationships *cont'd*



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Continue to strengthen Thiess' partnership with the Clontarf Foundation	Invite Clontarf Foundation alumni to attend online webinars and face to face activities that connect them to Thiess opportunities.	Review Progress Q3 2022 Q3 2023	ACCOUNTABLE: Group Manager, Community, Diversity and Inclusion SUPPORTED BY: Community, Diversity and Inclusion team
	Continue to provide work experience and work placement opportunities for students where Academies are in the same region as our operations.	Review Progress Q3 2022 Q3 2023	ACCOUNTABLE: General Managers SUPPORTED BY: People and Capability team
	Support engagement with the Clontarf Foundation by enabling staff to attend Clontarf Foundation events and Academy activities.	Review Progress Q3 2022 Q3 2023	ACCOUNTABLE: Project Managers; Group Senior Managers SUPPORTED BY: Community, Diversity and Inclusion team
6. Host an annual Aboriginal and Torres Strait Islander conference	Explore feasibility for an internal Aboriginal and Torres Strait Islander employee network for development in 2024.	Q3 2023	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: Community, Diversity and Inclusion team
	Consult and engage our Aboriginal and Torres Strait Islander employees annually through the Aboriginal and Torres Strait Islander conference	Q3 2022 Q3 2023	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: Community, Diversity and Inclusion team





CASE STUDY / RELATIONSHIPS

Our relationship with the Clontarf Foundation



Thiess proudly launched its first national partnership with the Clontarf Foundation as part of its Australia-wide CARE Social Investment Program in 2018. The aim of the partnership is to support the program's success in building the confidence and opportunity for Clontarf Foundation students to excel in their education and future employment prospects.

Thiess focuses its efforts on building relationships between academies and our local project teams. We do this by:

- Setting up drop-ins to meet and connect with local Academies
- Learning about what's of interest to the students
- Hosting site visits
- Providing opportunities for work experience, traineeships and apprenticeships
- Sharing in the students' Academic or sporting success
- Joining in at rugby training sessions, carnivals and awards ceremonies
- Participating in employment forums.

Local engagement and delivery

Thiess is progressively introducing and connecting Clontarf Academies, project teams and local communities. The partnership was successfully piloted first at Mount Owen Mine operations in NSW, then implemented at the Thiess Component Rebuild Centre (CRC) in Darra, QLD, Thiess Head Office in Brisbane, QLD and Hazelmere workshop in Perth, WA. Introductory engagement is now underway with the QCoal Northern Hub team and Mackay office team with Townsville and Mackay Academies and also in South Australia between our Prominent Hill team and the Port Augusta Academy.



Rob Nitz (Site Manager QCoal) at the 2019 Townsville Employment Forum walking up Castle Hill



Singleton and Newcastle Academies onsite at Mt Owen, NSW 2019



Thiess team members having breakfast with students at the Swan View Academy in Perth following basketball training, 2020

Respect

How we value and respect each other is at the heart of Thiess' diversity and inclusion vision – everyone matters always. We're committed to creating a culture where everyone feels respected to be themselves. Building our understanding about Aboriginal and Torres Strait Islander peoples, cultures and customs and demonstrating our care and respect is one of the ways we deliver on our commitment.



CASE STUDY / RESPECT

National Reconciliation Week

Throughout the 2017 - 2020 RAP, we acknowledged National Reconciliation Week across our Australian sites and offices. The aim each year was to ensure there were opportunities for employees to learn and understand the importance of the week and what the theme of each year represented.



2018 – Don't Keep History a Mystery: Employees in Brisbane's Head Office learn about the different Traditional Owners of the land on the AIATSIS Map of Australia.

CASE STUDY / RESPECT

NAIDOC Week

NAIDOC week is about seeing, hearing and learning the First Nations' 65,000+ year history of this country - which is Australian history. Aboriginal and Torres Strait Islander peoples were Australia's first explorers, first navigators, first engineers, first farmers, first botanists, first scientists, first diplomats, first astronomers and first artists.



2020 – Always was, Always will be: Celebrating with Barada Barna Aboriginal Corporation at Moranbah, in Central Queensland.

Respect



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	Q4 2022 Q4 2023	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: Community, Diversity and Inclusion team
	Ensure local Traditional Owners are consulted on any significant changes to the scope of the Cultural Learning Framework.	Q4 2022 Q4 2023	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: Community, Diversity and Inclusion team
	Continue to implement and communicate the Cultural Learning Framework across all locations at which Thiess operates.	Q1 2022 Q1 2023	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: Community, Diversity and Inclusion team
	Commit all employees to undertake formal and structured cultural learning as outlined in the Cultural Learning Framework. Target: <ul style="list-style-type: none"> • 90% employee completion rate of the online cultural learning • Face to face cultural competency learning to be delivered with regions when completion is less than 75% of target audience • 75% of senior leaders and RAP Working Group members to complete cultural immersion. 	Implement by Q2 2022 Report on and track progress quarterly	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: Community, Diversity and Inclusion team
	Provide opportunities for employees to connect with local Aboriginal and Torres Strait Islander communities to attend events of cultural significance.	Q4 2022 Q4 2023	ACCOUNTABLE: Project Manager SUPPORTED BY: Community, Diversity and Inclusion team



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase employees understanding of the purpose and significance of cultural protocols, including Acknowledgement of Country and Welcome to Country by promoting Thiess' guidelines and cultural learning resources available on the Thiess intranet virtually and on site.	Q2 and Q3 2022 Q2 and Q3 2023	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: Community, Diversity and Inclusion team
	Engage Traditional Owners to tailor a cultural protocol document for each location where Thiess operates.	Q1 2022	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: Community, Diversity and Inclusion team
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. Target: 100% of significant events outlined in cultural protocol document.	Review Progress Q3 2022 Q3 2023	ACCOUNTABLE: Regional General Manager SUPPORTED BY: Community, Diversity and Inclusion team
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of all public events and important meetings as defined in cultural protocols document.	Review Progress Q3 2022 Q3 2023	ACCOUNTABLE: Regional General Manager SUPPORTED BY: Community, Diversity and Inclusion team
	Display an Acknowledgement of Country plaque in each of our working locations and conduct an annual audit.	Q4 2022 Q4 2023	ACCOUNTABLE: Location Manager SUPPORTED BY: Community, Diversity and Inclusion team
	In consultation with Aboriginal and Torres Strait Islander Elders, assess opportunities to use traditional language in the naming of one central meeting room per Thiess location.	Q4 2022	ACCOUNTABLE: Location Manager SUPPORTED BY: Community, Diversity and Inclusion team



CASE STUDY / RESPECT

Building our cultural protocol understanding



Leading with Strength (LWS) is a proud Indigenous organisation that delivers professional learning programs across Australia. LSW worked with our Thies teams to develop knowledge and understanding of Welcome to Country and Acknowledgement of Country protocols. LWS helped our people create their own authentic ways of acknowledging country and traditional custodians throughout Australia, particularly in the regions where we live and work.

LWS Director Toby Adams, reflected on the sessions: “The personal and professional reflection, commitment and practice can support and enable authentic, respectful relationships with Traditional Owners and Aboriginal and Torres Strait Islander peoples across the company’s sphere of influence throughout Australia.”

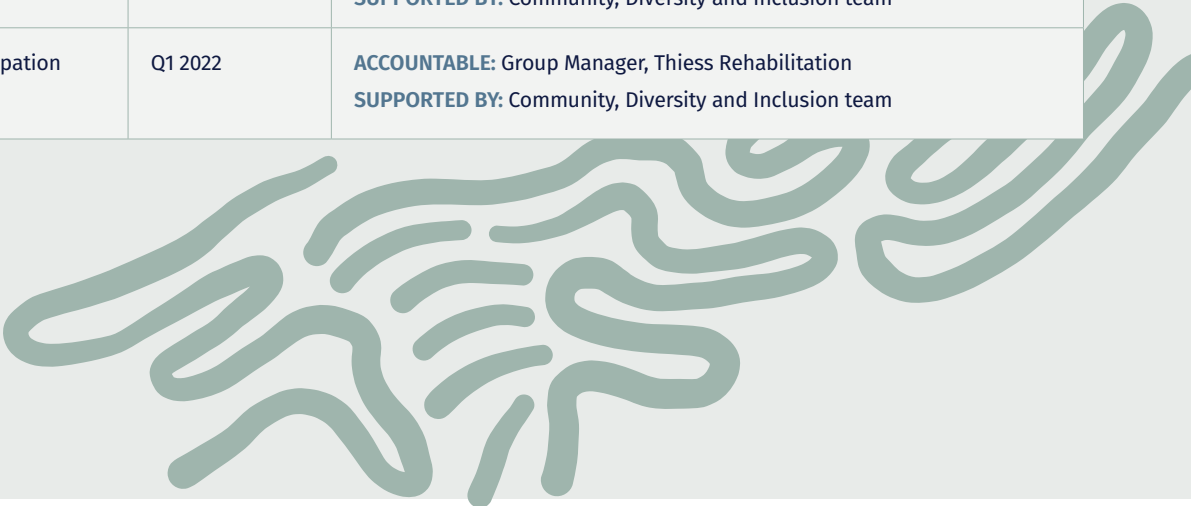
Carolyn Spencer from our People and Capability team shared what the sessions meant to her: “Before the session with Toby, I didn’t have a true understanding and appreciation of the meaning behind the Acknowledgement of Country. I found the session to be invaluable. I walked away with a deeper understanding of why we acknowledge and pay respects to First Nations peoples and feel more confident being able to tailor the words I use to ensure it is delivered in a meaningful and genuine way.”



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols. <i>(cont'd)</i>	Explore inclusion of cultural leave into Thiess Leave Policy.	Q2 2022	ACCOUNTABLE: Group HR Manager SUPPORTED BY: Head of People
	Where applicable, review leave procedures to ensure Aboriginal and Torres Strait Islander employees do not face barriers in meeting their traditional and cultural obligations and are able to attend days of cultural significance.	Q3 2022	ACCOUNTABLE: Group HR Manager SUPPORTED BY: Head of People
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Each RAP Working Group member to participate in one external NAIDOC Week event each year.	Q3 2022 Q3 2023	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: Community, Diversity and Inclusion team
	At the commencement of this RAP, review HR policies and procedures to remove barriers to staff participating in NAIDOC Week for feedback and consideration.	Q1 2022	ACCOUNTABLE: Group HR Manager SUPPORTED BY: Community, Diversity and Inclusion team
	Promote and encourage participation in external NAIDOC events to all staff.	Q2 2022 Q2 2023	ACCOUNTABLE: Location Manager SUPPORTED BY: Community, Diversity and Inclusion team
	In consultation with Aboriginal and Torres Strait Islander stakeholders, support one external NAIDOC Week event in each state or territory where Thiess operates.	Q3 2022	ACCOUNTABLE: Location Manager SUPPORTED BY: Community, Diversity and Inclusion team



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4. Strengthen Thiess' governance requirements for cultural heritage management in existing operations and new work opportunities.	Develop a Cultural Heritage Assessment Tool to assess the cultural heritage status and process undertaken at prospective mining operations as part of Thiess' tender development process.	Q2 2022	ACCOUNTABLE: Principal, Environment SUPPORTED BY: Civil and Environment Team; Precontracts team
	Develop and rollout an online ground disturbance training package including cultural heritage management.	Q2 2023	ACCOUNTABLE: Principal, Environment SUPPORTED BY: Civil and Environment team
	Review and audit Thiess' ground disturbance process to ensure active management of cultural heritage controls.	Q2 2022	ACCOUNTABLE: Principal, Environment SUPPORTED BY: Civil and Environment team
5. Develop an Aboriginal and Torres Strait Islander engagement strategy for Thiess' rehabilitation service offering.	Incorporate cultural heritage considerations into the mine rehabilitation process.	Q1 2022	ACCOUNTABLE: Group Manager, Thiess Rehabilitation SUPPORTED BY: Community, Diversity and Inclusion team
	Actively seek Aboriginal and Torres Strait Islander participation opportunities for Thiess Rehabilitation projects.	Q1 2022	ACCOUNTABLE: Group Manager, Thiess Rehabilitation SUPPORTED BY: Community, Diversity and Inclusion team





CASE STUDY / RESPECT

Cultural Learning Framework



In 2020, we proudly launched our Aboriginal and Torres Strait Islander Cultural Learning Framework. The Framework is focused on fostering a workplace environment that respects the culture, experiences and perspectives of Aboriginal and Torres Strait Islander peoples through the following areas:

- Providing leaders, employees and contractors with knowledge and skills to better lead, work with and engage Aboriginal and Torres Strait Islander peoples
- Incorporating appropriate cultural considerations into work practices and programs including recruitment, onboarding, training and development, performance management and communication
- Retaining Aboriginal and Torres Strait Islander employees
- Continuing to enable effective engagement with Aboriginal and Torres Strait Islander peoples and stakeholders.

The first focus area, Awareness, was launched in October 2020. In a video to our Australian team, Thiess' then Managing Director, Douglas Thompson, and RAP Working Group members Chris Dodd and Thelma Birch invited employees and contractors to participate in an online module, created by SBS.

While COVID-19 delayed progression of the Competency and Immersion stages of our strategy, we launched Competency in 2021. Plans for Immersion are in place for 2022 delivery.



THIESS Cultural Learning Framework – Australia 2020 – 2024			
Vision	<i>everyone matters always</i>		
Governance	Diversity & Inclusion Policy	Diversity & Inclusion Strategy	Reconciliation Action Plan
Objective	Increase our employees knowledge and understanding of Aboriginal and Torres Strait Islander cultures and heritage through the continuous delivery of interactive cultural learning.		
Focus areas	Awareness	Competency	Immersion
Learning Outcomes	Gain a high level awareness of Aboriginal and Torres Strait Islander history and culture. Confirm Thiess' commitment to reconciliation	Provide detailed cultural knowledge and practical skills to effectively lead and work with Indigenous employees. Create a culturally safe workplace for our Indigenous employees	Experience and participate with the Aboriginal and Torres Strait Islander culture of the local communities in which we operate
Methods	Short online course via LMS, Thiess' SAP Sharepoint Page	Face to face full day workshops	On country experiences
Content	Thiess' commitment, identity, stereotyping & assumptions, workplace experiences, culture, language, history, impact, moving forward	Business drivers, racism, connection to country, communication, inter-generational trauma, managing unplanned absences, cultural commitments, creating inclusive teams	Local history, language, art and craft, storylines, significant places on country, food
Participants	All employees and contractors	People Leaders People & Capability, SAP Working Group Members, Indigenous employees, employees who have identified an interest	Senior Leaders
We are engaging with	CMIC, SBS/NTV, Indigenous Employees	Clients, Indigenous training facilitator, Traditional Owners	Traditional Owners, Cultural Tour Companies
Completion Frequency	Induction and then every 2 years	Once	Annual
Integrity Accountability Innovation Delivery SAFETY			

Our Cultural Learning Framework focuses on fostering a workplace environment that respects the culture, experiences and perspectives of Aboriginal and Torres Strait Islander peoples.

Gajerrong and Bunuba woman, Thelma Birch shares what reconciliation means to her in the video introduction to our Cultural Learning Framework.

Opportunities

We want to create meaningful opportunities that ensure the economic benefits of mining contribute to, and empower, the culture and social aspirations of our First Nations peoples through creating employment and business partnership opportunities. We're taking a considered approach and working with businesses and suppliers to understand how we can work together to create mutually beneficial partnerships.



CASE STUDY / OPPORTUNITIES

Sisters in Mining – continuing to create career paths

The Sisters in Mining (SIM) program was launched in 2013 by our Thiess mining operations to assist Aboriginal and Torres Strait Islander women transition into the mining sector as trainee haul truck drivers, delivering long-term employment opportunities.

Building on participants' prior experience, the program integrates on the job coaching, training in haul truck simulators, as well as structured learning through a vocational education and training (VET) course in Surface Extraction Operations.

Supported by a nationally accredited traineeship and several industry, state and federal government partners, Sisters in Mining also gained invaluable support from local not-for-profit organisations such as Juwarki Kapu Lug-Ltd, whose mentoring and input has supported the success of each candidate. Now in its tenth year, the program has been rolled out across five central Queensland projects. Through sustainable employment, Sisters in Mining transforms lives and communities and brings valued team members and real benefits to our business.



Meet Denika Sticklen

Denika graduated from the program in January 2018 and is now working at Caval Ridge in Queensland.



“The Sisters in Mining Program provided me with the knowledge and skills to excel in my mining career. Since completing the program, I have been presented with full time employment, as well as the opportunity to pursue a role outside of operating machinery. I am currently on secondment working in the Community, Diversity and Inclusion team.

As well as opening up several doors within the mining industry, I've gained invaluable life experience and skills, giving me complete independence and the ability to stand on my own two feet. The Sisters in Mining program has made reaching my goals and a bright future possible.”

Program partner, the Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships (DSDSATSIP) see the lasting value the Sisters in Mining program brings.

Program Manager – Rockhampton Central Queensland Region for DSDSATSIP, David Thompson, said, “Thiess’ Sisters in Mining Program enables Aboriginal and Torres Strait Islander women to succeed and thrive. Beyond creating resource sector jobs, it empowers women to pursue aspirations in work and beyond, as role models and community leaders. We are proud to play a part in connecting Queenslanders with life-changing opportunities.”

Opportunities



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Q1 2022 Q1 2023	ACCOUNTABLE: Head of People, Australia SUPPORTED BY: People & Capability, Australia Training and Development team, Australia Community, Diversity and Inclusion team
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Q1 2022 Q1 2023	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: Community, Diversity and Inclusion team
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Q1 2022 Q1 2023	ACCOUNTABLE: Head of People, Australia SUPPORTED BY: People & Capability, Australia Community, Diversity and Inclusion team
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Review progress Q3 2022 Q3 2023	ACCOUNTABLE: Head of People, Australia SUPPORTED BY: People & Capability, Australia Community, Diversity and Inclusion team
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Q4 2022 Q4 2023	ACCOUNTABLE: Head of People, Australia SUPPORTED BY: Recruitment team, Australia

Opportunities *cont'd*



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development. <i>(cont'd)</i>	Increase the percentage of Aboriginal and Torres Strait Islander employment each year. Target: Improve by 0.5% year on year.	Q4 2022 Q4 2023	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: Regional General Managers
	Aboriginal and Torres Strait Islander employees to be supported to attend company leadership development programs to prepare for taking on leadership positions.	Quarterly 2022 2023	ACCOUNTABLE: Project Managers; Group Senior Managers SUPPORTED BY: People & Capability, Australia
	Provide mentoring support to Aboriginal and Torres Strait Islander employees: <ul style="list-style-type: none"> • Incorporate mentoring into pathway programs designed for Aboriginal and Torres Strait Islander people • Explore external Aboriginal and Torres Strait Islander Mentoring Programs for employee participation. 	Review progress Q3 2022 Q3 2023	ACCOUNTABLE: Training & Development Manager, Australia SUPPORTED BY: Community, Diversity and Inclusion team Learning Management and Development team, Australia
	Develop and implement a Training and Development selection procedure and establish diversity participation targets.	Commence Q1 2022	ACCOUNTABLE: Head of People, Australia SUPPORTED BY: Learning Management and Development team, Australia



Opportunities *cont'd*



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Continue to implement and progress our supplier diversity procurement strategy.	Review progress Q3 2022 Q3 2023	ACCOUNTABLE: Regional General Managers SUPPORTED BY: Procurement team
	Continue to participate in Supply Nation membership.	Q3 2022 Q3 2023	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: Procurement team
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Review progress Q3 2022 Q3 2023	ACCOUNTABLE: Procurement Manager, Australia SUPPORTED BY: Procurement team
	Work to identify and remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Q1 2022 Q1 2023	ACCOUNTABLE: Executive General Manager, Australia; Chief Financial Officer SUPPORTED BY: Procurement team
	Establish commercial relationships with 35 Aboriginal and/or Torres Strait Islander businesses by 2024.	Q4 2023	ACCOUNTABLE: Regional General Managers SUPPORTED BY: Procurement team
	Review our targets to improve Aboriginal and Torres Strait Islander procurement influenceable spend each year. Target: 2.5% by 2024.	Q3 2023	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: Procurement team

Opportunities *cont'd*



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. <i>(cont'd)</i>	Train all Australia-based procurement and contract management/ owners personnel through Supply Nation or an equivalent organisation.	Q3 2022 Q3 2023	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: Procurement Manager, Australia
	Functions and regions to review and include actions in annual plans that engage and encourage contractors to contribute to and support the culture and social aspirations Aboriginal and Torres Strait Islander peoples.	Q2 2022 Q2 2023	ACCOUNTABLE: Project Manager SUPPORTED BY: Procurement team, Australia
	Provide Thiess supply chain members with an annual briefing on the Thiess RAP.	Q1 2022 Q1 2023	ACCOUNTABLE: Procurement Manager, Australia SUPPORTED BY: Community, Diversity and Inclusion team
3. Build new and strengthen existing employment pathways and training programs to increase Aboriginal and Torres Strait Islander participation at Thiess.	Develop and implement a national cadetship program for non-tertiary qualified Aboriginal and Torres Strait Islander candidates and current employees.	Q2 2022	ACCOUNTABLE: Head of People, Australia SUPPORTED BY: Training & Development Manager, Australia
	Identify and utilise existing Aboriginal and Torres Strait Islander pre-employment programs local to where we operate to support Thiess' workforce pipeline programs.	Review progress Q3 2022	ACCOUNTABLE: Regional General Managers SUPPORTED BY: Community, Diversity and Inclusion team
	Offer Aboriginal and Torres Strait Islander participation in the Thiess scholarship program. Target: Two placements per year.	Review progress Q4 2022 Q4 2023	ACCOUNTABLE: Head of People, Australia SUPPORTED BY: Graduate Program Coordinator

St Heliers – creating a second chance

In 2017, Thiess commenced a commercial partnership with Corrective Services Industries (CSI) at St Heliers Correctional Centre, to manufacture a bespoke range of buildings.

Thiess was mobilising at two new mining projects, Mount Pleasant Operation and Mount Arthur Coal, in the Hunter Valley and required multiple bespoke demountable structures to provide workforce amenities. To meet this need, Thiess sought to engage with local suppliers and through a competitive tender process, decided to partner with CSI.

The CSI partnership produced more than the delivery of services to Thiess clients. In an industry first, over 45 inmates from St Heliers Correctional Centre's Gundi Program contributed to the project. The Gundi Program, funded by MACH Energy Mount Pleasant Operation Aboriginal Community Development Fund, builds the trade skills of inmates to support future employment opportunities in an effort to reduce adult reoffending.

This innovative commercial partnership generated widespread, long-term sustainable benefits far exceeding what was imagined at the outset. The learnings from this successful partnership have been shared and continue to resonate with industry colleagues, generating prosperity and upskilling in both local mining towns and for disadvantaged people in communities across Australia.



Thiess and Wirlu-Murra Enterprises Joint Venture

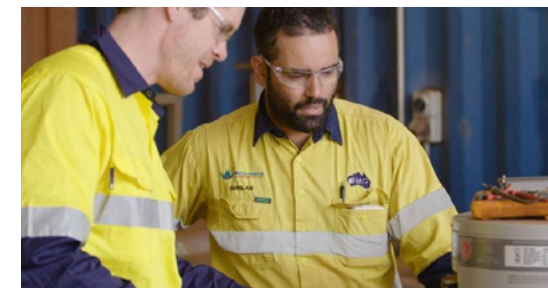
Thiess entered an unincorporated Joint Venture with Wirlu-Murra Enterprises (WME) in 2015 as part of its contract to maintain Non-Processing Infrastructure (NPI) at Fortescue Metals Group's Solomon operation in the Pilbara, WA, where Thiess operated from 2011 and 2019.

The goal was to increase the capabilities of WME, the commercial arm of Wirlu-Murra Yindjibarndi Aboriginal Corporation, to take over 100 per cent of the contractual arrangements for the NPI operations and contract directly to Fortescue. These works included responsibility for all plumbing, electrical, carpentry and flooring requirements for Solomon village and site infrastructure and buildings not related to mining or processing of the ore. The Joint Venture successfully completed in June 2018 with WME officially taking over the full scope of the contract. The benefit of the partnership not only saw the commercial capability development, but also sees profits from the WME invested back into the Wirlu-Murra Yindjibarndi Aboriginal Corporation (WMYAC) benefiting its members and the broader Roebourne Community.

Rodney Adams – Director Wirlu-Murra Enterprises and Board Member Wirlu-Murra Yindjibarndi Aboriginal Corporation said: “Our Joint Venture with Thiess was a true partnership model. We worked together to build our business capabilities which has resulted in Wirlu-Murra Enterprises securing direct contracts. The profits from those contracts have been invested back into our business, further growing our capacity, and our community development programs and initiatives that benefit our people.”



WMYAC Board and members visiting the Solomon mine site



Thiess employees worked closely with WME staff at the Solomon mine site



CASE STUDY / OPPORTUNITIES

Thiess and Anangu Mining Partnership



Thiess and Anangu Mining Partnership at OZ Minerals' Prominent Hill

Thiess began early feasibility works at Prominent Hill in 2005. Over the next 13 years (through to 2018), Thiess provided a full service offering of open cut mining services at OZ Minerals' Prominent Hill project in South Australia. The mine is situated on the traditional lands of the Antakirinja Matu-Yankunytjatjara (AMY) people approximately 650km north-west from Adelaide in South Australia.

When the open pit reached its end of mine life cycle in 2018, Thiess was awarded a new \$112M contract by OZ Minerals to provide stockpile rehandle services at Prominent Hill. Under the five-year contract, Thiess, in partnership with Anangu Mining, has a team of 69 people providing run of mine management, crusher feed and ore rehandling services for the mine.

The start of a new partnership

A key element of the Prominent Hill operation is the commitment from both OZ Minerals and Thiess to ensure local employment and supply chain opportunities, particularly for Aboriginal people from South Australia and importantly, for the members of the local traditional owner group Antakirinja Matu-Yankunytjatjara Aboriginal Corporation (AMYAC).

Thiess is committed to working with Anangu Mining over the five-year contract to build their plant ownership, labour skills and commercial capabilities to further establish their business for future business development opportunities.

"The Anangu Mining and Thiess partnership, together with support from OZ Minerals, is a great example of what can be achieved when different parties come together to achieve shared goals.



"Over the years, the relationship continues to strengthen allowing for a robustness of conversation that drives improved performance and achieves visible, tangible results," Gabrielle Iwanow, General Manager, Prominent Hill said.



AMY Operators at Prominent Hill



AMY Operators and Thiess employees at Prominent Hill

Opportunities *cont'd*



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Build new and strengthen existing employment pathways and training programs to increase Aboriginal and Torres Strait Islander participation at Thiess. <i>(cont'd)</i>	Increase Aboriginal and Torres Strait Islander participation in the Thiess Graduate Program. Target: 2024 10% participation.	Review progress Q4 2023	ACCOUNTABLE: Head of People, Australia SUPPORTED BY: Graduate Program Coordinator
	Increase Aboriginal and Torres Strait Islander participation in the Thiess Vacation Program. Target: 2022 - 4 participants 2024 - 5 participants.	Review progress Q4 2022 Q4 2023	ACCOUNTABLE: Head of People, Australia SUPPORTED BY: Australian People Leadership team
	Increase Aboriginal and Torres Strait Islander participation in the Thiess apprenticeship program. Target: 2022 - 20% per intake/commencement 2024 - 30% per intake/commencement.	Q4 2022 Q4 2023	ACCOUNTABLE: Regional General Managers SUPPORTED BY: Apprentice Program Coordinator
	Increase Aboriginal and Torres Strait Islander participation in the Thiess new to industry program. Target: 50% of New To Industry placements.	Q4 2022 Q4 2023	ACCOUNTABLE: Regional General Managers SUPPORTED BY: People & Capability, Australia
	Review the Sisters in Mining program with consideration for ongoing pathways and expansions opportunities.	Q1 2022	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: Head of People, Australia; Group Manager, Community, Diversity and Inclusion

Governance

Our RAP Working Group will guide and oversee the implementation and governance of the RAP. Our approach is to ensure leadership accountability and transparency by reporting our achievements, challenges, and learnings both internally and externally. Thies is committed to providing appropriate support to ensure our reconciliation commitments are implemented and reflected in our day-to-day actions.



Governance



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain an effective RAP Working Group to drive governance of the RAP.	Maintain at least 25% Aboriginal and Torres Strait Islander representation on the RAP Working Group and conduct an annual review to ensure maintaining effective representation.	Q4 2022 Q4 2023	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: Community, Diversity and Inclusion Team
	Apply a Terms of Reference for the RAP Working Group and review document annually.	Q4 2022 Q4 2023	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: Community, Diversity and Inclusion Team
	Meet at least four times per year to drive and monitor RAP implementation as outlined in Terms of Reference document.	Quarterly 2022 2023	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: Community, Diversity and Inclusion Team
	Continue the role of RAP champion with a minimum of one per location at which Thiess operates.	Q4 2022 Q4 2023	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: Community, Diversity and Inclusion Team



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation annually.	Q2 2022 Q2 2023	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: Group Manager, Community, Diversity and Inclusion
	Include key RAP actions for senior management roles as part of the performance appraisal process.	Q1 2022 Q1 2023	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: Group Manager, Community, Diversity and Inclusion
	Embed the D&I Commitment scorecard as a system to recognise, track, measure and report on RAP commitments.	Quarterly 2022 2023	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: Regional General Managers
	Ensure the role of RAP Chair remains a critical standalone role on the Thiess Executive Leadership Team and is reviewed annually to ensure adequate capacity to lead the Working Group.	Q1 2022 Q1 2023	ACCOUNTABLE: Chief Executive Officer SUPPORTED BY: Executive General Manager, Australia
	Include our RAP as a standing agenda item at the Thiess Diversity and Inclusion Committee and Scorecard meetings.	Quarterly 2022 2023	ACCOUNTABLE: Chair, Diversity and Inclusion Committee SUPPORTED BY: Executive General Manager, Australia
	Host a RAP Leadership Summit annually, designed to educate and outline leadership expectations and accountabilities in preparation for the launch of Thiess' 2022 RAP.	Q3 2021	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: Community, Diversity and Inclusion Team

Governance *cont'd*



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia by 30 September deadline.	Q3 2022 Q3 2023	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: Community, Diversity and Inclusion Team
	Develop and implement a quarterly RAP leaders communication pack to promote and report RAP progress to all staff and senior leaders and to embed RAP into their way of working.	Quarterly 2022 2023	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: Community, Diversity and Inclusion Team; RAP Communication Specialist; Project Managers and Regional General Managers
	Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	Q4 2022 Q4 2023	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: Community, Diversity and Inclusion Team
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer where there is opportunity to survey both staff and wages workforce.	Q1 2022	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: Community, Diversity and Inclusion Team
4. Continue our reconciliation journey by developing our next RAP.	Commence discussion with Reconciliation Australia to begin developing our next RAP.	Q1 2023	ACCOUNTABLE: Executive General Manager, Australia SUPPORTED BY: Community, Diversity and Inclusion Team

CONTACT DETAILS

Group Manager – Community, Diversity and Inclusion

📞 07 3002 9666 ✉️ feedback@thiess.com.au

THIESS

We thank our communities and stakeholders for their engagement and support. Through listening, sharing knowledge and understanding and working together, we create lasting value.

Integrity
Accountability
Innovation
Delivery

SAFETY