



Alcoa



RECONCILIATION
ACTION PLAN

INNOVATE

Innovate Reconciliation Action Plan

July 2022 to July 2024



Acknowledgement

Alcoa Australia acknowledges the Traditional Owners of the lands where we operate across Australia and pays respect to them, their culture, and to their Elders past, present and emerging.

We recognise and respect the diversity, cultures, customs, and values of the Aboriginal and Torres Strait Islander Peoples where we operate and acknowledge their needs, concerns and aspirations regarding their heritage and traditions.

We acknowledge that our operations are located in the homelands of Aboriginal and Torres Strait Islander Peoples and that, over the long history of our operations and through generations representing varying and increasing levels of cultural awareness, we have affected the rights and lives of those people in ways we might not fully appreciate or understand.

We acknowledge our operations in Western Australian are on the lands of the Bindjareb people, the Whadjuk people and the Wardandi people of the Noongar nation.

In Victoria our operations are on the lands of the Gunditjmarra people and the Wadawurrung people.

Aboriginal and Torres Strait Islander readers should be aware that this publication may contain images and names of deceased persons.

Message from Alcoa

On behalf of Alcoa Australia, I am proud to present our second Reconciliation Action Plan (RAP).

We acknowledge the Traditional Owners and Custodians of the lands where we live and work across Australia and pay our respect to them, their cultures, and to Elders past, present and emerging. We recognise Aboriginal and Torres Strait Islander peoples as First Australians.

Our Innovate RAP builds on the actions and steps we established in our inaugural RAP in 2020.

Through our Reflect RAP, we broadened our engagement with local Aboriginal and Torres Strait Islander peoples in the communities where we operate. We introduced cultural awareness training in our business, embedded cultural awareness protocols and proudly celebrated NAIDOC Week across our locations including renaming our corporate office to Alcoa Bindjareb Office to recognise the Traditional Owners where the office is located and acknowledge our shared history. We also developed opportunities for greater economic opportunities for Aboriginal and Torres Strait Islander peoples with new community investments and by increasing our spend with Aboriginal owned businesses.

Our Innovate RAP outlines our commitment to the ongoing journey towards reconciliation and articulates the actions we will take over the next two years to forge stronger and more inclusive communities.

To develop this RAP, we consulted our workforce and local Aboriginal and Torres Strait Islander peoples. We have challenged ourselves to look more deeply into ways we can further strengthen relationships and enhance respect for Aboriginal and Torres Strait Islander peoples.

We will continue to work together and engage honestly and openly with Traditional Owners and Custodians to understand and demonstrate respect for the cultural significance of the lands on which we operate.

We will seek more ways to share the value of our operations with Aboriginal and Torres Strait Islander peoples by improving economic opportunities.

And importantly, we will continue to listen, share our progress and be accountable for our role in our country's journey towards reconciliation.



Michael Gollschewski
Vice President Operations Australia
President, Alcoa Australia

Message from Reconciliation Australia

Reconciliation Australia commends Alcoa Australia on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Alcoa Australia to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Alcoa Australia will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever.

Alcoa Australia is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Alcoa Australia's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Alcoa Australia on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our Vision for Reconciliation

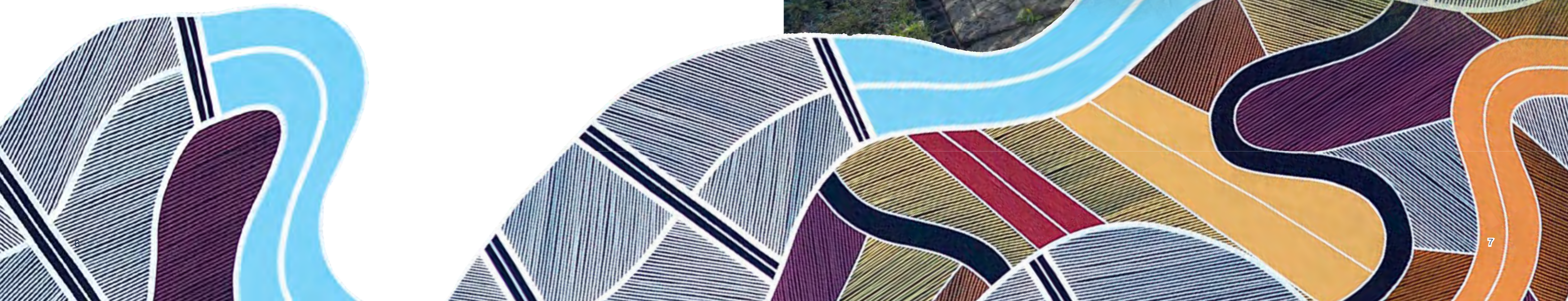
Alcoa's vision for reconciliation is to strengthen and build relationships with Aboriginal and Torres Strait Islander peoples and communities founded on respect, an understanding of their needs and aspirations and a desire to walk together to establish shared value.

By engaging our workforce and stakeholders in reconciliation, we seek to contribute to an Australia that celebrates the rich diversity of Aboriginal and Torres Strait Islander peoples and understands and acknowledges the past to help achieve an equitable future for all.

This vision and the values and standards described above practically translate to the following commitments that we will:

- **Engage** honestly and openly with local Aboriginal community groups and regional corporations.
- Improve the cultural **awareness** of our workforce to provide a welcoming and supportive workplace for Aboriginal and Torres Strait Islander peoples.
- Work together with Traditional Owners and Custodians to understand and demonstrate **respect** for the cultural significance of the lands on which we operate.
- Share the value of our operations with Aboriginal and Torres Strait Islander peoples by improving **opportunities** - particularly for young people.

The more detailed actions that follow have been compiled based on the recommendations of Reconciliation Australia and what we have heard from the last two years of listening to local Gunditjmara, Noongar and Wadawurrung community groups and organisations.



Our Business

Alcoa's operations represent one of the world's largest integrated bauxite mining, alumina refining and aluminium smelting systems and add value to Australia's local, state and national economies at every stage of the value chain.

Our Australian locations include:

- Two bauxite mines in Western Australia (Huntly and Willowdale) - Bindjareb Country.
- Three alumina refineries in Western Australia (Kwinana, Pinjarra and Wagerup) - Wadjuk Country and Bindjareb Country.
- Two dedicated port facilities in Western Australia (Kwinana and Bunbury) - Wadjuk Country and Wardandi Country.
- Two farmlands sites in Western Australia (Pinjarra and Wagerup) - Bindjareb Country.
- Two corporate offices in Western Australia (Perth and Pinjarra) - Wadjuk Country and Bindjareb Country.
- One aluminium smelter in Victoria (Portland Aluminium) - Gunditjmarra Country.
- One closed coal mine and power station undergoing remediation in Victoria (Anglesea) - Wadawurrung Country.
- One closed aluminium smelter and rolling mill undergoing remediation in Victoria (Point Henry) - Wadawurrung Country.

Each year Alcoa mines approximately 34 million tonnes of bauxite, refines approximately nine million tonnes of alumina and produces approximately 300,000 tonnes of aluminium. We produce almost 45 per cent of Australia's alumina and about 19 per cent of Australia's aluminium. Our alumina production in Western Australia accounts for approximately 7 per cent of total world production.

We are a major economic contributor with around 80 per cent of our total annual revenue staying in Australia through wages, local purchasing, taxes, royalties, capital investment and dividends to Australian shareholders. We are one of Australia's leading exporters, contributing around \$4 billion in exports each year.

We employ 4,520 people, predominantly in regional Western Australia and Victoria, including 25 people who self-identified as Aboriginal and Torres Strait Islander. Alcoa added self-identification functionality in our Human Resources online system in 2021.

We work to build strong relationships with our employees, suppliers, contractors, government and non-government organisations, our peers in industry and the communities in which we operate. We will continue to build on these relationships to advocate for reconciliation. As a global company, we can also share our learnings with our operations in North America, South America and Europe through our global employee inclusion group Alcoans Working Actively for Racial-Ethnic Equality (AWARE) and our Human Rights Council.

What We Produce

Our flagship product aluminium is the world's most versatile metal. It is strong, flexible, impermeable, corrosion resistant and 100 per cent recyclable - making it an essential part of our modern world. Alcoa has been producing aluminium in Australia for almost 60 years and our operations represent the entire product value chain from bauxite mining to alumina refining and aluminium smelting.

The aluminium production process starts at our Huntly and Willowdale bauxite mines in the Darling Range south of Perth in Western Australia. Huntly is the world's second largest bauxite mine and, together with Willowdale, supplies bauxite to Alcoa's three Australian alumina refineries at Kwinana, Pinjarra and Wagerup. The refineries extract alumina from the bauxite with the majority exported to global customers and a small amount shipped to Portland Aluminium in Victoria - a joint venture business managed by Alcoa. Portland Aluminium smelts alumina into aluminium ingots ready to be turned into the multitude of aluminium products used in everyday life.

Our Purpose and Values

At Alcoa, our values have always been a foundation of our company - governing the way we act, operate and how we interact with our customers, communities and each other. Our Innovate RAP is underpinned by our purpose to *turn raw potential into real progress* and our four core values:

- Act with Integrity
- Operate with Excellence
- Care for People
- Lead with Courage

In line with our values, in 2020 we developed a new global policy and standards for engaging with Indigenous and Land-Connected Peoples and managing cultural heritage where we operate. These standards will help drive consistency in our approach across our operations and strengthen our practices to work more constructively with Indigenous and Land-Connected Peoples wherever we operate.

Our RAP Journey

To strengthen relationships and enhance respect for Aboriginal and Torres Strait Islander peoples across our business and the communities where we operate, we launched our inaugural Reconciliation Action Plan (RAP) in February 2020.

The Reflect RAP provided a strong foundation for our ongoing reconciliation journey and we are proud of what we have achieved so far. We acknowledge that we are on a path of continuous improvement and always have more to learn.

Some of our key achievements since developing our Reflect RAP include the following:

- We embedded cultural protocols across our business to raise understanding of practices such as Acknowledgement of Country and Welcome to Country among our workforce.
- We proudly celebrated NAIDOC Week and National Reconciliation Week at our locations with onsite activities including engagement with Traditional Owners through Welcome to Countries and smoking and flag raising ceremonies. We also supported and attended NAIDOC Week community events.
- We re-named one of our corporate offices Alcoa Bindjareb Office to recognise the Traditional Owners where the office is located and acknowledge our shared history.

Relationships

- We increased the frequency and broadened the reach of our engagement with local Aboriginal and Torres Strait Islander peoples in the communities where we operate including Noongar, Guditjmarra and Wadawurrung peoples.
- We stepped up community investment for opportunities that support the needs and aspirations of Aboriginal and Torres Strait Islander people in the communities near where we operate.
- We broadened our Workplace Inclusion Strategy and Steering Committee to include focus on Aboriginal and Torres Strait Islander engagement.

Respect

- We delivered Cultural Awareness training to 90 leaders across our locations and functional groups and started planning for a roll-out to our broader workforce.

Opportunities

- We developed a partnership with the Waalitj Foundation to increase opportunities for Aboriginal and Torres Strait Islander businesses in Western Australia.
- We increased our spend with Aboriginal and Torres Strait Islander businesses.

Governance

- We established and maintained a proactive and engaged RAP Working Group with self-identified Aboriginal employees, function and location representatives.
- We participated in our first Reconciliation Australia Workplace Barometer survey to monitor reconciliation at the workplace level.

Key Learnings

- We need to deepen our understanding of our current Aboriginal and Torres Strait Islander employee base and work to ensure our Human Resources system more accurately reflects those people who identify as Aboriginal and Torres Strait Islander people.
- We need to encourage greater participation in the biannual Reconciliation Australia Workplace Barometer survey and improve employee access to the survey to ensure people at all levels of the organisation can have a voice and we can respond.
- We need to keep working to ensure the cultural identity and authority of the Traditional Owners and Custodians of all the regions upon which we operate across Australia are respected.
- We need to evolve our engagement, consultation and event planning practices to better align with the expectations and decision-making processes of local Aboriginal communities.
- We need to work more collaboratively with Traditional Owners on cultural heritage management.





Our Innovate RAP

Our Innovate RAP aims to build upon and further embed the actions we have taken so far. It will guide our evolving approach to Aboriginal and Torres Strait Islander engagement and reconciliation, including working to achieve Reconciliation Australia's objectives for an Innovate RAP:

- Gain a deeper understanding of how our business can affect other people and groups.
- Establish the best approach to advance reconciliation.
- Further develop and strengthen relationships with Aboriginal and Torres Strait Islander peoples.
- Further engage staff and stakeholders in reconciliation.
- Develop and pilot innovative strategies to empower Aboriginal and Torres Strait Islander peoples.

Our RAP has been developed by representatives across our business and in consultation with Aboriginal and Torres Strait Islander representatives from the communities where we operate.

Our Internal RAP Champion is Adam Gilbert, Refinery Manager at the Wagerup Refinery and member of our Australian Lead Team.

Our RAP Working Group (RWG), with representatives from all functions and locations, is responsible for the development and implementation of the RAP and ongoing monitoring of the delivery of commitments over its duration. The group also plays a key role in helping to advocate and implement the RAP commitments at our locations.

Aboriginal and Torres Strait Islander employees participate in the RAP Working Group, and we will continue to strongly encourage nominations from Aboriginal and Torres Strait Islander employees.

Alcoa's RAP Working Group members include the Internal RAP Champion and RAP Working Group Chair, together with function and location representatives from:

- Social Performance Management Unit
- Procurement
- Human Resources
- Talent Acquisition
- Corporate Affairs
- Community Relations
- Huntly
- Willowdale
- Kwinana
- Pinjarra
- Wagerup
- Portland
- Point Henry
- Anglesea

Case Studies

Celebrating NAIDOC Week

NAIDOC Week was proudly acknowledged across our Australian operations in 2021 to celebrate the history, culture and achievements of Aboriginal and Torres Strait Islander peoples. Activities were held over a number of months owing to COVID-19 restrictions and some were adapted to an online format.

In Anglesea, Wadawurrung Traditional Owners visited site to see our efforts to heal Country through rehabilitating the former mine. Wadawurrung Woman Corrina Eccles performed a moving Welcome to Country and Smoking Ceremony for Alcoans and special guests and then undertook a Walk on Country.

Portland Aluminium employees participated in an online presentation featuring Gunditjmara videos to provide history and education about local Traditional Owners and the Budj Bim world heritage listing.

“NAIDOC activities give everyone the chance to understand all that is in the past and its impact on the Noongar people and to come together to build mutual respect for the future. Australia was never discovered by Captain Cook - it was always here all along. Now we all need to work together to look after Country for future generations - whoever we may be.”

- Lesley Ugle, Harvey Elder.

Booragoon employees participated in an online lunch and learn event with Aboriginal and Torres Strait Islander Engagement Champion Adam Gilbert delivering a presentation about the importance of NAIDOC Week and how Alcoa is striving to improve its role in reconciliation.

Wagerup Production Manager Tom Duxbury joined local Elders Olive Wallam, Lesley Ugle and Max and Peter Jetta to unveil the new Acknowledgement of Country signage at the Wagerup site entrance with a Smoking Ceremony and Welcome to Country. The site also celebrated its sponsorship of the Bunbury Regional Art Gallery's Noongar Arts Exhibition.

At Pinjarra a cultural performance by local Aboriginal dance group Bindjareb Middars signified the coming together of Alcoa and the Bindjareb people. Activities also included a Welcome to Country, Smoking Ceremony, an Aboriginal flag raising ceremony, a NAIDOC Week display in the canteen, kangaroo burgers on the canteen menu and a colouring in competition for employees' children.

Together with community participants, Willowdale mine employees commemorated with a moving Welcome to Country delivered by Harvey Aboriginal Elder Lesley Ugle and brothers Max and Peter Jetta as well as a Smoking Ceremony. The group enjoyed a kangaroo and damper inspired barbecue lunch and an enlightening Noongar cultural quiz.

Kwinana employees held an onsite event with a Smoking Ceremony, dancers, Welcome to Country and a flag raising ceremony. Alcoa representatives also attended a City of Kwinana NAIDOC event, and the Lead Team undertook cultural awareness activity at Point Peron.

Huntly employees wore new shirts featuring artwork by Noongar artist Kiya Watt.



“Country is our mother. Our mother's heartbeat. It beats strong when we connect to Country. It gives us strong spirit. It gives us wellness and connection. And in return our mother will be healthy, our Country will be healthy. We will live sustainable lives, connected to Country.”

- Corrina Eccles, Wadawurrung Woman.





Renaming Bindjareb Office

In August 2021 we renamed our Peel Regional Office, Bindjareb Office, as a way to recognise the Bindjareb community as Traditional Owners of the land on which the office is located and to reflect on their experiences through truth telling.

The renaming followed consultation with local Traditional Owner families and was celebrated at a special event to mark the occasion with representatives from the Bilya Noongar Organisation, Winjan Aboriginal Corporation, Murray Districts Aboriginal Association, other members of the Aboriginal community and Alcoa employees. The event was catered by Bindjareb Park, a local catering company.

“Healing Country means healing the people. You bring back the language, you heal the people through language. I want to acknowledge Alcoa for recognising our language group.”

- Cheryl Martin, Bilya Noongar Organisation.

A Welcome to Country was delivered by John Michael from Bilya Noongar Organisation, and he and Cheryl Martin shared histories of their ancestors and connection to Bindjareb country. Local Bindjareb man, Theo Kearing performed a Smoking Ceremony.

At the event Michael Gollschewski, President Alcoa Australia, said he was humbled to hear the historical accounts that were shared during the event.

“I first learned about the untold history of the Bindjareb people many years ago, and I was deeply moved to hear these stories retold by direct descendants of survivors of the Pinjarra Massacre,” Mr Gollschewski said. “We cannot change the past, but it is important the truth telling continues so we can understand and learn from past wrongs and be better together in the future. Renaming this office is one small step on our journey toward reconciliation and we thank the Bindjareb people for allowing us to do so.”

“The meaning of a Smoking Ceremony is to cleanse and bring good energy. We wish good energy for Alcoa and all of you at this event. We hope this ceremony brings Alcoa an amazing journey with this building and you all have a safe journey home afterward. Thank you for calling this office, Bindjareb,”

- Theo Kearing, Bindjareb man.



Strengthening Relationships Through Community Investment

In 2020 and 2021 we increased our community investments to strengthen our relationships with Aboriginal and Torres Strait Islander peoples, along with our knowledge and respect for their cultures, histories and future.

The Earbus Foundation of WA delivers vital ear checks and treatment for Aboriginal and educationally at-risk children aged 0 to 18 years across schools in the Kwinana, Peel and the Upper South West. Through the Alcoa Earbus Program we hope to play a small role in supporting the health and wellbeing of Aboriginal and at-risk children in the communities where we operate by helping them overcome poor ear health and its impacts on their ability to learn and thrive beyond the classroom.

“We were first invited into the region of Bunbury by Djidi Djidi Aboriginal School Principal Tegan Davies in mid-2016. On our first visit every child bar one in Kindy, Pre-primary, Year 1 and Year 2 had ear disease. 30 per cent of the kids in that school had a hearing loss that was interfering with their ability to learn. This is the sad reality for many Aboriginal children across our State. Since then, the ear health at that school has dramatically improved and this is our aspiration for the whole region through our partnership with Alcoa.”

- Paul Higginbotham, Earbus Foundation CEO.





The Wayapa Koornong Mara Project enables mentorship, educational and cultural activities to strengthen cultural connection with Aboriginal and Torres Strait Islander peoples - particularly during the difficult times associated with COVID-19 lockdowns. Portland Aluminium partnered with the Winda-Mara Aboriginal Corporation to fund the program.

Respect for Bindjareb Noongar culture, Bindjareb Noongar engagement and the investigation of employment and social enterprise opportunities for Bindjareb Noongar people were built into our major Three Rivers, One Estuary community investment initiative in the Peel region of Western Australia. In partnership with The Nature Conservancy, Greening Australia and the Peel-Harvey Catchment Council, the initiative focuses on improving major waterways in the region while also helping reconnect Traditional Owners to Country in a meaningful and sustainable way.

We have also continued to be a major long-term supporter of Aboriginal art awards in Western Australia's Peel and South West regions including the Bindjareb Art Award in Mandurah and the NAIDOC Art Award in Bunbury. More than 60 talented Aboriginal artists from across the region submitted works for the 2021 Noongar Country Exhibition hosted by the

Bunbury Regional Art Gallery. With the 2021 NAIDOC theme of Heal Country in mind, artists were asked to explore their interpretation of country and its link to healing, their history and justice. Major prize winner Rhona Wallam won the Alcoa Award and the Peoples' Choice Award for her landscape work.

"It's really good when other stakeholders recognise the good work that we are doing and want to put their stamp on it as well."

- Wendy Lovett, Community Services Manager, Winda-Mara.





Alcoa acknowledges the Bindjareb people of the Noongar nation as the Traditional Owners and custodians of the lands where we operate and pay our respects to their Elders, past, present and emerging

Building a Diverse, Culturally Aware & Respectful Workplace

Alcoa's commitment to building and maintaining a diverse, culturally aware and respectful workplace underpins our focus on respect for Aboriginal and Torres Strait Islander peoples. As such we have implemented several protocols and actions in recent years across our business.

In 2020 we developed a set of cultural protocols to guide when and how a Welcome to Country or Acknowledgement of Country should be performed. We consulted local Traditional Owner groups to ensure we are conducting these appropriately and this is now embedded at each of our sites.

Proudly, more than 90 of our leaders participated in Cultural Awareness training in 2020/2021 and we have started to develop an online Cultural Awareness training program with Aboriginal-owned consultancy CAT Online to enable us to roll out the training to our 4,500 employees Australia-wide in 2022 and 2023.

To advance our RAP commitments and deepen relationships with Aboriginal employees and local communities, Bevan Whitby joined Alcoa in the newly created Aboriginal Engagement Lead role for our Australian operations. Bevan is a proud Yamatji

and Banjima man from the North West of Western Australia who previously worked as an Indigenous Affairs Superintendent for 12 years at Downer EDI Mining. Since joining Alcoa, Bevan has been meeting with employees and management teams to gather feedback on how Alcoa can work to achieve more positive outcomes for our Aboriginal employees and local community members. He will travel to all Australian sites over time and lead the expansion of the Cultural Awareness training program.

"The more Aboriginal employees I get to know, the better I will be able to identify and address issues that can impede on their success in the workplace and build a network of mentors for Aboriginal people coming into the business."

- **Bevan Whitby**, Aboriginal Engagement Lead.



Supporting Improved Economic & Social Outcomes

Through our first RAP, we committed to help increase participation by Aboriginal and Torres Strait Islander people in our business and the broader economy of the regions where we operate through employment and procurement.

Through our global charity, the Alcoa Foundation, we have partnered with the Waalitj Foundation to support business and employment capacity building programs in the communities near where we operate in the Kwinana, Peel and Upper South West regions of Western Australia. The partnership started in 2021 and will run until at least the end of 2025.

Over that time, more than 25 business support hubs and 300 hours of coaching will be delivered, building the capacity and connections of existing and emerging Aboriginal and Torres Strait Islander businesses.

In addition, more than 270 pre-employment sessions and more than 4,500 hours of mentoring will be delivered with the goal of helping Aboriginal and Torres Strait Islander people gain meaningful and sustainable employment.

Alcoa Foundation President Rosa Garcia Pineiro said the partnership was a great fit with the charity's mission of investing where Alcoa had a presence to help address local needs and support equity and skills building.

"We are proud to continue to work with the Waalitj Foundation to help address the significant gap in the employment rate of Indigenous people and non-Indigenous people along with the under-representation of Indigenous Australians in business ownership," Ms Garcia Pineiro said. "The power of employment and business ownership are well recognised in addressing socioeconomic inequity."

Waalitj Foundation Chairman Alan Cransberg said partnering with the Alcoa Foundation ensured that the organisation could continue to achieve the best possible outcomes for Aboriginal and Torres Strait Islander people seeking employment and business opportunities.

As part of Alcoa's commitment to work with Aboriginal and Torres Strait Islander peoples to identify, utilise and build local supplier capability, we awarded two significant contracts to Aboriginal-owned suppliers in 2021.

WA based Kulbardi is the largest Aboriginal-owned office and stationery supplier in Australia and will supply Alcoa with goods including office furniture, general office items and a vending stationery cupboard service nationally for at least three years.

"Through the proactive support of companies like Alcoa, Kulbardi has grown from its humble beginnings to its position now as a wholly owned and managed successful Aboriginal business" Kulbardi Founder and Chief Executive Officer Kim Collard said.

WA based Woollahra Group, also 100 per cent Aboriginal-owned, is supplying Alcoa with a degreaser product with positive performance and environmental benefits. Woollahra Group Managing Director Chris Schmid said the contract win came off the back of the company attending one of the Waalitj Foundation's business hubs supported by the Alcoa Foundation.

"It is great to see that in a relatively short space of time Alcoa has delivered on providing opportunities for Aboriginal businesses. We hope that we can pave the way for other Aboriginal businesses to access and deliver on further opportunities within Alcoa"

- Chris Schmid, Woollahra Group Managing Director.

"We help build businesses to understand their upcoming pipeline of work, facilitate tender briefings and workshops and create connections to help local Indigenous businesses engage in their supply chain and also to develop relationships that may lead to further employment opportunities in the area."

- Shane Devitt, Waalitj Hub General Manager.



Relationships

We are committed to providing trusting workplaces that are safe, respectful and inclusive of all individuals and that reflect the diversity of the communities in which we operate. To be able to provide an inclusive and respectful work environment we need to better understand, acknowledge and address the enduring challenges faced by Aboriginal and Torres Strait Islander peoples as a result of our shared history.

An inclusive, respectful and diverse work environment contributes to improved individual performance and employee retention and in turn improves our operations. Better understanding and relationships between Aboriginal and Torres Strait Islander peoples and other Australians also helps improve social cohesion in our communities and moves us towards shared national pride.

Our commitments:

- We will engage honestly and openly with local Aboriginal community groups and regional corporations.
- We will improve the cultural awareness of our workforce to provide a welcoming and supportive workplace for Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	September 2022	Community Relations Representative
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2022	Aboriginal Engagement Lead
2. Build relationships through celebrating National Reconciliation Week (NRW).	Develop a communications plan to share information about National Reconciliation Week with our workforce.	April 2023, 2024	Corporate Affairs Representative
	Circulate Reconciliation Australia's resources and reconciliation materials to our staff.	May 2023, 2024	Corporate Affairs Representative
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2023, 2024	RAP Champion
	Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2023, 2024	RAP Champion
	Organise at least one NRW event each year.	27 May - 3 June 2023, 2024	Community Relations Representative
	Register all our NRW events on Reconciliation Australia's NRW website .	May 2023, 2024	Community Relations Representative
3. Promote reconciliation through our sphere of influence.	Develop a communications and engagement plan to share our reconciliation journey with our workforce.	December 2022, 2023	Corporate Affairs Representative
	Communicate our commitment to reconciliation publicly.	April 2023, 2024	Corporate Affairs Representative
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	March 2023, 2024	Corporate Affairs Representative
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	July 2023, 2024	RWG Chair
	Continue to proactively seek community investment opportunities that support the needs and aspirations of Aboriginal and Torres Strait Islander peoples with a target of two partnerships per year at each operating location.	July 2023, 2024	Stakeholder Engagement and Social Investment Manager
	Present our Innovate RAP to location external stakeholders via community advisory groups or similar.	December 2022	Community Relations Representative
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	December 2022	HR Ops Manager
	Engage with Aboriginal and Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	June 2023	Aboriginal Engagement Lead
	Develop, implement and communicate an anti-discrimination policy for our organisation.	December 2023	HR Ops Manager
	Educate senior leaders on the effects of racism.	December 2022	HR Ops Manager
	Work with the global Alcoans Working Actively for Racial-Ethnic Equality (AWARE) employee inclusion group to promote a culture of fairness, equity and inclusion.	July 2024	RWG Chair

Respect

We acknowledge our operations are located in the homelands of Aboriginal peoples and that over the history of our operations and through generations representing varying levels of cultural awareness we have affected the rights and lives of these people in ways we might not fully appreciate or understand.

We would like to deepen our understanding of Aboriginal and Torres Strait Islander cultures and move towards appropriate recognition, preservation and celebration of heritage. Alcoa's recognition of and respect for a community's cultural heritage is fundamental to building an enduring and mutually supportive relationship.

Our commitments:

- We will improve the cultural awareness of our workforce to provide a welcoming and supportive workplace for Aboriginal and Torres Strait Islander peoples.
- We will work together with Traditional Owners and Custodians to understand and demonstrate respect for the cultural significance of the lands on which we operate.

Action	Deliverable	Timeline	Responsibility
5. 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.	March 2023	Aboriginal Engagement Lead
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	June 2023	Aboriginal Engagement Lead
	Develop, implement and communicate a cultural learning strategy for our employees.	September 2023	HR Ops Manager
	Develop an online cultural awareness training module and update induction content.	July 2022	HR Ops Manager
	Target 100 per cent employees to receive online or face to face cultural awareness training.	July 2024	HR Ops Manager
	RAP Working Group members, HR managers and other key leadership to participate in face-to-face cultural awareness training.	July 2024	HR Ops Manager
	Investigate further opportunities for dual naming of buildings/projects.	December 2023	Aboriginal Engagement Lead
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase workforce understanding of the purpose and significance behind cultural protocols including Acknowledgement of Country and Welcome to Country.	June 2023	RAP Champion
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and in key documents.	June 2023	RAP Champion
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	July 2024	Corporate Affairs Representative
	Show our commitment to reconciliation through activities such as Acknowledgement of Country signage at our operating locations.	December 2022	Corporate Affairs Representative
	Continue to implement and communicate our cultural protocols document.	June 2023, 2024	RWG Chair
	Incorporate local languages in a cultural protocols document where provided by the local Aboriginal and Torres Strait Islander community.	December 2022	RWG Chair
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2023, 2024	RWG Chair
	Review HR policies and procedures to remove barriers to employees participating in NAIDOC Week.	June 2023, 2024	HR Ops Manager
	Promote and encourage participation in external NAIDOC events to all employees.	First week in July 2023, 2024	Corporate Affairs Representative
8. Protect Aboriginal and Torres Strait Islander cultural heritage.	Develop agreed Cultural Heritage Management Plans for operating locations with Traditional Owners and local communities.	December 2023	Cultural Heritage Lead
	Train employees on the requirements of the new Cultural Heritage Management Standard and the importance of free, prior and informed consent.	December 2022	Cultural Heritage Lead
	Develop site access protocol.	December 2023	Cultural Heritage Lead
9. Support truth telling initiatives with local Aboriginal communities.	Educate employees on important local history such as the Pinjarra Massacre.	December 2023	Community Relations Representative
	Invite Aboriginal and Torres Strait Islander community members to share their reflections on what truth-telling is and looks like moving forward.	December 2023	Community Relations Representative

Opportunities

A critical piece of our reconciliation vision is our drive towards equity. It is broadly acknowledged that there is inequity between socio-economic measures of Aboriginal and Torres Strait Islander peoples and those of non-Indigenous Australians. By working together and sharing the value generated by our operations, we hope to contribute to improved social and economic outcomes for local communities and maintain a stable and supportive local workforce.

We are determined to lead with courage by identifying and addressing any barriers to working in or with our business and by offering increased economic opportunities to Aboriginal and Torres Strait Islander peoples.

Our commitment:

- We will share the value of our operations with Aboriginal and Torres Strait Islander peoples by improving opportunities - particularly for young people.

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	July 2024	HR Ops Manager
	Build understanding of current Aboriginal and Torres Strait Islander workforce to inform future employment and professional development opportunities.	December 2022	Aboriginal Engagement Lead
	Invite current Aboriginal and Torres Strait Islander employees to be involved in focus groups to gain feedback on their candidate experience to drive recruitment process improvements.	September 2022	Talent Acquisition Representative
	Review and adapt recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace and ensure they are culturally inclusive.	December 2023	Talent Acquisition Representative
	Undertake targeted recruitment campaigns and assessment centres for Aboriginal and Torres Strait Islander peoples in local communities in association with the Aboriginal Engagement Lead.	December 2023	Talent Acquisition Representative
	Increase the percentage of Aboriginal and Torres Strait Islander employees in our workforce.	June 2023, 2024	Talent Acquisition Representative
	Share employment information, recruitment processes and opportunities at Alcoa with Aboriginal and Torres Strait Islander organisations and community groups.	December 2022	Talent Acquisition Representative
	Establish working relationships with selected Aboriginal and Torres Strait Islander employment agencies.	December 2022	Talent Acquisition Representative
	Target 20 per cent Aboriginal and Torres Strait Islander recruits for apprenticeships and traineeships.	June 2024	Talent Acquisition Representative
	Develop a mentoring program for Aboriginal and Torres Strait Islander employees.	June 2024	Aboriginal Engagement Lead
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review and refine Aboriginal and Torres Strait Islander procurement strategy.	December 2022	Procurement Representative
	Leverage Supply Nation membership or other appropriate supplier registers to engage two or more Aboriginal and Torres Strait Islander suppliers each year.	June 2023, June 2024	Procurement Representative
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees.	June 2023	Procurement Representative
	Develop and implement an external communication approach to highlighting and openly communicating opportunities for Aboriginal and Torres Strait Islander businesses.	June 2023	Procurement Representative
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2023	Procurement Representative
	Increase expenditure with Aboriginal and/or Torres Strait Islander businesses by 10 per cent year on year.	June 2023, 2024	Procurement Representative
	Partner with organisations to address barriers to entry including pre-qualification and tender submissions.	December 2022	Procurement Representative
	Partner with key suppliers to ensure they are aligned with Alcoa's reconciliation objectives including their approach to employment and subcontracting.	December 2022, 2023	Procurement Representative

Governance

At Alcoa, we act with integrity. We are open, honest and accountable. Most importantly, we do what we say we will do. Our RAP working group will oversee its implementation and will report progress both internally and externally.

Contact Details

Name: Sarah Eatough

Position: Indigenous Affairs and Community Agreements Manager

Phone: 0491 442 522

Email: sarah.eatough@alcoa.com

Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	July 2022, 2023	RWG Chair
	Review the Terms of Reference for the RWG annually.	January 2023, January 2024	RWG Chair
	Meet at least four times per year to drive and monitor RAP implementation.	September, December 2022, 2023, March, June 2023, 2024	RWG Chair
13. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July 2022, July 2023	RAP Champion
	Engage our senior leaders and other employees in the delivery of RAP commitments.	September, December 2022, 2023, March, June 2023, 2024	RWG Chair
	Define and maintain appropriate systems to track, measure and report on RAP commitments	July 2022, 2023	RWG Chair
	Appoint and maintain an internal RAP Champion from senior management.	July 2022, June 2023	RWG Chair
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date to ensure we do not miss out on important RAP correspondence.	June 2023, 2024	RWG Chair
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Measurement Questionnaire.	August 2022, 2023	RWG Chair
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022, 2023	RWG Chair
	Report RAP progress to all employees and senior leaders quarterly.	September, December 2022, 2023, March, June 2023, 2024	RAP Champion
	Publicly report our RAP achievements, challenges and learnings annually.	April 2023, 2024	RWG Chair
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	RWG Chair
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	July 2024	RWG Chair
15. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	January 2024	RWG Chair

About the Artist



Contemporary Aboriginal Artist Tom Day was commissioned by Alcoa to create the artwork for our Reconciliation Action Plan. Tom has previously developed artwork for the Victorian

Department of Environment Land Water and Planning, the Hawthorn Football Club, Australia Post, the Victorian Department of Justice and the Victorian Parliament's inaugural Reconciliation Action Plan. In 2021 he painted a 30-metre-high mural of his great-grandfather and great uncles in Heywood to acknowledge their extraordinary contribution to the Australian Army. Tom has a workshop and gallery in the Victorian town of Shepparton, Yorta Yorta land, where he is now based.



Artist: Tom Day
Country: Gunditjmara, Wemba Wemba & Yorta Yorta
Title: *Mirring - Country*
Year Created: 2022

The original painting now hangs proudly in the foyer at our Portland Aluminium Smelter.

About the Artwork

Title: *Mirring - Country*

A reflection of the way Gunditjmara country moves and changes every season, *Mirring - Country* responds to the coastal cliffs and capes and the inland volcanic plains bordered by the flowing rivers of the Glenelg, Wannon and Hopkins. Showing marks of country, the background design features scars across the landscape that speaks to Gunditjmara peoples' unbroken connection to place. Individual lines represent movement of people across the landscape, creating an iconography that is centric to Gunditjmara. The three central designs are reflective of Alcoa's past, present and future - representing a journey together with Aboriginal people towards a shared future. The colours are of country, for everything comes from it.

Tom Day - Hinna Hinnatch (Bent Wing Bat)
Gunditjmara - Wemba Wemba - Yorta Yorta
Jirri Jirri Art and Design

This RAP statement design and layout was produced by





Alcoa