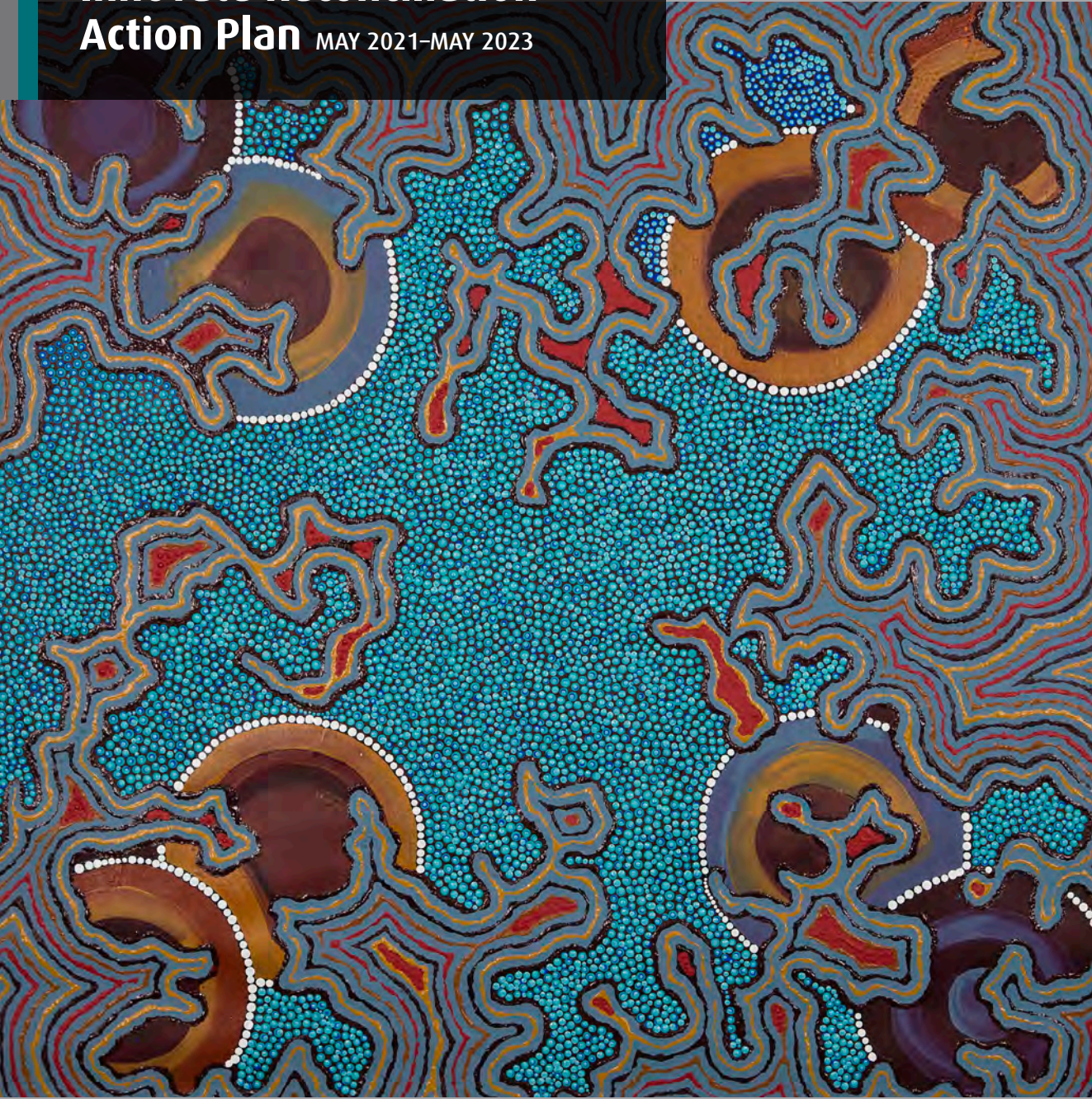


Incitec Pivot Limited
**Innovate Reconciliation
Action Plan** MAY 2021–MAY 2023



Incitec Pivot Limited

DYNO
Dyno Nobel



INNOVATION ON THE GROUND



The front cover artwork is by Yindjibarndi artist Donna Willis and takes inspiration from her grandfather's country.

Grandfather's Country®

"Our Grandfather was born in this Country we call Cangiangi. That's where my grandfather was a dog hunter for dingoes - that was his job. Back in the days he travelled everywhere in our country - Yindjibarndi country. He knew every camp site and water hole."

THIS TRANSLATES AS:

"Nganitharri thamii yarndu Ngurra Yirra-nha (Mt Florence Station) Ngarndu thamii banggarimarda mujira-ngarli Walharri-ngu Yindjibarndi Ngurranga Burangga banggarri-nha ngurrararnda-rala Thamii ngarnda jurlu ngurrayi mirnu barni-nha Bawa-ngarli wanthila ngarriyangu."

About the Artist

Yindjibarndi woman Donna Willis is an award-winning artist who calls Roebourne, Western Australia, home.

Donna takes her inspiration from the coastal Pilbara landscape where she grew up and from the land of her father, and grandfather, further inland.

Donna is based at the Yinjaa-Barni Artists Centre, which is managed by non-for-profit organisation Yinjaa-Barni Art. The Centre supports a collective of Aboriginal artists who predominantly belong to the Yindjibarndi language group and whose ancestral homelands surround the Fortescue River and Millstream Tablelands.

SOURCE: Yinjaa Barni Art, The Dalgety House, LOT 3 Roe St, Roebourne WA 6718 Patricia Floyd, Yinjaa- Barni Art Manager © The artist Donna Willis

Contents

Message from our Managing Director & CEO	2
Message from Reconciliation Australia	3
Vision for Reconciliation	4
Who we are	6
Our Reconciliation Journey	9
Highlights	10
Employee profile: Peta Green	14
RELATIONSHIPS Case Study: Yulluna People and Phosphate Hill	16
Relationships 2021–2023	18
RESPECT Case Study: Dyno Nobel Mobile Processing Unit vehicle	20
Respect 2021–2023	22
OPPORTUNITIES Case Study: Indigenous WorkStars Engagement	26
Opportunities 2021–2023	28
Governance, Tracking & Reporting	31
About the IPL Reconciliation Action Working Group	33
Contact	34

Acknowledgement of Country

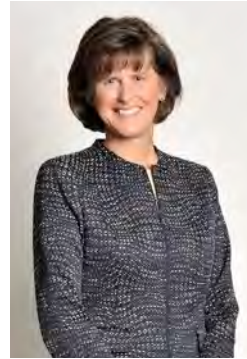
Incitec Pivot Limited acknowledges Aboriginal and Torres Strait Islander Peoples as the Traditional Custodians and First Nations Peoples of Australia. We respect and acknowledge the unique cultural and spiritual relationships that Traditional Owners have to the land, waters and seas of Australia.

We pay our respects to Elders past, present and emerging, and acknowledge the valuable contribution that Aboriginal and Torres Strait Islander Peoples continue to make to our national story.

We extend this respect to the Traditional Owners of the lands on which we operate in Australia and to the First Nations peoples where we conduct our business worldwide.

Message from our Managing Director and CEO

I'm proud to present Incitec Pivot Limited's (IPL) Reconciliation Action Plan (RAP). As an ASX-100 company with an extensive history in Australia, we recognise our responsibility to contribute to the reconciliation of the nation.



This Innovate RAP sets out the actions we will take as part of our reconciliation journey.

At the heart of our actions is a commitment to recognise, respect and embrace Aboriginal and Torres Strait Islander histories and cultures. We want to continue to build on our relationships with Traditional Owners, working side-by-side to create mutually beneficial outcomes and opportunities for future generations.

Creating a better future is key to what we do every day – unlocking the potential in the earth to help people grow. Servicing customers across the resources and agricultural sectors, our products and services play a critical role extracting the minerals needed to meet the world's energy and infrastructure needs, along with growing crops to feed people in Australia and across the globe.

We have a proud 100 year-history in Australia and our operations present many opportunities to work with Aboriginal and Torres Strait Islander Peoples and continue to improve our own understanding of Indigenous histories and cultures.

Recognising and celebrating Aboriginal and Torres Strait Islander histories and cultures is important to our company and as part of our RAP we are committed to improving how we do this across our business. We are working in this area to embed activities into our operations that are tailored to recognise Traditional Owners of the lands on which we operate.

We are also committed to creating more opportunities to improve access to employment, education and training in the communities in which we operate. This RAP sets out how we want to see this commitment move beyond transactional economic opportunities to create a sustainable community workforce. In 2019, we achieved a 3% Indigenous employment across our overall workforce, meeting a target set by the Board in 2016. As part of this RAP, we have an action for this 3% target to be achieved across all our business units with year-on-year improvement. We are also committed to investigating opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity across our business.

This Innovate RAP provides us with a pathway to build on our company's reconciliation journey. We know we still have a long way to go and we are committed to work side-by-side with Traditional Owners and Aboriginal and Torres Strait Islander communities as we make positive changes across our operations.

We are also committed to working with Reconciliation Australia and I look forward to updating you on our progress.

A handwritten signature in black ink, appearing to read 'Jeanne Johns', written in a cursive style.

Jeanne Johns
Managing Director & CEO; Incitec Pivot Limited

Message from Reconciliation Australia

Reconciliation Australia commends Incitec Pivot Limited on the formal endorsement of its 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 Incitec Pivot Limited 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, Incitec Pivot Limited 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 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Incitec Pivot Limited is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

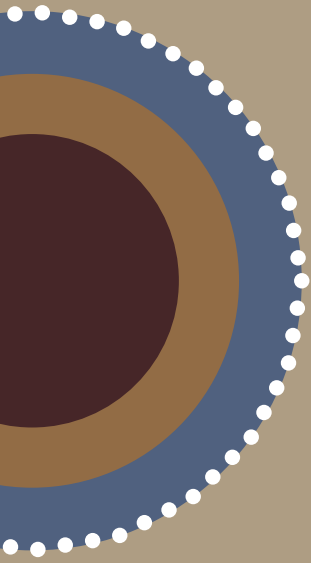
Implementing an Innovate RAP signals Incitec Pivot Limited's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

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

Congratulations Incitec Pivot Limited on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

A handwritten signature in black ink, appearing to read 'Karen Mundine'.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Vision for Reconciliation

To care for the lands on which we operate side-by-side with the Traditional Owners through a mutually beneficial relationship where Aboriginal and Torres Strait Islander histories are recognised and respected, all voices are equal, and sustainable growth is valued and honoured with opportunities for future generations.





Who we are

Incitec Pivot Limited (IPL) is a recognised world leader in the resources and agricultural sectors.

With 60 manufacturing facilities and joint ventures across five continents, including Australia, North America, Europe, Asia, Latin America and Africa, we manufacture ammonium nitrate-based explosives and initiating systems, nitrogen and phosphorus fertilisers, and nitrogen related industrial and specialty chemicals.

Through our two customer-facing businesses, Dyno Nobel in the Americas (DNA) and across Asia Pacific (DNAP) and the largest fertiliser business in Australia, Incitec Pivot Fertilisers (IPF), we make people's lives better by unlocking the potential in the earth to help people grow.

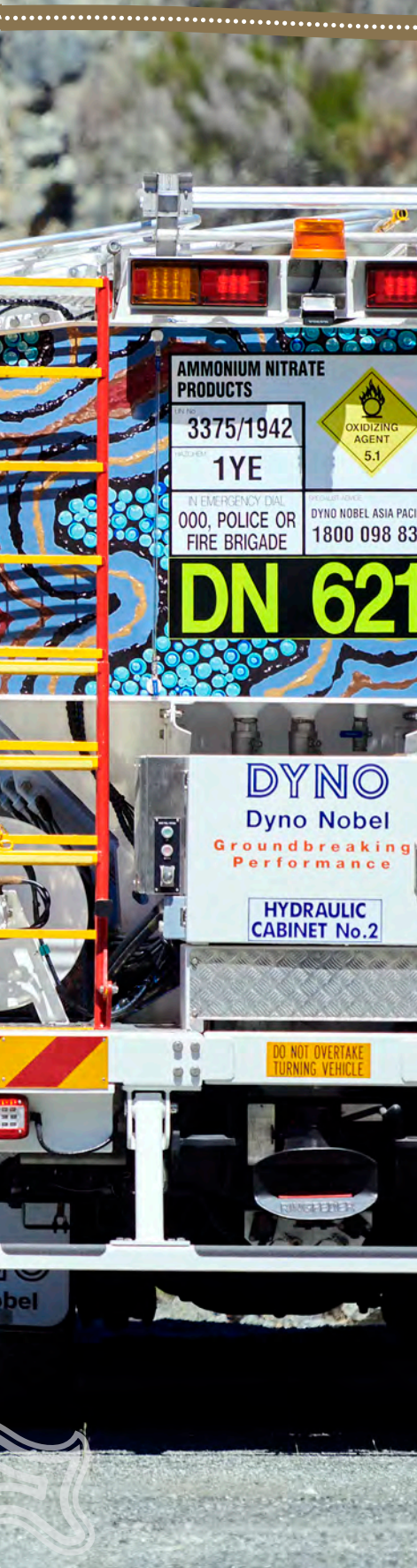
Our advanced and premium technology, manufacturing excellence and world class services are focused on the diverse needs and aspirations of our customers, ensuring IPL's continuing key role in developing the efficiency and sustainability of the world's resource and agricultural sectors.

IPL's business, Dyno Nobel, supplies industrial explosives and blasting services to the mining, quarrying, seismic and construction industries in North American and Australian markets. Blasting is an essential step in extracting the minerals required to meet the world's demand for power, infrastructure and consumer goods. Mines, quarries and seismic explorers use Dyno Nobel products to achieve safety goals and improve operational efficiency.

IPL's Incitec Pivot Fertilisers is Australia's largest supplier of fertilisers, dispatching around two million tonnes each year for use in the Australian grain, cotton, pasture, dairy, sugar and horticulture industries.

Bulk and packaged fertiliser products are distributed to farmers through a network of more than 200 business partners and agents. The company supports farmers across Eastern Australia, from tropical fruit growers in north Queensland to dairy producers in Tasmania.





Our Values

Our Values are the cultural ‘glue’ that holds the organisation together and guide our everyday attitudes, decisions and actions.

Developed by our employees and endorsed by the Managing Director & CEO and the Executive Team, we must all endeavour to put them into practice every day and treat them as a practical tool in the workplace.

The seven company Values are:

- Zero Harm for Everyone Everywhere
- Think Customer. Everyone. Every day
- Treat the Business as our Own
- Value People – Respect, Recognise & Reward
- Care for the Community & our Environment
- Challenge & Improve the Status Quo
- Deliver on our Promises

Our People

Our global workforce of 5,000 employees are committed to leading by example and demonstrating Our Values everyday, with Zero Harm a priority for everyone.

IPL values the diversity of its people and, through promotion of an inclusive culture, recognises that contributions of diversity of thought provide greater opportunity for innovation and improved business outcomes.

IPL is committed to the development of an inclusive and accessible organisation through the establishment and nurturing of a culture that appreciates diversity in all forms.

Our Innovate Reconciliation Action Plan aligns with our Diversity & Inclusion principles of which guide the way we go about our work and support each other every day:

- Respecting our differences
- Shaping our future organisation
- Building a flexible organisation

Australian operations



11 Manufacturing facilities

1,800 Australian employees

48 Indigenous employees
(2.6% of Australian workforce)



Our key Australian locations



Our Reconciliation Journey

As a world leader in the resources and agricultural sectors operating across a range of geographies where Indigenous Peoples are Traditional Custodians of the land, we have a responsibility to recognise and respect Aboriginal and Torres Strait Islander Peoples.

Through our commitment to this RAP, our Australian operations recognise Aboriginal and Torres Strait Islander Peoples as the Traditional Owners of this land. This Plan sets out our commitment to generating long-term economic and social opportunities for Aboriginal and Torres Strait Islander Peoples, while preserving and celebrating the rich cultural histories of the First Peoples of Australia, for future generations to enjoy.

This Innovate RAP details our journey so far and shares some of the milestones achieved through our previous RAP, across the three core pillars of reconciliation: Relationships, Respect and Opportunities. This plan builds on these achievements to maintain momentum across our Australian operations to care for the land on which we operate, in partnership with Traditional Owners and our Aboriginal and Torres Strait Islander employees, as we continue to create sustainable economic and social growth in the communities in which we operate.

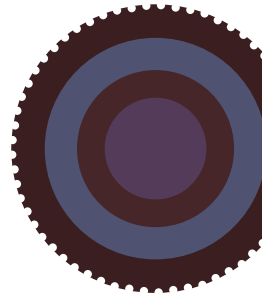
In our previous RAP: Our Relationships objectives were based on the theme “Fostering stronger relationships” and were delivered through the inception of our Reconciliation Action Plan Working Group (RWG). RWG Members assisted in educating our employees on the purpose of the RAP and worked at an operational level to encourage staff engagement in events such as NAIDOC Week. Today, our focus has progressed to strengthening relationships with Traditional Owners at site level. We have seen the benefits of this approach under our previous RAP and now seek to strategically develop enduring, sustainable relationships working side-by-side with Traditional Owners to generate, nurture and achieve mutually beneficial outcomes.

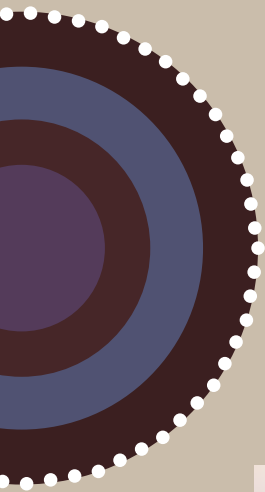
Our Respect commitments were focused on visible demonstrations of our respect for Traditional Owners through participating in national Respect events. As our RAP journey matures, we want to extend these activities beyond national calendar events and embed localised initiatives across each of our operations, working with Traditional Owner groups, and in partnership with our customers’ Diversity and Inclusion teams.

Our Opportunities objectives focused on supporting opportunities for both local Traditional Owners and Aboriginal and Torres Strait Islander Peoples from other areas. We looked for ways to improve access to employment, education and training, as well as the utilisation of community resources and support for Indigenous businesses. We aimed to do this by creating and pursuing opportunities that increased mutually beneficial outcomes through improving education, career and supplier pathways for Aboriginal and Torres Strait Islander Peoples in the communities where we operate.

As our RAP journey continues, highlights such as the Indigenous Workstars partnership moves IPL beyond transactional economic opportunities to deep-rooted social investment. We want this investment to enable a sustainable and capable community workforce in the places we operate, by creating a long-term opportunity and growth pipeline.

This RAP reflects our global approach to working with Indigenous Peoples, consistent with our global commitments and values.





Highlights

We respect the rights of Indigenous Peoples and acknowledge their right to maintain their culture, identity, traditions and customs.



March 2016

Welcoming of a young Indigenous woman in to the workplace, as a part of the **first Work Experience Program** at our Phosphate Hill operations.

Installation of flag poles at the Phosphate Hill operation's front gate. The Aboriginal flag alongside the Australian and Incitec Pivot Fertilisers flags fly all year round, as a symbol of our respect to the Traditional Owners of the land on which we operate.

2015



July 2016

Cultural Heritage video produced and introduced into Site Visitor's Induction for Phosphate Hill and Mount Isa operations, featuring local Traditional Owners from Yulluna land where Phosphate Hill is situation.



2017

Our electronic signs; one at camp and the other at site; were updated with the message, “The Yulluna People and Incitec Pivot welcome you to Phosphate Hill”.



2017–2020

Four consecutive years of an IPL Australian-operations wide online NAIDOC Quiz designed to educate employees across the business on key political and social achievements recognised during NAIDOC Week.

All 2018 competition prize winners received IPL custom-made NAIDOC Week polo shirts (pictured)



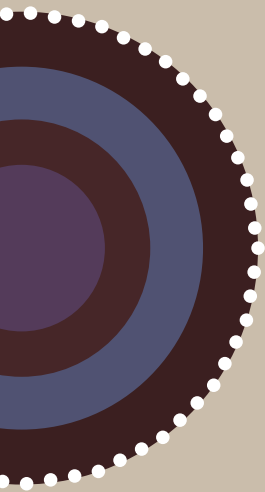
2019

Sponsorship of the inaugural **Mutu Reconciliation Festival** - hosted by Phosphate Hill Operations in June.

2019

All Employees encouraged to recognise the **United Nation’s International Day of World’s Indigenous Peoples** by hosting a toolbox talk on the subject to encourage thought and conversation around supporting the rights of Indigenous Peoples around the globe.





Highlights

2019 Cloncurry Careers Day. Due to the Cloncurry township proximity to the Phosphate Hill site, we developed a careers information flyer designed to encourage Indigenous students to apply for work with us.



2019 Phosphate Hill covers all expenses for Compass ESS’s engagement of an Indigenous plumbing apprentice. Sherridan is in her first year and is part of the Yulluna Traditional Owner group.



2019

Installation of a ‘Welcome to Yulluna Country’ sign at The Monument Airport at Phosphate Hill. The sign was designed in consultation with our Traditional Custodians. The three wavy lines represent the three rivers that pass through this area – The Burke, The Wills and The Mort. The top profile is the outline of a mountain range that the Traditional Owners call ‘Ibis Dreaming’.

September 2019 Achieved 3% Indigenous employees in our Australian workforce target reached, as set by the Board of Directors in 2016.



2020 Achieved IPL’s Indigenous Employee number target for three consecutive years.

2020

\$20,000 Funds raised for the Indigenous Literacy Foundation via the IPL Employee - Company Dollar Matching program since 2016.

2020 Extension of our Employee Mental Health Program to include tailored, counselling services to ensure our Aboriginal & Torres Strait Islander employees and their families have access to consultants who have in-depth cultural understanding and approaches for specialist advice on Indigenous health and wellbeing issues.

2020 Mobile Processing Unit decorated by Yindjibarndi artist Donna Willis, launched into our fleet of specialised explosives vehicles at a ceremony in the Pilbara attended by Traditional Owners and the Department of Mines & Petroleum.

2015–2020 NAIDOC Week

2018 Moranbah NAIDOC activities

2018 Phosphate Hill: Pink high viz shirts produced for site staff for the 2018 NAIDOC celebrations with the theme embroidered on them, ‘Because of her, we can.’

2018 Sponsored country music performer Ali S to attend the Boulia Shire NAIDOC celebrations. Ali has family links with the Yulluna Traditional Owners. Prior to this event, Ali and his band had performed at The Monument Village for Phosphate Hill employees.

2019 Moranbah: Childrens’ NAIDOC Week colouring competition to encourage staff to get their children to participate in recognising and celebrating NAIDOC Week. The Dreamtime colouring-in template was donated by Aboriginal contemporary artist Mirree Louise Bayliss for the 2019 activity.

2019 Blackwater: NAIDOC community event where IPL sponsored catering for the community parade.

2019 Mount Isa NAIDOC Fun Day

2020 Phosphate Hill: Australian native ingredients featured in a NAIDOC Week dinner at The Monument Village for Phosphate Hill workers.

2020 Helidon: Childrens’ NAIDOC Week colouring competition to encourage young children to engage with the cause.



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1. Blackwater NAIDOC Community event, 2019
2. Country music performer Ali S at the Boulia Shire NAIDOC celebrations, 2018
3. Funds raised for Indigenous Literacy Foundation help remote ATSI children access to written learning activities and materials
4. NAIDOC Week Childrens’ Colouring activity from our Helidon team, 2020

5. Phosphate Hill team wearing their NAIDOC Week 2018 edition, high viz shirts, 2018
6. Phosphate Hill canteen serving up traditional culinary delights, 2020
7. Emu Dreamtime childrens’ colouring efforts from Moranbah, 2019

Employee profile



When asked why diversity and representation matters to her, Peta explains, “Strength comes from diversity. It’s only through inclusion that workplaces can make the most out of diversity.”

Peta Green

Ugarapul woman from the Lockyer Valley, Queensland

SHIFT TEAM LEAD AT DYNO NOBEL HELIDON MANUFACTURING SITE

Peta began her career at Dyno Nobel’s Helidon site in 2013 as an assembly operator, before becoming night shift team leader.

Peta enjoys the variety of activities she gets involved in each day and one of her goals for the future is to embrace every opportunity and continue to grow and develop.

As an Indigenous Australian, Peta is most proud of the strength and resilience of her people; and their culture which extends more than 65,000 years.

“I’m proud of the way our cultural heritage has been kept alive over this time through story-telling, dance, and art,” Peta said.

Representation matters to Peta because it will help drive culture awareness and embed an inclusive workplace culture.

“Through education and driving cultural awareness, organisations can attract a wide range of talented staff and grow cultural perspective,” Peta said.

For Peta, it is important for IPL to have a RAP because it’s about turning good intentions into action and creating equal opportunity. By doing this, it creates a workplace culture that understands, values and respects the histories and contributions of Aboriginal and Torres Strait Islander Peoples.

Incitec Pivot Limited
**Innovate Reconciliation
Action Plan** MAY 2021–MAY 2023



Relationships

RELATIONSHIPS Case Study: Yulluna People and Phosphate Hill, Queensland

Opportunity

In 2014 the Federal Court recognised the Yulluna People as the Traditional Owners of the land around Phosphate Hill. This was a significant milestone for the Yulluna people, local community and, as IPL's largest operational site in Australia, our Phosphate Hill operations team. Native Title recognition and the community celebration that followed provided the catalyst for us to forge ahead with improving how we operate in a connected and meaningful way with the community.

Until this time, meetings with Traditional Owners had been on an ad hoc basis.

Approach

In consultation with Traditional Owners a regular meeting was established. The meeting would, when possible, be held on site and give IPL and Traditional Owners an opportunity to discuss matters of interest or concern. Agendas for these meetings include discussions around acknowledging country, cultural clearance, employment opportunities and education.

By engaging more frequently with Yulluna Elders, our Phosphate Hill Operations team was able to provide a platform to connect and play our role in looking after the environment, heritage and community in which we operate, as part of a common goal for a sustainable future.



Outcome

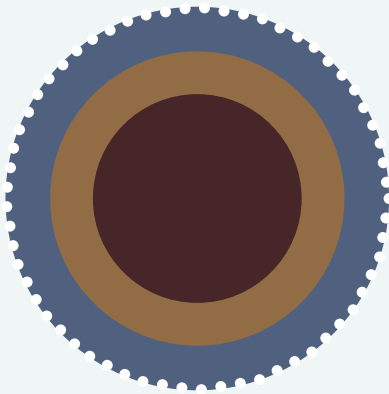
Cultural Heritage video introduced into Induction for Phosphate Hill operations.

In 2017, our operations team commissioned Indigenous media production company, Jetzak, to develop a cultural heritage induction video which acknowledged the Yulluna People at our Phosphate Hill Operations. With full support from the Yulluna People, the film crew visited site and interviewed Traditional Owners on Country.

This induction was created to educate our employees and contractors of the cultural significance of the area in which they work and also show respect to our Traditional Owners.

The Yulluna Cultural Awareness video has been widely commended across Incitec Pivot Limited's global businesses.

The Yulluna Cultural Awareness video later earned Jetzak the Exceptional Indigenous Business Award at the 2017 Queensland Resources Council Indigenous Awards.



A Welcome to Country sign designed and installed at The Monument airport.

Another initiative developed and delivered over a series of Traditional Owner meetings was the installation of a sign at The Monument airport. Between 15,000 and 20,000 travellers a year transfer through the airport, providing a highly frequented location to acknowledge Traditional Owners.

The artwork was approved by the Yulluna Elders and Traditional Owners who contributed to its design. The concentric circles represent 'meeting', the three wavy lines represent the three local rivers that cross Yulluna Country: The Burke, The Wills and The Mort. The top profile of the sign is the outline of a local range known to the Traditional Owners as "Ibis Dreaming".

The Corten laser cut steel sign (3m by 1.8m) is positioned to catch the morning sun's rays and swaying of native trees in the breeze behind the sign provide the illusion of movement.

The curation of successful Mutu Reconciliation Festival

Our Phosphate Hill operations team and Traditional Owners planned and delivered the inaugural Mutu Reconciliation Festival, following months of consultation and planning. The successful community event was held in June 2019.

Consultation with Traditional Owners on relevant site management processes

Environment & Heritage Management processes and procedures at Phosphate Hill now include Traditional Owners Consultation as a key control for protecting Yulluna Land.

Relationships 2021–2023



As we are working On Country in regional, remote and urban areas of Australia, building authentic relationships with Aboriginal and Torres Strait Islander Peoples, communities and businesses in these areas is crucial to our success. We embrace diversity and commit to building long-term sustainable partnerships with Aboriginal and Torres Strait Islander Peoples, communities and businesses.

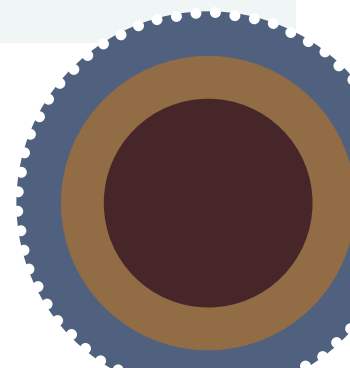
FOCUS AREA: FOSTERING STRONGER RELATIONSHIPS WITH ABORIGINAL AND TORRES STRAIT ISLANDER COMMUNITIES IN THE AREAS WE OPERATE.

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 organisations in our regions to develop guiding principles for future engagement.	June 2021	Site Leader*
	Develop an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2021	General Manager HR
2. Build relationships through celebrating National Reconciliation Week (NRW).	Organise at least one internal event for NRW each year.	27 May 3 June 2021, 2022	General Manager HR
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2021, 2022	Group Communications Advisor
	Register all our NRW events on Reconciliation Australia's NRW website.	27 May– 3 June 2021, 2022	Group Communications Advisor
	Ensure RWG representation in an external event to recognise and celebrate NRW.	27 May– 3 June 2021, 2022	General Manager HR
	Encourage staff and senior leaders to participate in external events to recognise and celebrate NRW and communicate learnings through IPL's internal channels.	27 May– 3 June 2021, 2022	General Manager HR

*Site Leader = a site where there are no less than 20 staff

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Implement strategies to engage our staff in reconciliation, including communicating our RAP to all internal stakeholders.	July 2021, 2022	General Manager HR
	Communicate our commitment to reconciliation publicly by publishing RAP on IPL website, intranet and social media channels.	May 2021	Group Communications Advisor
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes, through ongoing active engagement with all key regional stakeholders.	December 2021	Site Leader*
	Collaborate with Reconciliation Australia and other like-minded organisations to develop ways to advance reconciliation.	September 2021, 2022	General Manager HR
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.	Dec 2021	General Manager HR
	Develop, implement and communicate an anti-discrimination policy for our organisation.	Dec 2021	General Manager HR
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Dec 2021	General Manager HR
	Educate senior leaders on the effects of racism.	Dec 2021	General Manager HR

*Site Leader = a site where there are no less than 20 staff



Respect

RESPECT Case Study: Pilbara mobile processing unit

Opportunity

Our Australian Explosives business, Dyno Nobel Asia Pacific, operates throughout Western Australia's Pilbara region and it was important for us to acknowledge and show our respect to the Traditional Owners of the land in which we operate. We recognised that our fleet of Explosives Mobile Processing Units (MPUs), which are deployed across a number of our customer sites in the Pilbara, provided a highly visible canvas for a talented Aboriginal and Torres Strait Islander artist to share their work. It would also be an initiative which would align with IPL's Diversity and Inclusion Strategy.

Approach

To make the concept a reality, the Dyno Nobel team wanted the project to be a partnership with an Aboriginal artist. A working group was formed, and we were delighted award winning Yindjibarndi artist, Donna Willis agreed to take on the project.

This led her to create a painting titled 'Grandfather's Country', also featured as the art for this Innovate Reconciliation Action Plan. Donna's connection to the Pilbara landscape has been beautifully captured in her artwork which shares stories and knowledge of the land.



“We’re honoured [that] the land of Donna’s Grandfather is on full display across our MPU. As one of the most visible and valuable parts of our customer offering, our MPUs provide the perfect canvas to celebrate the rich history and culture of the Yindjibarndi people,”

Dyno Nobel Asia Pacific President Greg Hayne said.

Outcome

Named after Donna’s grandfather Sandy, the MPU arrived in the Pilbara in February 2021.

In collaboration with Dyno Nobel and WA’s Department of Mines, Industry Regulation and Safety, completion of the project was celebrated at an event in the Pilbara when Sandy was mobilised on site.

“The MPU is a symbol of our commitment to diversity and inclusion and supporting improved outcomes for Indigenous Australians,” Mr Hayne said.



Respect 2021–2023



IPL acknowledges Aboriginal and Torres Strait Islander Peoples as the First Australians and the Traditional Custodians of the lands on which we operate and respect the importance of maintaining culture, Country and spiritual connection to the land. We believe that by learning about Aboriginal and Torres Strait Islander cultures and acknowledging our shared history, we will be able to build more respectful, inclusive and effective relationships, business processes and initiatives.

FOCUS AREA: INCREASING RESPECT BY BUILDING A CULTURALLY AWARE AND COMPETENT ORGANISATION

Action	Deliverable	Timeline	Responsibility
1. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	Conduct a review of IPL's cultural learning needs.	June 2021	APAC Regional Training Manager
	Develop an IPL Cultural Capability Program, including consideration of the various ways cultural learning can be provided (online, face to face workshops or cultural immersion).	December 2021	APAC Regional Training Manager
	Work with Traditional Owners to ensure IPL's Cultural Capability Program is relevant to each region by incorporating information about local Traditional Owners of each region we operate in, including key protocols, places of significance, local stories and histories.	November 2021	APAC Regional Training Manager
	Implement IPL's Cultural Capability Program, including incorporation into employee induction processes for all new IPL employees and providing ongoing refresher training for current employees.	June 2022	APAC Regional Training Manager

Action	Deliverable	Timeline	Responsibility
1. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured external cultural learning activities, including cultural immersion activities.	September 2021, 2022	Learning and Development Advisor
	Promote Reconciliation Australia's Share Our Pride online tool to all staff.	May 2021, 2022	General Manager HR
	Develop reporting process to capture employee participation in cultural awareness activities to inform continuous improvement of our cultural awareness training strategy and programs.	September 2022	General Manager HR
2. Demonstrate respect to Aboriginal and Torres Strait Islander Peoples by observing cultural protocols.	Annually review and communicate IPL's cultural protocol document to ensure it is current and relevant to our relationships with Aboriginal and Torres Strait Islander stakeholders, and reflective of the diversity of our stakeholders.	June 2021, 2022	General Manager HR
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, including by developing and communicating a list of Traditional Owners within IPL key operational areas to all employees.	June 2021, 2022	General Manager HR
	Include an Acknowledgement of Country at the commencement of all significant internal and external meetings (with more than 20 people).	June 2021	General Manager HR
	Include an Acknowledgement of Country slide in all IPL internal and external presentations.	June 2021	Group Communications Advisor
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, including the RAP launch.	May 2021	General Manager HR and Site Leader
	Display an Acknowledgement of Country in all IPL Australian offices and sites.	December 2021	General Manager HR and Site Leader

Respect 2021–2023

Action	Deliverable	Timeline	Responsibility
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Organise at least one internal event for NAIDOC Week each year, and encourage employees to participate.	July 2021, 2022	Site Leader*
	Provide information on local community NAIDOC events and encourage participation by IPL employees.	July 2021, 2022	Site Leader*
	RAPWG to participate in an external NAIDOC Week event.	July 2021, 2022	General Manager HR
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2021	General Manager HR
	Provide opportunities for all Aboriginal and Torres Strait Islander employees to participate with their cultures and communities during NAIDOC Week.	July 2021, 2022	Site Leader*
	Investigate opportunities to partner with external organisations in local NAIDOC week events.	July 2021, 2022	Site Leader*
4. Promote and celebrate Aboriginal and Torres Strait Islander events and dates of significance.	Develop a calendar of Aboriginal and Torres Strait Islander events and distribute to regional leaders.	June 2021, 2022	Group Communications Advisor
	Encourage staff members to attend local Aboriginal and Torres Strait Islander community events, including inviting their family members to attend.	June 2021, 2022	General Manager HR
	Use IPL communication platforms to discuss opportunities for staff participation in local Aboriginal and Torres Strait Islander events.	June 2021, 2022	Group Communications Advisor

*Site Leader = a site where there are no less than 20 staff

Action	Deliverable	Timeline	Responsibility
5. Demonstrate respect for Aboriginal and Torres Strait Islander cultural heritage and places of cultural significance.	Ensure all operational sites regularly review their policies, procedures and practices in relation to the protection and management of Aboriginal and Torres Strait Islander cultural heritage and sites of cultural significance within IPL's areas of operation.	June 2021, 2022	Site Leader*
	Encourage all operational sites to engage with the local Traditional Owners to learn about cultural heritage and places of cultural significance located near or within our areas of operation.	June 2021, 2022	Site Leader*
	All sites to develop local Traditional Owner engagement plans, identifying opportunities for staff education about local cultural heritage and places of significance.	Dec 2021	Site Leader*

*Site Leader = a site where there are no less than 20 staff



Opportunities

OPPORTUNITIES Case Study: Indigenous WorkStars Engagement

Opportunity

IPL's Helidon operations on the land of the Yuggera people in Southeast Queensland manufactures and assembles detonators for the mining industry through our explosives business, Dyno Nobel. Initially built in 1988, the site is in the Lockyer Valley Region where 2.9%* of the population identify as Indigenous.

Helidon has gone from strength to strength over the last three years, on the back of demand from customers for Dyno Nobel's electronic blasting technology.

This increase in Helidon's production volumes has offered IPL the opportunity to grow the team. The Helidon site leadership team wanted to ensure this opportunity was used to attract Aboriginal and Torres Strait Islander employees within Helidon and surrounding communities. This was part of the site's aim to create a workplace that encourages long-term employee satisfaction and retention of Indigenous Australians and supports the local community.

Approach

With the vision set, the site leadership team reached out to Indigenous Workstars.

This career pathways provider IPL has worked with to connect Indigenous skilled workers or trainees to jobs at other IPL Manufacturing sites in Australia.

Indigenous Workstars specialises in the placement of Aboriginal and Torres Strait Islander Peoples into meaningful employment throughout Australia.

Helidon Site Manager Paddy Wiggall said, **"It is important that we not only offer positions to Aboriginal and Torres Strait Islander Peoples in our communities, but that we provide a workplace where these recruits can pursue their career goals, build their career confidence and have succession opportunities within the business"**.

** Source: Lockyer Valley Regional Council Community Plan 2017-2027*

2020 Recruits



“Strengthening inclusion is our aim at Helidon. By employing people from diverse backgrounds, including Aboriginal and Torres Strait Islander Peoples, all of our employees can benefit from the opportunity to gain new perspectives and understandings.”

The Helidon Site has a retention target of eight percent Aboriginal and Torres Strait Islander employees by 2025.



Site Indigenous mentors Peta Green and Indigenous Workstar's Stephen Passmore

Outcome

The partnership with Indigenous Workstars was welcomed by the Helidon Operations team and the first round of six successful recruits were inducted to site in December 2020.

The recruits were welcomed to site with a team barbeque and have begun their career on site, across five teams.

The Helidon Site has also implemented an Indigenous Mentoring Program onsite for new and existing Aboriginal and Torres Strait Islander employees. The purpose of this Program is to broaden the Operation team's understanding of Aboriginal and Torres Strait Islander culture and heritage, as well as provide Indigenous recruits with access to an employee support network. The program aims to ensure new starters are given the best start to what we hope will be a long-term career in manufacturing.



By making the decision to invest in finding enduring opportunities for Aboriginal and Torres Strait Islander candidates, the Helidon team is:

- Investing in building a local, capable community workforce.
- Having a positive impact on how Australia's Manufacturing sector improves employment access for Indigenous Australians.
- Allowing local Indigenous talent to stay in Queensland's Lockyer Valley and Darling Downs regions.
- Expanding workforce benefits through an inclusive workplace culture that seeks diversity as a source of continuous improvement and employee satisfaction.

Opportunities 2021–2023



IPL is committed to providing access to opportunities for Aboriginal and Torres Strait Islander Peoples and communities across our business and in the communities in which we operate, to create shared and sustainable economic and social outcomes.

FOCUS AREA: EMBEDDING PROCESSES THAT PROMOTE ABORIGINAL AND TORRES STRAIT ISLANDER EMPLOYMENT AND SUPPLIER 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.	30 June 2021	HR Business Partner
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	31 December 2021	HR Business Partner
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	31 December 2021	General Manager HR
	Implement a target of 3% employment of Aboriginal and Torres Strait Islander employees across all IPL's Australian business units	31 December 2021, 2022	General Manager HR
	Establish data gathering to track progress and enable setting on future year on year improvement targets	December 2022	Recruitment Advisor
	Work in partnership with IPL's stakeholders to set appropriate Aboriginal and Torres Strait Islander employment targets for each major operational site, which reflect the communities in which we operate and contribute to IPL's overarching target of 3% employment for Aboriginal and Torres Strait Islander people	Sept 2021	HR Business Partner

Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Increase site-based employment opportunities for Aboriginal and Torres Strait Islander jobseekers by working in partnership with IPL's contingent labour suppliers	December 2021	VP Sourcing and Procurement
	Review IPL's HR procedures and policies to identify and remove barriers to Aboriginal and Torres Strait Islander participation in our workplace and to embed opportunities and supporting processes into IPL HR systems and processes	September 2021	Recruitment Manager
	Identify current gaps or disconnects between recruitment and site processes and develop a strategy to more effectively onboard Aboriginal and Torres Strait Islander employees	June 2021	Recruitment Advisor
	Review IPL's Ceremonial and Cultural Leave entitlements and ensure it is communicated to Aboriginal and Torres Strait Islander employees	Dec 2021	ER Manager
	Engage with current Aboriginal and Torres Strait Islander staff to discuss future professional development opportunities and career pathways Engage with leadership and HR representatives across IPL's businesses to identify appropriate professional development opportunities	December 2021	Line Leaders supported by HR Business Partner
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders	September 2021	Recruitment Manager
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	December 2022	VP Sourcing and Procurement
	Incorporate Aboriginal and Torres Strait Islander procurement strategies into existing policies and procedures to create opportunities for Aboriginal and Torres Strait Islander suppliers	Sept 2021	VP Sourcing and Procurement

Opportunities 2021–2023

Action	Deliverable	Timeline	Responsibility
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and communicate the resources available for identifying Aboriginal and Torres Strait Islander businesses that align to our supply needs	June 2021	VP Sourcing and Procurement
	Incorporate into the sourcing process a review of relevant databases of pre-qualified Indigenous suppliers, prior to going out to market with a view to inviting relevant potential suppliers to bid.	Sept 2021	VP Sourcing and Procurement
	Develop commercial relationships with a minimum of three new Aboriginal and/or Torres Strait Islander businesses each year (including corporate and site-based business units)	Sept 2021, 2022	VP Sourcing and Procurement
	Incorporate a process in the Supplier Relationship Management (SRM) program to seek synergies, and further develop commercial relationships with Aboriginal and Torres Strait Islander businesses.	Sept 2021, 2022	VP Sourcing and Procurement
	Set an expenditure target and monitor spend on Aboriginal and Torres Strait Islander businesses across the entire business	Mar 2022	VP Sourcing and Procurement
	Attend at least two industry Meet the Buyer events or Indigenous Business Trade Fairs per year	Sept 2021, 2022	VP Sourcing and Procurement
	Continue to develop a suite of Indigenous participation clauses that can be included in contracts and tender processes, to maximise Aboriginal and Torres Strait Islander employment and business participation throughout our supply chains	June 2021	VP Sourcing and Procurement
	Investigate Supply Nation membership	Mar 2021	VP Sourcing and Procurement

Governance, Tracking & Reporting



Governance, Tracking Progress and Reporting

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP	RWG oversees the development, endorsement and launch of the RAP	May 2021	President DNAP
	Maintain Aboriginal and Torres Strait Islander representation on the RWG and ensure gender-balance and a mix of senior leaders and operational representatives	May 2022, February 2023	General Manager HR
	Implement, review and update our Terms of Reference for the RWG	May 2021, March 2022, February 2023	General Manager HR
	Meet four times per year to drive and monitor RAP implementation	March, May, August, November	General Manager HR
2. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation	May 2021	President DNAP
	Engage our senior leaders and other staff in the delivery of RAP commitment	May, August, November	President DNAP
	Define and maintain appropriate systems to track, measure and report on RAP commitments	September 2021	General Manager HR
	Appoint and maintain an internal RAP Champion from senior management	May 2021	President DNAP

Governance, Tracking & Reporting

Governance, Tracking Progress and Reporting

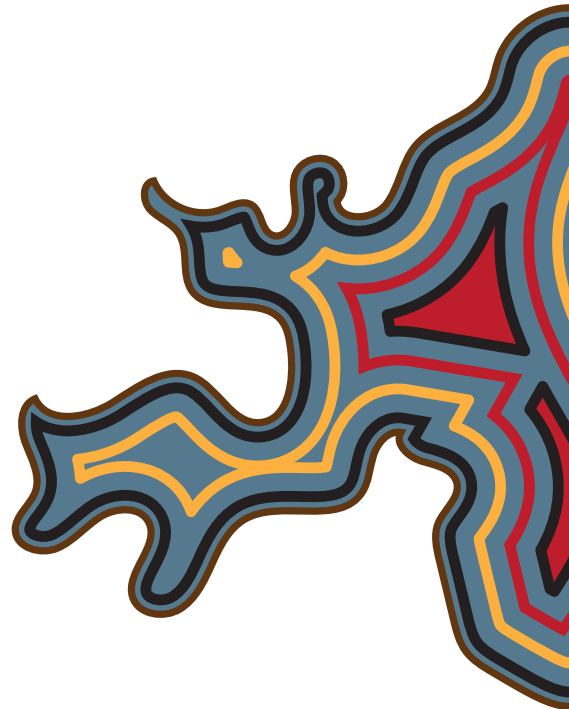
Action	Deliverable	Timeline	Responsibility
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Collect data for the RAP Impact Measurement Questionnaire and seek internal approval to submit the RAP Impact Measurement Questionnaire to Reconciliation Australia	July 2021, 2022	General Manager HR
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	30 September 2021, 2022	General Manager HR
	Report RAP progress to all staff and senior leaders through IPL's internal communication channels	May, August, November each year	Group Communications Advisor
	Publicly report our RAP achievements, challenges and learnings, annually	Oct 2021, Oct 2022	Group Communications Advisor
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer	April 2022	General Manager HR
4. Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP	January 2023	General Manager HR
	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements	January 2023	General Manager HR
	Submit draft RAP to Reconciliation Australia for formal endorsement	March 2021	General Manager HR
	Launch new RAP to coincide with National Reconciliation Day	May 2023	RWG

Contact

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 VP HR Global Manufacturing
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The IPL Reconciliation Action Working Group Members

Name	Position
Greg Hayne QLD	President DNAP
Claire Reynolds QLD	GM Human Resources Global Manufacturing
Catherine Dawson QLD	VP Procurement
Anthony Urzaa WA	VP Strategy & Customer DNAP
Connie Beck VIC	Chief Digital Officer
Pia Witt VIC	Corporate Communications Advisor
Kanae Dyas QLD	Mental Health & Wellbeing Specialist
Peta Green QLD	Team Leader - Assembly
Harley Wyatt WA	Technical Engineer
Richard Peck QLD	Senior Process Control Engineer
Andrea Douglas QLD	Regional PSM Engineer
Courtney Unahi QLD	IPF Maintenance Scheduler
Jade Frazer QLD	Human Resources Business Partner
Lida Zavazal QLD	Process Technician
Ros Hardy QLD	Procurement Capability Manager
Bryce Knight QLD	Process Technician
Lucia Dionysius QLD	Executive Assistant Phosphate Hill
Catherine Hennessy QLD	IPF Pricing Coordinator



About the IPL Reconciliation Action Working Group

The Incitec Pivot Limited RAP Working Group (RWG) has been established to coordinate the development, implementation and review of our Innovate RAP.

The RWG comprises committed employees from across all areas of our business, who want to be part of driving IPL's reconciliation journey and promoting opportunities for Aboriginal and Torres Strait Islander Peoples within our business. Importantly, the RWG includes both Aboriginal and Torres Strait Islander and non-Indigenous employees, who work at a range of locations and at different levels within the organisation. Our RWG benefits from this diversity of skills and experiences across both the operational and management aspects of our business.

This diverse RWG team is led by the Dyno Nobel Asia Pacific (DNAP) President, who is our nominated RAP Champion and Chair of the RWG.

The DNAP President is supported on the RWG by other members of IPL's executive and leadership teams, who are well placed to ensure our commitments are implemented effectively and to identify opportunities to engage the broader IPL workforce in RAP activities.

Our RWG members are from a cross-section of roles and functions as a diverse representation of our business here in Australia including members from Operations, Engineering, Procurement, Commercial, Information Technology and Human Resources.



"Getting to a place where our Constitution recognises our past, but our present conversations and schooling is about celebrating and respecting Australia's indigenous cultures."
Pia

"I will encourage and promote commercial engagements with ATSI businesses and to nurture and develop long-standing partnerships for the benefit of both organisations."
Ros

"Honouring and acknowledging the past, learning, and connecting in the present so that I am part of building a deep connection to Aboriginal and Torres Strait Islander cultures."
Claire

Reconciliation To Me Means:



“Learning from the past
•Working together in mutual respect
•Respecting each other’s beliefs and traditions”
Lucia

“Working towards achieving true and meaningful equality to move forward together as one.”
Catherine

“Our nation working together, acknowledging the history of this land (good and bad) so that we can all share and be a part of the wonders of its people, whilst ensuring that the mistakes made by those before us never re-occur.”
Harley

“Hope, History, Spirituality, Purpose, People
This is what Reconciliation means to me.”

“Acknowledging the Traditional Owners stories, working together for a better future for all Australians.”
Greg

“I commit to understanding, acknowledging and learning from the past and working towards an inclusive and equal future.”
Anthony

“I commit to continually educating myself on the Five Dimensions of Reconciliation so that I may better serve IPL’s Vision for Reconciliation:
•Race Relations
•Equality & Equity
•Institutional integrity
•Historic Acceptance
•Unity”

“To acknowledge the Traditional Owners of the land on which we work and learn; striving to build relationships, respect and opportunities.”
Peta



Acknowledgement of Country

Incitec Pivot Limited acknowledges Aboriginal and Torres Strait Islander Peoples as the Traditional Custodians and First Nations Peoples of Australia. We respect and acknowledge the unique cultural and spiritual relationships that Traditional Owners have to the land, waters and seas of Australia.

We pay our respects to Elders past, present and emerging, and acknowledge the valuable contribution that Aboriginal and Torres Strait Islander people continue to make to our national story.

We extend this respect to the Traditional Owners of the lands on which we operate in Australia and to the First Nations peoples where we conduct our business worldwide.

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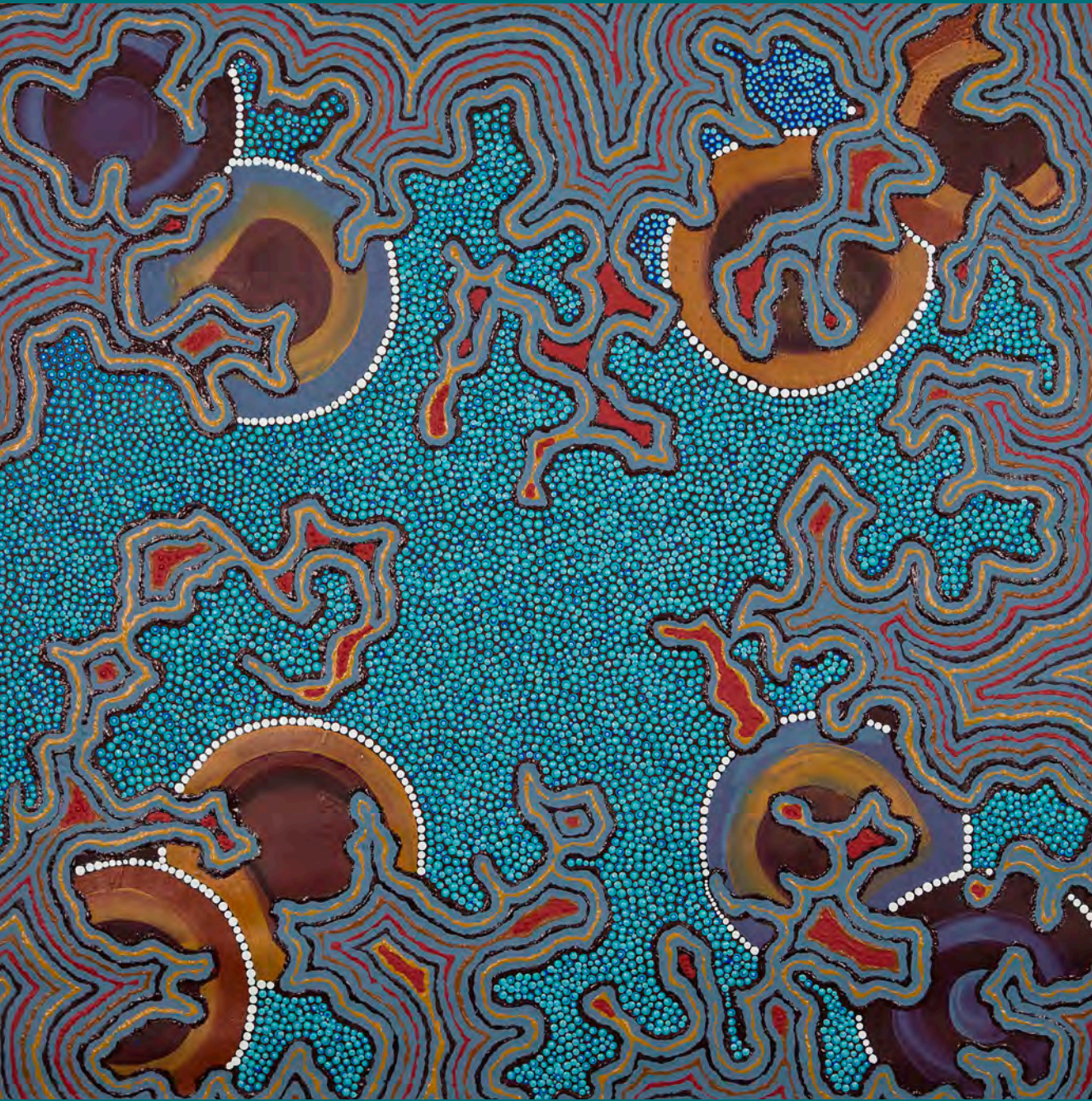
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RECONCILIATION
ACTION PLAN

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Incitec Pivot Limited

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INNOVATION ON THE GROUND