

**Alcoa**

Alcoa Australia

Reflect  
Reconciliation  
Action Plan  
January-December 2020



RECONCILIATION  
ACTION PLAN

REFLECT





## Message from Alcoa Australia

### I would like to start by acknowledging the Traditional Owners of the lands where we operate and pay respects to their elders, past, present and emerging.

I am proud to present Alcoa Australia's first Reconciliation Action Plan. This milestone gives cause for us to reflect on our work over more than half a century of operation in Australia to strengthen relationships and enhance respect for Aboriginal and Torres Strait Islander peoples. More importantly it also allows us to look to the further actions we can take to help the reconciliation process and forge stronger and more inclusive communities.

To be successful we know we need a more coordinated, deliberate and meaningful approach to our work that delivers for Aboriginal and Torres Strait Islander peoples, delivers for our business, and delivers for the community. The Reconciliation Action Plan framework will help turn our good intentions into tangible outcomes.

We will focus on education to raise knowledge, awareness and respect for Aboriginal and Torres Strait Islander peoples and culture across our business.

We will seek opportunities for economic participation by working with more Aboriginal and Torres Strait Islander businesses, providing employment for more Aboriginal and Torres Strait Islander people, and helping to train and develop the next generation.

And we will build on the relationships we have with local Aboriginal and Torres Strait Islander peoples and communities to better understand their needs and aspirations.

Publication of this Reconciliation Action Plan signals our formal commitment to the reconciliation journey and I look forward to listening, walking, and working together with Aboriginal and Torres Strait Islander peoples on its implementation.



**Michael Gollschewski**  
Vice President Operations, Australia  
President Alcoa Australia



## Message from Reconciliation Australia

### Reconciliation Australia is delighted to welcome Alcoa Australia to the Reconciliation Action Plan (RAP) program and to formally endorse its inaugural Reflect RAP.

As a member of the RAP community, Alcoa joins more than over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Reflect RAP provides Alcoa a roadmap to begin its reconciliation journey. Through implementing a Reflect RAP, Alcoa will lay the foundations for future RAPs and reconciliation initiatives.

We wish Alcoa well as it takes these first critical steps in its reconciliation journey. We encourage the organisation to embrace this journey with open hearts and minds, to grow from the challenges, and to build on

the successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

*"Reconciliation is hard work—it's a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality."*

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



**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# Alcoa Australia

Alcoa's Australian 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.

These include:

- Two bauxite mines in Western Australia (Huntly and Willowdale)
- Three alumina refineries in Western Australia (Kwinana, Pinjarra and Wagerup)
- One aluminium smelter in Victoria (Portland)
- Two dedicated port facilities in Western Australia (Kwinana and Bunbury)
- Two farmlands sites in Western Australia (Pinjarra and Wagerup)
- Two corporate offices in Western Australia (Perth and Pinjarra)
- One closed coal mine and power station in Victoria (Anglesea)
- One closed aluminium smelter and rolling mill in Victoria (Point Henry)
- Exploration licence applications in the Northern Territory (Arnhem Land)

Our operations support about 4,250 direct jobs, predominantly in regional Australia. Currently, we do not have data on the number of Aboriginal and Torres Strait peoples we employ. We are a major economic contributor with more than 65 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 \$6 billion in exports each year.

We strive to exceed regulatory and community expectations in environmental management, health, safety and good corporate citizenship. Our approach to rehabilitation and land management is leading practice with our commitment to sustainability driving continuous improvement.

## What we produce

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 Smelter in Victoria, a joint venture business managed by Alcoa. Portland smelts alumina into aluminium ingots ready to be turned into the multitude of aluminium products used in everyday life.

Each year, Alcoa mines about 34 million bone dry metric tonnes of bauxite, refines about 9 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.



## Our Reconciliation Action Plan

We are proud to have developed our first Reconciliation Action Plan (RAP), which aligns with our values:

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

For more than half a century, Alcoa has worked with Aboriginal and Torres Strait Islander peoples in the communities in which we operate. The case studies featured on the following pages outline just some of the work done to date including community partnerships addressing Aboriginal and Torres Strait Islander people's needs and aspirations, environment and land management practices that identify and protect Indigenous heritage, and embedding cultural respect and awareness across our workforce. Our RAP formally embeds our commitment to not only continue this work but strive for continuous improvement.

The RAP framework will guide our evolving approach to Aboriginal and Torres Strait Islander engagement and reconciliation, ensuring we are on a road of continuous improvement and strive for best practice. We will do this by focusing on the following pillars:

### Education

Improve our knowledge of Aboriginal and Torres Strait Islander peoples, communities and cultures in the areas where we operate to facilitate meaningful and mutually beneficial engagement. This includes identifying and building relationships with stakeholders and raising cultural awareness across our business.

### Economic Participation

Increase Aboriginal and Torres Strait Islander economic participation in our business through skills development, employment and business opportunities. We will aim to be an employer and business partner with an inclusive, respectful and welcoming environment that knocks down rather than erects or sustains barriers to success.

### Community engagement

Build meaningful and mutually beneficial relationships with local Aboriginal and Torres Strait Islander communities to understand their needs, concerns and aspirations and aim to make a positive difference through stakeholder engagement, participating in community activities, and developing partnerships.



# Case Studies

## Reconciliation celebrated

**Alcoa respects the importance of National Reconciliation Week with our Portland Aluminium Smelter, in Victoria, marking the important day event in various ways in 2019.**

Portland smelter representatives attended the Shire of Glenelg's National Reconciliation Week event taking part in a traditional smoking ceremony and traditional dance before listening to guest speaker Peter Robinson, a former Melbourne Storm player and now welfare officer for the team.

Employees also attended the Portland High School National Reconciliation Week event, where student Regina Blurton shared what reconciliation meant to her as an Aboriginal teenager.

The weekly story time at the Portland Dolly Parton Imagination Library, which is also supported by our smelter, marked Reconciliation Week by hosting a special guest. Former AFL player and local Indigenous community health officer Leon Davis read the Aboriginal children's book 'Big Rain Coming' to younger members of the community.



Gunditj Marra man Troy Lovett performs a traditional smoking ceremony at the Glenelg Shire Council's Reconciliation Week event. Right: Portland Aluminium Smelter Community Relations Officer Anna Impey marks 2019 National Reconciliation Week with Portland High School student Regina Blurton.



Waroona District High School students get on board the Earbus, which is sponsored by Alcoa.

## Get on board the earbus

**We have partnered with the award-winning social change organisation, Earbus Foundation of Western Australia, since 2018. Its mission is to reduce the incidence and impact of middle ear disease in Aboriginal and Torres Strait Islander children to achieve parity with non-indigenous children. One initiative to support this mission is its School Program.**

Earbus Foundation started its South West School Program at Djidi Primary School, in Bunbury, in April 2018, and launched a dedicated bus service a month later. Through support from our Wagerup and Pinjarra refineries, Earbus is now stretching its reach further into the South West region and beyond in to the Peel region.

With support from partners like Alcoa, the Earbus School Program increased screenings in the South-West from 271 in 2017 to 1179 in 2018 – more than a 400% increase.

In addition to our two-year community partnership, additional support has been provided through our employee charity program with funds to equip the mobile bus service that provides initial ear health checks and follow up services.

## Sensitive exploration focus

**We have had the privilege of holding exploration licences in Arnhem Land in the Northern Territory, an area of Aboriginal freehold land with significant cultural importance.**

In 2014 and 2015, we completed an exploration program in parts of Elcho and Howard islands to determine whether there was economic quantities of bauxite present.

Central to our approach was an agreement that included fair compensation and benefits for Traditional Owners and communities from exploration and any follow up mining including employment, training and business opportunities.

While planning and implementing the exploration, we conducted extensive consultation with local communities including cultural awareness training for our employees, archaeological surveys to ensure significant sites were identified and protected, along with engaging cultural monitors.

Key outcomes of the program included strong support from local communities, local businesses securing contracts for goods and services, minimal impact to the local environment, and no impact to areas of cultural significance.



Exploration drilling on Elcho Island in Arnhem Land.



## Relationships

One of our core values at Alcoa is care for people. We treat all people with dignity; provide a diverse, inclusive work culture; and respect the cultures, customs and values of the people within the communities where we operate.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Identify Aboriginal and Torres Strait Islander communities, Traditional Owners, leaders and key organisations across the areas where we operate and seek out advice on best practice engagement principles and approaches.	By 30 June 2020	Health and Safety Manager
	Build a Stakeholder Engagement Planning Process that will ensure we work respectfully and appropriately with Aboriginal and Torres Strait Islander peoples across the communities where we operate.	By 30 September 2020	Corporate Affairs Manager
	Review our Community Partnership Program to identify areas for enhanced relationships and collaboration with Aboriginal and Torres Strait Islander peoples and organisations.	By 30 September 2020	Corporate Affairs Manager
<b>Build relationships through celebrating National Reconciliation Week (NRW).</b>	Develop a Communication Plan to share information about National Reconciliation Week with our workforce. This will include distributing Reconciliation Australia's National Reconciliation Week resources and materials to our workforce.	By 31 January 2020	Corporate Affairs Manager
	This Plan will include representatives from our workforce, including RAP Working Group members and business leaders, participating in external National Reconciliation Week events.	By 4 June 2020	Corporate Affairs Manager
<b>Promote reconciliation through our sphere of influence.</b>	Develop a Communication Plan to share our reconciliation journey with our workforce.	By 31 January 2020	Corporate Affairs Manager
	Identify and approach external stakeholders and like-minded organisations to collaborate with on our reconciliation journey.	By 30 September 2020	Corporate Affairs Manager
	Broaden our Workplace Inclusion Strategy and Steering Committee to include focus on Aboriginal and Torres Strait Islander engagement.	By 31 January 2020	Human Resources Talent Partner
<b>Promote positive race relations through anti-discrimination strategies.</b>	Review HR policies and procedures to identify existing anti-discrimination provisions and future needs.	By 30 September 2020	Human Resources Talent Partner
	Investigating best practice in race relations and anti-discrimination.	By 30 September 2020	Human Resources Talent Partner





## Respect

Our Alcoa Indigenous Peoples Statement recognises and respects the diversity, cultures, customs and values of Indigenous Peoples in the communities where we operate and acknowledges their needs, concerns and aspirations.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Review cultural learning needs across our business.	By 30 September 2020	Human Resources Talent Partner
	Consult Aboriginal and Torres Strait Islander peoples when reviewing our cultural learning needs and developing any cultural awareness packages.	By 30 September 2020	Human Resources Talent Partner
<b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Enhance and broaden our understanding of local Traditional Owners of the lands and waters in the areas where we operate.	By 30 September 2020	Health and Safety Manager
	Develop a formal process to raise our workforce's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, and when and how they should be delivered.	By 30 September 2020	Corporate Affairs Manager
<b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	Develop a Communication Plan to raise awareness across our workforce about the meaning of NAIDOC Week including promotion of local NAIDOC Week events.	By 31 January 2020	Corporate Affairs Manager
	This Plan will include Alcoa representatives, including RAP Working Group members and business leaders, participating in external NAIDOC Week events.	By 11 July 2020	Corporate Affairs Manager
	Investigate hosting internal NAIDOC Week events and formally supporting external NAIDOC Week events in consultation with local Traditional Owners.	By 31 May 2020	Corporate Affairs Manager
<b>Protect Aboriginal and Torres Strait Islander cultural heritage.</b>	Manage cultural heritage to ensure we identify, record and promote Aboriginal and Torres Strait Islander cultural heritage across the locations where we operate.	30 September 2020	Health and Safety Manager



# Case Studies

## Protecting Indigenous heritage

**We recognise and respect the cultural heritage of the areas where we operate.**

Our commitment to sustainability and preserving cultural heritage includes extensive assessments of Aboriginal and Torres Strait Islander sites of importance across our operational footprint. We have conducted these assessments since our operations started in Australia more than half a century ago and we are committed to continuing the practice.

When planning and building our Portland Aluminium Smelter, in Victoria, more than three decades ago, engagement with Aboriginal and Torres Strait Islander peoples was undertaken. This resulted in 63 heritage sites being recorded and five key sites being formally protected under the Alcoa (Portland Aluminium Smelter) Act 1980.

When planning our new bauxite mining areas in Western Australia today, Aboriginal and Torres Strait Islander custodians and archaeologists are engaged to conduct field surveys of the region. The findings are recorded, a register of sites maintained, and details shared with the relevant stakeholders. Through this process hundreds of heritage sites have already been identified across the areas where Alcoa operates in Australia and new sites continue to be identified in previously unmapped areas.



Heritage mapping at Alcoa's Huntly Bauxite Mine in 2005.



Noongar elder and 2019 NAIDOC Elder of the Year Greg Little opens the Harvey NAIDOC celebrations.

## NAIDOC week celebrations

**NAIDOC Week Celebrations in the Western Australian community of Harvey, in the south west of the State, are being stepped up thanks to support from organisations like Alcoa.**

In the past, NAIDOC Week celebrations were traditionally run over a single day but from 2019 they were extended to a week-long celebration of Aboriginal and Torres Strait Islander culture and history.

Harvey Community Radio was the lead organisation for the celebrations that involved both the Noongar and general community. The celebrations included a parade, opening ceremony, and a showcase of local Indigenous culture through bush medicine workshops, bush tucker tasting, indigenous artefacts and art displays.

## Cultural awareness training

**Anglesea Coal Mine and Power Station, in south-western Victoria, closed its doors in 2015 after 46 years of operation.**

Five guiding principles have been developed in consultation with the community to guide the future use of the site and honour its cultural heritage values.

One concept being considered is a partnership with the Eden Project – an educational and environmental charity and social enterprise organisation. This would involve the creation of a world-class eco-tourism attraction at the old mine and power station site.

The area's Traditional Owners, the Wadawurrung people, are involved in the community's assessment of this proposal and are considering its merits as a way to celebrate their cultural, spiritual and economic connection to the land.

As part of this consultation, and to gain a better understanding and awareness of local Indigenous culture and history, members of the our project team participated in a cultural awareness session facilitated by Traditional Owner and Wadawurrung woman Corrina Eccles. The session included a detailed history on the Wadawurrung people and a 'walk and talk on country'.

Our project team is committed to ongoing engagement and collaboration with the Wadawurrung people and to developing the project as a leading example for how a concept should be developed with Traditional Owners.



Our Anglesea project team participates in a smoking ceremony and cultural awareness training.

# Case Studies

## World heritage success

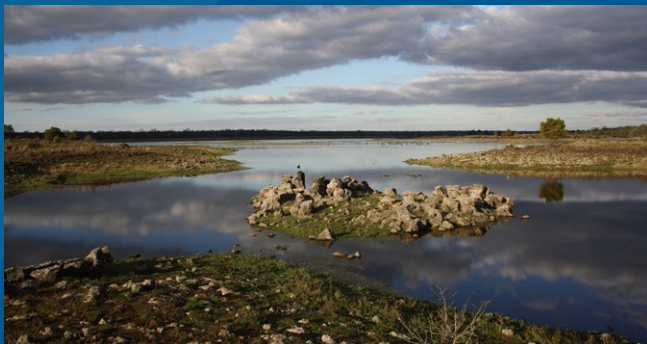
**The Budj Bim Cultural landscape, in south-west Victoria, has been added to the World Heritage List and is the first Australian site to be acknowledged purely for the Aboriginal culture and values it represents.**

Our Portland Aluminium played an integral role in the achievement as one of the first organisations to partner with the Budj Bim Sustainable Development Partnership, previously called the Lake Condah Sustainable Development Project, providing grants totalling more than \$100,000 and building relationships through community events and committees.

The aim of the project was to develop the Lake Condah and Tyrendarra area as a major heritage park, a hub for sustainable development, and to elevate tourism products along the Budj Bim landscape.

The Budj Bim Landscape is sacred to the Gunditjmara people, who lived in permanent settlements in the area thousands of years ago dispelling myths that Australia's Indigenous peoples were all nomadic. An aquaculture system created about 6,600 years ago by the Gunditjmara people was used to harvest eels and manipulate water flows.

Despite heavy conflict and government intervention since the early 1800s, the Gunditjmara have continued to live in the area and protect their heritage and identity. In 2008, Lake Condah was formally returned to Gunditjmara people by the State of Victoria.



World-heritage listed Lake Condah is sacred to the Gunditjmara people.



Alcoa volunteers take part in a traditional Aboriginal smoking ceremony ahead of assisting in building a traditional yarning circle at Mandurah Primary School.

## Yarning circle wins support

**Alcoa volunteers demonstrated support for Aboriginal and Torres Strait Islander culture by helping to build a yarning circle at the Mandurah Primary School in the Peel region of Western Australia in June 2019.**

Yarning circles are used to build respectful and supportive relationships and to preserve and pass on cultural knowledge.

The school's new yarning circle comprises six poles each representing the six seasons in local Noongar culture. Students then worked together to decorate the poles using their knowledge and understanding of Aboriginal and Torres Strait Islander culture and artwork.

Ten of our employees volunteered their time as part of our ACTION Program – Alcoans Coming Together In Our Neighbourhood – which also contributed funding toward the project.

## Sharing Noongar culture

**Noongar culture is being brought to stage in a sustained way in Bunbury, in the South West of Western Australia, thanks to a partnership between the Bunbury Regional Entertainment Centre and our Wagerup Refinery.**

The First Nation Partnership is developing cultural pride in local Indigenous people as well as raising cultural awareness and respect across the broader community with the entertainment centre hosting more than 200 events and 60,000 visitors each year.

The program involved several elements in 2018. Noongar performer Ian Michael toured his production of HART, a show based on stories told to the Stolen Generation Testimonies Foundation. He also conducted school workshops.

Melbourne-based Ilbjerri Theatre Company brought its 'Which Way Home' show to local audiences. The show about a father and daughter travelling home to country provided an alternate perspective to the negative stereotypes Aboriginal and Torres Strait families experience.

Perth-based Ochre Contemporary Dance Company had a week-long residency to develop the show 'Kwongkan'. During the week, the Company offered bespoke community activities including teaching Noongar dance to local school children.

The First Nation Partnership continued in 2019.



Performer Ian Michael during his production of HART brought to Bunbury through Alcoa's First Nation Partnership.





## Opportunities

One of our core values at Alcoa is to operate with excellence. We relentlessly pursue outstanding and sustainable results and creatively transform ideas into value. Embracing diversity and inclusion harnesses a broader cross section of thoughts and ideas that will improve our workplace and the communities in which we operate.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p><b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b></p>	<p>Develop a plan that addresses the business case for Aboriginal and Torres Strait Islander employment, builds on our understanding of current employment, and informs future employment and professional development opportunities.</p>	<p>By 30 September 2020</p>	<p>Human Resources Talent Partner</p>
<p><b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b></p>	<p>Develop a plan that addresses the business case for Aboriginal and Torres Strait Islander procurement, identifies potential opportunities across our business (including with our contractors and suppliers), and identifies barriers to overcome, communication approaches and potential targets.</p>	<p>By 30 June 2020</p>	<p>Procurement Director</p>
	<p>Investigate membership of relevant Aboriginal and Torres Strait Islander procurement organisations including Supply Nation, the Noongar Chamber of Commerce and Industry, and similar organisations in the communities where we operate.</p>	<p>By 30 September 2020</p>	<p>Procurement Director</p>





# Reporting

At Alcoa, we act with integrity. We are open, honest, and accountable. Most importantly, we do what we say we'll do.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Establish and maintain an effective RAP Working Group to drive governance of the RAP.</b>	Form a Working Group to oversee the development and implementation of our RAP. The RAP Working Group will take in representation from our across our Australian business. The working group will meet quarterly.	By 1 January 2020	Alcoa Australia President
	Establish Aboriginal and Torres Strait Islander people representation on our Working Group.	By 30 June 2020	Human Resources Talent Partner
	Develop Terms of Reference for our Working Group.	By 30 January 2020	Health and Safety Manager
<b>Provide appropriate support for effective implementation of RAP commitments.</b>	Define and seek the resources needs to implement our RAP.	By 1 January 2020	Human Resources Talent Partner
	Engage our leadership in the delivery of our Reconciliation Action commitments by providing quarterly updates via our Workplace Inclusion Strategy and Steering Committee.	January 2020 April 2020 July 2020 October 2020	Human Resources Talent Partner
	Define appropriate systems and capabilities to track, measure and report on our RAP commitments.	By 31 January 2020	Health and Safety Manager
<b>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Complete and submit an annual Reconciliation Action Plan Impact Measurement Questionnaire to Reconciliation Australia.	By 30 September 2020	Corporate Affairs Director
<b>Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's website to begin developing our next RAP.	By 1 September 2020	Corporate Affairs Manager
	Liaise with other organisations about their RAP journey, seeking out learnings and opportunities.	By 30 September 2020	Corporate Affairs Manager
	Review our progress against our RAP and consider our learnings, challenges, achievements and opportunities.	By 30 September 2020	Corporate Affairs Manager
	Review and refresh our RAP for 2021.	By 31 December 2020	Corporate Affairs manager



# Colours of the Seasons (acrylic on canvas) by Gloria Kearing



## Cover artwork

Alcoa Australia thanks Bindjareb Noongar artist Gloria Kearing for allowing her *Colours of the Seasons* artwork to feature on our Reflect Reconciliation Action Plan. The artwork shows the six Noongar season:

**Bilkark:** The first summer, which is light red. The weather warms up as Noongars head to fresh waterholes.

**Bunuru:** The second summer, which is dark red. The weather is so hot you can see cracks in the ground.

**Djeran:** Autumn, which is brown. The winds blow and leaves fall from trees.

**Makuru:** The first rains, which is light blue. Plants begin to show their colours and green shoots can be seen.

**Djlba:** The second rains, which is dark blue. The weather is wild with black clouds and heavy rain.

**Kambarang:** Spring, which is yellow. This is wildflower season when you see all colours in full bloom.

The circles represent the camp sites and how Gloria's family moved with every season. The big circle in the middle is the main camp. The dots represent Gloria's family members and how they walked from camp to camp.





**Alcoa**

**Alcoa Australia**

For public enquiries about our RAP contact:

Suellen Jerrard  
Corporate Affairs Manager  
P: 08 9557 4097  
E: [suellen.jerrard@alcoa.com](mailto:suellen.jerrard@alcoa.com)



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