

# Appendix 6-K

## RTA Indigenous Employment and Training



# Rio Tinto Alcan

## Rio Tinto Alcan Weipa's Indigenous Employment and Training Strategy

July 2010 – June 2013



Developed in collaboration with members of the Western Cape  
Communities Co-Existence Agreement Employment and Training  
Sub-committee and staff from the Western Cape Communities Trust



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our country...our future

Rio Tinto Alcan Weipa and the Western Cape Communities Co-existence Agreement Coordinating Committee jointly acknowledge the participation and contribution of the following individuals, from RTA Weipa staff, members of the WCCCA Employment and Training Sub-Committee and the WCCT staff.

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# 1. Introduction

Rio Tinto Alcan Weipa, in collaboration with the Western Cape Communities Co-existence Agreement (WCCCA) Coordinating Committee, the WCCCA Employment and Training (E&T) Sub-Committee and the Western Cape Communities Trust (WCCT) Administration office, commenced work in 2010 to establish an overarching Indigenous Employment and Training strategy for the period from July 2010 to June 2013<sup>1</sup>, which incorporates Rio Tinto Alcan Weipa's current operations and future mine expansions.

The initial phase was to consider the obligations outlined within the WCCCA and other agreements, and review current Rio Tinto Alcan Weipa's programs to ensure compliance and best practice was identified for achieving key outcomes.

The second phase included an interactive and collaborative workshop involving the key stakeholders from Rio Tinto Alcan Weipa and the WCCCA Employment and Training Sub-Committee and staff from the WCCT Administration office to review current practices and identify opportunities to achieve increased participation of Indigenous people in the Rio Tinto Alcan Weipa workforce, in particular Local Aboriginal People (LAP). The workshop was held on Saturday, 5 and Sunday, 6 February 2011, in the Weipa Town Authority Council Chambers and facilitated by an external consultant.

The final phase included using the output from the workshop and developing a detailed Indigenous Employment and Training strategy, which included agreed actions, accountabilities, indicative timeframes and key performance indicators. The strategy was developed in collaboration with the WCCT Administration office to be reviewed and endorsed by the WCCCA E&T Sub-committee and WCCCA Coordinating Committee for implementation by Rio Tinto Alcan Weipa.

Rio Tinto Alcan Weipa's Indigenous Employment and Training strategy defines Rio Tinto Alcan Weipa's long-term, sustainable commitment to increasing the participation, retention and advancement of Indigenous people, specifically Local Aboriginal People (LAP), across Rio Tinto Alcan Weipa's current operations and future expansions. It is intended to link the obligations outlined in the WCCCA and other agreements and partnerships of which Rio Tinto Alcan Weipa is a signatory, into an integrated approach, which can be monitored and reviewed by key stakeholders.

<sup>1</sup>The timeframe is aligned to the 3 Year Review under the WCCCA. The previous 3 Year Employment and Training Review July 2007-June 2010 was recently completed and adopted by the WCCCA Coordinating Committee on 23 November 2010.

# 2. Background

## Rio Tinto Alcan Weipa Operations

Commercial quantities of bauxite were discovered on Aboriginal lands at Weipa in western Cape York in 1955. The discovery was made by geologist Harry Evans who was assisted by George Wilson (Pirramu), Old Matthew (Wakmatha) and Lea Wassell. In 1961, six years after Evans' discovery, bauxite mining began on Cape York Peninsula. 1964 was the first year of commercial production with 453,365 tonnes of bauxite mined and shipped. Forty six years later, in 2010, this annual production figure had increased to 18.5 million dry product tonnes (Mdpt) with a workforce of 871 employees.

The Rio Tinto Alcan Weipa company is part of the Rio Tinto Alcan group, a wholly owned subsidiary of Rio Tinto Limited and is one of five product groups operated by Rio Tinto Limited. Rio Tinto Alcan supplies bauxite, alumina and primary aluminium to Australia, New Zealand and export markets. It provides about 37% of Australia's total production of bauxite, 36% of its alumina and 40% of its primary aluminium.

Rio Tinto Alcan's head office for mining and refining is based in Brisbane, Australia. Mining and refining interests in Queensland include the existing Weipa mine and the Yarwun and Queensland Alumina Limited alumina refineries in Gladstone. Rio Tinto Alcan also operates the Boyne aluminium smelter in Gladstone.

Rio Tinto Alcan Weipa operates under two individual land agreements – the Western Cape Communities Co-existence Agreement and the Ely Bauxite Mining Project Agreement. These agreements provide economic, education and employment benefits as well as cultural heritage support and formal consultation processes between the company and the Indigenous people of the region.

## Rio Tinto Alcan – South of Embley (SoE) Project

Rio Tinto Alcan is conducting a feasibility study to extend its Weipa bauxite mine in an area south of the Embley River. The South of Embley (SoE) Project would extend the Weipa mine life by approximately 40 years depending on production rates. The SoE Project will progressively replace depleted bauxite reserves at the East Weipa and Andoom mining areas, maintain continuity of supply to Rio Tinto Alcan Weipa's two Gladstone alumina refineries and continue to generate employment and other economic benefits on the Western Cape.



The area of Rio Tinto Alcan Weipa's mining lease (ML7024) located south of the Embley River is formally recognised through a Federal Court Native Title Consent Determination as the traditional lands of the Wik and Wik Waya People. Over the past two years, Rio Tinto Alcan Weipa has assessed the project through a series of social and environmental studies in consultation with various local stakeholders, in particular the Wik and Wik Waya Traditional Owners.

As part of the Environmental Impact Study (EIS) process, Rio Tinto Alcan Weipa has committed to working collaboratively with Traditional Owners, through the relevant WCCCA Sub-Committees and the WCCCA Coordinating Committee to further increase representation of local Aboriginal people, and in particular, Wik & Wik Waya Traditional Owners who largely reside in the community of Aurukun across the workforce. It is acknowledged by Rio Tinto Alcan Weipa that currently there is very little representation of Aurukun-based Traditional Owners in the Rio Tinto Alcan Weipa workforce, and whilst a variety of programs and strategies have been implemented in the past, this work is yet to produce long term sustainable outcomes for the community.

For this reason, there is a need to undertake focussed work, in collaboration with Traditional Owners and the Members of the WCCCA Employment and Training Sub-Committee, to understand the current challenges, the outcomes achieved to date and the development of strategies specific to the needs of this community.

In addition, Rio Tinto Alcan Weipa as a signatory to the Western Cape Regional Partnership Agreement (RPA) is actively working the RPA working group on employment and training to identify opportunities where industry, Governments and local Aboriginal people can strategically partner to develop relevant skills and employment pathways prior to and during the construction phase of the SoE project.

### **Western Cape Communities Co-Existence Agreement (WCCCA)**

The Western Cape Communities Co-Existence Agreement (WCCCA) was signed in March 2001 and was registered as an Indigenous Land Use Agreement (ILUA) with the National Native Title Tribunal under the Native Title Act 1993 on 24 August 2001. The Agreement covers Rio Tinto Alcan's mining lease areas commonly referred to as ML 7024 and ML 6024. The Agreement was signed by eleven Traditional Owner groups, four Aboriginal Shire Councils, Comalco (now Rio Tinto Alcan), the Queensland State Government and the Cape York Land Council.

The eleven Traditional Owner Groups are Alngith, Anathangayth, Ankamuthi, Peppan, Taepadhighi, Thankiwithi, Tjungundji, Warranggu, Wathayn, Wik and Wik-Way, and Yupungathi. The four Shire Councils are Mapoon Napranum, Aurukun and the Northern

Peninsula Area Regional Council (previously the New Mapoon Aboriginal Council until it was amalgamated following the Local Government Amalgamations in 2008).

The WCCCA Coordinating Committee was formed from the Agreement and established Sub-Committees under the Agreement. The purpose of the Coordinating Committee and Sub-Committees is to monitor, implement and review the objectives of the WCCCA to ensure that all parties' obligations under the agreement are met. Clauses 16, 17 and 18 of the WCCCA relate specifically to the Employment and Training objectives under the WCCCA.

As a part of the reporting obligations under the WCCCA, Rio Tinto Alcan Weipa operations must provide Annual and 3 Yearly Review reports on their Employment and Training obligations under the clause 17.6 of the Agreement.



### 3. Definitions

For the purposes of this strategy, a Local Aboriginal Person (LAP) as defined by the WGCCA is:

1. A member of a Traditional Owner Group;
2. An indigenous person connected to a Traditional Owner Group by marriage or adoption;
3. A person recognised as a Local Aboriginal Person by the majority of indigenous members of the Coordinating Committee who, once the decision is made, will always be a Local Aboriginal Person.



#### Common terms

Building capability	Includes both technical work skills and more broadly life skills, such as responsible drinking, dealing with domestic violence, managing childcare, etc
Career Development	The process of match business and personal career goals with a clear development plan to achieve those goals. It is targeted not at the current job, but the future jobs a person may be capable of doing later in their career
COAG	Council of Australia Governments
CR	Community Relations & Town Department at Rio Tinto Alcan Weipa
DEIR	Department of Employment and
DET	Department of Education and Training (former)
E & T Sub-committee	Employment and Training Sub-committee
EIS	Environmental Impact Study
Employment arrangements	The terms and conditions under which employees are employed (e.g. roster, hours of work, permanent or fixed term)
FTE	Full Time Equivalent
FY Target	Full Year Target
HR & Training	Human Resources & Training Department at Rio Tinto Alcan Weipa
ILUA	Indigenous Land Use Agreement
JSA	Job Services Australia (e.g. Job Find)
KPI	Key Performance Indicator
LAP	Local Aboriginal Person
Mdpt	Million Dry Product Tonnes
Performance management	The internal Rio Tinto Alcan Weipa process of reward / recognition, which are 6 monthly reviews of an individuals performance and review of their development plans between the employee and their leader. Performance management also refers to the disciplinary process for individuals who do not meet the expectations of Rio Tinto Alcan Weipa
RPA	Regional Partnership Agreement
RTA	Rio Tinto Alcan
SoE Project	South of Embley Project
Talent Management	The process Rio Tinto Alcan Weipa conducts annually where employees are rated on their potential for future opportunities based on a set of criteria
TBD	To be determined
Technical skills	The on-the-job experience and specific qualifications / licences to be competent for a specific role
WCCCA	Western Cape Communities Co-existence Agreement
WCCCA CC	Western Cape Communities Co-existence Agreement Coordinating Committee
WCCT	Western Cape Communities Trust



## 4. Labour Market Opportunities

Factors presenting opportunities to enhance labour market participation outcomes for Aboriginal and Torres Strait Islander peoples in the Western Cape region include:

- **Employment participation rates:** Indigenous people represent 91.2% of the population in Western Cape region with an unemployment rate of 15.2%.<sup>2</sup>
- **Labour shortages:** In the last five years, labour supply increases have largely mirrored growth in jobs (370,900 and 371,300 respectively). Most of the additional labour supply (60.9%) came from domestic Queenslanders (unemployed, new entrants, re-entrants). In the next five years, the increase in the labour supply is expected to be less than growth in jobs (239,000 and 295,000 respectively).
- **Skill shortages:** According to an industry employment projections report released in 2010, it is expected that employment growth will strength over the next 5 years with employment expected to grow by 1.3 million jobs across Australia with the mining industry projected to grow by 6.1%.<sup>3</sup> Consequently, skills in specific occupations within the mining industry are increasingly more difficult to source to meet demand. Increasingly, unskilled and low-skilled labour sources are also becoming in short supply for regional areas.<sup>4</sup>
- **Demographic opportunities:** According to the Partnerships Queensland Baseline report, an estimated 50% of all Aboriginal and Torres Strait Islander Queenslanders are aged 19 years or younger compared to 28% of the non-Indigenous population. Due to poor connections with education and training, young Indigenous people are more likely to be in the labour market and available for work than their non-Indigenous counterparts. This creates immediate opportunities for young Indigenous people to fulfill current labour supply demands.<sup>5</sup>

<sup>2</sup> Australian Bureau of Statistics website, 2011

<sup>3</sup> Industry Employment Projections Report 2011, Department of Education, Employment & Workplace Relations

<sup>4</sup> Skills ShoRio Tinto Alcan Weipages Summary 2010, Department of Education, Employment & Workplace Relations

<sup>5</sup> Partnership QLD Baseline Report 2006 pp. 149-150; Annual Highlights Report for Queensland's Discrete Indigenous Communities July 2009 – June 2010



## 5. Strategic Engagement

There are a number of existing strategic agreements and industry led engagements that are opportunities for support and linkages in achieving the outcomes of this strategy.

### Whole of Government Agreements include:

- **Memorandum of Understanding** (MOU) between the Queensland Government and the Queensland Resources Council Mining companies providing increased employment and enterprise opportunities for local Indigenous people (2007/08-2009/10 DEIR)
- **Western Cape Regional Partnerships Heads of Agreement**<sup>6</sup> between Napranum Aboriginal Shire Council, Aurukun Shire Council, Mapoon Aboriginal Shire Council, Western Cape Communities Trust and Coordinating Committee of the WCCCA, Rio Tinto Alcan Weipa, and Queensland and Australian Governments (2007/08 - 2011/12 Department of Communities)
- **Cape York Welfare Reform**<sup>7</sup> is a partnership between the four communities of Aurukun, Coen, Hope Vale and Mossman Gorges, the Australian Government, the Queensland Government and the Cape York Institute for Policy and Leadership. Fifteen programs covering housing, education, social responsibility and economic opportunity are being rolled out as part of the reforms.

### Queensland Government Agency led models of industry engagement include:

- **Skilling Queenslanders for Work**<sup>8</sup> – Industry Alliances – engagement of employers in the design of work readiness programs included in work experience and guarantee employment placement
- **Indigenous Skill Centres** - Increased employer sponsored training (Ongoing program of Department of Education and Training DET)

<sup>6</sup> Western Cape Regional Partnership Agreement, 26 March 2008 <http://www.atns.net.au/agreement.asp?EntityID=4633>

<sup>7</sup> Cape York Welfare Reform, 2008, Department of Families, Housing, Community Services and Indigenous Affairs

<sup>8</sup> Skilling Queenslanders for Work, 2011, Department of Employment, Economic Development and Innovation

### Bilateral Agreements include:

- **Agreement on Aboriginal and Torres Strait Islander Service delivery between the Australian and Queensland Governments** – An overarching framework for the Queensland and Australian Governments to work together on service planning, delivery, investment and performance evaluation in Aboriginal and Torres Strait Islander Communities, Economic participation and development is one of the identified key priority areas in the Agreement 2005-2010 Department of Communities.
- **VET Funding Agreement** – Increased Commonwealth funding targeting additional training places and support for Indigenous students 2008-2011 Department of Education and Training
- **Memorandum of Understanding between (former) DET and DEIR** – 10% of all hours of training delivered under Skilling Queenslanders for Work targeted to Indigenous people 2006/07-2009/10 DET/ DEIR
- **Memorandum of Understanding between DEIR and Department of Education, Employment and Workplace Relations** – Reconfirmation of existing agreement 2006/07-2009/10 reflecting joint priorities for Indigenous employment Proposal for a joint task force on Indigenous employment (2008 DEIR)



## 6. Acknowledgements

Rio Tinto Alcan Weipa and the Western Cape Communities Co-existence Agreement Coordinating Committee jointly acknowledge the following key research documents, which have been cited and referred to throughout the preparation and development of the strategy:

Key Reference Documents	Document Owners	Year
Western Cape Communities Co-existence Agreement (WCCCA)	Rio Tinto Alcan & Aboriginal Communities and Traditional Owners of the Western Cape York Peninsula and their representative Cape York Land Council & State Government	2001
Western Cape Regional Partnerships Heads of Agreement	Commonwealth Government	2007
Skilling Australia for the future	Commonwealth Government	2007
National Indigenous Reform Agreement (Closing the Gap in Indigenous Health)	Council of Australian Governments (COAG)	2007
National Partnership Agreement on closing the gap in Indigenous Health Outcomes	Council of Australian Governments (COAG)	2008
National Partnership Agreement on Indigenous Economic Participation	Council of Australian Governments (COAG)	2008
National Agreement for Skills and Workforce Development	Council of Australian Governments (COAG)	2008
National Partnership Agreement on Indigenous Economic Participation	Council of Australian Governments (COAG)	2008 - 2013
Positive Dreaming, Solid Futures Indigenous Employment and Training Strategy	Queensland Government	2008-2011
Improving Productivity	Council of Australian Governments (COAG)	2009
Reconciliation Action Plan	Queensland Government	2009
Western Cape Communities Trust and Coordinating Committee Strategic Plan	WCCT and WCCCA Coordinating Committee	2009 - 2012
Employment and Training Sub-Committee Charter	WCCCA Coordinating Committee	2009
Rio Tinto Alcan Weipa Employment and Training - 3 year review	Rio Tinto Alcan Weipa	2010
Indigenous Employment Program (Green Paper)	Australian Centre for Excellence in Local Government	2010
Queensland Regional Profiles Western Cape Aboriginal Shire Council Regions	Office of Economic and Statistical Research	2010
Queensland Department of Education and Training 2010-2014 Strategic Plan	Department of Education and Training	2010-2014
Building our Local Talent (BOLT) framework	Rio Tinto Alcan Weipa	2010
Rio Tinto Reconciliation Plan	Rio Tinto	2011







## 7. Vision Statement

This vision statement has been developed in order to clarify the direction for Rio Tinto Alcan Weipa's Indigenous Employment and Training Strategy for the period from 2010 to 2013.

Rio Tinto Alcan Weipa, in collaboration with key stakeholders, including the Members of the WCCCA Coordinating Committee seeks:

*To provide a culturally competent workplace that promotes increased access, participation, retention and advancement for Indigenous people, specifically Local Aboriginal People, and supports them to achieve their personal aspirations within Rio Tinto Alcan Weipa.*

*This will be monitored and reviewed through an accountable and collaborative partnership with key stakeholders to meet our obligations under our land use agreements.*





## 8. Strategic Framework

The Rio Tinto Alcan Weipa Indigenous Employment and Training strategy, key performance indicators (KPIs) and associated reporting requirements will be aligned to Rio Tinto Alcan Weipa's Indigenous employment and training strategic framework (refer to Figure 1). This framework is the basis for Rio Tinto Alcan Weipa reporting against its obligations under the WCCCA. The framework is described in more detail in the following section.

The diagram illustrates the Strategic Framework as a series of nested, upward-pointing chevrons. The layers, from bottom to top, are:

- Government
- Agreements & Budgets
- Company policies & systems
- School to work pathways
- Pre-work development
- Direct Employment
- Retention
- Career Development

On the left side of the chevrons is a white box labeled "Traditional Owners". On the right side is a white box labeled "Rio Tinto Alcan". A large orange circular arc surrounds the central chevrons, connecting the two side boxes.

## 8. Strategic Framework

The Rio Tinto Alcan Weipa Indigenous Employment and Training strategy, key performance indicators (KPIs) and associated reporting requirements will be aligned to Rio Tinto Alcan Weipa's Indigenous employment and training strategic framework (refer to Figure 1). This framework is the basis for Rio Tinto Alcan Weipa reporting against its obligations under the WCCCA. The framework is described in more detail in the following section.

The diagram illustrates the Strategic Framework as a series of nested, upward-pointing chevrons. The layers, from bottom to top, are: Government, Agreements & Budgets, Company policies & systems, School to work pathways, Pre-work development, Direct Employment, Retention, and Career Development. This central structure is flanked by two large, curved, orange-yellow shapes. The left shape is labeled 'Traditional Owners' and the right shape is labeled 'Rio Tinto Alcan'. The background of the slide features a photograph of a smiling Indigenous man with a beard and sunglasses, set against a landscape with a body of water and a sunset sky.



## Describing Rio Tinto Alcan Weipa's Indigenous employment and training strategic framework

Rio Tinto Alcan Weipa's Indigenous employment and training strategic framework consists of two aspects – firstly, the inner triangle composing of seven key focus areas aimed at strengthening Indigenous participation and advancement within Rio Tinto Alcan Weipa's workforce. And secondly, an outer circle linking the three key stakeholder groups that support and enable those seven focus areas. For the strategic framework to function effectively, each key stakeholder group must work collaboratively on all of the key focus areas, whilst reviewing and monitoring the progress of the various initiatives within the focus areas.

**Inner Triangle** – the seven key focus areas of Rio Tinto Alcan Weipa's Indigenous employment and training strategic framework, which also form the basis of Rio Tinto Alcan Weipa's reporting to the WCCCA Coordinating Committee:

- **Agreements and budgets** refer to the WCCCA and the clauses under the WCCCA, including any other agreements that directly impact on achieving employment and training outcomes with Rio Tinto Alcan Weipa for Indigenous people from the Western Cape region, specifically Local Aboriginal People.
- **Company policies and systems** refer to both Rio Tinto Alcan Weipa and WCCCA policies, procedures and processes that directly and indirectly impact on Rio Tinto Alcan Weipa's Indigenous Employment and Training strategy.
- **School to work pathways** refers to partnering with educational providers and financial sponsors (e.g. WCCCA Trusts) to support the engagement of young people in learning and personal development aimed at building improved work preparedness, which leads to a successful transition from school into employment or further education.
- **Pre-work development** is a series of initiatives aimed at building capability of Indigenous people from Western Cape communities through a staged and well supported pathway to transition into permanent fulltime work with Rio Tinto Alcan Weipa.
- **Direct employment** refers to job opportunities where Indigenous candidates are employed directly by Rio Tinto Alcan Weipa into permanent positions, rather than through a pre-work development program or a contractor.

- At Rio Tinto Alcan Weipa it involves a comprehensive recruitment and selection process – application, resume review to align work experience with role requirements, pre-screen interviews, face-to-face interviews, pre-employment medical, which includes alcohol and other drug testing, abilities testing and qualification verification, including citing licenses and certificates. Successful candidates must also demonstrate core values relating to safety, team work and reliability.
  - **Employee retention** is a systematic effort to create and foster an environment that encourages current employees to remain employed with Rio Tinto Alcan Weipa by having policies, systems and processes in place that supports the diverse needs of the workforce.
  - **Career development** is the progression of an employee beyond their current role into a more complex or skilled role (e.g. leadership / professional / trade) within Rio Tinto Alcan Weipa. Career development is undertaken with all Indigenous staff as part of the Rio Tinto Alcan Weipa's formal performance and career development system involving performance and development planning processes between leaders and employees, which assist people to develop their skills to advance their career.
- Outer circle** – the linkage between the three key stakeholder groups who support and enable the seven key focus areas:
- **Rio Tinto Alcan** refers specifically to its operations and is supported by Rio Tinto Alcan Corporate functions based in Brisbane
  - **Traditional Owners** refers to members of one of the Traditional Owner Groups as outlined in the WCCCA. Specifically, elected members of the WCCCA Coordinating Committee and representatives on the WCCCA Employment and Training sub-committee.
  - **Government** refers to the various Commonwealth and State government departments and agencies which support Indigenous employment and training (e.g. DEEWR, DEED) or provide critical services that enable this endeavour (e.g. QLD Health).

## 9. Strategic Objectives

The Rio Tinto Alcan Weipa's Indigenous Employment and Training strategy focuses on seven agreed strategic objectives, which are founded on the key focus areas of the strategic framework and are aligned to the obligations outlined in the WCCCA.

Strategic Focus Area	Strategic Objectives
Agreements and budgets	To ensure that all obligations under Rio Tinto Alcan Weipa agreements relating to employment and training are met and strategic alliances with government, business and industry are monitored and built upon to achieve mutually beneficial outcomes.
Company policies and systems	To ensure that all Rio Tinto Alcan Weipa's policies and people systems (e.g. recruitment, remuneration) support and enable the Rio Tinto Alcan Weipa Indigenous Employment and Training strategy within the limits of its authority.
School to work pathways	To build sustainable partnerships to effectively engage young people to create awareness of career options, build work readiness skills, offer real life work experience and monitor their progress, in an effort to transition more Indigenous students from school into on-going employment with Rio Tinto Alcan Weipa or further education or training.
Pre-work development	To ensure the strategic partnerships between key stakeholder groups <sup>9</sup> provide an effective, integrated approach to building work readiness, including work related life skills, for Indigenous people to enable every pre-work development participant <sup>10</sup> to transition into on-going employment with Rio Tinto Alcan Weipa or further education or training.
Direct employment	To provide effective identification, recruitment and selection processes for Indigenous people, which maximises their accessibility to direct employment opportunities with Rio Tinto Alcan Weipa.
Employee retention	To provide an effective and supportive engagement model that maximises employment tenure of Indigenous employees working within Rio Tinto Alcan Weipa.
Career development	To achieve an increased representation of Indigenous employee's across all occupational groups, levels, work areas and employment arrangements within Rio Tinto Alcan Weipa.
South of Embley (SoE) project	Due to the significance of future development south of the Embley river, specific objectives have been included to align the key focus areas of the strategy with the SoE project. This will ensure a strong link with the objectives from the SoE project's Environmental Impact Study Implementation Framework, developed in collaboration with the WCCCA SoE Sub-Committee and Coordinating Committee, and the overarching Rio Tinto Alcan Weipa Indigenous Employment and Training strategy.
South of Embley Project	<ol style="list-style-type: none"> <li>1. To develop and implement aligned employment and training strategies aimed to further increase representation of Indigenous people, specifically LAP, within the SoE construction workforce and also supports long-term employment opportunities with Rio Tinto Alcan Weipa's operations.</li> <li>2. To develop and implement strategies to support the attainment of skills and qualifications that can be transferable to employment in local communities or local businesses post-construction phase.</li> </ol>

<sup>9</sup> We Rio Tinto Alcan Weipa, WCCCA Coordinating Committee, Job Service Agencies (JSA), Government departments / agencies

<sup>10</sup> Pre-work development participants are defined as Indigenous people actively engaged in a Rio Tinto Alcan Weipa approved pre-work development program or initiative



## 10. Key Performance Indicators

Key Performance Indicators (KPI) will be monitored by the WCCCA Coordinating Committee in line with the obligations outlined in clause 17.6 of the WCCCA.

Strategic Focus Area	Key Performance Indicator
1. Agreements and budgets	1.1 Level of compliance with WCCCA Employment & Training reporting obligations
	1.2 Expenditure against Employment and Training Budget (WCCCA 17.2) (A\$)
	2.1 Level of compliance with policy review standards (%)
2. Company policies and systems	3.1 Percentage of Indigenous youth participating in school-to-work programs (inc. Rio Tinto Alcan Weipa Apprenticeships, work experience, school based traineeships)
	3.2 Number of WCCCA Bursary students participating in Rio Tinto Alcan Weipa school-to-work programs
3. School to work pathways	3.3 Percentage of Indigenous school-to-work program participants transitioning into employment or further training / education
	4.1 Number of LAP Trainees working with Rio Tinto Alcan Weipa
	4.2 Number of LAP Trainees successfully achieving Certification
4. Pre-work development	4.3 Percentage of Pre-work Development Program participants transitioning into employment or further training / education from each intake
	5.1 Total Number of Indigenous employees (FTE)
	5.2 Percentage Indigenous of total workforce
5. Direct employment	5.3 Total number of Local Aboriginal employees (FTE)
	5.4 Percentage Local Aboriginal employees of total workforce
	5.5 Percentage female Indigenous employees of total Indigenous workforce
6. Employee retention	6.1 Number of permanent LAP employees leaving Rio Tinto Alcan Weipa
	6.2 Indigenous Employee Turnover (12-month rolling average %)
	6.3 Local Aboriginal Employee Turnover (12-month rolling average %)
	6.4 Percentage of compliance for Cultural Awareness training
7. Career development	7.1 Number of Indigenous employees in leadership roles
	7.2 Number of LAP employees in leadership roles
	7.3 Number of Indigenous employees in Trade / Technical / Professional roles
	7.4 Number of Indigenous employees identified with higher potential with action plans
8. South of Embley Project	8.1 Number of Local Aboriginal People employed during the SoE construction period
	8.2 Number of qualifications / skills attained by LAP during SoE construction period

\* TBD – “To be determined” based on mine production plan for future years OR existing data not collected yet in order to develop future targets at this time



# 11. Governance structure

Figure 2. Western Cape Communities Co-existence Agreement (WCCCA) governance structure for Local Aboriginal Employment and Training

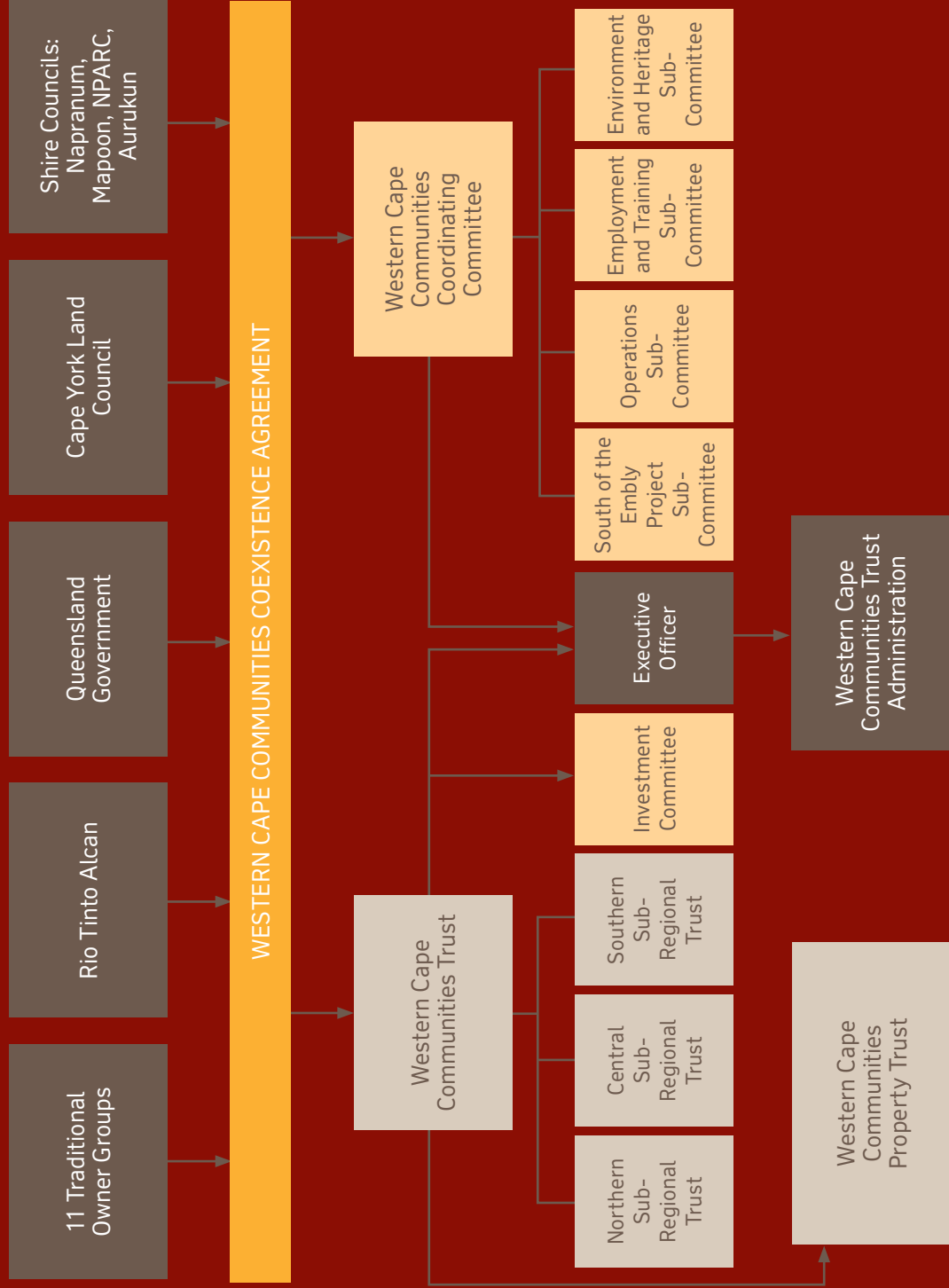
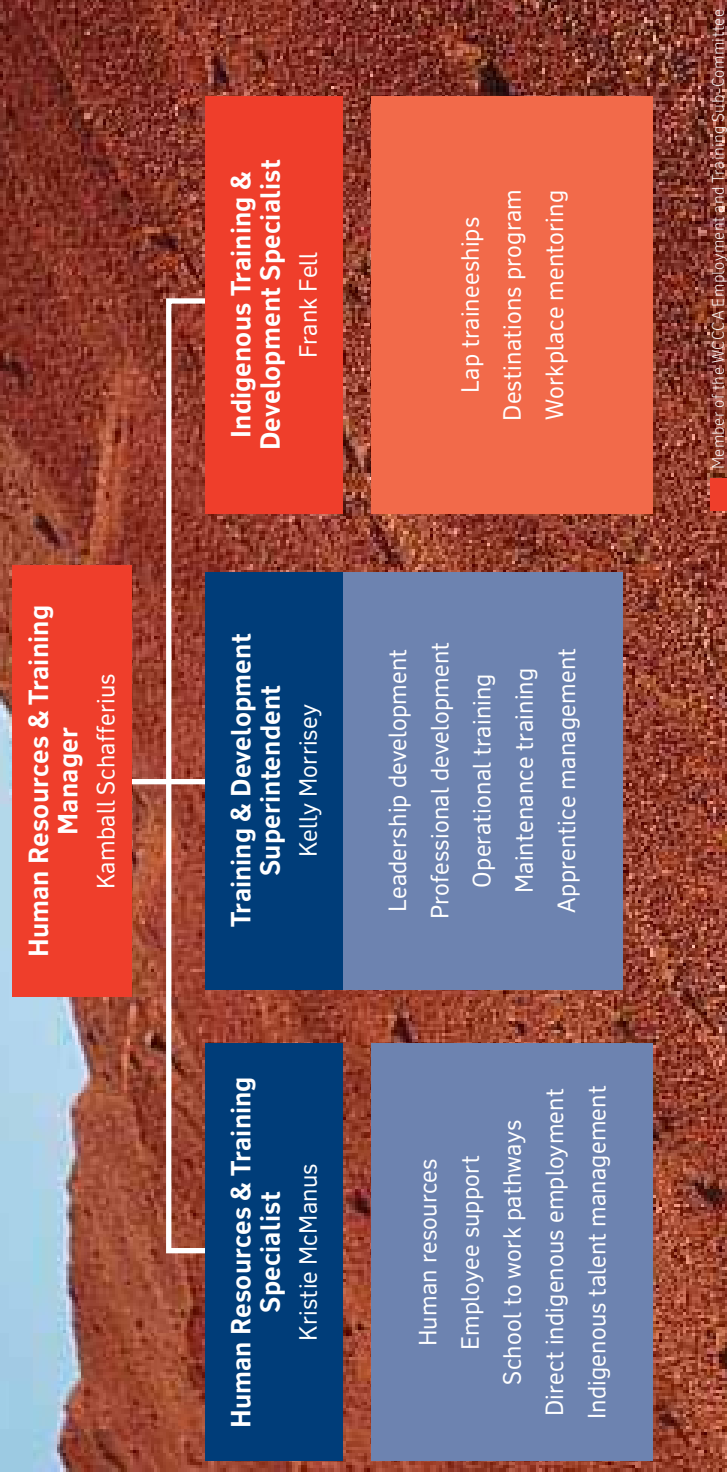





Figure 3. Rio Tinto Alcan Weipa's governance structure for Indigenous Employment and Training



## 12. Employee Profiles

The following section showcases Indigenous people, specifically LAP, currently working<sup>11</sup> within Rio Tinto Alcan Weipa and describes their journey of development and employment.

Housing Maintenance Officer




**Patsy Hudson**  
*Alngith*

Start date:  
**19 June 1995**

Patsy has held various roles over the past 16 years with Rio Tinto Alcan. She is now working with Commercial Infrastructure team monitoring the condition of Rio Tinto Alcan Weipa's properties.

Engineering Support Officer




**Leticia Brown**  
*Tjungundji*

Start date:  
**30 January 2008**

In 2009 Leticia completed a LAP Traineeship in Certificate III in Design & Engineering then went on to gain a full time role as Engineering Support Officer in the Projects & Engineering team.

Maintenance Fitter




**Maratha Ropeyarn**  
*Ankamuthi*

Start date:  
**7 June 2010**

Maratha successfully completed his mechanical apprenticeship with Rio Tinto Alcan Weipa and is now a high performing team member in the Railway maintenance team.

Specialist Production Support




**Christina Ahmat**  
*Yupungathi*

Start date:  
**5 December 2005**

Christina was selected to be a Rio Tinto Indigenous cadet and then was a Rio Tinto Graduate at Argyle Diamonds, WA. She then joined Rio Tinto Alcan Weipa as a process engineer. And was recently promoted to the Production Support

Adult Apprentice - Fitter




**Aaron Bond**  
*Taepadhighi*

Start date:  
**30 May 2007**

Aaron was selected to be an LAP Trainee in 2007 where he showed strong technical capabilities. He was then chosen to do an Adult Apprenticeship within the Civil workshop.

Employee Support Officer




**Kathy Pablo**  
*Yupungathi*

Start date:  
**27 May 2002**

Kathy completed a LAP Traineeship in Business Administration in 2003. She has been with the HR Team since 2004 and her current role is an Employee Support Officer.

<sup>11</sup>It is noted that these profiles are current as at the time of printing



**Quentin Rainbow**  
*Anathangayth*

**Start date:**  
**6 June 2010**

Quentin joined us in 2010 and has been a valued team member. Quentin always assists all his fellow peers in the work that he does.

**Earthworks Operator**



**Kevin Nixon**  
*Warrangu*

**Start date:**  
**7 August 2003**

Kevin joined the LAP Traineeship program in 2003 in the Plant. Kevin successfully completed prior to the 18 month contract and was offered a permanent role as a plant operator.

**Plant Operator**



**Haylene Agie**  
*Wik and Wik-Way*

**Start date:**  
**4 July 2011**

Haylene has joined Rio Tinto Alcan Weipa through the Destinations Program. Haylene has been working with the HR Team since the beginning of 2011. Haylene is motivated and is learning new things every day.

**LAP Trainee**



**Kaylene Hall**  
*Thanikwithi*

**Start date:**  
**30 May 2006**

Kaylene came through the LAP Traineeship program in 2006. Kaylen successfully completed the traineeship and was fast tracked through to a permanent mine operator role and currently is one of our best loader operators.

**Mine Operator**



**Trini Blanco**  
*LAP*

**Start date:**  
**4 May 1999**

Trini has worked for Rio Tinto for 12 years mostly here in Weipa and for a short time with Iron Ore. Trini returned to Weipa last year to be closer to his parents. Trini has just recently been promoted to a Relief Crew Leader role.

**Relief Crew Leader – Mine**



**Lorraine Parker**  
*Peppan*

**Start date:**  
**3 January 2008**

Lorraine was the first LAP Trainee to successfully complete her Cert II in Metaliferous Mining from the 2008 intake, Lorraine was fast-tracked through to a permanent Mine Operator role in 2009.

**Mine Operator**

# 13. Rio Tinto Alcan Weipa's Indigenous Employment and Training

## Agreements and Budgets

Strategies and key actions	Timeline	Responsibility	Key Performance Indicator
Ensure regular monitoring of progress of key objectives and actions from the Indigenous Employment and Training Strategy jointly by the WCCCA Coordinating Committee and Rio Tinto Alcan Weipa	Submit Quarterly, Annual and three yearly reports to E&T Sub-committee and WCCCA Coordinating Committee	As required under the WCCCA	1.1 1.2
	Conduct review meetings or Sub-committee working groups to be organised, where required, with relevant parties from Rio Tinto Alcan Weipa and E&T Sub-committee members	HR & Training WCCT Administration Office	
	Provide constructive feedback between both parties on issues and opportunities identified	Ongoing HR & Training WCCT Administration Office	





## Company policies and systems

Strategies and key actions	Timeline	Responsibility	Key Performance Indicator
Ensure there are effective community engagement models for community feedback and consultation relating to Indigenous employment and training which are culturally appropriate (consider all Traditional Owner groups)	Q4 2011	CR	5.1 5.2 5.3 5.4
	Q1 2012	CR	
	Q1 2012	CR	
	Q2 2012	CR	
Ensure there are effective performance management <sup>12</sup> models (positive recognition and negative) to support leaders and Indigenous employees perform their work effectively	Q1 2012	HR & Training	6.1 6.2 6.3
	Q2 2012	HR & Training	
Review existing Cultural Awareness Training program for all Rio Tinto Alcan Weipa employees and contractors to ensure that current delivery model, content and timing is appropriate and effective	Q3 2011	CR	6.4
	Q3 2011	CR	
	Q3 2011	CR	
	Q4 2011	CR	

<sup>12</sup> Performance management refers to the internal Rio Tinto Alcan Weipa process of reward / recognition, which are 6 monthly reviews of an individuals performance and review of their development plans between the employee and their leader. Performance management also refers to the disciplinary process for individuals who do not meet the expectations of Rio Tinto Alcan Weipa



## School to work pathways

Strategies and key actions	Timeline	Responsibility	Key Performance Indicator
Ensure the WCCCA Bursary Working Group effectively case manage students receiving WCCCA educational bursaries to identify potential employment pathways or further education opportunities	Q3 2011	WCCT Administration Office	3.1 3.2 3.3
	Q4 2011	WCCCA Sub-regional trusts WCCT Administration Office	
	Q1 2012	WCCCA Bursary Working Group	
Proactively seek opportunities to profile positive case studies from bursary programs	Q4 2011	HR & Training E&T Sub-committee	
	Q1 2012	HR & Training E&T Sub-committee	
Identify potential Rio Tinto Alcan Weipa employment pathways for Indigenous school students to broaden their understanding of future career options	Q4 2011	HR & Training	
In collaboration with Government, ensure that the necessary support is offered to Indigenous students at school, both in Weipa or at boarding school is effective to foster successful completion of Year 12	Q1 2012	HR & Training	
	Q2 2012	HR & Training	
	On-going	HR & Training	

<sup>13</sup> The WCCCA Bursary Working Group was established in 2010 to review and monitor the effectiveness of the WCCCA educational bursary program. Working Group members consist of chairpersons of the Northern, Central and Southern Sub-Regional Trusts, WCCT Executive Officer, Rio Tinto Alcan Weipa, Western Cape College Executive Committee, Transition Support Service and the Western Cape Chamber of Commerce.

## Pre-work development

Strategies and key actions	Timeline	Responsibility	Key Performance Indicator
Proactively seek opportunities to profile positive role models within the community and Rio Tinto Alcan Weipa	Q1 2012	CR	4.1 4.2 4.3
	Q2 2012	CR	
Identify and engage relevant service providers and community stakeholders to support the implementation of family support strategies to the families of Rio Tinto Alcan Weipa employees	Q4 2011	HR & Training	
Ensure the effectiveness of all current Rio Tinto Alcan Weipa Indigenous pre-work development programs	Q1 2012	HR & Training	
	Q2 2012	HR & Training	
Identify core life-skill competencies necessary to support successful ongoing participation in the Rio Tinto Alcan Weipa workforce and develop strategies for addressing any gaps	Q4 2011	HR & Training	
	Q1 2012	HR & Training	
	Q2 2012	HR & Training	
Develop service agreements, where appropriate, with relevant agencies to provide effective services <sup>14</sup> to support implementation of Indigenous employment and training strategies	Q1 2012	HR & Training	
	Q2 2012	HR & Training	
	Q2 2012	HR & Training	

<sup>14</sup> Service providers include Job Services Agencies (JSA), Work Readiness providers, ATODS, Mental Health, Domestic Violence services, etc



## Direct employment

Strategies and key actions	Timeline	Responsibility	Key Performance Indicator
Ensure Rio Tinto Alcan Weipa's community engagement model actively markets and promotes all Rio Tinto Alcan Weipa services, including employment opportunities	Q1 2012	CR	5.1 5.2 5.3 5.4 5.5
	Q2 2012	HR & Training	
	Q2 2012	HR & Training	
Provide effective means for Indigenous people to access direct employment opportunities with Rio Tinto Alcan Weipa	Q3 2011	CR	
	Q4 2011	HR & Training	
	Q1 2012	HR & Training	
	Q1 2012	HR & Training	
	Q2 2012	HR & Training	
	Q2 2012	HR & Training	
Ensure Regional Participation Agreement (RPA) Steering committee is supportive of increasing employability in the region and willing to provide targeted support to achieve the strategic objectives	Q3 2011	Rio Tinto Alcan Weipa GM Ops	
	Q3 2011	HR & Training	
	Q3 2011	HR & Training	
	Quarterly from Q4 2011	Rio Tinto Alcan Weipa	

## Direct employment (cont.)

Strategies and key actions	Timeline	Responsibility	Key Performance Indicator
Provide effective processes which clearly identifies the necessary technical skills <sup>15</sup> required by Indigenous people to be successfully employed over the long-term by Rio Tinto Alcan Weipa	Develop clearly defined critical technical skills for roles that are available now and in the future (including construction at SoE)	Q3 2011	HR & Training
	In partnership with the RPA, review existing data (e.g. regional profiles, skills audits) and analyse key Indigenous employment and training data to target technical skill development initiatives	Q4 2011	HR & Training
	In partnership with Government departments, review providers and their effectiveness for delivering the technical skill development required for the target groups	Q1 2012	HR & Training
	Develop, in partnership with external employment providers, a system to review existing databases and match those with the necessary technical skills with employment opportunities at Rio Tinto Alcan Weipa in a proactive way	Q1 2012	HR & Training
	Review outcomes pre-implementation with E&T sub-committee throughout each phase of work	Q2 2012	HR & Training
	Develop measures of success and monitor as part of Rio Tinto Alcan Weipa's reporting requirements at quarterly, annually and 3 yearly reviews with E&T sub-committee	Q2 2012	HR & Training
			5.1 5.2 5.3 5.4 5.5
Provide a range of employment arrangements <sup>16</sup> to meet the needs of Indigenous people and operational requirements	Review existing employment arrangements that are made available to Indigenous people at Rio Tinto Alcan Weipa	Q1 2012	HR & Training
	Conduct a survey with Indigenous people to identify alternative employment arrangements that could be explored to increase participation.	Q2 2012	HR & Training
	Analyse survey data and develop operationally suitable alternative employment options	Q3 2012	HR & Training
	Review survey data and proposed solutions with E&T sub-committee	Q4 2012	HR & Training
	Develop measures of success and monitor as part of Rio Tinto Alcan Weipa's reporting requirements at quarterly, annually and 3 yearly reviews with E&T sub-committee	Q4 2012	HR & Training
	Implement approved alternative employment arrangements at Rio Tinto Alcan Weipa	Q1 2013	HR & Training

<sup>15</sup> Technical skills refers to the on-the-job experience and specific qualifications / licences to be competent for a specific role

<sup>16</sup> Employment arrangements refers the terms and conditions under which employees are employed (e.g. roster, hours of work, permanent or fixed term)



## Retention

Strategies and key actions	Timeline	Responsibility	Key Performance Indicator
Ensure an effective engagement model supports the diverse needs of Indigenous employees within the workforce			
	Document Rio Tinto Alcan Weipa's Indigenous employee engagement model taking into consideration all aspects of the employment life cycle (i.e. induction, clarity of role, expectations setting, performance management, mentoring and coaching, career development)	Q1 2012	HR & Training
	Develop pathways to modify current engagement practices to align with Rio Tinto Alcan Weipa's Indigenous employee engagement model	Q1 2012	HR & Training
	Review engagement model and pathways with E&T sub-committee	Q2 2012	HR & Training
	Develop measures of success and monitor as part of Rio Tinto Alcan Weipa's reporting requirements at quarterly, annual and three yearly reviews with E&T sub-committee	Q2 2012	HR & Training
	Implement Rio Tinto Alcan Weipa's Indigenous employee engagement model	Q3 2012	HR & Training
Provide effective support structures, internally and externally, for Indigenous employees in order to their build capability <sup>17</sup> to do their role more effectively			
	Review the effectiveness of Employee Support, Employee Assistance Program and mentoring programs and identify critical gaps	Q3 2011	HR & Training
	Develop pathways to address critical gaps in the Indigenous support structures, including developing a 'buddy system' for Indigenous Rio Tinto Alcan Weipa employees	Q4 2011	HR & Training
	Review critical gaps and pathways with E&T sub-committee	Q1 2012	HR & Training
	Implement agreed pathways to improve the effectiveness of the Indigenous support structures	Q2 2012	HR & Training
	Provide analysis of Indigenous termination data and review trends at quarterly, annual and three yearly reviews with the E&T sub-committee	Quarterly from Q2 2012	HR & Training
Ensure leaders within Rio Tinto Alcan Weipa are culturally competent to effectively support and lead Indigenous people in the workplace			
	Research existing cultural competencies models for leaders as well as assessment tools	Q1 2012	HR & Training
	Design effective development options for leaders to build cultural competence (including as part of leader's induction)	Q1 2012	HR & Training
	Review cultural competencies and development options with WCCCA E&T Sub-committee throughout development phase	Q1 2012	HR & Training
	Assess current leaders against cultural competencies and all new leaders in the future and create development plans to fill critical gaps	Q2 2012	HR & Training
	Provide progress updates on development plan completion as part of the quarterly, annual and 3 yearly reviews with the E&T sub-committee	Quarterly from Q3 2012	HR & Training

<sup>17</sup> Building capability includes both technical work skills and more broadly life skills, such as responsible drinking, dealing with domestic violence, managing childcare, etc )

## Career development

Strategies and key actions	Timeline	Responsibility	Key Performance Indicator
Ensure all career advancement opportunities for well-performing Indigenous employees are identified and pursued as part of Rio Tinto Alcan Weipa's internal talent management <sup>18</sup> process.	Q2 each year	HR & Training	7.3
Develop Indigenous career development <sup>19</sup> process for Indigenous employees incorporating the talent management assessment process	Q1 2012	HR & Training	7.1 7.2
Review Indigenous career development process with WCCCA E&T sub-committee	Q1 2012	HR & Training	
Develop measures of success and monitor as part of Rio Tinto Alcan Weipa's reporting requirements at quarterly, annually and three yearly reviews with WCCCA Coordinating Committee	Q1 2012	HR & Training	
Implement Indigenous career development process within Rio Tinto Alcan Weipa	Q2 2012	HR & Training	

<sup>18</sup> Talent management refers to the process Rio Tinto Alcan Weipa conducts annually where employees are rated on their potential for future opportunities based on a set of criteria.

<sup>19</sup> Career development refers to the process of match business and personal career goals with a clear development plan to achieve those goals. It is targeted not at the current job, but the future jobs a person may be capable of doing later in their career



## South of Embley Project

Strategies and key actions	Timeline	Responsibility	Key Performance Indicator
Ensure the Rio Tinto Alcan Weipa Indigenous Employment and Training strategy and Indigenous employment and training strategies for the SoE project are effectively integrated	Q3 2011	SoE Project	8.1 8.2
Ensure pre-work development activities targeted for Indigenous people, specifically Local Aboriginal People, address the current challenges and are effective in preparing people for work during the construction phase of the SoE Project.	Review effectiveness of current pre work development and training programs being conducted for LAP, in particular those people living in the Aurukun community.	HR & Training	8.1 8.2
	Provide reports to WCCCA Coordinating Committee	HR & Training	
	Incorporate findings and any relevant improvement activities into the Indigenous Employment and Training strategy	HR & Training	
	Implement any recommended changes from the review	HR & Training	
	Ongoing reporting of outcomes of pre-work development programs provided to E&T Sub-Committee each quarter and formally at the end of each year.	HR & Training	
Ensure a clear resource plan, including recruitment processes and on-boarding, for the SoE construction phase is communicated to increase awareness of the opportunities for Indigenous people, and in particular local Aboriginal people.	Develop a resource plan for SoE construction period in collaboration with the RPA employment and training working group and the relevant WCCCA Sub-Committees to identify when and what positions will be available through the construction period	SoE Project	8.1
	In partnership with the RPA, identify targeted Government support the resourcing of the construction phase for Indigenous people, specifically LAP	SoE Project	
	Communicate approved resource plan using agreed engagement model	SoE Project	
	Develop and implement culturally appropriate recruitment and on-boarding practices for positions at all levels and across various disciplines within the SoE project construction period.	SoE Project	

## South of Embley Project (cont.)

Strategies and key actions		Timeline	Responsibility	Key Performance Indicator
Maximise the opportunities for local Indigenous businesses to work as part of the SoE construction phase to create viable local businesses and provide greater opportunities for Indigenous people to work on the project	Proactively consider tenders for SoE project contracts which involve local Indigenous people and/or local Indigenous enterprises (This may include joint ventures, direct employment, training opportunities, equipment usage or cooperative arrangements with local Indigenous people and enterprises.)	Q3 2011 and Ongoing	SoE Project	8.1
Provide maximum flexibility for Indigenous people living in local communities to access employment with the SoE project during construction by living and working based in their home community.	UndeRio Tinto Alcan Weipake an analysis of options to implement a community commute arrangements to provide access and transport for LAP living in their home community and working as part of the SoE construction workforce.	Q4 2011	HR & Training SoE Project	8.1 8.2
	Develop a practical community commute arrangement during construction for Indigenous people interested in working as part of the SoE construction workforce and commuting back to their home community for rostered days off	Q1 2012	HR & Trainin SoE Project	
	Implement community commute arrangement for construction phase	Q2 2012	SoE Project	
	Monitor effectiveness to meet both individual and project requirements	Ongoing	SoE Project	
	UndeRio Tinto Alcan Weipake analysis of practical community commute arrangements for SoE operations for people living in Aurukun and working in the mine	Q3 2013	HR & Training	



