



# Innovate Reconciliation Action Plan

May 2026 to April 2028



**Aboriginal and Torres Strait Islander people are advised that this document may contain images and names of deceased persons.**

## **ACKNOWLEDGEMENT OF COUNTRY**

Kimberley Mineral Sands acknowledges the Joombarn-buru, Nyikina Mangala, Yawuru and Whadjuk Noongar Traditional Owners of the lands where we live, work and learn. We pay respect to Elders past, present, and emerging.

We recognise the continuous connection of Aboriginal and Torres Strait Islander peoples to land, waters and culture.

## **TERMINOLOGY**

Kimberley Mineral Sands acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia.

Within Kimberley Mineral Sands' (KMS) business context, a Traditional Owner is an identified group of people through the Native Title Act 1993 and/or associated Native Title Agreements and Indigenous Land Use Agreements. A Traditional Owner holds rights and interests in waters, lands and skies according to their Traditional lores and customs.

For our Reconciliation Action Plan (RAP), we use the terminology Aboriginal and Torres Strait Islander. In some cases, Aboriginal is used, in recognition that Aboriginal people are the original inhabitants of Western Australia (for example, when a Welcome to Country is discussed). We respectfully acknowledge that preferred terms and language may vary across different jurisdictions and among individuals.

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### Rona Charles, Artist



Rona Charles is a proud Nyikina woman and artist whose work reflects a deep connection to Country, culture, and story.

Drawing inspiration from the landscapes, waterways, and lived experiences of Nyikina Country in the West Kimberley, her art carries both memory and meaning.

Through her creative practice, she shares knowledge, identity, and the enduring strength of her people, using visual storytelling to connect generations and keep culture strong.

# MARNDARRA JADYI

“Everyone Together”




Marndarra Jadyi, our RAP artwork, painted by Rona Charles

Kimberley Mineral Sands' artwork for our Reconciliation Action Plan was created by Rona Charles, senior Nyikina and Joombarn-buru Elder. Rona's painting is centred around Mt Jowlaenga – a sacred place close to Thunderbird.

The symbols also represent the hills on Country, people coming together to share culture, knowledge, sharing of food and artefacts, singing traditional songs and talk about ceremonies.

Surrounding Mt Jowlaenga is Barn Garrigun (Fraser River) which flows down into Joombarn-buru Country into springs and billabongs. Coming off Barn Garrigun is Barn Garrigut Creek, the birthplace of Jarlibarny (Grandpa). This creek flows to Reeves Hill, which is the backdrop of Yajarra Jalbiyi (Thunderbird Village).

Throughout Mt Jowlaenga and the hills on Country, people gather together to share culture, knowledge, food and artefacts, singing traditional songs and talking about ceremonies. The colours of ochre represent the sharing amongst the people and are used during the ceremonies.

A photograph of a wetland landscape. In the foreground, a large, dark tree with green leaves stands on the right. The ground is dark and muddy. A body of water, likely a billabong, occupies the middle ground, reflecting the sky and trees. In the distance, a cow stands on a grassy bank. The background is filled with more trees under a blue sky with light clouds.

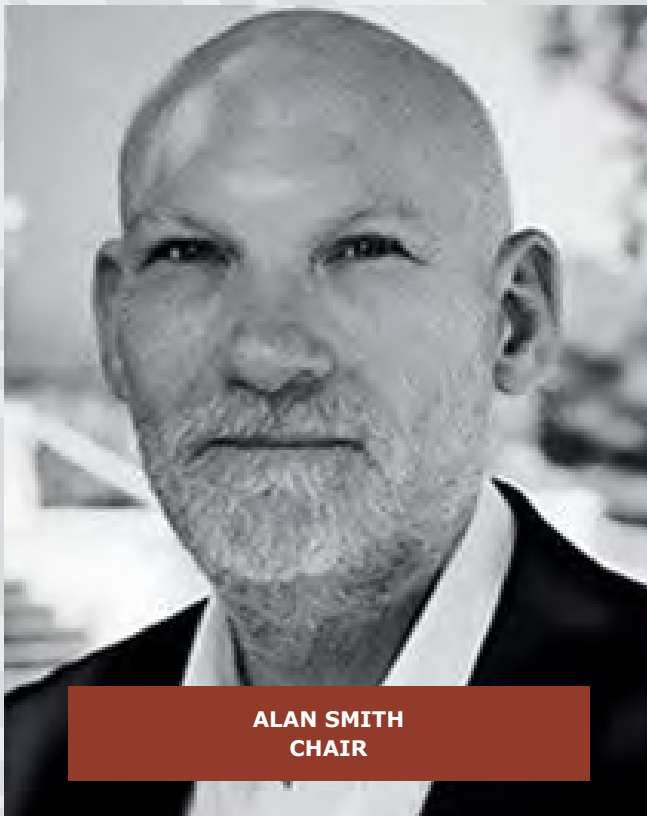
**“Everyone together.  
They come from their  
water places to sing  
their songs and tell their  
stories.”**

*Rona Charles, Artist*

A billabong within the wetlands of Joombarn-buru Country

# MESSAGE FROM ALAN SMITH, CHAIR

**As the Dampier Peninsula's first onshore mining operation, we are acutely aware of the privileges and responsibilities that have been afforded to us in the development of Thunderbird.**



**ALAN SMITH  
CHAIR**

From the outset, we aspired to do things differently at Thunderbird.

As the Dampier Peninsula's first onshore mining operation, we are acutely aware of the privileges and responsibilities that have been afforded to us in the development of Thunderbird. The West Kimberley is an area of significant cultural, heritage and environmental value that we are proud to call home.

We also recognise the significant economic opportunity that Thunderbird presents to the local West Kimberley community arising from intergenerational employment and business opportunities.

Acknowledging that responsibility, our targets for 40% of the Thunderbird workforce to be Aboriginal people, and \$10 million to be spent annually with Aboriginal businesses by Year Eight of Operations, are formalised in the Thunderbird Co-existence Agreement.

We have made a great start towards those targets with 18% Aboriginal employment and a monthly spend of around \$2 million with Aboriginal businesses at the end of Year Two of Operations in October 2025.

We acknowledge that reconciliation is a journey requiring both empathy and partnership, and that it is not just about providing employment and business opportunities.

It is a journey that we have begun here at Kimberley Mineral Sands and we acknowledge that there is still a long road ahead with both opportunities and challenges as we work with Traditional Owners to achieve their self-determined aspirations.

I would like to acknowledge and thank everybody who has been involved in the development and consultation of this Reconciliation Action Plan, which will help guide our ongoing journey and mission of 'together building prosperity in the Kimberley and beyond.'

# STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA

## First Innovate RAP



**KAREN MUNDINE**  
CHIEF EXECUTIVE OFFICER  
RECONCILIATION AUSTRALIA

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

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

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

This Innovate RAP is both an opportunity and an invitation for Kimberley Mineral Sands 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, Kimberley Mineral Sands 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 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Kimberley Mineral Sands is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

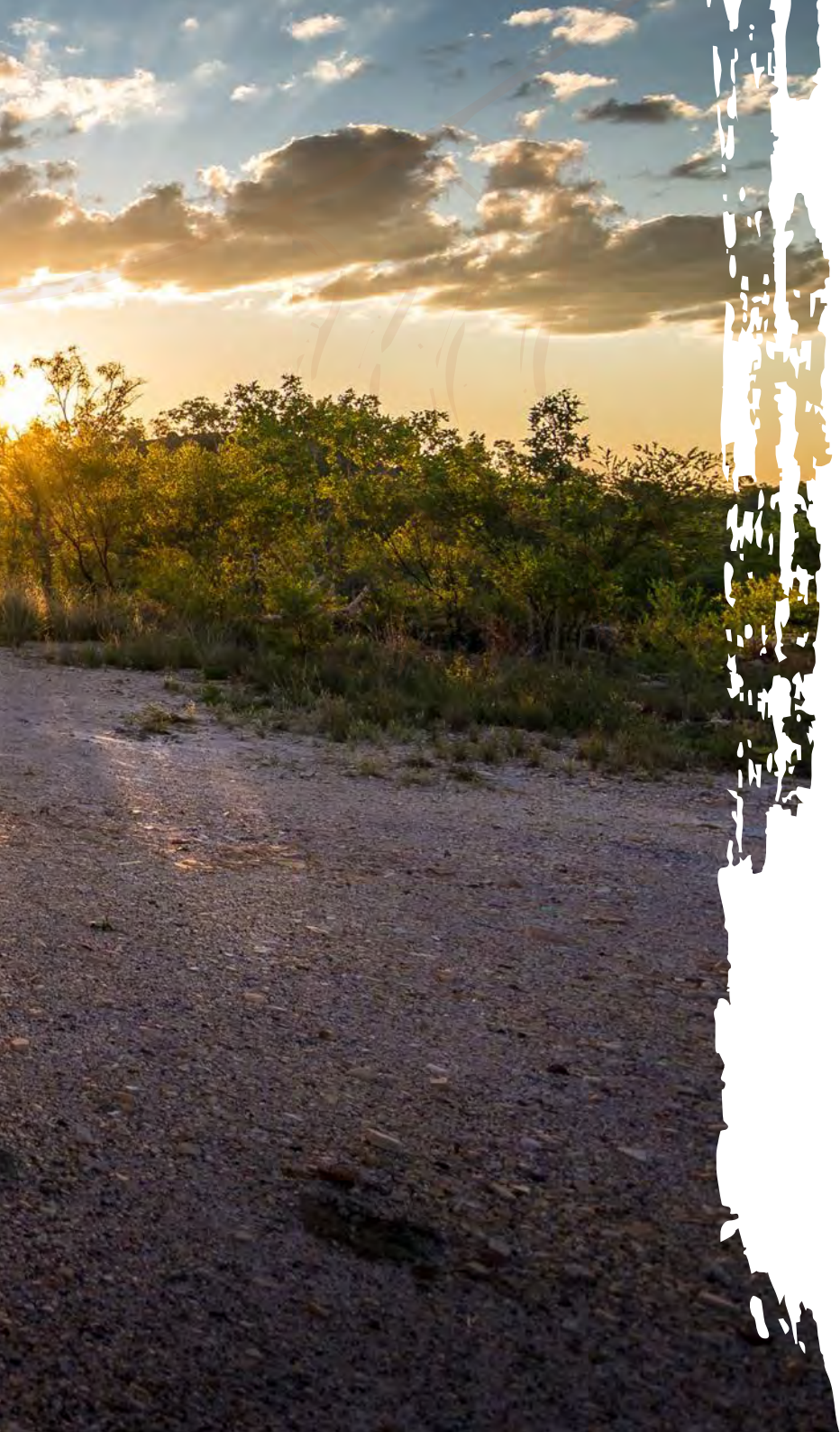
Implementing an Innovate RAP signals Kimberley Mineral Sands's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

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

Congratulations Kimberley Mineral Sands on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Sunset at Colourstone



# OUR COMMITMENT

As the Dampier Peninsula's first major onshore mining operation, we recognise the unique opportunity and responsibility presented by Thunderbird to significantly influence reconciliation. We commit to empowering Aboriginal and Torres Strait Islander people to realise self-determined aspirations through the employment, procurement and partnerships opportunities created by Thunderbird.

By focussing on these key areas, we can address systematic barriers to employment, procurement, business partnerships and other opportunities, demonstrating to the wider community the importance of working together towards a reconciled Australia.

# OUR VISION FOR RECONCILIATION

**Our vision for reconciliation is an Australian mining industry in which Aboriginal and Torres Strait Islander people can prosper through self-determined business and employment aspirations.**

Reconciliation at Kimberley Mineral Sands is underpinned by strong relationships with Traditional Owners and communities in the West Kimberley region, built on mutual respect and understanding. Through the Thunderbird Mineral Sands Operation, we are creating intergenerational local jobs and business opportunities which result in economic empowerment that enables shared success and contributes to the economic, social and cultural prosperity of local communities.

Our commitment is demonstrated in everything we do, as we actively promote economic growth and social well-being in the West Kimberley, ensuring long-term, sustainable benefits for all stakeholders and the land on which we operate.

At Kimberley Mineral Sands, reconciliation begins by acknowledging and addressing the historical injustices and inequalities committed against Aboriginal and Torres Strait Islander peoples.

The business is actively engaged in respectful relationships, promoting understanding and striving for a society where everyone has equal opportunities and rights.

Through these successes, we aim to have a positive impact beyond our business and the places where we live and operate, working in partnership with Aboriginal and Torres Strait Islander people to achieve their aspirations for the future.



# OUR BUSINESS

Kimberley Mineral Sands (KMS) is a joint venture between Sheffield Resources Ltd and YGH Australia Investment Pty Ltd (Yansteel) formed to develop the Thunderbird Mineral Sands Operation in Western Australia. Our core business involves mining and processing mineral sands, including ilmenite and zircon, which are used in various industrial applications such as paint, pigments, medical use, and ceramics.

KMS is headquartered in Broome and operates regionally on the Dampier Peninsula in the Kimberley region. The majority of our 96 employees are based at our Thunderbird mine which is located mid-way between Broome and Derby on the Joombarn-buru native title determination area. In addition, further management and administrative personnel are based at our two corporate offices in Broome and Perth. As at December 2025, 29% of the KMS direct workforce identified as Aboriginal people (28 people).

At Thunderbird, the mineral sands are extracted and processed into concentrate products and then transported to Broome for shipping to our global offtake partners and customers.

Changes in global economic trends and technological developments are creating a demand for products derived from mineral sands for use in everyday life. This includes titanium products for paint, pigments, and medical use; and zircon which is used in foundry applications and the manufacture of ceramics such as bathroom suites, tiles and crockery.

Importantly, there is increasing global interest in the rare earth elements contained within our products, which can be extracted for use in wind turbines and electric vehicles, helping power the clean energy transition.

The elements mined at Thunderbird highlight the importance of mining activities in supporting many industries and meeting the demands of global economic and technological trends.

Our sphere of influence includes our employees and external stakeholders including Traditional Owners, business partners and contractors, local communities and our global offtake and joint venture partners.



# WHAT IS BEING MINED AT THUNDERBIRD?

## Zircon - Primary market is ceramics

Thunderbird is estimated to produce approximately 6.5% of global zircon supply, which is sold to international offtake partners.

## Ilmenite - Primary market is Titanium Dioxide

Thunderbird is estimated to produce approximately 3.5% of global ilmenite supply, 100% of which goes to Yansteel for their brand-new paint and pigment processing plant.

In addition, a third product called 'HiTi' can be produced at Thunderbird. This paramagnetic product contains high levels of titanium dioxide and another element called cerium dioxide, from which

highly sought after rare earth elements can be extracted that are used in magnets for wind turbines and electric vehicles, helping power the clean energy transition.

Mineral sands are non-metallic, non-fuel minerals that play a vital role in the production of countless everyday products across nearly every industry. Found in products worldwide, mineral sands are often invisible yet essential to modern life. They support a range of sectors, from pharmaceuticals and beauty products to ceramics, paints, paper, and even air and water purification. Widely used yet often overlooked, these minerals play a crucial role in keeping our society running smoothly.



PAINT



PAPER



BATHROOMS



TILES



SUNSCREEN



PLASTICS



CATALYTIC CONVERTERS



AIR & WATER PURIFICATION



# EMBEDDING ABORIGINAL AND TORRES STRAIT ISLANDER VOICES

Embedding voices involves acknowledging the unique cultural, social, and historical contexts of Aboriginal and Torres Strait Islander people, while establishing respectful and meaningful relationships through incorporating Aboriginal knowledge, values, and traditions in our decision-making process.

Three mechanisms have been developed through consultation with internal and external stakeholders to ensure the voices of Aboriginal and Torres Strait Islander people are heard in our business:

- Co-existence Agreements with Joombarn-buru and Walalakoo Aboriginal Corporations
- KMS Aboriginal Working Advisory Group (KAWAG)
- Reconciliation Action Plan and Working Group

The Co-existence Agreements set out the cultural and heritage frameworks and our procurement and employment targets, holding the business accountable; KAWAG is about creating a culturally safe working community for all our employees, while the RAP provides a framework to guide the business on our journey towards reconciliation.

This triple pronged approach aims to ensure that policies, projects, and activities are culturally sensitive, socially responsible, and aligned with the needs and aspirations of the Aboriginal people and communities involved.

## Co-existence Agreements with Joombarn-buru and Walalakoo

The Co-existence Agreements establish the framework by which KMS must work with the Traditional Owners to protect Aboriginal heritage and the environment, and deliver sustainable employment and business outcomes for Traditional Owners and the wider Aboriginal community.

Agreements are in place with both Joombarn-buru and Walalakoo Aboriginal Corporations (a registered Native Title Body Corporate run by Nyikina Mangala Native Title Holders).

Whilst the details of the Agreements are confidential and commercial in nature, the final agreements are in line with our “KMS Pledge to the Kimberley Community” which was developed with Traditional Owners as part of the Agreement negotiations.

Benefits to the Traditional Owners under the Agreements include royalty, milestone and annual support payments, cultural and environmental protection, and employment and business targets.

## KMS Aboriginal Working Advisory Group (KAWAG)

The KMS Aboriginal Working Advisory Group (KAWAG) is chaired by the Chief Operating Officer. The majority of members are Aboriginal employees and contractors based at Thunderbird.

The main aim of KAWAG is to develop and provide a culturally safe working environment for all by:

- Providing recommendations, feedback and monitor the progress of Aboriginal strategies and vision.
- Providing a forum to identify and articulate relevant information on developments, services and activities of interest to cultural safety at Thunderbird.
- Raising issues and opportunities that may impact Aboriginal and Torres Strait Islander employees in a culturally safe manner.

KAWAG meets on site multiple times a year and runs regular KAWAG Yarning sessions on an ad-hoc basis. KAWAG Yarning is an opportunity for the Aboriginal Engagement team to meet with any of our Aboriginal employees at Thunderbird and get their feedback on issues or suggestions to make Thunderbird a more culturally safe workplace.

## Pledge to the Kimberley Community



Local jobs,  
training and  
business



Aboriginal  
jobs, training  
and business



Long-term  
community  
relationships



Communication,  
collaboration  
and transparency



Responsible mining,  
environmental and  
cultural practices



Traditional Owner and KMS Ranger - Leroy Pigram



# OUR RAP JOURNEY

At Kimberley Mineral Sands (KMS), reconciliation and building strong relationships with Aboriginal and Torres Strait Islander peoples are not only ethical responsibilities but central to our business strategy.

Our approach to reconciliation aligns with the principles of the Uluru Statement from the Heart, and guides how we build relationships, show respect and create on-country opportunities. This approach, supported by our organisational values, is also consistent with the five dimensions of reconciliation: race relations, equality and equity, institutional integrity, unity, and historical acceptance.

We are committed to strengthening relationships based on trust, respect and open dialogue. Listening to Aboriginal voices and partnering with Traditional Owners on matters that affect Country, culture and community is central to how we work.

Through employment, procurement and business opportunities, we seek to support greater equality and equity and contribute to economic participation for Aboriginal people connected to the region, embedded in our co-creation value.

Acting with integrity is essential to building confidence in our commitments. We recognise the role of negotiated agreements and clear processes in supporting respectful, long term relationships.

Reconciliation is also about shared understanding and unity. As the only onshore operating mine in the West Kimberley, we acknowledge our responsibility to contribute positively to relationships between Aboriginal and non Aboriginal people, both within our workforce and in the wider community.

Through this RAP, we commit to building our workforce's understanding of Aboriginal histories, stories and cultures in the West Kimberley, and the ongoing impacts of colonisation on local Aboriginal people. For many of our employees, this history has not previously been part of their education.

Our alignment with the Uluru Statement from the Heart and the five dimensions of reconciliation is reflected in the actions within this RAP and in how we listen, learn and act as a business.

Turning our commitment into everyday practices is demonstrated through our ambitious targets of achieving 40% Aboriginal employment and spending

\$10 million annually with Aboriginal businesses by Year Eight of Operations (2031), which were set early in our journey to develop Thunderbird.

Developing and implementing a RAP has always been a key part of KMS' reconciliation journey and in April 2023, we formed a RAP Working Group with 10 members from across the business, meeting monthly to draft the plan. After approval by our Senior Leadership Team, the RAP was submitted to Reconciliation Australia for endorsement. Having an endorsed RAP aligns with our corporate vision: "Together, building prosperity in the Kimberley and beyond." It serves as a powerful tool to further drive our commitment to reconciliation and inclusive growth.

Embedding Aboriginal voices within our business through initiatives like the RAP demonstrates the importance of working together towards a reconciled Australia.

Our commitment to reconciliation is deeply embedded in our values and our unique role in the West Kimberley region and demonstrated by our employment and procurement achievements to date.

## RAP Working Group

Sarah Parker (Champion)  
Manager People

Tegan Gasior\*  
Management Accountant

Jarrhan Jacky\*  
Community Advisor

Hilary Wilkins  
Principal Community & Public Relations

Mark Armstrong  
Principal Advisor People

\*Aboriginal employees

# HIGHLIGHTS OF OUR JOURNEY TOWARDS BUILDING PROSPERITY IN THE KIMBERLEY

**2012**

Declaration of a large high-grade maiden Mineral Resource for the Thunderbird deposit.



**2018**

Signed Co-existence Agreement with Traditional Owners for the Mt Jowlaenga Polygon #2 Native Title



**2021**

Kimberley Mineral Sands formed as a joint venture between Sheffield Resources Ltd and YGH Australia Investment Pty Ltd (Yansteel).



**2021**

Joombarn-buru Native Title claimants have their unbreakable connection to Country recognised by the Federal Court, with their Native Title over a portion of land in the Kimberley being declared on Wednesday 13 October 2021.



**2022**

Final Investment Decision taken and construction of Thunderbird commences.

**2023**

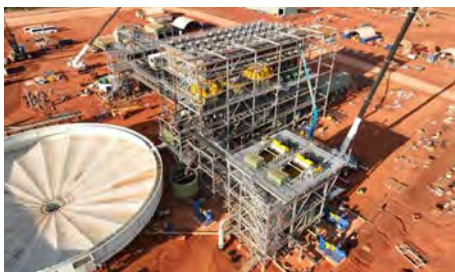
RAP Working Group formed to develop KMS's first Reconciliation Action Plan.

**2024**

Thunderbird shifted from construction phase to operations.

**2026**

KMS launches its first Innovate Reconciliation Action Plan.



**“Reconciliation is about more than just providing employment and business opportunities; it involves transforming societal attitudes and creating greater opportunities.”**

# LEARNINGS

In 2018, four years after commencing negotiations between Traditional Owners and Sheffield Resources, Joombarn-buru (known at the time as the Mount Jowlaenga People) signed a Co-existence Agreement with Sheffield Resources. This has now transitioned to Kimberley Mineral Sands to own the relationship and operate the Thunderbird Project over its estimated 36 year mine life.

The relationship between Kimberley Mineral Sands and Traditional Owners has had triumphs and challenges, but both parties continue to work together focusing on the opportunities presented by the Thunderbird mine.

The agreements have shown that reconciliation is about more than just providing employment and business opportunities; it involves transforming societal attitudes and creating greater opportunities for Aboriginal and Torres Strait Islander peoples to participate in decision-making processes.

Further to this, engaging with Traditional Owners in a collaborative manner has demonstrated the importance of working together to protect the environment and cultural heritage to create positive outcomes.



KMS Staff Hands on Kimberley Colourston

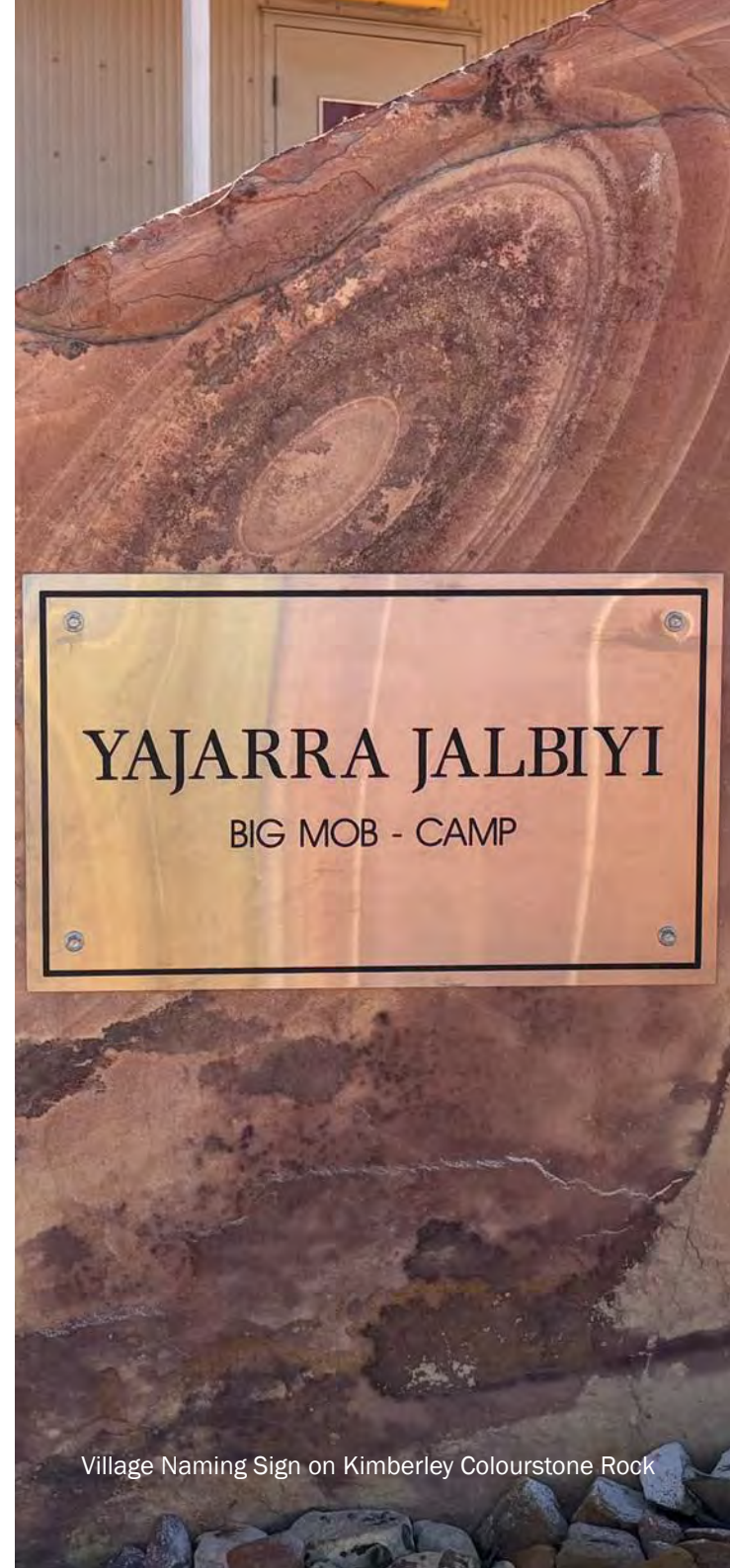
# EMBRACING CULTURE

**At Thunderbird, several initiatives have been implemented to enhance cultural recognition and knowledge among all staff members. These initiatives aim to promote an inclusive environment that values diversity and promotes understanding of Aboriginal and Torres Strait Islander cultures.**

## **Yajarra Jalbiyi and Birr Wunju Nganka**

With the permission of Traditional Owners, KMS has started introducing Nyikina names at Thunderbird for certain areas. In August 2024, the accommodation village was officially named “Yajarra Jalbiyi”, which translates to “Big mob – camp”. The naming ceremony, conducted with Joombarn-buru traditional owners and KMS Board Directors, included the official unveiling of a local Kimberley colourstone rock which bears a plaque with the name and translation.

At Yajarra Jalbiyi, a Yarning Circle has also been installed as an initiative of the KMS Aboriginal Working and Advisory Group (KAWAG). It is named “Birr Wunju Nganka”, which translates to “Strong sharing stories/conversations”, and includes four large rocks which represent the points of the compass, welcoming people from all places to gather around the fire pit. Birr Wunju Nganka was officially opened during the 2024 NAIDOC Week celebrations and has become an area embraced by all staff as part of their reconciliation journey. Aboriginal staff feel comfortable sharing their stories here which leads to a better understanding of historical impacts, race relations and how we can progress together towards equality.



Village Naming Sign on Kimberley Colourstone Rock

**“This book is a testament to the enduring spirit of Indigenous peoples and a call to honour and preserve their stories” *Homecoming*.**

**“The impeccable research and emotive descriptions provide great insight into an Australia we should know more about” *Debesa*.**

## Reconciliation Week 2024

The 2024 Reconciliation Week theme “Now More Than Ever” was celebrated at KMS with lunch and BBQ celebrations. Every KMS staff member received one of two books written by Aboriginal authors – “Debesa” by Cindy Solonec, and “Homecoming” by Elfie Shiosaki.

To encourage everyone to delve into these powerful stories, we then launched a competition for staff to share their thoughts, which included submitting a one-page synopsis sharing how the book made them feel and what they learned from it. The winning entries received a signed copy of the book and a \$200 voucher.

## NAIDOC Week

In 2024, all KMS staff were provided with a NAIDOC themed shirt and invited to participate in the Broome NAIDOC walk and attend the official opening ceremony, along with hundreds of other organisations, schools and agencies.

At Thunderbird, a NAIDOC BBQ was held for all staff on site where they were able to enjoy a kangaroo casserole and participate in making damper at the newly installed fire pit and yarning circle ‘Birra Wunja Nganka’.



Books gifted to staff during National Reconciliation Week



Staff participating in the annual NAIDOC march in Broome



# EMPLOYING & TRAINING OUR WORKFORCE

**At the end of 2025, 29% of KMS' direct workforce (28 people) identified as Aboriginal people. Aboriginal people hold diverse positions at Thunderbird, ranging from Process Operators, Rangers and security staff, to supervisors, maintenance personnel, and village utility services. Diversity statistics are reported on a monthly basis, to track our progress against targets and ensure transparent communication, in alignment with our commitments under the Thunderbird Project Co-existence Agreement and to the wider community.**

## KMS Ranger Program

The KMS Ranger program initially commenced during the construction phase to support the Environment team and is now firmly entrenched in day-to-day operations at Thunderbird.

There are currently two full-time positions allocated to the program. The rangers are involved in many aspects of Operations including: the nursery where seedlings are grown for rehabilitation; fire, flora and native and feral fauna management; bore inspections and monitoring.

The rangers are also being upskilled through training opportunities with North Regional TAFE and the Kimberley Ranger Network coordinated by the Kimberley Land Council. Some of the training undertaken includes drone training, animal trapping and bush tucker cultivation. Rangers also attended the National Indigenous Mapping Workshop (IMW) in Melbourne in 2023 and the Kimberley Ranger Network Forum in 2024.



Traditional Owner and KMS Ranger Azroum McKenzie

## Thunderbird Entry Process Operator Program

As we moved closer to the start of the operations phase of the business in late 2023, a recruitment campaign was launched for the inaugural Thunderbird Entry Process Operator (TEPO) program. The program offers Kimberley-based people with little to no experience in mining the opportunity to join more experienced operators in our Processing team, with four positions initially available.

An unprecedented 112 applications were received, with 75 applications being from the West Kimberley and nearly 25% identifying as Aboriginal. Following a competitive selection process, local Aboriginal people were successful in all four positions and have joined the Processing team.

## Aboriginal & Torres Strait Islander Mental Health First Aid Training

Eight staff attended an Aboriginal mental health first aid training session that was delivered at Thunderbird by local Aboriginal training providers – Michael McKenzie and Ash Bin Omar. The training is designed to give staff awareness of mental health issues affecting themselves, family, friends and workmates, and provide an Aboriginal perspective on social and emotional wellbeing.

Staff found the training to be interesting, engaging, and valuable in enhancing their understanding of Aboriginal mental health, as well as the unique challenges and issues faced by Aboriginal communities.



Mental Health First Aid Training - KMS Employees and Training Providers

# BUSINESS ENGAGEMENT & DEVELOPMENT

Engaging Traditional Owner and other Aboriginal owned businesses is a key part of our procurement strategy, entrenched in the Thunderbird Project Co-existence Agreement (TPCA) and Pledge to the Kimberley Community. The project offers significant intergenerational business opportunities over the 36 year projected mine life, which is demonstrated through initiatives like the Bus In Bus Out (BIBO) program. We are also committed to responsible mining, environmental, and cultural practices, with a focus on the protection of heritage and culture through the development of a Cultural Heritage Management Plan.

## Passenger Transport Contracts

In September 2023, 50% Indigenous-owned and West Kimberley based Plum Oak Pty Ltd was awarded a three-year contract to run our shuttle bus service to transport employees and contractors from Broome to Thunderbird and return three times a week.

The contract is enabling Plum Oak to expand its operations in Broome, underpinning future activities, training and employment opportunities.

In January 2024, Derby based and Joombarn-buru owned Business Kingsound Charters and Transport was awarded a contract to transport staff and contractors from Derby to Thunderbird and return. The contract enabled owner Kerrissa O'Meara to invest in a vehicle that will provide her with opportunities to expand the business locally.

## Traditional Owner Road Maintenance Contract

Our partnership with Joombarn-buru majority owned Kaynar Group is a great example of how long-term relationships with Traditional Owner businesses can support local jobs, skills and economic participation.

In February 2024, Kaynar Group was awarded a three-year road maintenance contract at the Thunderbird Mineral Sands Operation. The contract supports daily operations at Thunderbird, in particular maintenance of the 30km access road, which carries significant daily traffic including quad road trains and is impacted by adverse weather in the wet season.

Following strong performance and reliability, the contract has recently been extended by a further two years, providing business certainty and continuity of work for the Broome-based contractor.

Over time, Kaynar Group has been awarded additional operational and construction works at Thunderbird with both KMS and our contractors, including heavy machinery servicing and the Stage 3A Tailings Storage Facility construction contract.

These contracting opportunities have enabled Kaynar to increase employment and invest in business infrastructure, plant and equipment, strengthening their capacity to deliver work across the state, while maintaining a strong local presence and connection to community.

## Traditional Owner Fleet Vehicle Contract

In June 2023, Joombarn-buru Traditional Owner Cody Sibosado's partnership RTS Alliance was awarded a three-year contract to supply 20 fully maintained light vehicles for the mine site and KMS's West Kimberley offices.

The contract was one of the first major business contracts awarded to local Traditional Owners and delivered under our commitment to the Joombarn-buru Native Title Holders through the Thunderbird Coexistence Agreement.



Kaynar machinery grading the Thunderbird Access Road

## Business Development Workshops 2024 - 2025

In May 2024, we held the inaugural Business Development Workshops in Derby and Broome, targeting local Aboriginal people who run a business or who want to start a business. The aim of these workshops was to provide an opportunity to not only increase chances of potentially securing work with Thunderbird, but also develop business models for sustainable opportunities throughout the Kimberley and beyond.


The workshops were delivered by two business experts in guiding business to prosper, and participants ranged from people with limited business knowledge to those who have been running their own businesses successfully and want to take it to grow their business to the next level.

Since running the first workshops, KMS has developed an online business register, which includes a link to upcoming scope of works for all future requests for quotation and tender opportunities.

KMS continues to work on delivering future workshops to build capacity for local Aboriginal businesses to secure contracts at Thunderbird and beyond.

The second round of workshops, held in November 2025 in both Derby and Broome, offered local Traditional Owner businesses additional capacity building opportunities, and also importantly included representatives of KMS' primary contractors. This facilitated connections and an exchange of knowledge and expectations between KMS, our contractors and the small and start up businesses looking to get their foot in the door.

**“I got so much information and will now go back and change a lot of things in my business”.**



Participants and Staff at the Business Development Workshop, Broome



Thunderbird Yajarti Jalbiyi Accommodation Village from Mount Reeves

# Relationships



**Actively engaging with local Aboriginal people in the regions we operate, communities, leaders and stakeholders will allow a two-way conversation where Kimberley Mineral Sands can commit to developing enduring, respectful and meaningful relationships throughout the life of the mine and beyond aligned with the interests and perspectives of the Kimberley communities.**

Action	Deliverable	Timeline	Responsibility
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	September 2026, 2027	Manager Community
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2026	Manager Community
	Meet with Joombarn-buru and Walalakoo Aboriginal Corporations and report on the commitments in the Co-existence Agreement.	August 2026, February and August 2027	Community Advisor
	Invest 30% or more of our inaugural Community Investment and Partnership Program (commenced FY25) into initiatives that support Aboriginal identity/culture, inclusion and well-being.	October 2026, 2027	Principal Community & Public Relations
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026, 2027	Manager Community
	Integrate stories, activities and events to promote NRW and raise awareness into the KMS Communications Strategy.	May 2026, 2027	Manager Community
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2026, 2027	Manager Community
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2026, 2027	Manager Community
	Organise at least one NRW event each year.	27 May - 3 June 2026, 2027	Community Advisor
Register all KMS NRW events on Reconciliation Australia's NRW website.	May 2026, 2027	Manager Community	



<b>3. Promote reconciliation through our sphere of influence.</b>	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	May 2026	Community Advisor
	Communicate our commitment to reconciliation publicly.	May 2026, 2027	Head of Operations
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June and December 2026, 2027	Manager Community
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	April 2027, 2028	Manager Community
	Involve key business partners and suppliers in reconciliation through active participation in face-to-face cultural awareness and cultural immersions.	October 2026, 2027	Manager Community
	Develop a strategy to leverage our social media platforms to share our commitment to reconciliation.	May 2026, 2027	Manager Community
	Embed a calendar of events into the KMS Communications Plan. The Plan guides media activity and is distributed for internal use.	June 2026, 2027	Manager Community
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2026	Manager People
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	August 2026	Manager People
	Raise awareness of company expectations on what constitutes appropriate behaviour in the workplace, including the negative impact of discriminatory and racist behaviours.	July 2026	Manager People
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	December 2026	Manager People
	Educate senior leaders on the effects of racism.	December 2026	Manager People



<b>5. Create a culturally safe working community for all our employees.</b>	Embed an Aboriginal Working Advisory Group at Thunderbird that meets up to quarterly and prioritises cultural safety for all employees.	Sept, Dec 2026, Mar, June, Oct 2027, Feb 2028	Head of Operations
	Hold Yarning sessions with Aboriginal and Torres Strait Islander employees to address any cultural safety issues and/or raise opportunities to increase cultural safety.	Sept, Dec 2026, Mar, June, Oct 2027, Feb 2028	Community Advisor
	Through the advisory group, develop a calendar around important Diversity & Inclusion events to allow appropriate celebration of events.	November 2026, 2027	Manager Community
<b>6. Strengthen KMS's approach to cultural heritage management and protection.</b>	Together with local Traditional Owners, co-design a Cultural Heritage Management Plan (CHMP) including the protection, preservation, and sustainable management of cultural heritage.	December 2026	Manager Community
	Present our challenges and learnings in relation to Cultural Heritage matters during an annual review of the CHMP.	December 2027	Manager Community
	Embed reporting of cultural heritage monitoring into meetings with Native Title groups.	May, August and November 2026, 2027, February 2028	Manager Community

# Respect



**Kimberley Mineral Sands is dedicated to fostering a workplace that embraces and respects Aboriginal culture through active listening, continuous learning, and deep understanding. Our goal is to create a more inclusive and productive work environment. We are committed to ongoing collaboration with Aboriginal and Torres Strait Islander communities to support our workforce and emphasize the significance of reconciliation in the successful operation of our business.**

Action	Deliverable	Timeline	Responsibility
<b>7. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Conduct a review of cultural learning needs within our organisation.	September 2026, 2027	Manager People
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy and be remunerated accordingly as outlined in the Co-existence Agreement.	May 2026, 2027	Manager Community
	Involve key business partners and suppliers through active participation in face-to-face cultural awareness and cultural immersions.	July 2026, 2027	Manager Community
	Develop, implement, and communicate a Cultural Insights program for our staff.	March 2027	Community Advisor
	Provide opportunities for RAP Working Group members, HR and other key leadership staff to participate in formal and structured cultural learning with access to cultural education and immersion activities, aligned to Thunderbird's core work activities.	July 2026, 2027	Manager Community
	Develop and share a list of cultural events and celebrations that take place in the West Kimberley with all staff working at Thunderbird and through the monthly community newsletter.	January 2026, 2027	Manager Community



<b>8. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2026, 2027	Community Advisor
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	July 2026, 2027	Community Advisor
<b>9. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2026, 2027	RAP Chairperson
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2026, 2027	RAP Chairperson
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	July 2026	Manager People
	Liaise with local groups such as the local NAIDOC Week committee to identify opportunities to collaborate and participate in NAIDOC celebrations.	March 2026, 2027	Community Advisor
	Work with Thunderbird business partners to promote events on-site.	First week in July 2026, 2027	Manager Community

# Opportunity



**At Kimberley Mineral Sands, we have pledged to prioritise local jobs, training, and businesses. By Year 8 of operations, we aim to achieve a 40% Aboriginal employment target and spend a minimum of \$10 million annually with Aboriginal businesses. These commitments are designed to make a meaningful difference and positively impact the lives of Aboriginal and Torres Strait Islander people.**

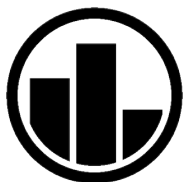
Action	Deliverable	Timeline	Responsibility
<b>10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</b>	Build an understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	May 2026	Manager People
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	June 2026	Manager People
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	September 2026	Manager People
	Develop and implement a strategy for advertising job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2026	Manager Community
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	January 2027	Manager People
	Explore opportunities for culturally appropriate employee assistance programs.	March 2027	Manager People
	Scope and implement dedicated employment pathways for Aboriginal people in Thunderbird's key recruitment pipelines (i.e., Process Operators roles).	September 2026	Manager People
	Participate in annual West Kimberley Careers Expo / Employment Forums with key business partners to drive targets.	May 2026, 2027	Manager People
	Implement recommendations from the review of HR policies and procedures that will allow a more culturally safe workplace.	October 2026	Manager People
	Set KPIs for Aboriginal and Torres Strait Islander employment, including senior and/or management roles.	October 2026	Manager People



**11. 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.	June 2026	Principal Commercial
Investigate Supply Nation membership.	June 2026	Principal Commercial
Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	October 2026, 2027	Principal Commercial
Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	October 2026	Principal Commercial
Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Ongoing	Principal Commercial
Monitor contract performance of key business partners against contractual Aboriginal employment and business KPIs.	June 2026, 2027	Principal Commercial
Determine targeted spend across the key business partners and communicate spend targets to Aboriginal and Torres Strait Islander businesses	August 2026	Principal Commercial
Educate relevant procurement team and key stakeholders within business on the benefits of procuring from Aboriginal and Torres Strait Islander businesses	August 2026	Principal Commercial
Investigate opportunities to promote business network programs for Aboriginal and Torres Strait Islander businesses (i.e., Kimberley Business Network or Supply Nation Certification).	August 2026, 2027	Principal Community & Public Relations
Review the internal tender process to address the tender weighting score and provide a mechanism to favour Traditional Owner companies for Thunderbird contracts.	August 2026	Principal Commercial

# Governance



Action	Deliverable	Timeline	Responsibility
<b>12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b>	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	June 2026, 2027	Community Advisor
	Establish and apply Terms of Reference for the RWG.	May 2026	RAP Chairperson
	Meet at least three times per year to drive and monitor RAP implementation.	May, September and December 2026, 2027	Community Advisor
<b>13. Consult with and report to KAWAG to increase accountability of RAP performance.</b>	Create a regular Standing agenda item in KAWAG meetings reporting on the progress of the RAP.	June, September and December 2026, 2027	Community Advisor
	Hold Biannual meetings between KAWAG and RWG to collaborate on strategic direction/planning/implementation.	October 2026, April & October 2027	Community Advisor
<b>14. Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation.	May 2026	Manager Community
	Engage our senior leaders and other staff in the delivery of RAP commitments.	May 2026	Manager Community
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	May 2026	Manager Community
	Appoint and maintain an internal RAP Champion from senior management.	May 2026	Manager Community



<b>15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2026, 2027	Community Advisor
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August 2026, 2027	Manager Community
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2026, 2027	Manager Community
	Report RAP progress to all staff and senior leaders quarterly.	March, June, September and December 2026, 2027	Manager Community
	Publicly report our RAP achievements, challenges and learnings, annually.	March 2026 and 2028	Manager Community
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	Community Advisor
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	April 2028	Community Advisor
<b>16. Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's website to begin developing our next RAP.	June 2027	Manager Community

CONTACT DETAILS

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