

RioTinto

Reconciliation Action Plan



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About Rio Tinto

Rio Tinto is a leading international business involved in each stage of metal and mineral production. We produce aluminium, copper, diamonds, coal, iron ore, uranium, gold and industrial minerals (borates, titanium dioxide, salt, talc, zircon). With production mainly in Australia and North America, we operate in more than 50 countries. We directly employ about 77,000 people, including over 20,000 in Australia, and many more work on our sites in contract roles. Health and safety is a key priority for us and we seek to place sustainable development at the heart of everything we do. We are a global organisation with one set of standards and values, while paying particular attention to the unique needs and aspirations of the communities that host our operations.

- > Our strategy is to invest in and operate large, long term, cost competitive mines and businesses, driven by the quality of each opportunity.
- > Our assets give us a rich array of options for growth in line with demand.
- > Safe working and sustainable development are at the heart of our activities, with our worldwide operations providing long term local benefits.

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Message from the chief executive - Iron Ore and Australia

In a major public address in 1995, Rio Tinto's then chief executive officer Leon Davis stated that he wished to see our operations developed in active partnership with Aboriginal people. He told senior management that the company needed to establish innovative ways of sharing with and compensating Indigenous Australians. He believed that a negative attitude would produce negative results, and that an open mind would have the opposite effect.

These views were 'landmark' for the resources sector and marked the beginning of Rio Tinto's journey of reconciliation, one that has been affirmed by subsequent chief executive officers, Leigh Clifford and Tom Albanese.



In 1996 we developed our Aboriginal and Torres Strait Islander Policy after consultation with Indigenous leaders. It is based on recognition of and respect for Aboriginal and Torres Strait Islander people. The Policy has been implemented through four key areas - regional development and land access agreements; community capacity building programmes; cultural heritage recognition and protection; and strongly governed funding bodies that support Indigenous Australians to pursue their own ideas and initiatives.

Today we are closing in on having ten per cent of our Australian workforce who are Indigenous Australians working in real jobs; in some of our operations the percentage is much higher. Also, the numbers of skilled and semi-skilled Indigenous Australian employees are growing and we are now employing our first generation at the professional level.

Many of our Indigenous Australian employees reside in communities that are at or near to our operational footprints. It is our clear intention to also continue to build a future with these communities.

Each community we work with has unique characteristics and particular needs that are recognised in the agreements we make with them and the programmes we participate in together. The impact of mining on Indigenous communities can be significant, with economic, political, social and cultural consequences that are often inter-generational.

Our aim is to ensure, overall, that this impact is positive.

History and experience tell us that Indigenous Australians need to be the drivers of their own destinies – whether as an individual, as a family, as a business or as a community. There is a sense of pride that is garnered across each platform as, for example, meaningful jobs are found, business negotiations succeed, community health and education is improved or indeed there is simply due recognition and deep respect shown by others.

While we are proud of the journey we have taken to close the gap between Indigenous and non-Indigenous Australians, we are also cognisant that it is not one that we can continue to do alone. In this regard, Reconciliation Australia plays an enormous support role and has been instrumental in ensuring that there are an increasing number of organisations with robust reconciliation pathways.

One key pathway is the Reconciliation Action Plan which, in our case, reflects our Aboriginal and Torres Strait Islander Policy and its component parts, our engagement with communities, our many initiatives and achievements of the past 15 years, and our own sense of pride as a company.

We look forward to another generation of dynamic reconciliation, one which continues to match endeavour and results to the best of our abilities.

Sam Walsh AO
Executive Director
Chief executive Iron Ore and Australia

Our vision

We believe that working in partnership with Indigenous communities to ensure they share in the economic benefits created by our operations will contribute to the process of reconciliation between Indigenous and non-Indigenous Australians.

Engagement and reconciliation with Indigenous Australians

We are committed to the process of reconciliation between Indigenous and non-Indigenous Australians. Rio Tinto's policy worldwide is to recognise and work with local and land connected peoples impacted by our operations. Rio Tinto's framework for business practice, *The way we work*, encourages mutual respect and active partnership in community relationships.

Rio Tinto believes that support of Indigenous Australians is important for the success of our operations. Positive engagement with Indigenous Australians leads to increased opportunity for Indigenous communities and improved access to land for exploration and mining. We are committed to working in partnership with communities to obtain sustainable socioeconomic outcomes. Rio Tinto's aim is to minimise any potential negative impacts that eventual mine closure could bring to a community and maximise the positive legacy by leaving behind a strong independent community able to choose from a number of economic options.

In the 1990s, Rio Tinto began a journey to find a new way to engage with Indigenous Australians. History and experience told us Indigenous Australians had to become the drivers of their own opportunity and destiny. While the rights enshrined in native title and land rights legislation are of paramount importance, the major driver for our Indigenous engagement strategy is socioeconomic sustainability. To this end, we negotiate participation agreements that substantially empower local Indigenous communities to work on equal terms with us and drive their own future.

Rio Tinto developed its Aboriginal and Torres Strait Islander Policy in 1996. Our policy is based on recognition and respect for Aboriginal and Torres Strait Islander people and is implemented through four key platforms:

- > Regional development and land access agreements
- > Community capacity building
 - local employment
 - education and training
 - enterprise facilitation
- > Cultural heritage and land management
- > Funding bodies that support Indigenous-directed programmes

Our Reconciliation Action Plan (RAP) is structured around these key platforms – explaining our approach, achievements and plans for each one. Our RAP also reflects that each of our businesses implements the strategies in response to the unique needs and priorities of their local community. Our businesses' targets are included on pages 14 – 27 of this RAP, presented under Reconciliation Australia's focus areas of **relationships**, **respect** and **opportunities**. These targets will be reviewed and reported on annually.

Rio Tinto is committed to Reconciliation Australia's three pillars of reconciliation.

Relationships



Rio Tinto is committed to working in collaboration with Indigenous Australians to overcome socioeconomic disadvantage. We understand the importance of working alongside local Aboriginal and Torres Strait Islander communities in partnership to create sustainable regions and positive futures.

Respect



Rio Tinto recognises local Aboriginal and Torres Strait Islander people's connection to country and their active participation in decisions that impact their traditional lands. We strive to promote and encourage a culturally aware and competent workplace that respects local cultural protocols.

Opportunity



Rio Tinto is striving to work in partnership with Indigenous people at the local level to develop strategies for direct employment and business development to achieve a local sustainable economy around our operating sites. We are committed to the creation of intergenerational wealth and to ensure Aboriginal and Torres Strait Islander people will have access to, and the chance to benefit from, mining activities on their country.

Rio Tinto's Aboriginal and Torres Strait Islander policy

In all exploration and development in Australia, Rio Tinto will consider Aboriginal and Torres Strait Islander people's issues.

Where there are traditional or historical connections to particular land and waters, Rio Tinto will engage with Aboriginal and Torres Strait Islander stakeholders and their representatives to find mutually advantageous outcomes.

Outcomes beneficial to Aboriginal and Torres Strait Islander people will result from listening to them.

Economic independence through direct employment, business development and training are among the advantages that Rio Tinto will offer. We will give strong support to activities that are sustainable after Rio Tinto has left an area.

This policy is based in recognition and respect.

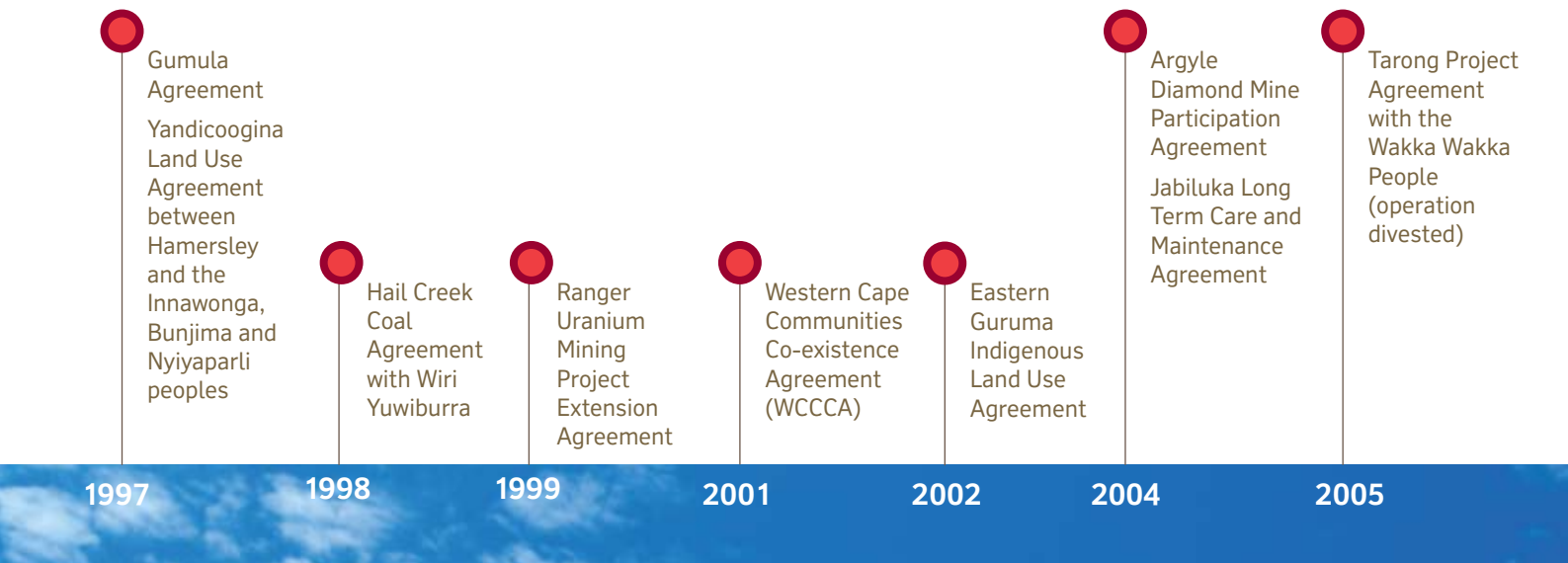
Rio Tinto recognises that Aboriginal and Torres Strait Islander people in Australia

- > have been disadvantaged and dispossessed;
- > have a special connection to land and waters; and
- > have native title rights recognised by law.

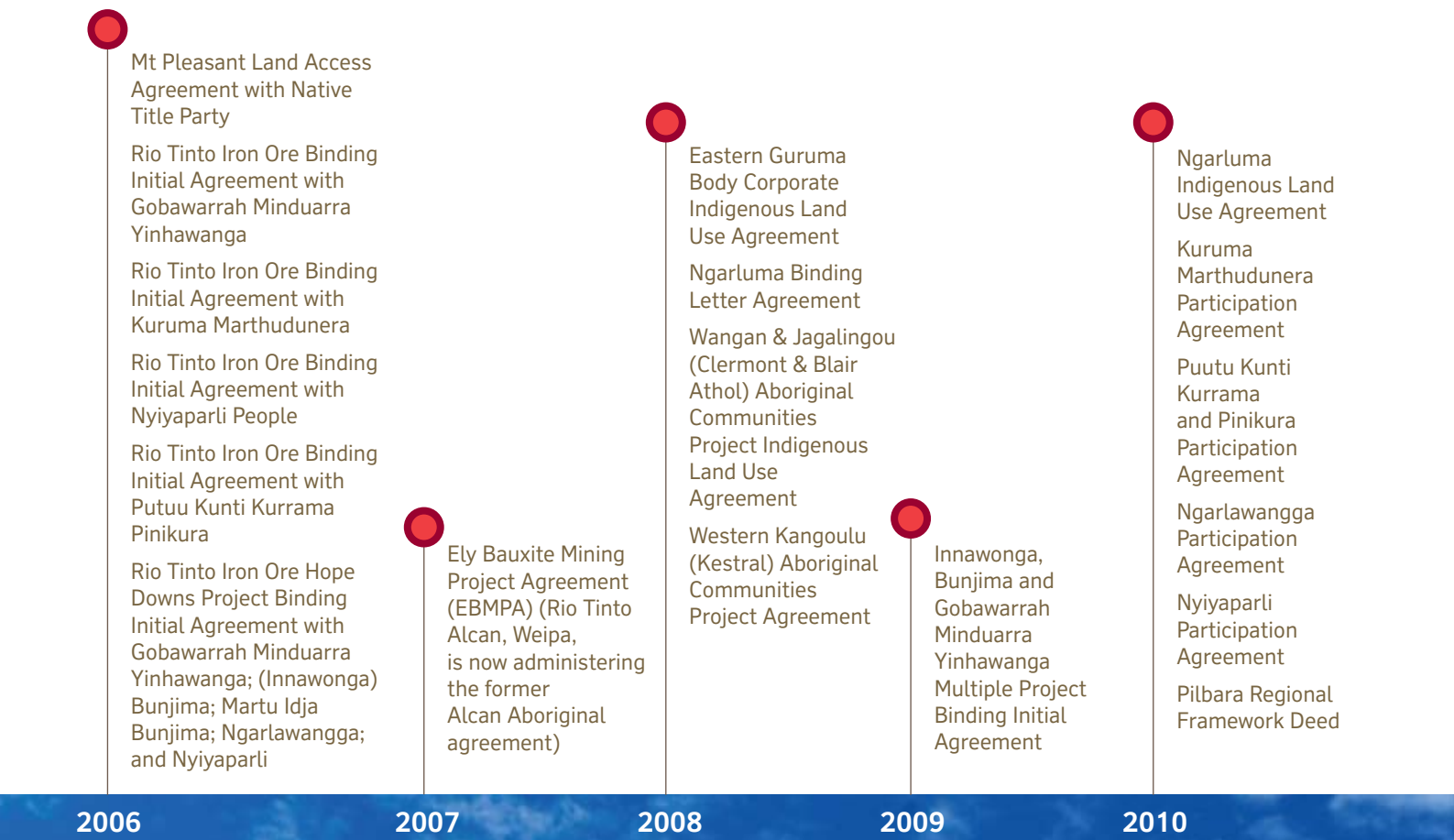
Rio Tinto respects Aboriginal and Torres Strait Islander people's

- > cultural diversity;
- > aspirations for self sufficiency; and
- > interest in land management.

Regional development and land access agreements



Many of our operations are located in remote parts of Australia, where the social and economic exclusion of Indigenous Australians presents significant challenges. Rio Tinto negotiates formal, binding and mutually obligating agreements with host Indigenous communities wherever we operate. In doing so, we have the vision that communities will be empowered and able to participate in the economic opportunity provided by our operations.



Over 100 exploration agreements negotiated across Australia to date.

We currently have more than 100 exploration access agreements and over 20 mine development agreements with Indigenous communities. The agreements include targets that are negotiated with the community. Targets are developed for areas such as:

- > management and distribution of mining benefits;
- > employment, training and contracting opportunities;
- > cultural heritage protection, land management and access;
- > environmental management and protection;
- > cross cultural training; and
- > broad based support for the operations and new projects.

Where possible, agreement making is conducted in a manner consistent with the Indigenous Land Use Agreement provisions in the Native Title Act. Our preference is to elevate agreements to regional agreements, including state or territory governments in tripartite arrangements, and register them as Indigenous Land Use Agreements.

Importantly, the agreements also set up an institutional arrangement for a long term relationship between the host community and the operation. It is through these partnerships that Indigenous communities and operations jointly seek to engage government and others in the development of the region.

The mine regional development agreements usually provide for the establishment of community controlled trusts that enable benefits to be channelled into community development purposes and for the benefit of future generations. Typically, these community controlled trusts have a number of funds that provide both for the needs of current generations and the accumulation of capital to ensure benefits in perpetuity for future generations. Following a substantial investment in training and capacity building, community controlled trusts are now driving community development with their own programmes, and initiating partnerships with government and non government organisations in the arenas of health, housing, education and support for law and culture.

We continue to negotiate exploration and regional development agreements across Australia.

Community capacity building

Rio Tinto recognises that economic activity generated by mining and mineral processing operations can be a major factor in regional development, local employment and reconciliation. We work in partnership with Indigenous Australians at the local level to develop programmes that build local community capacity.

We promote the idea of “robust regional economies”, whereby the local community and Rio Tinto businesses work together to build on, and benefit from, the economic opportunities generated by the presence of a mining or mineral processing operation. For Rio Tinto, these opportunities include access to a pool of local employees, locally provided services and supplies, stable local government, better access to institutions such as banks, schools and health facilities, and an attractive community and lifestyle for employees. For Aboriginal communities, this offers economic independence through direct employment, training, business development and increased services that are available in growing towns.

Rio Tinto delivers programmes for community capacity building in the areas of employment, education and training, and enterprise facilitation. Where possible, our operations partner with local community organisations, non government organisations and government agencies to support these programmes.

Employment

Rio Tinto is committed to achieving growth in Indigenous employment in areas where we operate. We work in partnership with Indigenous communities and the Australian Government to develop and implement ways to increase positive employment outcomes for Indigenous Australians. In the mid 1990s less than half a percent of Rio Tinto's Australian workforce was Indigenous. In 2010, eight per cent of Rio Tinto employees in Australia were Indigenous. Increasing Indigenous employment around our operations delivers mutual benefit to Rio Tinto's businesses and to Indigenous people. It allows Indigenous people to participate in the mainstream economy and to benefit from the wealth generated by the mining and metals industry in Australia.

Rio Tinto businesses develop their own targets for Indigenous employment based on knowledge of their local community, taking into account demographic and labour market characteristics and education profiles. Our businesses develop these targets with local Aboriginal communities and include the agreed targets in land access and mine development agreements.

The social and education barriers for Indigenous Australians wishing to enter the workforce require Rio Tinto to take a long term approach to Indigenous employment. We recognise that conventional human resource systems and recruitment models can be barriers to Indigenous employment so we have developed employment processes that are culturally appropriate, flexible and lead to real jobs.

Our Indigenous employment processes include developing and implementing:

- > pre-employment and work ready programmes;
- > mentoring and support programmes;
- > culturally appropriate recruitment programmes;
- > family and community support programmes;
- > professional development and career programmes; and
- > cross-cultural education programmes for employees and contractors.





Keiji Bowie, mine operator at Rio Tinto Alcan Weipa.

Education and training

Rio Tinto is committed to supporting better education services – from early childhood to vocational and higher education – as we believe Indigenous students are entitled to improved educational outcomes. Where we have worked in partnership with local education providers, there is a marked improvement in educational outcomes for students. Our education and training strategies include providing apprenticeships and traineeships, offering cadetships and scholarships for tertiary students and supporting early education and school based programmes. We also support pre-employment training programmes delivered by local educational institutions.

We support a variety of education programmes to:

- > address low literacy and numeracy levels;
- > support young Indigenous students to prosper in mainstream education;
- > provide encouragement to continue studies beyond lower secondary school;
- > support Indigenous students achieve tertiary qualifications; and
- > provide adult vocational education and training to become work ready.

We work in partnership with existing education institutions to develop and deliver education and training programmes, providing financial support, facilities, materials and management advice. In addition, Rio Tinto staff members contribute their time, experience and expertise to students in schools, technical colleges and universities. Working with education specialists ensures programmes deliver real and long lasting results, and working closely with communities themselves ensures that programmes are tailored to meet local circumstances.

Enterprise facilitation

Rio Tinto supports economic and community development near its long life operations. We believe it is in our best interests to support the development of robust local secondary and tertiary economic sectors. A stronger regional economy means better access to a pool of local employees, locally provided services and supplies, stable local government, better access to institutions such as banks, schools and health facilities, and an attractive community and lifestyle for employees.

Local economies can stagnate or never emerge through over reliance on resource rents and passive welfare. Additionally, being a capital intensive industry with a low employment ratio, mining and refining cannot provide sufficient employment to achieve a desirable broad base of economic and community development. However, with assistance, local Indigenous enterprises can grow and take advantage of the money our long-life operations and employees bring into communities and their readiness to invest and spend on local goods and services. The opportunity for community economic self development is greater if efforts are directed into developing local Indigenous businesses. Rio Tinto can encourage these businesses by using, where possible, local Indigenous contractors, suppliers and services, and encouraging joint ventures with local Indigenous suppliers.

Rio Tinto is able to support enterprise development by helping to create sustainable conditions. We provide an interface with the wider world through advice on skills development, technology transfer and financial services, access to knowledge and mentor networks.

Cultural heritage and land management

Rio Tinto respects the significance of the culture and heritage of Indigenous Australians who have traditional ownership or historical connections to lands and waters where we operate. We recognise Aboriginal Traditional Owners as the custodians of their lands and, through access agreements, we seek the consent of Traditional Owners before conducting new work on mining lease areas.



Thanikwathi Traditional Owners open the Ely scarred tree monument in Weipa, Queensland, in 2009. The Traditional Owners suggested that scarred tree monuments were created to manage these significant sites within the mining lease.

Rio Tinto wants cultural heritage and land management processes agreed to between its businesses and Traditional Owners; therefore, cultural recognition, celebration and related management processes are a fundamental part of the regional agreements we have reached with local Indigenous groups.

We also require each of our businesses to develop a cultural heritage management system to ensure a consistently high standard of cultural heritage protection, without compromising the ability of Aboriginal community groups to manage their own cultural heritage. Our cultural heritage staff work closely with Traditional Owners to implement these systems and undertake the agreed heritage protection work.

Cultural heritage programmes include:

- > cross cultural training and traditional cultural inductions;
- > comprehensive heritage site assessment, protection and mitigation;
- > capacity building, such as the nationally accredited Aboriginal archaeological assistants training course developed by Rio Tinto Iron Ore and tertiary cadetships in anthropology and archaeology; and
- > support for cultural maintenance and celebration such as language preservation, cultural festivals, country mapping and naming, oral histories and art.

Funding bodies supporting Indigenous programmes

Rio Tinto and its businesses also engage with Indigenous communities through a number of funding bodies that have been established across Australia.

Rio Tinto Aboriginal Fund

The Rio Tinto Aboriginal Fund was established in 1996 and it supports initiatives directed at Indigenous communities across Australia, especially in the areas of health, education, youth and leadership, social justice, and cultural celebration. Over the years a number of prominent Aboriginal leaders have served on the Fund's independent management committee and more than \$20 million of funds have been dispersed.

Rio Tinto WA Future Fund

The Rio Tinto WA Future Fund was set up in 2001 to enhance the community investment activities of Rio Tinto businesses in Western Australia. With sustainable development as a core objective, the Future Fund concentrates on a small number of large, state-wide partnerships. Its priority areas are the environment, health, education, and culture, including Western Australia's Aboriginal communities.

Rio Tinto Coal Australia trusts and funds

Rio Tinto Coal Australia has established a number of trusts and funds that aim to deliver long term, sustainable outcomes for Indigenous communities local to its operations in Queensland and New South Wales. The trusts and funds support programmes and initiatives in the areas of capacity building, education and training, cultural heritage and governance. The established bodies are:

- > Kestrel Aboriginal Community Development Fund;
- > Clermont Aboriginal Community Development Fund;
- > Coal & Allied Aboriginal Development Consultative Committee;
- > Hail Creek Wiri Yuwiburra Community Benefits Trust; and
- > Tarong Aboriginal Community Development Fund (divested and still operational).

Rio Tinto Alcan Gladstone Aboriginal Community Development Fund

The Rio Tinto Alcan Gladstone Aboriginal Community Development Fund was launched in 2001. It focuses on health, youth, education and training, environment, arts and cultural heritage programmes with the Gladstone Aboriginal community.

Gelganyem Trust

The Gelganyem Trust was established in 2005 as an outcome of the Argyle Participation Agreement, which was signed in 2004 by Argyle and Traditional Owners of the land the mine is situated on. The Agreement outlines the responsibilities of both parties with relation to land management, training and employment, cross-cultural training, land access, Aboriginal site protection, business development and decommissioning.

The Gelganyem Trust was established to ensure a sustainable future for the Traditional Owners. A proportion of profits from the mine is distributed to the Trust to benefit the wider Aboriginal population in the East Kimberley. The Trust financially supports local projects that address the Gelganyem priority areas and partners with other local organisations to deliver sustainable economic, health, culture and education initiatives in the region.

A second Trust, the Kilkayi Trust exists to finance specific projects of the 'estate' or family groups identified in the Indigenous Land Use Agreement and provide an avenue for the annual payments of the named elders of the Participation Agreement.

General Gumula Foundation

The Yandi Land Use Agreement (YLUA) was signed by Traditional Owners from the Niapaili, Bunjima and Innawonga language groups in 1997 with Hamersley Iron Pty Ltd. The YLUA prescribed the establishment of the General Gumula Foundation to provide certain benefits to the traditional owners. The Foundation, managed by the Gumula Aboriginal Corporation, supports programmes that alleviate poverty, improve educational and health outcomes and the general standard of living of the Traditional Owners.

Rio Tinto Alcan Weipa Trusts

Under the Western Cape Communities Coexistence Agreement (WCCCA), the Weipa Township Agreement (WTA) and the Ely Bauxite Mining Project Agreement (EBMPA), Rio Tinto Alcan Weipa provides quarterly contributions into three separate trusts, the Western Cape Communities Trust, Weipa Township Traditional Owner Trust and the Ely Trust. These trusts provide support for the advancement of the Aboriginal communities surrounding the Weipa operation through the disbursement of funding towards programmes and initiatives across a number of priority areas. These include, but are not limited to, community development, education, health, traditional practices and customs, cultural activities, and outstation development.



Review and reporting

Rio Tinto is committed to reviewing and reporting on its Indigenous programmes. Our agreements include assurance processes, many developed with our partner communities, including:

- > regular presentations to Traditional Owners on benefits provision, employment achievements, cultural heritage management and protection, site access protocols, land return, proposed development plans, environmental management and other concerns;
- > regular reporting to Traditional Owner groups on the implementation of specific agreements;
- > reports to community working groups that review progress against agreed targets, such as local Aboriginal employment and environmental remediation;
- > external reviews of our agreements, usually on a three to five year cycle, examining the performance of Rio Tinto, the Traditional Owners and other parties; and
- > annual sustainable development reports at operations and at the global level.

In addition, we will review and report on our Reconciliation Action Plan annually.

The future

Rio Tinto has been on this journey for over 15 years and we believe we can continue to play a leading role in reconciliation in Australia.

We will continue to:

- > negotiate regional development and land access agreements;
- > focus on Indigenous employment – aiming for 600 new recruits over the next three years – and advancement within the workplace;
- > pursue joint environmental and cultural heritage management;
- > support local business and the growth of Aboriginal people in regional economies;
- > share our focus on health and safety with our communities, employees and their families;
- > work with communities, governments and other entities towards improving the social wellbeing and economic independence of Indigenous Australians; and
- > share with others the lessons we have learnt over the last decade.

Rio Tinto's current and future operations are, and will be, in areas where host communities' Indigenous populations are growing rapidly and we need to ensure that they share in the opportunity and wealth generated by our activities. While the world around us is changing rapidly and we will change with it, our commitment to working with Indigenous Australians will strengthen.

Business targets

Argyle Diamond Mine

Dampier Salt Limited

Energy Resources of Australia

Northparkes Mines

Rio Tinto Alcan

Rio Tinto Coal Australia

Rio Tinto Iron Ore

Argyle Diamond Mine



Relationships



Action	Responsibility	Timeline	Measureable Target at December 2011	Long Term Target
<p>Continue to implement the Rio Tinto Argyle Diamond Participation Agreement, which involves:</p> <ul style="list-style-type: none"> - Quarterly Relationship Committee Meetings - Work Place Clearances - Open days at the mine - Involvement in Closure. <p>Encourage growth and support emergence of new leaders through innovative two way engagement models.</p> <p>Develop Argyle history project to capture the development of the diamond business and the building of strong relationships with the Traditional Owners.</p>	Manager, Regional Participation	Life of mine Review April 2012	<p>All Trust and relationship meetings occur as planned</p> <p>Zero breaches in commitments listed in Management plans</p> <p>Discussions with Traditional Owners commenced on mine closure</p> <p>Development of the 'Argyle History project'</p>	<p>Undertake and continue long-term implementation of the Participation Agreement</p> <p>Develop and maintain strong relationships with emerging leaders</p> <p>Review yearly</p>
<p>Provide business opportunities to local Aboriginal business Gelganyem Enterprises, the business arm of the Trust developed from the Participation Agreement.</p>	Manager, Regional Participation	Life of mine Review April 2012	Maintain Local / Indigenous spend at 10 per cent of contractor spend	Gelganyem Enterprises sustains income required for operation of trust



Action	Responsibility	Timeline	Measureable Target at December 2011	Long Term Target
Continue to conduct Cross Cultural Training for all Rio Tinto Argyle Diamond employees.	Manager, Regional Participation	Review April 2012	100 participants trained in 2011	100 per cent of Argyle Diamond employees trained by end 2012
Every new employee to partake in the Manthe Welcome to Country ceremony and understand the context of the experience.	Manager, Regional Participation	Life of mine Review April 2012	100 per cent Participation in Manthe Welcome to Country ceremony	100 per cent Participation in Manthe Welcome to Country ceremony
Review the Human Resources policies to ensure that they meet the requirements of the broader Indigenous/non-Indigenous workforce.	General manager, Human Resources	Review April 2012	Sustain and update policies and procedures on an ongoing basis	Sustain and update policies and procedures on an ongoing basis
Continue to support the integration of the Baramundi concert into broader community events and source new partnerships which provide opportunities for Indigenous and non-Indigenous people to celebrate together.	Manager, Regional Participation	Review April 2012	Link Barramundi concert with Ord Valley Muster programme	Partnerships are sustained after close of mine

Opportunities



Action	Responsibility	Timeline	Measureable Target at December 2011	Long Term Target
Increase Indigenous employment to 29 per cent by December 2011.	Chief operating officer	Review April 2012	30 per cent Indigenous employment by December 2011	33 per cent Indigenous employment by 2013
Increase the number of Indigenous contractors working on the Argyle Diamond mine site.	General manager, Operations	Review April 2012	35 per cent Indigenous employment by December 2011	40 per cent Indigenous employment by 2015
Provide opportunities and placements for Indigenous apprentices and trainees.	General manager, Operations	Review April 2012	Maintain 45 apprentices and trainees throughout 2011	Maintain 45 apprentices and trainees on an ongoing basis
Increase the amount of Indigenous business spend at Rio Tinto Argyle Diamond Mine.	General manager Operations	Review April 2012	Local / Indigenous spend is 10 per cent of contractor spend	Maintain Local / Indigenous spend at 10 per cent of contractor spend

Dampier Salt Limited



Relationships



Action	Responsibility	Timeline	Measureable Target at December 2011	Long Term Target
Develop a Participatory Agreement with each of our Traditional Owner groups outlining protocols for working together. Including but not limited to: land access, points of contact for both parties, formalised meeting dates to catch up and exchange information.	Manager, Sustainable Development	Review December 2011	Complete one Memorandum of Understanding with one Traditional Owner group	Develop Memorandum of Understanding with all of our Traditional Owner groups
Develop Lease Agreements with Traditional Owner groups to undertake survey, land disturbance and monitoring work, both archaeological and ethnographic, on land affected by the mine site as required.	Manager, Sustainable Development	Review December 2011	Lease agreement with the Gnulli Group in the Gascoyne completed, agreed and signed	Achieve completed, agreed and signed Lease Agreements with all Traditional Owner groups

Respect



Action	Responsibility	Timeline	Measureable Target at December 2011	Long Term Target
Continue to develop and implement the Dampier Salt cultural awareness programme at each site, including Perth, involving local Traditional Owners in the process where possible.	Manager, Sustainable Development / Manager, Human Resources	Ongoing review end 2011	Visit Argyle Diamond Mine to view their cultural awareness programmes	Approve and implement Cultural Awareness Programme for every employee at each site
Integrate the cultural awareness programme in the Dampier Salt 100 days plan.			Initiate cultural awareness pilot at Lake MacLeod	
Ensure we engage with Traditional Owner groups to conduct heritage surveys on their country and that there is 100 per cent compliance with the Rio Tinto Cultural heritage management standard.	Manager Sustainable Development	Review April 2012	Engagement with Traditional Owners on 100 per cent of surveys and development of management plans to protect sites of cultural significance	100 per cent compliance with Rio Tinto Cultural heritage management standard



Opportunities



Action	Responsibility	Timeline	Measureable Target at December 2011	Long Term Target
<p>Seek to employ, develop and promote local Aboriginal people at each of our sites at every opportunity.</p> <p>Participate in the Rio Tinto Iron Ore rotational programme at Dampier which provides new work ready Indigenous employees experience at a different business unit.</p>	Manager, Human Resources / Operational Leadership teams	Review April 2012	Maintain the existing per cent of Indigenous employees at each site while seeking to increase where possible	<p>The proportion of Indigenous employees equals or exceeds the proportion of Indigenous people in each town/region in which we operate</p> <p>Work to increase the number of Aboriginal employees in management positions</p>
Support a minimum of one Indigenous Vocational Education and Training (VET) and work experience student at each of our operations each year.	Local site Operations managers	<p>Ongoing throughout 2011</p> <p>Review April 2012</p>	Minimum of one student to participate in the programme at each site	Formalise a programme with each of the local community high schools to take VET and work experience students into the business each year

Energy Resources of Australia



Relationships



Action	Responsibility	Timeline	Measureable Target at December 2011	Long Term Target
Support the resolution of the Jabiru Native Title Application in favour of scheduling Jabiru as Aboriginal Land under the <i>Aboriginal Land Rights Act 1976</i> .	External Relations	Review April 2012	Progress towards resolution of the application between Parties	Jabiru Scheduled as Aboriginal land
Abide by the Interim Cultural Heritage Protocol Agreement between ERA and Mirarr Traditional Owners.	Operations, Community Relations	Review April 2012	Adhere to Cultural Heritage Management System	Agree on a Cultural Heritage Management Plan between ERA and Mirarr Traditional Owners for Ranger Project Area

Respect



Action	Responsibility	Timeline	Measureable Target at December 2011	Long Term Target
Provide Cross Cultural training to ERA workforce.	Operations, Community Relations	Review April 2012	50 per cent of all ERA employees have received cross cultural training	100 per cent of all ERA employees have received cross cultural training
Provide an Area Induction to employees by the Kakadu National Park, which has a Board of Management comprised of Traditional Owners.	Operations, Community Relations	Review April 2012	50 per cent of all ERA employees have received an Area Induction	100 per cent of all ERA employees have received an Area Induction



Opportunities



Action	Responsibility	Timeline	Measureable Target at December 2011	Long Term Target
Increase Indigenous employment at ERA through implementation of Indigenous employment strategies	Operations, Human Resources	Review April 2012	20 per cent Indigenous employment	20 per cent Indigenous employment
Support and fund cultural festivals and partnerships <ul style="list-style-type: none"> - NT Thunder (Indigenous Football Focus) - George Chaloupka Fellowship - Indigenous Music Awards - Mahbilil Festival - Stone Festival - Gondwana Indigenous Choir. 	External Relations	Review April 2012	Increased public awareness of Australian Aboriginal culture	Improved health and social outcomes in region and increased public awareness of Aboriginal culture
Implement education partnership that was established by a Memorandum of Understanding between ERA and the Northern Territory Department of Education and Training. The partnership programme offers all students in Jabiru, Gunbalanya and the surrounding region greater education opportunities and access to important pathways for future career options and training.	Chief executive	Review April 2012	Implementation of Memorandum of Understanding between ERA and Northern Territory Government in relation to West Arnhem College	Improve educational outcomes and develop pathways from school to work

Northparkes Mines



Relationships



Action	Responsibility	Timeline	Measureable Target at December 2011	Long Term Target
Complete the negotiation of the Relationship Agreement through the Aboriginal Heritage Working Group.	Environment Safety Health Community Farms manager	Review April 2012	Relationship Agreement signed by all parties December 2011	Review annually on an ongoing basis
Coordinate meetings with Aboriginal Heritage Working Group.	Environment Safety Health Community Farms manager	Quarterly	Quarterly meetings held	Develop strategy for communicating information throughout the operations and community on implementation of the Relationship Agreement

Respect



Action	Responsibility	Timeline	Measureable Target at December 2011	Long Term Target
Develop and implement a cultural awareness training programme for all Northparkes employees.	Environment Safety Health Community Farms manager	Implementation throughout 2011	Critical Northparkes teams trained in cultural awareness by June 2011	100 per cent of Northparkes Mines workforce trained in cultural awareness by end 2012
Ensure Aboriginal representatives are involved in site heritage surveys in accordance with Site Disturbance Permitting procedures.	Environment Safety Health Community Farms manager	Review April 2012	100 per cent compliance	Site Disturbance Permits reviewed in quarterly Aboriginal Heritage Working Group meetings and 100 per cent compliance maintained



Opportunities



Action	Responsibility	Timeline	Measureable Target at December 2011	Long Term Target
Increase the number of Indigenous employees at Northparkes.	People Capability Development manager / Environment Safety Health Community Farms manager	Review April 2012	Scope of employment programme developed Initiation of employment programme initiative December 2011	Five per cent Indigenous employment by 2014

Rio Tinto Alcan



Relationships



Action	Responsibility	Timeline	Measureable Target at December 2011	Long Term Target
Formally engage and consult with Traditional Owners through representation at quarterly Leader Forums and other relevant Committees to facilitate the effective implementation of Rio Tinto Alcan's Weipa Agreement with Traditional Owners.	Site Community Relations manager and Rio Tinto Alcan site management	Quarterly Meetings	Representation at all relevant Agreement Board and Committee meetings Continued implementation of Agreement commitments	100 per cent implementation of Agreement commitments
Actively participate as signatory to the Regional Partnership Agreement (RPA) to improve Indigenous employment outcomes for the Western Cape region.	General manager, Site Operations	Quarterly Meetings	Continued active participation at all RPA Forums	Continued active participation in RPA Forums to increase Indigenous employment across the region
Formally engage the Port Curtis Coral Coast (PCCC) Aboriginal Corporation to develop an approved Cultural Heritage Agreement for Gladstone.	Site Community Relations manager	Review December 2011	Agreement finalised and 2012 Action Plan developed	PCCC and Rio Tinto Alcan meet annual objectives as set out in the Cultural Heritage Agreement



Action	Responsibility	Timeline	Measureable Target at December 2011	Long Term Target
Implement cultural heritage management processes to consult with Traditional Owners and identify and manage cultural heritage sites that may be impacted by our mining activities.	Site Community Relations manager	Review April 2012	100 per cent compliance with site Cultural Heritage Management System requirements and Rio Tinto Cultural Heritage Management Standards (Gladstone, Gove and Weipa)	No reportable incidents of impact of mining activities on sites of cultural significance
Develop and deliver a cultural awareness training programme for all site employees and contractors.	Site Community Relations manager and Human Resources manager	Review April 2012	All new employees and contractors to complete either the cultural awareness training programme or site specific cultural awareness training (Gladstone, Gove and Weipa)	100 per cent site employees and contractors complete cultural awareness training programme and bi-annual refresher programme
Conduct annual leadership Cultural Immersion Programme (CIP) at Rio Tinto Alcan Weipa on country to increase cultural awareness and competencies of leaders to assist in fostering a work environment that is conducive to local Aboriginal employment.	Site Community Relations manager	Review December 2011	100 per cent of Rio Tinto Alcan Weipa management team completed participation in CIP	CIP expanded to include participation of other sites' leaders, including superintendents and crew leaders

Opportunities



Action	Responsibility	Timeline	Measureable Target at December 2011	Long Term Target
Continue to increase representation of Indigenous people across the business through implementation of Indigenous employment and training strategies.	Human Resources and Training manager	Review April 2012	17 per cent local Aboriginal (Traditional Owner) employment (Weipa) 25 per cent total Indigenous employment (Weipa)	Continue to increase representation of Indigenous people, particularly local Aboriginal people, across the operation year-on-year
	Human Resources manager	Review April 2012	12 per cent Indigenous employment by end 2011 (Gove)	Continue to increase representation of local Aboriginal and Indigenous people across the operation year-on-year
	Human Resources manager	Review April 2012	Maintain Indigenous employment in line with local population demographic (Gladstone)	Foster Indigenous employment above local population demographic and maintain this level
Implement strategies to support the retention and transition of local Aboriginal trainees and apprentices into full time permanent employment at the completion of their development programmes.	Human Resources and Training manager	Review April 2012	80 per cent transition of eligible trainees and apprentices into fulltime employment (Weipa)	80 per cent transition of eligible trainees and apprentices into fulltime employment (Weipa)
Proactively identify opportunities to engage local Aboriginal businesses to provide goods and/or services to the Rio Tinto Alcan Gove and Rio Tinto Alcan Weipa operations.	Site general manager	Review April 2012	Maintain or improve the number of local Indigenous suppliers of goods and services to each operation Continue to increase per cent spend on local Indigenous suppliers of goods and services to each operation	Continue to increase the per cent spend on local Indigenous suppliers of goods and services to each operation

Rio Tinto Coal Australia



Relationships



Action	Responsibility	Timeline	Measureable Target at December 2011	Long Term Target
Work with our Indigenous community to support long term goals in the areas of education, employment, training and cultural heritage, conservation and enterprise development.	Site Aboriginal relations specialists	Review April 2012	Identify and support a range of community driven projects, primarily through the Aboriginal Community Development Funds/ Trust Each fund committee meets a minimum four times annually	Support the establishment of the Bowen Basin Joint Fund Economic Development Initiative in Queensland
Prepare and implement a communication plan for the Aboriginal Community Development Funds/Trust to highlight key projects supported and share programme achievements and key learnings with our Indigenous communities.	Site Aboriginal relations specialists	End Q1 2012 and ongoing	Publish and distribute Aboriginal Community Development Fund/ Trust annual reports by end Q1 2012	Conduct an annual road show to raise awareness of the Queensland Funds/ Trust
Maintain ongoing robust relationships with our local Indigenous communities through comprehensive two way consultation processes.	Site general manager	Review April 2012	Maintain a local shopfront strategy in the communities in which we operate to ensure easy accessibility and ongoing dialogue Agreement Implementation Group meets at least twice annually	The social and economic aspirations of the Indigenous community and operating mine are supported through mutual understanding



Action	Responsibility	Timeline	Measureable Target at December 2011	Long Term Target
To maintain an Aboriginal cultural heritage management process in partnership with our Traditional Owner communities at all operating mines and projects.	Principal advisor, Cultural Heritage	Review April 2012	Traditional Owner communities are fully engaged in every aspect of the cultural heritage management process at each operating mine	Support Traditional Owner communities to build systems and capacity to manage their participation in the cultural heritage management process
Maintain a cultural heritage management system and procedures which respect the significance of the cultural heritage of indigenous people and are of consistently high standard of protection.	Principal advisor, Cultural Heritage	Review April 2012	Traditional Owner communities are fully engaged and participate in decision making, management and protection of their cultural heritage	Traditional Owner community groups have the skills and capacity to undertake cultural land management activities including established Cultural Heritage Keeping Places
Building cross-cultural awareness across the business.	Site manager, Human Resources, with Community Relations support	Review April 2012	Include cultural awareness training in all new starter inductions	All employees and contractors participate in cultural awareness training
Land access agreements in place with Traditional Owner communities for all operating sites as required.	Manager Community Relations	Review April 2012	Land access agreements fully implemented	Mine sites operating beyond agreement compliance

Opportunities



Action	Responsibility	Timeline	Measureable Target at December 2011	Long Term Target
Increase Indigenous employment in line with local population demographic.	Vice President, External Relations, Energy	Review April 2012	Three per cent Indigenous employment	Five per cent Indigenous employment by 2012
Support Indigenous students to pursue post secondary education and assist with pathways into work.	Manager, Communities	December 2012	6 scholarships to assist with further education (through TAFE, University or RTO) through the Aboriginal Community Development Funds/ Trust	Partnerships established that support programmes that improve education outcomes and facilitate learning to work transition
Support community driven Indigenous Business Development initiatives and facilitate avenues for support.	Principal advisor, Cultural Heritage and Site Aboriginal relations specialist	December 2012	Support business development and economic opportunities through cultural heritage management. Support a minimum of one Aboriginal business to provide Aboriginal cultural heritage land management and conservation services	Aboriginal Businesses are contracted to provide all Aboriginal cultural heritage land management and conservation services for Coal & Allied Operations

Rio Tinto Iron Ore



Relationships



Action	Responsibility	Timeline	Measureable Target at December 2011	Long Term Target
<p>Iron Ore will complete negotiations with all Traditional Owner groups with regards to Indigenous Land Use Agreements, the Regional Framework Deed and the seven Regional standards: employment and training, business development and contracting, cultural heritage management, cultural awareness and training, life of mine planning, land access and environmental management.</p> <p>Continue existing implementation of the seven Indigenous Land Use Agreements with Pilbara Tradition Owners.</p>	General manager, Communities	Review December 2011	Signed at least three agreements with Traditional Owner groups and commenced implementation in 2011	<p>Undertake long-term implementation of the Regional standards on-going throughout 2010-2014</p> <p>Review annually</p>
As part of the implementation of the employment and training Regional standard engage a minimum of one person per Traditional Owner group to work as an Implementation ambassador / Job ambassador.	Manager, Work Readiness, Education and Business Development	<p>Ongoing for the life of the Employment and training Regional standard</p> <p>Review in April 2012</p>	Engage one Traditional Owner to the position of Implementation ambassador with each Traditional Owner group that sign the Employment and training regional standard (position may be part-time)	Review and increase the capacity of Implementation
<p>Prepare report on the seven Regional Standards to the Aboriginal Regional Implementation Committee</p> <p>Prepare and distribute Milli Milli community newsletter in consultation with local Traditional Owners.</p>	Manager, Communities and Participation	Review April 2012	<p>Quarterly updates maintained</p> <p>Complete two Milli Milli newsletter for 2011</p>	Develop an internal and external communications strategy for communicating information on the implementation of the regional standards



Action	Responsibility	Timeline	Measureable Target at December 2011	Long Term Target
Continue to develop and implement the cultural awareness training program in line for 100 per cent of Rio Tinto employees to be trained by end 2012.	Manager, Work Readiness, Education and Business Development	Review April 2012	50 per cent of Iron Ore workforce completing cultural awareness training	All Rio Tinto employees completed Cultural awareness training by December 2012
Ensure we engage with Traditional Owner groups to conduct heritage surveys on their country and that there is 100 per cent compliance with our cultural heritage policy.	Manager, Heritage	Review April 2012	100 per cent compliance	100 per cent compliance
Engage a minimum of one person per Traditional Owner group to work as Land management officer involved in assisting and participating in cultural heritage and environment on site.	Manager, Heritage	Ongoing throughout the life of the cultural heritage management regional standards	Engage a minimum of six Land management officers from Traditional Owner groups by December 2011	Engage a minimum of ten Land management officers by December 2012

Opportunities



Action	Responsibility	Timeline	Measureable Target at December 2011	Long Term Target
Employ a net increase of 100 Indigenous people into employment with our business by December 2011.	Manager, Work Readiness, Education and Business Development	Review April 2012	100 net increase to Indigenous employment numbers at December 2011	20 per cent Indigenous employment by 2015 A local Pilbara target of 14 per cent Pilbara Aboriginal employment in our Iron Ore Pilbara residential Jobs
Facilitate the development of Aboriginal businesses in the Pilbara and exceed the 2010 Aboriginal business spend.	Manager, Work Readiness, Education and Business Development	Review April 2012	Launch corporate governance programme by September 2011 Exceed 2010 Aboriginal business spend target of \$180 million	Review the corporate governance training and implement changes in 2012
Support Indigenous tertiary students with the provision of university scholarships.	Manager, Work Readiness, Education and Business Development	Review December 2011	Award five scholarships for 2011	Increase the number of scholarships offered to Pilbara Aboriginal people to 12 by 2014

Rio Tinto's operations in Australia

Aluminium

- **Rio Tinto Alcan**
Weipa, Queensland (1)
Boyne Island, Queensland (2)
Yarwun Refinery, Queensland (2)
Gladstone Power Station, Queensland (2)
Queensland Alumina, Queensland (2)
Tomago, New South Wales (3)
Bell Bay, Tasmania (4)
Gove, Northern Territory (5)

Coal

- **Rio Tinto Coal Australia (6)**
Blair Athol Mine, Queensland
Hail Creek Mine, Queensland
Kestrel Mine, Queensland
Clermont Mine, Queensland
- **Coal & Allied (7)**
Bengalla, New South Wales
Hunter Valley Operations, New South Wales
Mount Thorley Warkworth, New South Wales

Copper

- **Northparkes (8)**
New South Wales

Diamonds

- **Argyle Diamonds (9)**
Western Australia

Iron Ore

- **Hismelt® (10)**
Western Australia
- **Pilbara Operations (14)**
Western Australia (includes Channar, Eastern Range, Paraburdoo, Mt Tom Price, Brockman 2, Brockman 4, Nammuldi, Marandoo, Yandicoogina, Hope Downs, West Angelas, Western Turner Syncline, Mesa A, Mesa J, East-Intercourse Island, Parker Point, Cape Lambert Port)

Salt

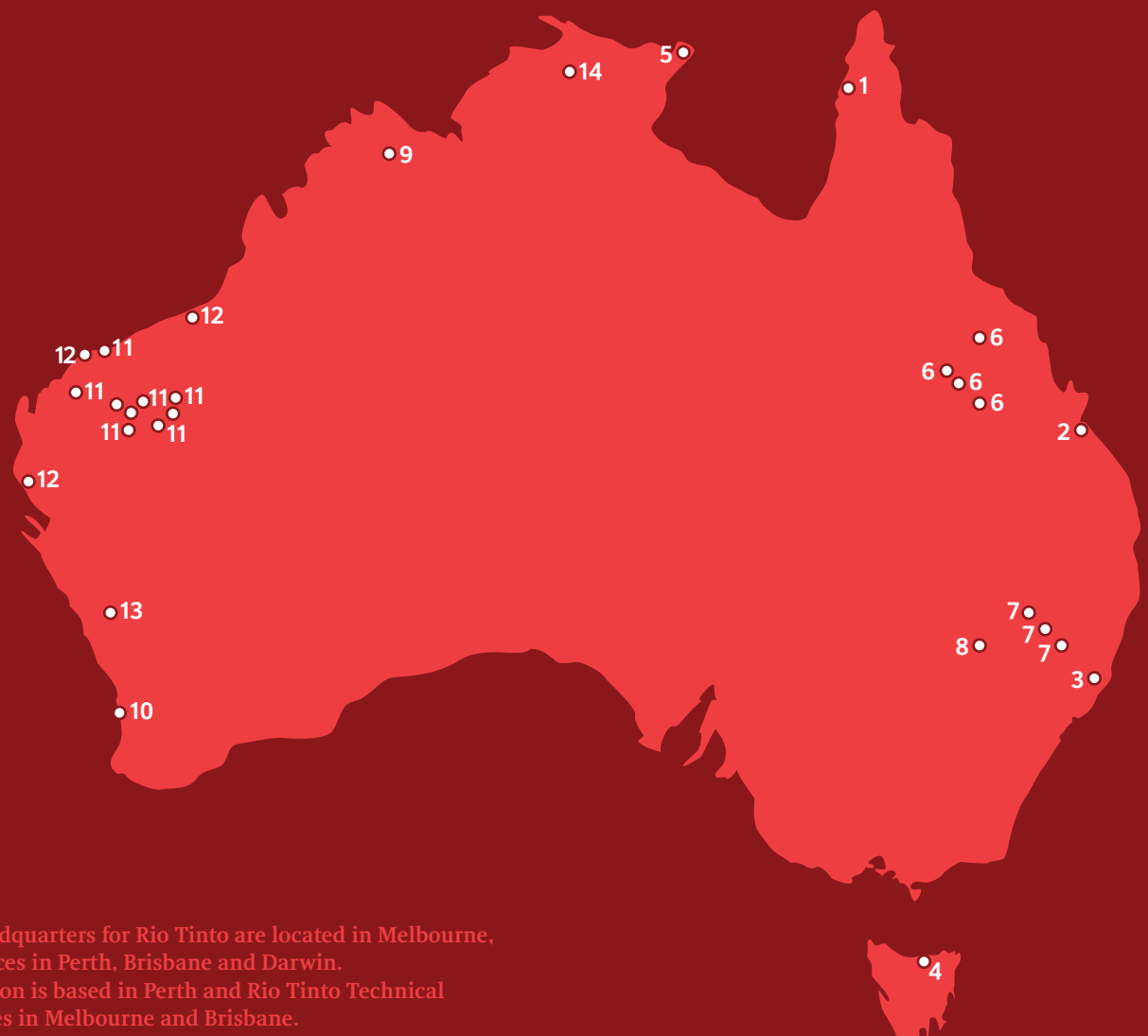
- **Rio Tinto Dampier Salt (12)**
Lake MacLeod, Western Australia
Dampier, Western Australia
Port Hedland, Western Australia

Talc

- **Three Springs (13)**
Western Australia

Uranium

- **Energy Resources Australia (14)**
Ranger Mine, Northern Territory



The Australian headquarters for Rio Tinto are located in Melbourne, with corporate offices in Perth, Brisbane and Darwin. Rio Tinto Exploration is based in Perth and Rio Tinto Technical Services have offices in Melbourne and Brisbane.

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