

Innovate Reconciliation Action Plan

May 2022 – May 2024



Acknowledgement of Country

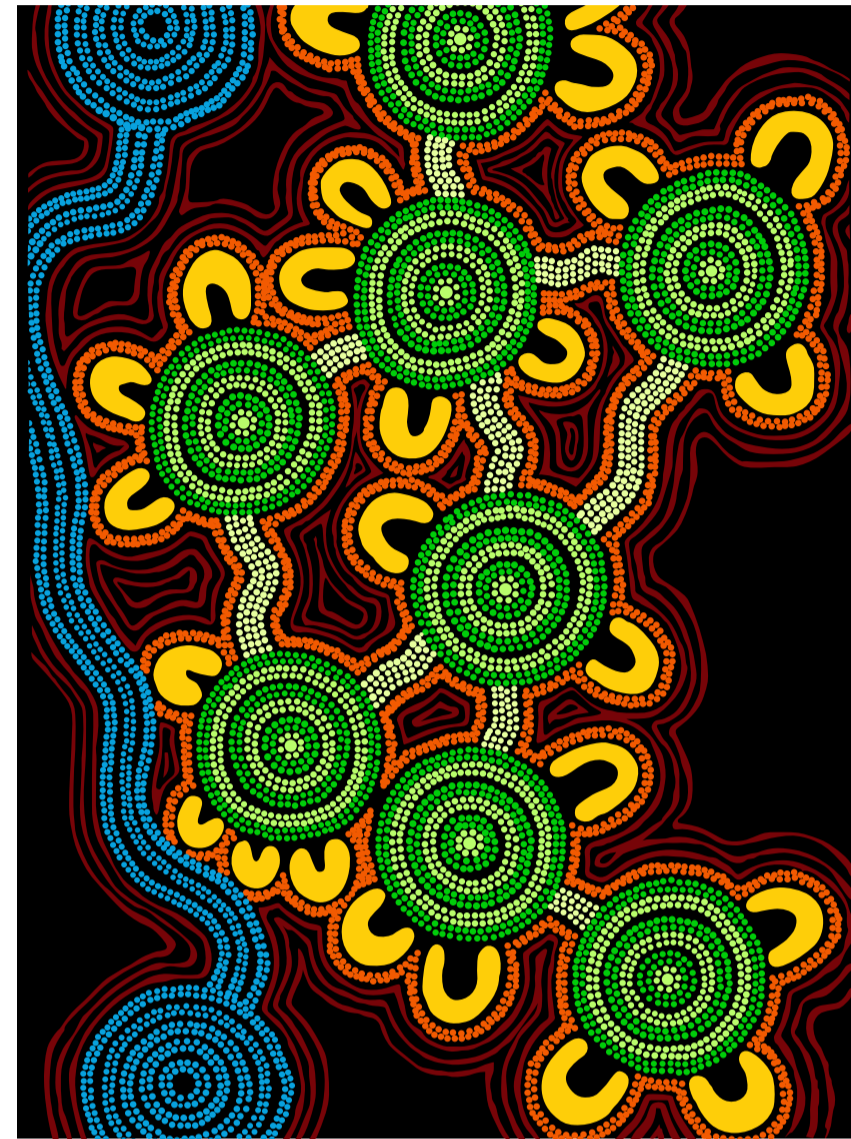
We respect the traditions, values and cultures of Aboriginal and Torres Strait Islander people and we acknowledge their role as the Traditional Owners and Custodians of Country throughout Australia. We pay our respect to Aboriginal and Torres Strait Islander rich and diverse cultures, and to Elders both past and present, and to emerging community leaders.

Story of Our Artwork

Our Innovate Reconciliation Action Plan recognises the relationships we build with the Traditional Owner groups in our areas of operation in Central Queensland are at the heart of our reconciliation journey.

Our Reconciliation Action Plan has been developed in consultation with the Traditional Owners of the Country in areas where we are currently mining and exploring. An artist from each of the Traditional Owners groups– Barada Kabalbara Yetimarala, Barada Barna, Wulli Wulli and Gangulu – were each invited to develop one panel depicting their Country and story of connection.

This artwork seeks to embody the connection that exists between our people and sites, and the Traditional Owners on the land where we operate; and our desire to build lasting relationships and further the reconciliation movement in Australia.



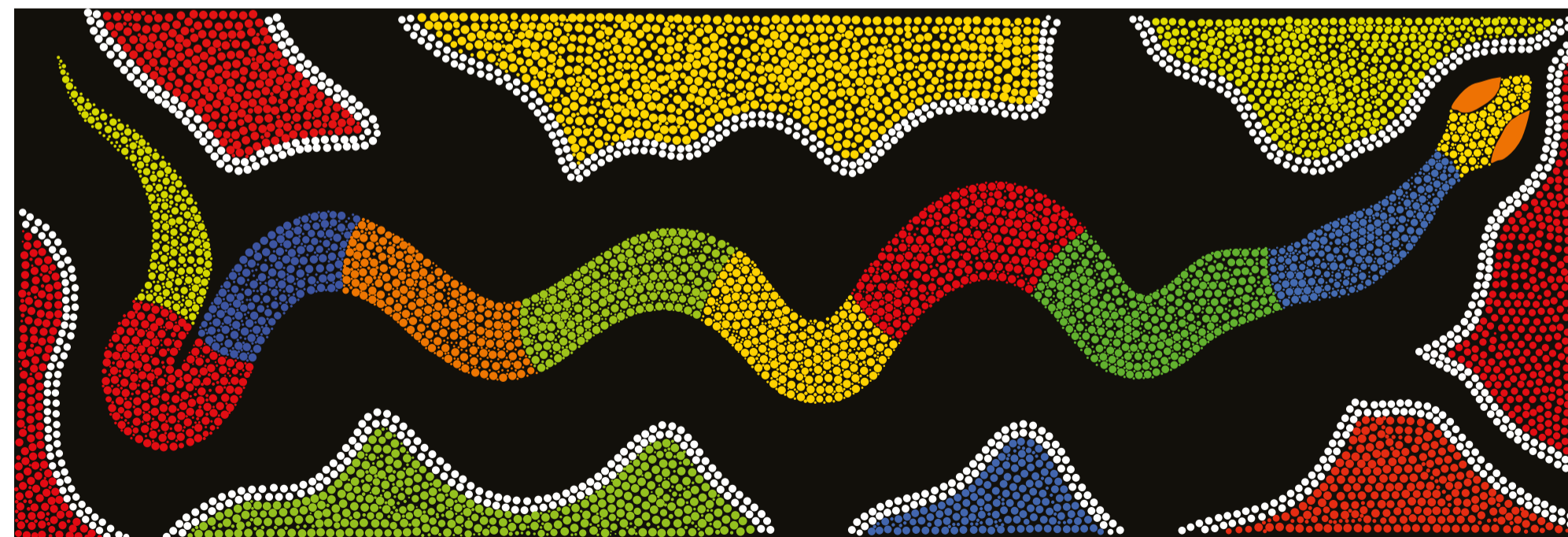
On Country, Ernest Garrett
Wulli Wulli (Dawson)



Gangalu Country, James Waterton
Gangulu (Dawson)



A Turtles Dreaming, Leslie Gordon Lister
BKY (Capcoal/Aquila)



Snake, William Wailu
Barada Barna (Moranbah Nth)



Forward

Victoria Somlyay
Head of Corporate Relations
and Sustainable Impact
Australia

We are delighted to present our first Innovate Reconciliation Action Plan (RAP). At Anglo American, our Purpose is to re-imagine mining to improve people’s lives, and it is central to the way we work with our communities and stakeholders across the world.

Since our last RAP was developed in 2014, Anglo American developed a global Sustainable Mining Plan, which seeks to transform the way our stakeholders experience our business. We have also continued to extend our approach to best-practice social performance, Anglo American Social Way. It enshrines our international commitments to the International Finance Corporation (IFC) Performance Standard 7 on Indigenous Peoples and the ICMM Indigenous Peoples and Mining Position Statement. This ensures our stakeholders have a voice, we listen, and remain responsible stewards of the lands, which people call home.

We recognise the special relationship Aboriginal and Torres Strait people have with their Country, and believe in reconciliation and the work undertaken towards increasing opportunities for Aboriginal and Torres Strait Islander peoples. We believe the mining industry has a critical role to play in supporting and empowering Aboriginal and Torres Strait Islander peoples in preserving and protecting cultural heritage for future generations, and we are passionate in our pursuit of this work.

In approaching this RAP in early 2020, we established a dialogue with the Traditional Owner groups in the areas of Central Queensland where we operate, as well as where we are undertaking exploration activity in western Queensland. Many of our senior leaders participated in these conversations with a broad range of Elders and representatives of the Traditional Owner groups, listened to their stories and learned what was important.

Throughout this process, we received feedback about how we could be better partners, and which actions and commitments would be most meaningful within our RAP. As a result of this dialogue, we determined that taking a programmatic approach to this RAP would

enable us to specifically target the areas we heard would be of the most benefit. Through piloting and improving initiatives, working closely together with the Traditional Owner groups, and partnering with Indigenous organisations, our aim was to truly create a unique program of work. Through our agreements with Traditional Owner groups, our day-to-day engagement in the protection of Cultural Heritage and our RAP, we seek to create positive, respectful, and meaningful relationships with Aboriginal and Torres Strait Islander peoples.

Through our Innovate RAP, we have sought to genuinely leave a positive legacy for Aboriginal people from our mining operations. It is aligned with our company’s focus on sustainable mining, and harnessing opportunities for society from innovation and technology development. We appreciate both the knowledge and approach Aboriginal and Torres Strait Islander people can bring to caring for Country. Through the programs we have developed, we will work with Aboriginal and Torres Strait Islander partners to develop meaningful projects and initiatives, including the opportunity to use technology to capture and protect Cultural Heritage, which we hope will make a difference for future generations.

As members of our local communities in Central Queensland, we have a role to play in improving respect and recognition for Traditional Owner groups within the community, and hope to help further the reconciliation journey by encouraging connections and opportunities for current and future generations.

We are sincerely grateful to all of the Aboriginal and Torres Strait Islander people who participated in the shaping of this RAP. Your engagement has already built our understanding and transformed the way we think and act in recognising and respecting your culture and connection with Country.

**Sincerely,
Victoria Somlyay**



Reconciliation Australia CEO Statement

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Reconciliation Australia commends Anglo American 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 Anglo American 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, Anglo American will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait

Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Anglo American is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Anglo American'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 Anglo American on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Regards,
Karen Mundine**

Our Vision for Reconciliation



At Anglo American, we want to create a culturally supportive and safe environment for Aboriginal and Torres Strait Islander peoples and Traditional Owners in our areas of operation, employees, and businesses as we honour and appreciate their histories and cultures.

We recognise and value local Traditional Owners histories, cultures and traditions and we respect their continuing connection to the land, and we recognise the rights of the Traditional Owners to speak for the Country, their responsibilities as the Traditional Custodians of the land on which we work and live.

We recognise and acknowledge past wrongs, and through this Innovate RAP, we seek to play our part in building a shared future with Aboriginal and Torres Strait Islander peoples. We understand that community change starts with us.

Our vision for reconciliation is a diverse and inclusive workforce that values, understands and respects Aboriginal and Torres Strait Islander histories, cultures, and peoples, and where our work contributes to the sustainable, long-term economic empowerment and social and cultural well-being of their communities.

We recognise and understand our role in influencing how Australian companies and individuals connect and engage with Traditional Owner groups. We believe our greatest impact to promote reconciliation in Australia is through our interactions and engagement with the Traditional Owner groups and Elders connected to the lands on which we operate, and the Aboriginal and Torres Strait Islander peoples who live and work in communities with whom we impact.

The development of this Innovate RAP supports Anglo American's purpose to re-imagine mining to improve people's lives, and specifically the lives of Aboriginal and Torres Strait Islander peoples in Australia.

We commit, through the deliverables outlined in this Innovate RAP, to improving our relationship with Aboriginal and Torres Strait Islander peoples, commencing with the Traditional Owner groups of the lands on which we currently mine and their communities.

Top left: Traditional Owners from Barada Kapalbara Yetimarala at the opening of Aquila Mine, near Middlemount in Central Queensland. Right: A Turtles Dreaming, Leslie Gordon Lister, BKY (Capcoal/Aquila).



Our Business

Anglo American is a leading global mining company, with a world class portfolio of mining and processing operations and undeveloped resources, with more than 95,000 people working for us around the world, in 15 countries.

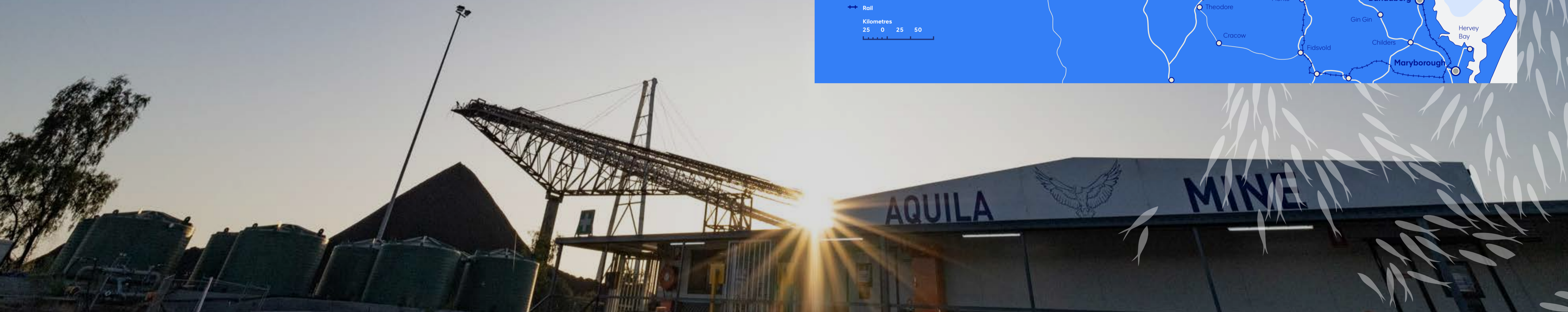
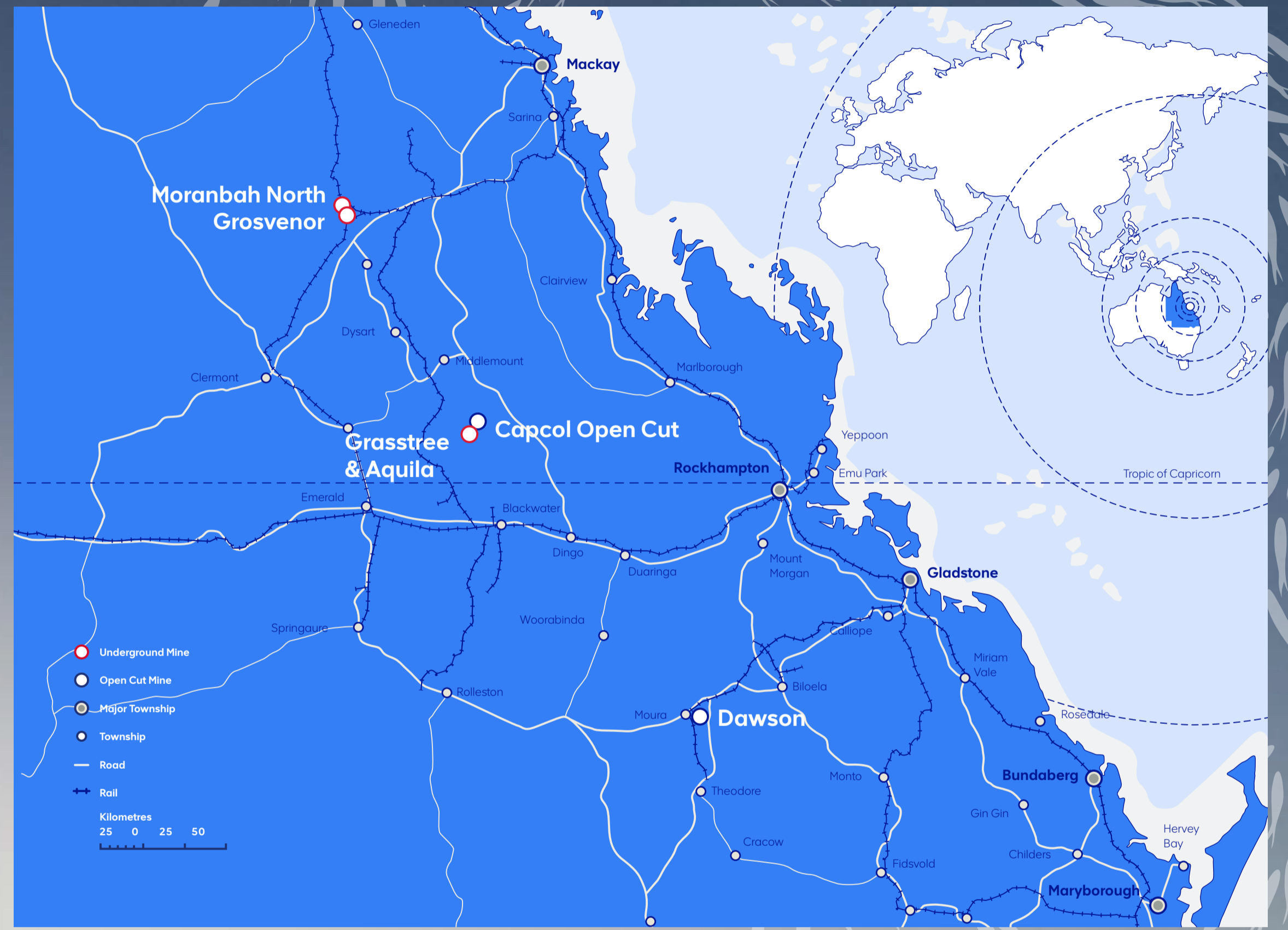
We provide many of the essential metals and minerals that are fundamental to the transition to a low carbon economy and enabling a cleaner, greener, more sustainable world, as well as meeting the growing consumer-driven demands of the world's developed and maturing economies. And we do so in a way that not only generates sustainable returns for our shareholders, but that also strives to make a real and lasting positive contribution to society as a whole.

In Australia, we are one of the largest producers and exporters of steelmaking coal used for steel-making. With our joint-venture partners, we own and operate five steelmaking coal mines and related infrastructure in Central Queensland, located near the communities of Moranbah, Middlemount, and the Moura/Theodore/Banana region.

We employ around 5,500 employees and contractors at our sites and offices in Australia. Anglo American has not undertaken formal reporting regarding the number of Aboriginal and/or Torres Strait Islander personnel across our sites. This gap in reporting was recognised at the commencement of the development of this Innovate RAP. A project team, led by our Indigenous Engagement Advisor, has been established, working closely with our Human Resources Team, to engage our workforce to enable us to capture this information.

Informal reporting indicates approximately 0.6% of our current workforce (employees and workforce) identify as Aboriginal and/or Torres Strait Islander people. We recognise this does not represent the communities we work in, and through our Innovate RAP, we will seek to increase the representation of Aboriginal and Torres Strait Islanders within our workforce.

Our goal is to reach parity with the industry average ensuring Aboriginal and/or Torres Strait Islander peoples are represented across our workforce



Traditional Owner Groups

Key to reconciliation between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples is recognition of the existence of over 500 different clan groups or nations that inhabited the Australian continent prior to colonisation, and the with them, the distinctive cultures, beliefs, and languages that exists between each nation.

We acknowledge the important role the Traditional Owners and Elders have in the achievement of our vision, as it relates to our operations and exploration activities, as we explore and mine new areas, we develop new relationships with Traditional Owner groups.

We acknowledge the Traditional Owner groups of the land where our mining operations are based:

- Barada Barna
- Barada Kabalbara Yetimarala (BKY)
- Gangulu
- Wulli Wulli.

We also acknowledge the Traditional Owners of the lands on which our Steelmaking Coal Exploration and Group Discovery teams are working, which include:

- Pitta Pitta and Maiawali in Queensland
- Ballardong and Gnaala Karla Booja, Noongar in Western Australia.

Our History with Reconciliation

We have worked closely with local Traditional Owner groups to protect and preserve Aboriginal cultural heritage, in accordance with our Cultural Heritage Management Plans and other agreements. When we developed our first Reflect RAP in 2014, the organisation recognised the importance of going beyond this to embark on a process of understanding within the reconciliation movement in Australia.

Following the launch of the Reflect RAP, our reconciliation progress was interrupted by a process of divestment of our mining assets in Australia. Since re-confirming our commitment to our Australian business in 2017, we have continued to build on and improve our social performance within our local communities including supporting specific initiatives for Aboriginal and Torres Strait Islander including the Yalari scholarship program, and specific measures to engage with the Traditional Owner groups and their communities.

Anglo American has been committed to improve the awareness and understanding of the Aboriginal and Torres Strait Islander cultures. We have engaged with the Traditional Owners to provide cultural awareness training for staff, and provided support to Community & Elders Days, NAIDOC Week and National Reconciliation Week. However, with our Innovate RAP, we wanted to do more to contribute to the reconciliation journey.

The development of the Innovate RAP has been championed by our then CEO Tyler Michelson and Victoria Somlyay, Australian Head of Corporate Relations & Sustainable Impact, and is underpinned by the Anglo American Social Way policy.

In December 2019, a RAP Steering Committee was established to lead the development of an Innovate RAP. The RAP Steering Committee consists of the following senior representatives from across each of our sites and offices.

RAP Steering Committee membership (2019 - 2021):

- Victoria Somlyay, Australian Head of Corporate Relations & Sustainable Impact
- Lynda Pollock, Social Performance Manager
- Jenni Walke, Indigenous Engagement Advisor*
- Liz Hansen, Diversity & Inclusion Manager
- Tracey Wright, Regional Supply Chain Manager – Australia
- Nina Valentine, Legal Specialist
- Ben Mansour, Head of Human Resources
- David Wood, Discovery Manager
- Lisa Clifford, Corporate Communications Manager
- Michelle Welsh, Head of Global Shared Services
- Ben Saunders, Manager Tenure and Compliance
- Michael Keough, General Manager CapCoal Coal Cut Mine
- Chris Carroll, Operations Manager (Aquila)
- Tim McNally, Operations Manager (Grasstree)

*Jenni Walke is a Bundjalung woman and was engaged to support the development of the Innovate RAP. In March 2021, Ms Walke was employed as the Indigenous Engagement Advisor, to support the development and implementation of the RAP Programs.

While the development of the Innovate RAP was delayed by the COVID-19 pandemic which limited our opportunity to undertake in-person engagement, our team continued to engage with the Traditional Owner groups, to develop our RAP framework and core principles.

Over the last few years, Anglo American has continued to engage with the Traditional Owners across our sites through Cultural Heritage Surveys and through our Community Development Grant program.

We commit to creating a shared future with Aboriginal and Torres Strait Islander peoples, and working closely with the Traditional Owners, Elders and Aboriginal and Torres Strait Islander peoples with whom we interact.



Building Relationships

Over the past five years, we have sought to build a deeper understanding of the cultures and histories of the Traditional Owners on whose land we operate, extending our engagement beyond cultural heritage clearances to engage with the broader community. We have done this through our Community Grant programs, supporting NAIDOC celebrations, inviting the Traditional Owners to share their culture through cultural heritage training, sharing stories, and working with the Traditional Owners to modernise our Cultural Heritage agreements.

Image and stories showcasing activities undertaken to support cultivation of inclusion, sustainable long-term economic prosperity, and social and cultural well-being.

Preserving Artefacts



The team at our CapCoal Open Cut operations near Middlemount has been working with the Barada Kabalbara Yetimarala (BKY) People to preserve and display local Indigenous artefacts, with a Scar Tree Garden and artefact showcase on site.

The artefacts include a collection of silcrete, chalcedony, jasper and chert flakes, found together as a concentrated artefact scatter site in Oak Park in 2019. These displays emphasise the cultural significance of the land where we operate to our team, and to mine visitors. Other operations, such as our Grosvenor Mine, have completed similar projects to preserve scar trees and other artefacts.

Exploration Partnerships



In May 2019 Anglo American agreed a new partnership with the Pitta Pitta People, Traditional Owners of the land where we are exploring in Northwest Queensland. The partnership recognises the expertise and knowledge of the Pitta Pitta people, formalising a Cultural Heritage Duty of Care. It included hands-on cultural heritage surveys and associated activities, as well as cultural heritage awareness training for our colleagues.

Respectful Agreements



Across our operations, we work respectfully with Traditional Owners to ensure cultural heritage duties of care are closely adhered to. In July 2021, we signed a new Cultural Heritage Management Plan for our CapCoal operations near Middlemount with the Barada Kabalbara Yetimarala (BKY) People, with a signing ceremony held on site at our CapCoal Open Cut mine.



In February 2020 we signed a significant auxiliary agreement for our Moranbah-Grosvenor operations with the Barada Barna People, formalising some of our commitments around engagement and opportunities.

Acknowledging and Celebrating NAIDOC Week



Across our operations each year, we celebrate NAIDOC Week, recognising the rich histories, diverse cultures and achievements of Aboriginal and Torres Strait Islander peoples in Australia. We host various events bringing together Traditional Owners, our people, and communities to share stories and help strengthen awareness of the importance of reconciliation. Events have included Community Art Workshops, cultural heritage awareness sessions, community events and a live streamed interview with BKY Elder, Margaret Hornagold, who shared her story and her experience with cultural heritage and reconciliation.

Yalari Scholarships

Since 2013, Anglo American has supported Yalari, a not-for-profit organisation that offers quality, secondary education scholarships at leading Australian boarding schools for Aboriginal and Torres Strait Islander children from regional, rural, and remote communities.

Our Approach

The development of this Innovate RAP has been guided by our core Values of Collaboration, Innovation, Safety, Care and Respect, Integrity, and Accountability. Our approach to its development has been one of connection, story, healing and understanding.

Anglo American recognises the differences that exists between Aboriginal and Torres Strait Islander communities, from their specific histories to their cultural practices and language. We acknowledge the importance of developing individual relationships with each Traditional Owner group, based on an understanding of their challenges, priorities, and the needs of their community. Through the initiatives established, we reaffirm our commitment to fostering and developing these enduring relationships.



Top: Workshops with Wullli Wullli People in the Dawson region.
Middle: Workshops with the Barada Barna in Moranbah.
Bottom: RAP workshops held in Middlesmount with the BKY.

The Innovate RAP

Reconciliation is about creating equity and equality, and building a respectful relationship between the Australian community with Aboriginal and Torres Strait Islander peoples. At Anglo American, reconciliation begins with creating a culture of understanding and respect, a belief in the importance of cultural safety for all people, and where we celebrate the diversity of Aboriginal and Torres Strait Islander cultures and histories.

Through the implementation of our RAP, we seek to contribute to the creation of a more inclusive society, where the histories and cultures of Aboriginal and Torres Strait Islander peoples is understood and valued, and their peoples have the opportunity to build a sustainable future.

We recognise the enduring connection Aboriginal and Torres Strait Islander people have with Country, and their role as Custodians of the land for community, now and in the future.

We acknowledge that our progress to date has been slowed, however, since our Reflect RAP, we have worked closely with our sites and the Traditional Owners to build a greater connection and understanding of the importance of cultural heritage and to build understanding of the history of Aboriginal and Torres Strait Islander peoples within our region, through direct engagement, cultural heritage awareness raising, and events like NAIDOC Week that celebrate Aboriginal and Torres Strait Islander Peoples.

Our Innovate RAP builds on these foundations and provides a pathway to foster greater connection between Anglo American people, the Traditional Owners and Custodians of the lands on which we work, and Aboriginal and Torres Strait Islander peoples across Australia.

With the Innovate RAP as the vehicle, we seek to ensure Aboriginal and Torres Strait Islander peoples are empowered and outcomes for their communities are improved and supported by committed organisations and individuals. Through this process, we seek to develop a shared vision of an interdependent and fair society where there is:

- Understanding of Country
- Improved relationships
- Valuing of culture
- Sharing of history, and
- Agency.

In the development of this RAP, we met with each of the Traditional Owner groups, acknowledging the impact we have in the communities, and to understand the priorities of the communities we engage with. Through these discussions, which included senior representatives and workforce from across Anglo American's Australian operations, we built our awareness and understanding of the rich history and stories of each nation. In particular, the hardship, heartache, and impact on identity the dislocation from their lands has caused, and the importance of working with the community to support their reconnection to culture and Country.

Our discussions and engagements identified opportunities for us to support the reconciliation movement, particularly within our areas of operation. The actions included in this RAP are ones we feel will have an impact in ways that are meaningful and relevant for the Aboriginal and Torres Strait Islander peoples with whom we work, and Anglo American operations in Australia.

Our Innovate RAP meets the guidelines of Reconciliation Australia to focus on three areas:

- Relationships,
- Respect, and
- Opportunities.

Image: Gangulu artist, James Waterton, starts the smoking ceremony at Dawson Mine, near Moura in Central Queensland.



Creating Sustainable Impact Through Innovation

Through our Innovate RAP, we seek to enhance our relationships with the Traditional Owner groups of the lands we operate on, and develop a deeper understanding of their histories, cultures, and values. As part of our commitment to re-imagining mining to improve people’s lives, we recognise the impact we can make in improving the lives of the communities where we live and work and the land we operate on.

We commit to walking with the Traditional Owner groups, their communities, and other Aboriginal and Torres Strait Islander people to provide opportunities to:

- Care for Country
- Reconnect the community through stories and the sharing of knowledge
- Develop pathways to increase employment opportunities within the mining industry
- Empower the community through business development, capacity, and capability building.

These commitments will be delivered through four core Programs - our ‘big rocks’ - which form the foundation of our Innovate RAP and underpin all other actions and deliverables.

The following four core Programs are shown on the right:

Caring for Country

Recognising and fostering the role of Aboriginal and Torres Strait Islander people in caring for Country

Connecting to Country

Building connection to Country, Cultures, and community by combining cultural knowledge with digital intelligence.

Empowering Communities

Creating opportunities for Indigenous businesses.

Songlines

Creating employment and education pathways for Indigenous people.

This Program approach demonstrates our commitment to positively influencing the industry and help close the gap between Aboriginal and Torres Strait Islander communities and non-Indigenous communities.

Right: Gangalu Country, James Waterton, Gangulu (Dawson)



Caring for Country

Recognising and fostering the role of Aboriginal and Torres Strait Islander people in caring for Country.

We recognise the role Aboriginal and Torres Strait Islander people play in caring for Country. Critical to our operations are our mine rehabilitation programs, which seek to rehabilitate the Country that we no longer mine, and to create a landscape that can support future uses of the land.

We commit to working with the Traditional Owners to identify opportunities to be engaged in mine rehabilitation programs, recognising their role and connection to Country, and providing opportunities for training, employment pathways, and business development. In support of this we are:

- Developing our Anglo American Green Shoots partnership with Biodiversity Australia and the BKY People, which will create Indigenous Pathways to develop essential land management skills and provide access to training in seed collection, to support employment in land rehabilitation activities
- Creating partnerships through other environmental management programs.

These proposed programs will also seek to identify and create opportunities to build capacity for Traditional Owners to be engaged in land rehabilitation services, providing future opportunities for employment and entrepreneurialism within this field. Through the development of partnerships with external stakeholders, this program will support cultural connection, enabling Traditional Owners to return to Country and share their knowledge of the land to current and future generations.

Right: Gangulu Elder, Rosemary Hoffman at the Dawson Mine "Growing Together" tree planting partnership with Komatsu.



Connecting to Country

Building connection to Country, Culture and community by combining cultural knowledge with digital intelligence.

Anglo American supports the reconnection of knowledge and new ways of ensuring it is preserved and shared through new technology for an increasingly digital world. We commit to the development of digital platforms to identify opportunities to digitise cultural stories to facilitate an ongoing connection to Country and culture, through the sharing of history and knowledge.

We have established a new partnership with Australia's first Indigenous Edu-tech company, Indigital, to implement a digital skills training program in partnership with Traditional Owner groups. This partnership will enable Traditional Owners to bring their cultural knowledge, history, and language to life through augmented reality. Utilising technology to capture stories, images, and cultural heritage, this program will provide innovative ways to share stories for future generations, while facilitating the development of digital skills for young people and local communities. Traditional Owners groups and their communities will develop digital skills to provide opportunities to walk Country and share stories with our workforce and community.

Walking Country initiative

Working with site operations and Traditional Owner groups, we are developing an initiative to facilitate opportunities for Traditional Owners to walk Country, incorporating opportunities for them to meet with our people and share their stories.

Building the cultural competency of our workforce

To support the development of our cultural competency, we will identify, develop, and implement continuous cultural learning opportunities for our workforce, providing opportunities to increase our understanding and appreciation of Aboriginal and Torres Strait Islander cultures.



Indigital digital training program being rolled out with the Barada Barna People in Moranbah.



RAP workshops held in Middlemount with the BKY.

Empowering Communities

Creating opportunities for Indigenous businesses.

We recognise the role Indigenous business plays in the community and in creating sustainable economic outcomes. Through our engagement with Traditional Owner groups, we recognise the value placed on building capacity and capability to create businesses that have positive impacts on both individuals and the community.

Working with industry partners and specialists, our Empowering Communities program will provide Traditional Owner and other Aboriginal and Torres Strait Islander people with opportunities to build business capability. Focusing on building sustainable businesses, this program will provide commercial, governance and capacity building support for Indigenous businesses.

We commit to supporting the growth of the Indigenous business sector by providing capacity and capability building by:

- Developing and/or partnering with industry organisations to provide commercial, governance and capacity building programs to support Indigenous businesses
- Providing business development support to Indigenous businesses including tender preparation, capability statements, and onboarding
- Providing capability development and business support by developing partnership with Indigenous businesses and the sector.

With our business, we commit to:

- Developing and implementing an Indigenous procurement strategy
- Identifying opportunities within our supply chain for Indigenous businesses
- Working with Indigenous business networks, and industry partners to identify and engage with Indigenous businesses and raise awareness of Indigenous businesses serving the mining and resource sector.

Right: Capcoal Open Cut Mine, General Manager, Mick Keough in a steering committee reference meeting with BKY Elder, Uncle Fred discussing Cultural Heritage Management in Middlemount.



Songlines

Creating employment and education pathways for Indigenous people.

We acknowledge the opportunity we have, to support the development of stronger, self-sustaining communities and we are committed to increasing education and employment opportunities for Aboriginal and Torres Strait Islander peoples.

Through our RAP initiatives, we are committed to increasing the number of Aboriginal and Torres Strait Islander people working across our business, with the aim of reaching parity with the Queensland mining industry average. For this Innovate RAP we commit to developing and implementing an Indigenous Employment Program to employ a minimum of 25 Aboriginal and Torres Strait Islander people in 'new to mining roles' within Anglo American by 2024.

We recognise we cannot do this alone, and will partner with specialist Indigenous businesses and Traditional Owners to:

- Identify and address potential recruitment and employment barriers for Aboriginal and Torres Strait Islander people,
- Develop an Indigenous employment program that provides a pathway for Aboriginal and Torres Strait Islander people to work at Anglo American
- Provide our Aboriginal and Torres Strait Islander workforce with access to mentoring programs to support engagement and provide opportunities for them to seek guidance and gain advice in an appropriate, culturally safe environment
- Implement cultural awareness programs that help our workforce build their cultural competency.

Through our programs, we will create opportunities to connect Aboriginal and Torres Strait islander peoples with industry leaders and showcase trades and professions available within the mining industry. Further, we will be work with industry partners to increase awareness of opportunities for Aboriginal and Torres Strait Islander peoples within the broader mining industry and communicate these employment pathways to the community through the Traditional Owner groups and community organisations.

We acknowledge the part we play beyond our footprint, and understand future opportunities and success are shaped by the education. We reaffirm our commitment to the Yalari Indigenous scholarship program and over the coming years, will build our engagement with community partners to identify and develop programs that support Aboriginal and Torres Strait Islander pathways for education.

Image: Working with Barada Barna in Moranbah, Graham Riley and Jackson Matthews joined our Moranbah North Mine as trainee miners in 2021.



Our Plan to Support Reconciliation



Relationships

We recognise the importance of strengthening our relationships with the Traditional Owners and Custodians, and Aboriginal and Torres Strait Islander peoples in support of furthering the reconciliation movement.

Left to right: Indigenous Engagement Advisor, Jenni Walke; Australian Head of Corporate Relations and Sustainable Impact Anglo American, Victoria Somlyay; BKY Elder, Margaret Hornagold; Chairperson Barada Barna Aboriginal Corporation, Luarna Walsh; Indigenous Engagement Advisor Anglo American, Emily Phillips; Manager Social Performance Anglo American, Lynda Pollock.

We commit to creating a shared future with Aboriginal and Torres Strait Islander peoples, and working closely with Traditional Owners, Elders and Aboriginal and Torres Strait Islander peoples with whom we interact.

We recognise the importance of strengthening our relationships with the Traditional Owners and Custodians, and Aboriginal and Torres Strait Islander peoples in support of furthering the reconciliation movement.

We recognise our relationship with the Traditional Owner groups has not always been as proactive as it could be in creating opportunities. It was therefore our deliberate decision to start the development of this Innovate Reconciliation Action Plan by engaging with the Traditional Owner groups in the areas of our operations to reset our relationships and work collaboratively on reconciliation initiatives.

To achieve our vision for reconciliation we recognise we must foster open and purposeful relationships and partnerships with Aboriginal and Torres Strait Islander individuals and organisations other partners. The development of these partnerships will provide opportunities to engage with and learn from the Traditional Owners and Custodians of the land on which we work, and Aboriginal and Torres Strait Islander people both in our organisation and in our communities.

Our 'big rock' Programs and the RAP commitments outlined below were developed in consultation with the Traditional Owners and Custodians and demonstrate a renewed commitment to building productive relationships.

Right: Snake, William Wailu, Barada Barna (Moranbah Nth).



Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain collaborative and mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	June 2022	Social Performance Manager, Indigenous Engagement Advisor
	Renew and update engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2022	Social Performance Manager, Indigenous Engagement Advisor
	Identify and engage with Aboriginal and Torres Strait Islander organisations to support the delivery of positive outcomes in the community.	August 2022 August 2023	Head of Corporate Relations & Sustainable Impact
	Develop the 'Walking Country' initiative to facilitate opportunities for Traditional Owners and Elders to meet with Anglo American people to share their stories.	May 2022	Indigenous Engagement Advisor, Environmental Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	Organise a National Reconciliation Week event at each of our sites in consultation with local Aboriginal and Torres Strait Islander stakeholders and organisations.	27 May – 3 June 2022 27 May – 3 June 2023	Indigenous Engagement Advisor, Social Performance Specialist
	Provide support to Aboriginal and Torres Strait Islander NRW events within our communities.	27 May – 3 June 2022 27 May – 3 June 2023	Social Performance Manager
	Register all National Reconciliation Week events with Reconciliation Australia (through National Reconciliation Week website).	May 2022 May 2023 August 2024	Indigenous Engagement Advisor
	RAP Steering Committee (also known as Working Group RWG) members to participate in an external NRW event.	27 May – 3 June 2022 27 May – 3 June 2023	RWG Member, Indigenous Engagement Advisor
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2022 27 May – 3 June 2023	Indigenous Engagement Advisor
	Circulate Reconciliation Australia's NRW resources and reconciliation materials with our staff.	May 2022 May 2023 May 2024	First Nations & Social Performance Specialist

Relationships (continued)

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Develop a strategy to engage our workforce and supply chain in reconciliation.	August 2022	Indigenous Engagement Advisor
	Communicate our commitment to reconciliation publicly.	June 2022 June 2023	Corporate Communications Manager
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June 2022 June 2023	Indigenous Engagement Advisor
	Collaborate with like-minded organisations and organisations who have RAPs to develop ways to advance reconciliation.	December 2022 December 2023	Indigenous Engagement Advisor
	Engage with corporate and supply chain to promote and support the reconciliation movement through partnerships and business initiatives.	August 2022	Head of Supply Chain
	Provide information/education on the RAP to new employees during Induction.	August 2022	Human Resources Managers
	Include information on our RAP and commitment to reconciliation on Anglo American website and in company documentation.	May 2022	Corporate Communications Manager
	Develop staff engagement strategy to ensure the contribution and involvement of all Anglo American employees in reconciliation activities.	July 2022	Corporate Communications Manager
4. Promote positive race relations through anti-discrimination strategies.	Develop and implement education program for business leaders on the effects of racism and unconscious bias, in consultation with Aboriginal and Torres Strait Islander staff and/or advisors.	May 2022 August 2022 January 2023 June 2023	Indigenous Engagement Advisor, Social Performance Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	July 2022	Indigenous Employment Coordinator, Indigenous Engagement Advisor
	Develop, implement, and communicate an anti-discrimination apolicy for our organisation.	August 2022	Diversity & Inclusion Manager
	Conduct a review of Human Resources policies and procedures to identify existing gaps, bias, and/or future needs.	July 2022	Diversity & Inclusion Manager, Indigenous Engagement Advisor

Respect

Evident through the development of this RAP, has been the importance of creating an environment where our people, Traditional Owners and other Aboriginal and Torres Strait Islander peoples feel comfortable to share their story, and where truth telling is central to engagements.

We commit to fostering an organisational culture that is respectful and inclusive, and to developing greater understanding and respect for Aboriginal and Torres Strait Islander cultures. Our business has an Inclusion and Diversity Council established, with additional site-based Inclusion and Diversity Committees at each of our operations, who are committed to working closely with the RAP Implementation team and Traditional Owners to implement cultural awareness programs that help our workforce build their cultural competency.

We commit to building greater awareness of cultural heritage in our business to support inclusive, culturally safe workplaces, where Aboriginal and Torres Strait Islander peoples feel safe and supported.

We recognise the special and enduring relationships the Traditional Owners have with the land on which we operate. Building on the existing protocols and requirement of our Cultural Heritage Management Plans, we are committed to ensuring the preservation of the rich histories, cultures, and stories the Traditional Owners and other Aboriginal and Torres Strait Islander peoples with whom we work and facilitating the sharing of this with all Australians.

We commit to the modernisation of cultural heritage agreements to reflect best practice in decision making and ensure Aboriginal and Torres Strait Islander peoples have greater agency over decision making.

We will play a role in building understanding of Aboriginal and Torres Strait Islander cultures, focusing on the history and connection to Country of the Traditional Owners in the areas we operate. We will celebrate the cultural significance of the lands on which we operate through the preservation and display of artefacts and commit to improving our peoples and local communities' knowledge of the Traditional Owner groups and the Country on which we operate.

We commit to a 'Walking Country' initiative to facilitate for members of our workforce to walk Country with the Traditional Owners during Cultural Heritage clearances.

We will continue to identify opportunities to extend our knowledge and strengthen our cultural competency, ensuring appropriate organisational protocols are in place to guide our efforts in this area.

We commit to promoting the rich history of Traditional Owners and the perseveration of cultural heritage.



Anglo American employees participate in a smoking ceremony, led by BKY, and the opening of the Aquila mine, near Middlemount.

Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	July 2022	Indigenous Engagement Advisor
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	August 2022	Indigenous Engagement Advisor, Diversity & Inclusion Manager
	Develop and implement continuous Cultural Learning Strategy for our workforce in consultation with Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to increase our understanding and appreciation of Aboriginal and Torres Strait Islander cultures.	August 2022 August 2023	Human Resources, Indigenous Engagement Advisor
	Provide opportunities for RAP Steering Committee members, Human Resources managers and other key leadership staff to participate in formal and structured cultural learning.	August 2022 August 2023	Social Performance Manager, Indigenous Engagement Advisor
	Develop, implement, and communicate a cultural learning strategy for our staff.	September 2022 September 2023	Human Resources, Indigenous Engagement Advisor
	Develop and implement meetings between Traditional Owners and workforce to share stories and build understanding of the cultures, histories, and knowledge.	August 2022 March 2023 August 2023 March 2024	Social Performance Manager, Indigenous Engagement Advisor
	Provide opportunities to our workforce to show their understanding and respect for Aboriginal and Torres Strait Islander cultures by supporting participation in reconciliation activities, such as tree planting, Indigital Skills, cultural walks, and community events.	September 2022 September 2023	Indigenous Engagement Advisor, Social Performance Management Committee
	Develop culturally appropriate ways to display and share the histories and stories of Traditional Owners at our site operations.	May 2022	Social Performance Specialists, Environmental Officers
	Develop a program of education for our workforce regarding history of the Traditional Owners and other Aboriginal and Torres Strait Islander peoples.	August 2022 August 2023 August 2024	Indigenous Engagement Advisor, Diversity & Inclusion Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Renew and update Guiding Principles for the use of Acknowledgement of Country at meetings, public events, and publications.	June 2022	Corporate Communications Manager Indigenous Engagement Advisor
	Renew and update a Cultural Protocols Guide outlining the cultural significance of Welcome to Country, Acknowledgement of Country and other protocols.	June 2022	Corporate Communications Manager Indigenous Engagement Advisor
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2022	Indigenous Engagement Advisor
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	December 2022 December 2023	Social Performance Specialists, Indigenous Engagement Advisor
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	May 2023	Corporate Communications Manager

Respect (continued)

Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Create and implement communication materials to educate our workforce on meaning / understanding of NAIDOC week.	May 2022 May 2023 May 2024	Corporate Communications Manager, Indigenous Engagement Advisor
	RAP Steering Committee members to participate in an external NAIDOC Week event.	First week July 2022 First week July 2023	RAP Steering Committee Chair
	Review Human Resources policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2022 June 2023	Human Resources Manager
	Promote and encourage participation in external NAIDOC events to all staff.	First week July 2022 First week July 2023	Diversity & Inclusion Manager
8. Develop an environment where cultural preservation is core business and reflects best practice.	Review our Cultural Heritage Management Plans and Agreements to ensure they reflect current best practice and continue to be reviewed at appropriate point to ensure they remain contemporary.	August 2022	Manager Tenure and Compliance – Sustainable Development
	Implement flagship program to leverage digital opportunities to enhance the knowledge of cultural heritage in our local areas and provide Traditional Owner with an enduring connection to Country.	May 2022 August 2022	Head of Corporate Relations and Sustainable Impact, Indigenous Engagement Advisor
	Work with the Traditional Owners and/or Aboriginal and Torres Strait Islander Advisors for the creation of appropriate keeping places.	August 2022	Manager Tenure and Compliance – Sustainable Development
	Educate our staff around cultural heritage principles through the development of cross cultural training.	August 2022 August 2023	Indigenous Engagement Advisor, Environmental Manager
	Engage with Traditional Owner groups to conduct heritage surveys, ensuring they are compliant with Cultural Heritage Management Plans and systems.	Review September 2022 Review September 2023	Manager Tenure and Compliance – Sustainable Development

Opportunities

We believe we are able to make a meaningful contribution to the lives of Aboriginal and Torres Strait Islander peoples through community support, training, employment and through our supply chain. Our organisation and community will be strengthened as a result of Aboriginal and Torres Strait Islander voices walking this journey with us.

Through this Innovate RAP, we will work to create mutually beneficial opportunities that will empower Aboriginal and Torres Strait Islander peoples to build sustainable outcomes for their communities. It has been calculated that for every dollar that a business spends with

an Aboriginal and Torres Strait Islander Business, \$4.41 of social value is created.¹

We recognise the opportunity we have to support the development of stronger, self-sustaining communities and through this Innovate RAP, and we are committed to supporting and fostering employment, education, and business development opportunities for Aboriginal and Torres Strait Islander peoples, in particular working with Traditional Owner groups to enable them to exercise agency.

We commit to supporting the growth of the Indigenous business sector through development programs that support capacity and capability building.

As our Supply Chain team has been working to engage more Aboriginal and Torres Strait Islander suppliers through the RAP process, we have identified internal process issues where improvements can be made. Building our capacity in this area means:

- Actively seeking opportunities for Aboriginal and Torres Strait Islander consultants and contractors to be involved in current and future projects

- Creating opportunities to partner with Aboriginal and Torres Strait Islander-led organisations that can assist us to expand our supplier list and provide advice on recruitment, retention, and professional development.

We are committed to increasing the number of Aboriginal and Torres Strait Islander people working across our business, with the aim of reaching parity with the industry average of 4%.

A key part of the implementation of our Indigenous employment commitments is a review of our recruitment, retention, and professional development programs to ensure they support our Aboriginal and Torres Strait Islander peoples.

We believe the actions outlined below, framed by our Songlines Program, will enable us to meet our commitments to support business, education, and employment opportunities across our business.

Anglo American has not, in the past, invited our workforce to identify as Aboriginal and/or Torres Strait Islander people during their onboarding process. Through the implementation of this RAP, we will work with our Human Resources teams and recruitment partners to develop a process to enable employees to self-identify and capture this information, in consultation with our workforce. We understand the importance of this data to help inform our internal employment practices and gain a better understanding of our workforce.

¹PwC Indigenous Consulting, "The contribution of the Indigenous business sector to Australia's economy", Report, April 2018



Our partnership with Indigital uses technology to share Indigenous stories in Moranbah.

Opportunities

Action	Deliverable	Timeline	Responsibility
9. Improving employment outcomes for Aboriginal and Torres Strait Islander by increasing participation within all aspects of our business (supply chain, employee, contractors).	Build understanding of current Aboriginal and Torres Strait Islander workforce to inform future employment and professional development opportunities.	July 2022	Human Resources Lead
	Work with Traditional Owners and Aboriginal and Torres Strait Islander organisations to ensure employment vacancies are promoted effectively.	July 2022 March 2023 March 2024	Human Resources Lead, Indigenous Engagement Advisor
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development plan.	June 2022	Indigenous Employment Program Coordinator
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development plan.	July 2022	Indigenous Employment Program Coordinator
	Develop and implement a mentor program for Aboriginal and Torres Strait Islander people employed across our workforce.	September 2022	Human Resources Manager
	Establish an Aboriginal and Torres Strait Islander Mentoring Network to provide opportunities for Aboriginal and Torres Strait Islander employees to connect and support each other.	January 2023	Indigenous Employment Program Coordinator
	Review Human Resource recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	July 2022	Human Resources Manager
	Increase the number of Aboriginal and Torres Strait Islander people within in our workforce.	December 2022 December 2023	Diversity & Inclusion Manager
	Develop and implement Indigenous Employment Program to enable 25 new to mining roles within Anglo American, with a focus on support and retention.	July 2022 January 2023 January 2024	Diversity & Inclusion Manager
	Examine opportunities to work with contractors and partners to create employment and economic outcomes through business-as-usual mining activity, particularly in the area of environmental management.	August 2022 August 2023	Supply Chain / Procurement Manager
	Develop the Anglo American Green Shoots partnership providing Indigenous skills development to provide opportunities for Traditional Owners to develop land management skills and build capacity providing pathways for employment.	June 2022	Social Performance Manager, Aquila Mine General Manager
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2022 January 2023 June 2023 January 2024	Human Resources Manager, Indigenous Employment Coordinator
	Make Aboriginal and Torres Strait Islander participation a measurable commitment in tendering processes for large contracts.	August 2022 August 2023	Supply Chain / Procurement Manager
	Make improvements to our systems to identify Aboriginal and Torres Strait Islander suppliers.	January 2023	Supply Chain / Procurement Manager
Identify and develop opportunities to build capacity and capability with Traditional Owner and Aboriginal and Torres Strait Islander businesses.	September 2022 September 2023	Indigenous Engagement Specialist	

Opportunities (continued)

Action	Deliverable	Timeline	Responsibility
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	September 2022	Supply Chain / Procurement Manager
	Develop and implement an Aboriginal and Torres Strait Islander procurement plan.	September 2022	Supply Chain / Procurement Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	September 2022 February 2023 July 2023 November 2023	Supply Chain / Procurement Manager
	Develop an annual supplier Indigenous Participation survey and process to record the depth of Indigenous engagement across the Anglo American Australia Supply Chain.	November 2022 November 2023	Supply Chain / Procurement Manager
	Investigate Supply Nation membership.	September 2022	Supply Chain / Procurement Manager
	Include Aboriginal and Torres Strait Islander Commitment Statement and Aboriginal and Torres Strait Islander Participation questions in tenders released by Anglo American Australia.	November 2022	Supply Chain / Procurement Manager

Governance



Throughout the development of our Innovate RAP we engaged with Traditional Owner groups and other Aboriginal and Torres Strait Islander people to seek their feedback and endorsement of the initiatives outlined.

We recognise the ongoing value of this RAP will be seen through its implementation. All commitments made in our Innovate RAP will be captured in our Social Performance Commitments Register and be visible across our business.

We commit to building greater transparency across our cultural heritage agreements and interactions with Traditional Owner groups.

Our progress against these deliverables will also be monitored by a RAP Steering Committee, whose purpose will be to drive the delivery of our commitments and continue to look for ways to innovate as we develop our partnerships, initiatives and plans.



BKY Elders at a recent Cultural Heritage Management meeting in Middlemount.

Governance

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Steering Committee to drive governance of the RAP.	Maintain Aboriginal and/or Torres Strait Islander representation on the RAP Steering Committee.	May 2022 January 2023 January 2024	RWG Chair
	Seek nominations from one Aboriginal and/or Torres Strait Islander employee from each Site, to join the RAP Steering Committee.	June 2022 June 2023	Human Resources Manager
	Revise and apply a Terms of Reference for the RAP Steering Committee.	June 2022	Head of Corporate Relations and Sustainable Impact
	Ensure the RAP Steering Committee meets quarterly to review progress.	May 2022 August 2022 December 2022 February 2023 May 2023 August 2023 December 2023 February 2024 May 2024	First Nations & Social Performance Specialist
	Engage with Aboriginal and Torres Strait Islander stakeholders on our progress on RAP initiatives, community and cultural heritage activities and continue to support reconciliation in Australia.	August 2022 August 2023	First Nations & Social Performance Specialist
12. Provide appropriate support for effective implementation of RAP commitments.	Appoint and maintain an internal RAP Champion from senior management.	May 2022	RWG Chair
	Engage our senior leaders and other employees in the delivery of RAP commitments.	May 2022 May 2023	Head of Corporate Relations and Sustainable Impact
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	June 2022 June 2023 May 2024	First Nations & Social Performance Specialist
	Ensure all commitments on the Social Performance Commitments Register.	July 2022 August 2022 April 2023 August 2023 April 2024	First Nations & Social Performance Specialist
	Define resource needs for RAP implementation.	May 2022	RAP Steering Committee Chair

Governance (continued)

Action	Deliverable	Timeline	Responsibility
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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 2022 June 2023	Indigenous Engagement Advisor
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August 2022 August 2023	Indigenous Engagement Advisor
	Report on RAP progress to all staff and senior leaders quarterly.	June 2022 September 2022 December 2022 March 2023 June 2023 September 2023 December 2023 March 2024	Social Performance Manager
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022 30 September 2023	First Nations & Social Performance Specialist
	Publicly report our RAP achievements, challenges, and learnings, annually.	December 2022 December 2023	Head of Corporate Relations and Sustainable Impact
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022 May 2024	Indigenous Engagement Advisor
	Cultivate ideas and form recommendations for inclusion within the next RAP.	January 2024	Indigenous Engagement Advisor
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	April 2024	Indigenous Engagement Advisor
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	September 2023	Indigenous Engagement Advisor

Contact Details

Lynda Pollock
 Social Performance Manager
 lynda.pollock@angloamerican.com

Innovate Reconciliation Action Plan
May 2022 – May 2024

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in /showcase/anglo-american-au

This Innovate Reconciliation Action Plan was co-created with our First Nations partners, with the intention of walking with them as we shape our futures together.

