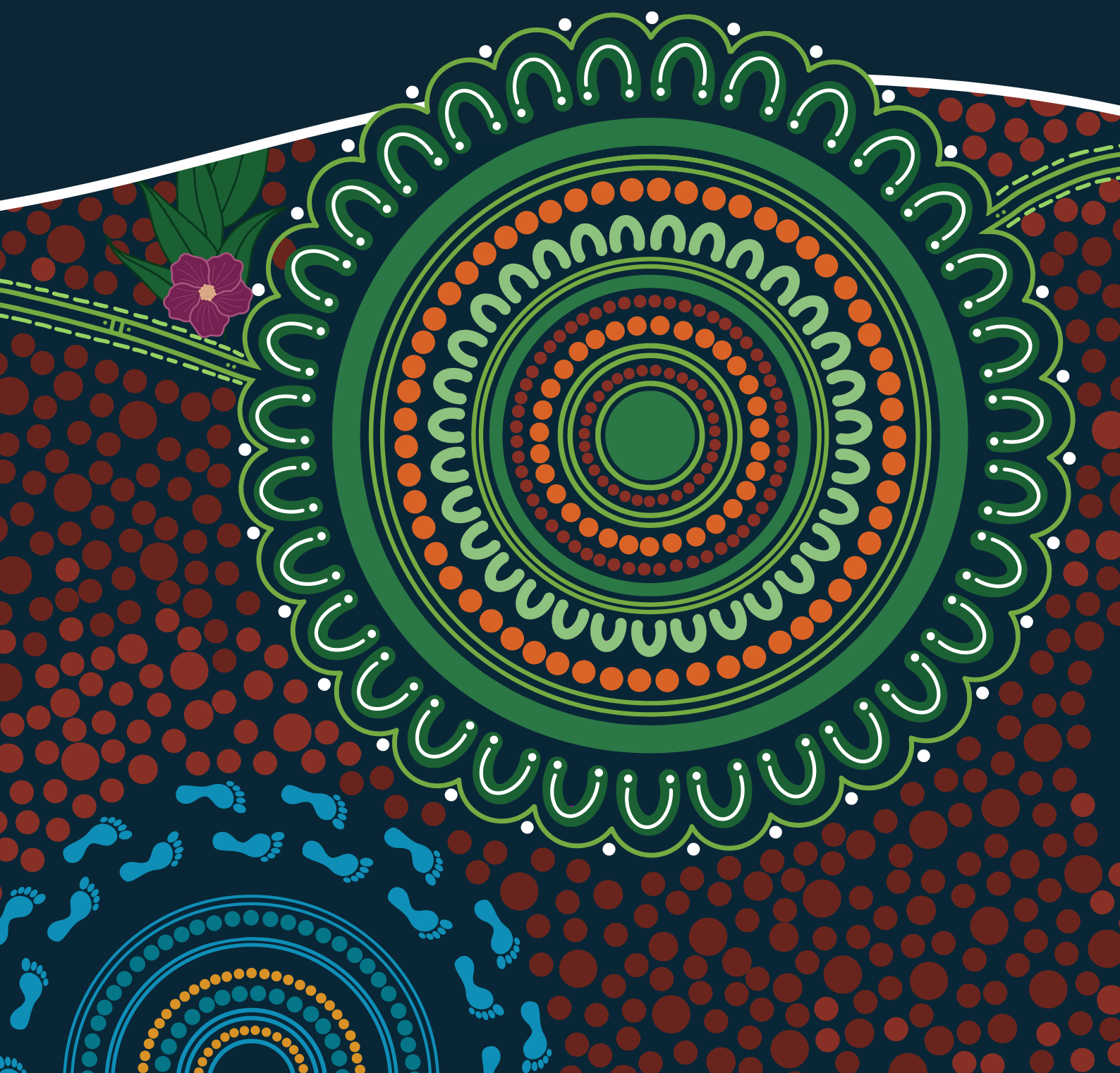


Reflect

Reconciliation Action Plan

January 2026 – July 2027



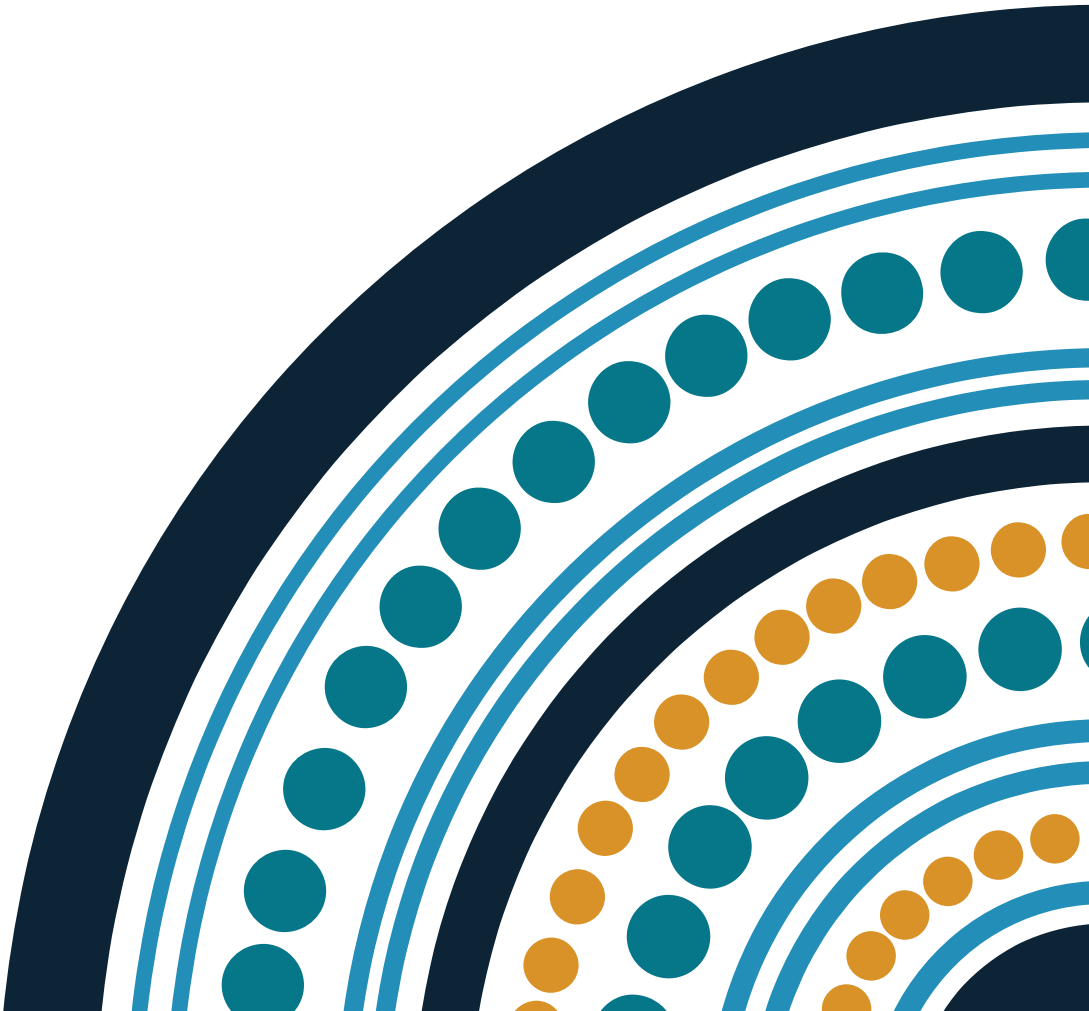


Acknowledgement of Country

The Chamber of Minerals and Energy (CME) respectfully acknowledges the Traditional Custodians of the lands on which we live, travel and operate throughout Western Australia. We acknowledge their enduring connection to the Lands, waterways and communities and pay our respect to Elders past and present.

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A statement from our CEO

At CME, we recognise that true progress is built on strong foundations. Foundations that honour the past while working towards a better future for all.

Our Reflect Reconciliation Action Plan marks a formal step in our journey to strengthen relationships with Aboriginal and Torres Strait Islander peoples and to deepen our understanding of the rich cultures, histories and contributions of First Nations Australians.

The prosperity of the resources sector must walk alongside respect for Country, culture and community. As we deliver the advocacy and support the resources and energy sector needs, we are committed to ensuring First Nations peoples are active participants and partners in shaping the future of our sector.

Our Reflect Reconciliation Action Plan provides us with the framework to listen deeply, act meaningfully and ensure reconciliation is embedded into every aspect of our work. It reminds us that reconciliation is not a single moment, but an ongoing journey that demands humility, leadership and action.

I am proud of the commitment shown by our members, our Executive Council and our team at CME. Together, we will continue to champion a strong and sustainable resources sector that respects and celebrates Aboriginal and Torres Strait Islander peoples.



Aaron Morey
Chief Executive Officer



Message from the CEO of Reconciliation Australia

Reconciliation Australia congratulates The Chamber of Minerals and Energy of Western Australia on continuing its reconciliation journey by formally endorsing The Chamber of Minerals and Energy of Western Australia's second Reflect Reconciliation Action Plan (RAP).

Through this plan, The Chamber of Minerals and Energy of Western Australia continues to play an important role in a network of more than 3000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 5.5 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP continues the journey and primes the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also to increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables The Chamber of Minerals and Energy of Western Australia to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations The Chamber of Minerals and Energy of Western Australia on your second Reflect RAP, and I look forward to following your continuing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

RAP artwork

Artwork by Kaedisha Westberg

“For this artwork, I focused on the key goals of reconciliation, these being truth-telling, equality and equity, respect and understanding, and unity.”

The large green yarnning circles represent people coming together on Country, sharing stories, knowledge, and culture. The interconnected lines reflect the strength of unity and collaboration.

The blue meeting circles symbolise the different places across Western Australia where CME has established connections, while those surrounded by footprints represent ongoing projects still being developed with community.

The smaller blue circles symbolise waterholes across WA, representing life, sustenance, and the flow of connection between places and people.

The hibiscus flowers, commonly associated with the Stolen Generation, acknowledge and honour Australia’s history, reminding us of growth, resilience, and renewal.

Finally, the white on the outside of the artwork traces the journeys that connect all people, past, present, and future, as they walk together toward reconciliation.”

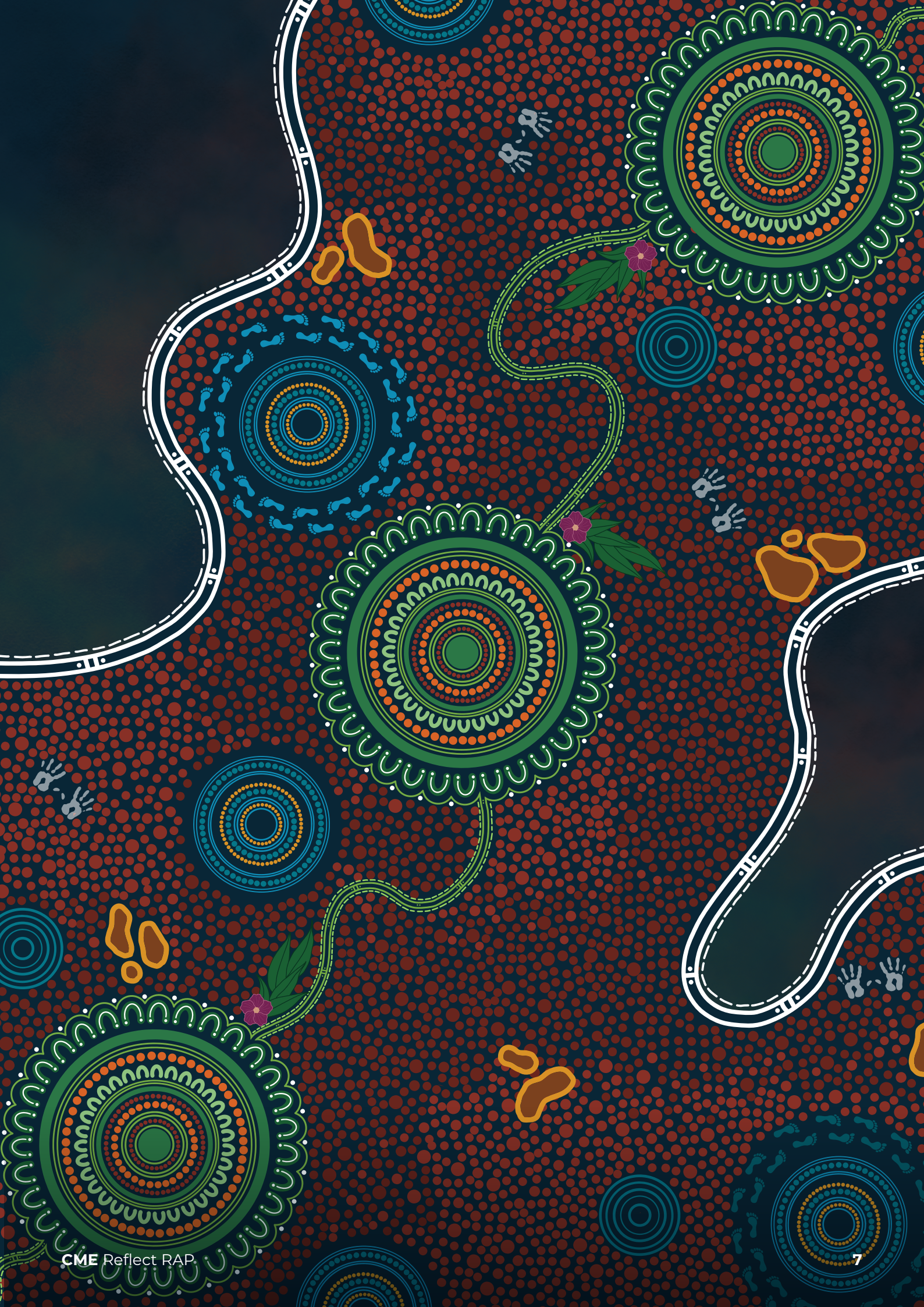
Kaedisha Westberg

Artist

About the artist

Kaedisha is a Whadjuk Ballardong Noongar woman from Perth, with family connections to the Yarran and Pickett mobs. Since 2015, she has been creating art whenever possible, working across both digital and canvas mediums. She shares her work through her business, Madjitil Mabarn.





Our business

The Chamber of Minerals and Energy of Western Australia (CME) has been leading the minerals and resources industry for more than 125 years.

Formed in 1901, CME is a member-funded, not-for-profit organisation representing the interests of over 170 member companies. We provide a unified voice for the sector, ensuring its priorities are well understood and its vital contribution to Western Australia's economy is recognised.

CME promotes the sector's significant contribution to Perth and regional communities, engages with regional community stakeholders to support growth, and helps the sector to attract, train and retain a strong workforce. It provides an important avenue for members and stakeholders to collaborate, share learnings and identify best practice. Our policy experts offer thought leadership and support to members in the following areas: Industry Competitiveness and Economics; Health Safety and People; Resource Development and Sustainability; Climate and Energy; Regional Affairs; Workforce Development; and Education and Training.

With 35 staff, we operate across Noongar Country with four offices in Western Australia:

- Perth (Boorloo) Office, on the Traditional Country of the Whadjuk Noongar peoples.
- Bunbury (Goomburrup) Office, on the Traditional Country of the Wardandi peoples.
- Kalgoorlie Office, on the Traditional Country of the Wangkatha peoples.
- Karratha Office, on the Traditional Country of the Ngarluma, Yindjibarndi, Martuthunia and Yaburara peoples.





Office Locations

- 1. Perth (Boorloo)
- 2. Bunbury (Goomburrup)
- 3. Kalgoorlie
- 4. Karratha

We acknowledge that we currently do not have complete data on the number of Aboriginal and Torres Strait Islander staff within CME. We are focused on creating a culturally safe workplace that supports self-identification and encourages genuine inclusion.

Welcome to Country performed by Robyn Collard
for the 2025 CME Premier's Industry Lunch on
Whadjuk Noongar Country.



Our RAP

CME is implementing a Reflect Reconciliation Action Plan (RAP) as an initial step in formally acknowledging and supporting reconciliation with Aboriginal and Torres Strait Islander peoples.

As the peak representative body for Western Australia's resources sector, we recognise our influence and responsibility to lead by example. The Reflect RAP provides an opportunity to deepen our understanding of Aboriginal and Torres Strait Islander cultures, build meaningful relationships, and lay the groundwork for long-term engagement. It aligns with our values of inclusion, respect, and collaboration, and reflects the expectations of our members and stakeholders to contribute to reconciliation across the sector.

CME will implement our Reflect RAP by focusing on building internal awareness, fostering cultural learning, and establishing the relationships and governance structures needed to support reconciliation goals. As a Reflect RAP, we intend to listen, learn, and prepare — ensuring that future reconciliation initiatives are grounded in genuine understanding and respectful collaboration. We are committed to a thoughtful and accountable approach that sets the foundation for meaningful and sustained action.

Our RAP Working Group

To support the implementation of the RAP we will establish a CME RAP Working Group. The working group will be formalised in early-2026 to drive, oversee and support the implementation of the RAP.

The group will be comprised of cross-functional representatives from various portfolios, including:

- RAP Champion: Director of Strategy and Governance
- Senior Advisor Business Development and Performance
- Manager, Health, Safety and People
- Communications Lead
- Policy Lead
- Human Resources Lead

Our reconciliation activities

Within CME

CME proudly supports National Reconciliation Week (NRW) as a key opportunity for reflection, learning, and community engagement. The NRW events are widely promoted through CME's internal and external communication channels, including our newsletters, social media and working groups, to ensure broad member engagement and visibility. We also support a series of regional events across WA, sponsoring reconciliation breakfasts in Albany, Kalgoorlie, Karratha, and Newman, and reconciliation walks in Port Hedland and Bunbury. These activities demonstrate our commitment to reconciliation not only in Perth but across the state's diverse regions.



Welcome to Country performed at CME's 2024 End of Year Celebration by Barry Lawrence on Whadjuk Noongar Country.

For the Sector

CME has committed to supporting the Australian Institute of Management's Beediyar program. The program is a landmark executive development program for First Nations leaders. It aims to fast-track First Australian professionals into executive roles, fostering a new generation of CEOs, directors and senior executives. The sponsorship provides one scholarship for the 2026 round of the program.

CME conducts a biennial Diversity and Inclusion Survey to track workforce representation and inform sector-wide strategies. Our 2023 survey showed Aboriginal and Torres Strait Islander participation in the WA resources workforce has grown to 5.6%, surpassing the broader state population share of 3.3%. Notably, representation in management positions increased from 0.9% in 2021 to 3% in 2023. These improvements reflect the sector's efforts towards more inclusive and equitable leadership.

In addition to our advocacy efforts, we highlight member-led initiatives such as the Monadelphous/Rio Tinto Indigenous Pathways Program. This program provides structured career development and sustainable employment opportunities for Aboriginal and Torres Strait Islander peoples, showcasing the power of collaboration in closing employment gaps and promoting long-term success for First Nations peoples within management and operational roles.

Ongoing Commitment

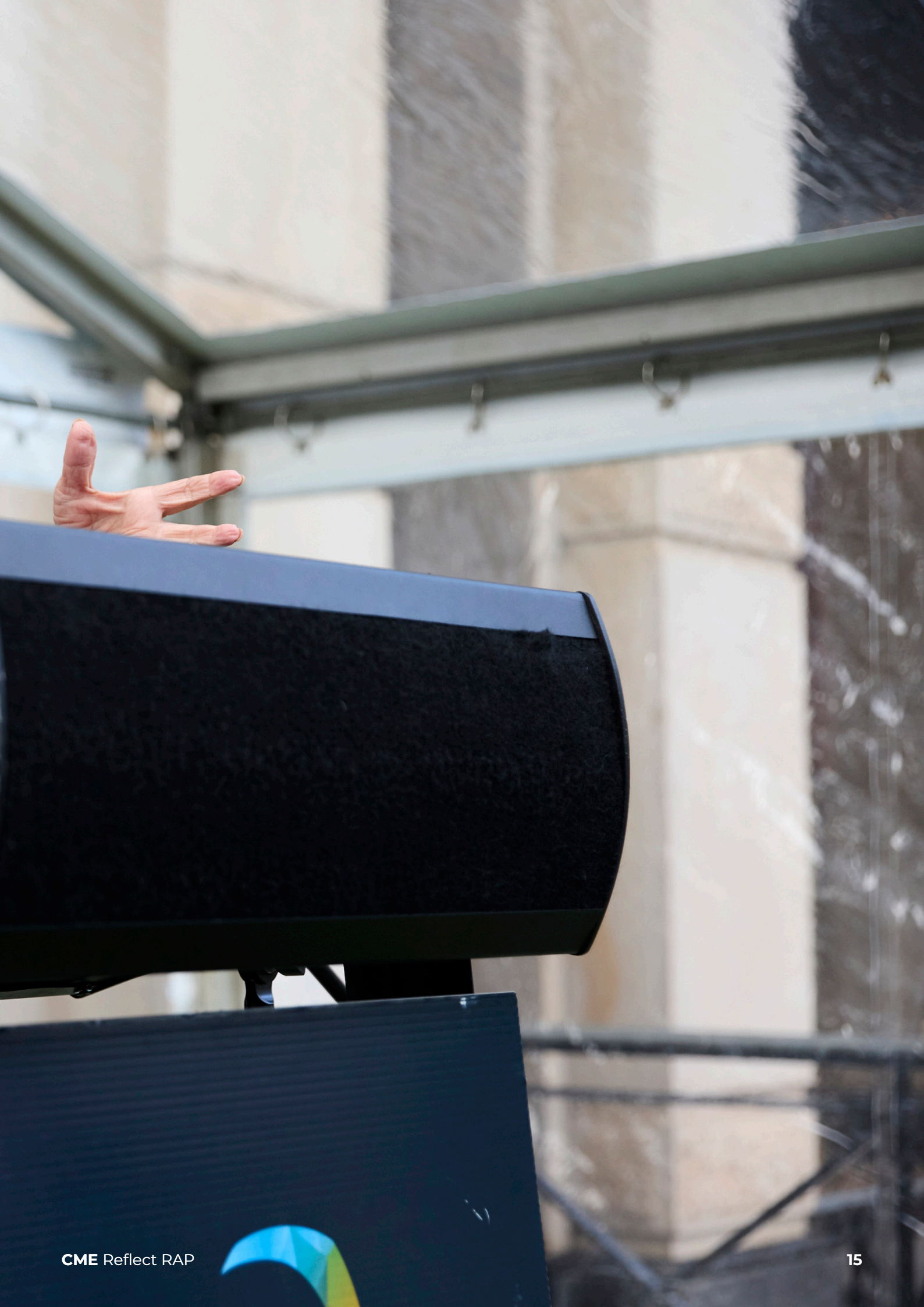
CME acknowledges there is always more work to be done. We remain committed to progressing reconciliation, promoting diversity and inclusion, and driving positive change across Western Australia's resources sector. Through continuous investment in evidence-based approaches, knowledge-sharing, and strategic partnerships, we strive to build an industry where Aboriginal and Torres Strait Islander peoples are genuinely respected, empowered, and supported.



Welcome to Country performed for the 2025 CME Women in Resources Award on Whadjuk Noongar Country.

Robyn Collard welcoming us to Country for our 2025 end of year celebration on Whadjuk Noongar land.





Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	April, 2026	Director of Strategy and Governance
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	April, 2026	Director of Strategy and Governance
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	September, 2026	Manager, Health, Safety and People
	• RAP Working Group members to participate in an external NRW event.	27 May - 3 June, 2026	Manager, Health, Safety and People
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June, 2026	Manager, Health, Safety and People
3. Promote reconciliation through our sphere of influence.	• Communicate our commitment to reconciliation to all staff and members.	January, 2026	Director of Strategy and Governance
	• Identify external stakeholders that our organisation can engage with on our reconciliation journey.	February, 2026	Director of Strategy and Governance
	• Identify organisations with a RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	April, 2026	Director of Strategy and Governance
	• Continue to highlight and share member lead initiatives that deliver impactful reconciliation outcomes.	July, 2027	Manager, Health, Safety and People and Director, Campaigns and Communications
4. Promote positive race relations through anti-discrimination strategies.	• Research best practice and policies in areas of race relations and anti-discrimination.	April, 2026	Director of Strategy and Governance
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	May, 2026	Director of Strategy and Governance

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.	• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	April, 2026	Director of Strategy and Governance
	• Conduct a review of cultural learning needs within our organisation.	May, 2026	Director of Strategy and Governance
	• Explore cultural awareness training programs for all staff, tailored to the specific regional operation area.	June, 2026	Director of Strategy and Governance
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	April, 2026	Director of Strategy and Governance
	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June, 2026	Director of Strategy and Governance
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	October, 2026	Manager, Health, Safety and People
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	October, 2026	Manager, Health, Safety and People
	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2026	Manager, Health, Safety and People

Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	May, 2026	Director of Strategy and Governance
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June, 2026	Director of Strategy and Governance
	• Identify and support sponsorship of leadership programs focussed on training and development for Aboriginal and Torres Strait Islanders.	July, 2027	Director of Strategy and Governance
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	July, 2027	Director of Strategy and Governance
	• Investigate Supply Nation membership.	October, 2026	Director of Strategy and Governance
	• Investigate an Aboriginal and Torres Strait Islander owned and operated membership band.	January, 2026	Director of Strategy and Governance



Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Form a RWG to govern RAP implementation.	January, 2026	Director of Strategy and Governance
	• Draft a Terms of Reference for the RWG.	January, 2026	Director of Strategy and Governance
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	January, 2026	Director of Strategy and Governance
11. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	January, 2026	Director of Strategy and Governance
	• Engage senior leaders in the delivery of RAP commitments.	January, 2026	Director of Strategy and Governance
	• Maintain a senior leader to champion our RAP internally.	July, 2027	Director of Strategy and Governance
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	February, 2026	Director of Strategy and Governance
12. 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.	November, 2026	Director of Strategy and Governance
	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, 2026	Director of Strategy and Governance
	• Communicate our RAP progress to internal and external stakeholders.	February, 2026 July, 2026 October, 2026 December, 2026 February, 2027 May, 2027	Director of Strategy and Governance
13. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	July, 2027	Director of Strategy and Governance



**For public enquiries about
our RAP please contact:**

Brooke Fowles

Director of Strategy and Governance

✉ chamber@cmewa.com