

# RECONCILIATION ACTION PLAN

2015 - 2017



**Reconciliation**  
ACTION PLAN  
INNOVATE RAP



**WHITEHAVEN COAL**

## MESSAGE FROM PAUL FLYNN

MANAGING DIRECTOR AND CEO,  
WHITEHAVEN COAL

We are delighted to launch Whitehaven Coal's Reconciliation Action Plan (RAP). This document supports Whitehaven's Aboriginal and Torres Strait Islander Engagement Strategy to build on and develop relationships with Aboriginal and Torres Strait Islander communities within the region.

Our RAP focuses on practical and meaningful efforts our organisation can take that can address issues affecting Aboriginal and Torres Strait Islander peoples within the region, and aligns these initiatives with national efforts on closing the social, economic and health gap between Aboriginal and Torres Strait Islanders and the broader Australian population.

By listening, learning, understanding and initiating actions that can support Aboriginal and Torres Strait Islanders, we have identified a number of projects and partnerships that will deliver opportunities and assistance in areas of greatest need.

During 2014 Whitehaven Coal employed a dedicated Aboriginal Community Relations Officer and undertook a number of meetings and field inspections with various Traditional Owners groups and Registered Aboriginal Parties associated with the Company's portfolio, including the development of the Maules Creek project.

As a proudly Australian company that calls the Gunnedah Basin its home, Whitehaven values local communities and is keen to ensure benefits flowing from our operations accrue locally – including to Aboriginal and Torres Strait Islander communities. Around 100 Aboriginal people have been engaged to advise on cultural heritage aspects of the construction phase of the Maules Creek project.

Whitehaven's goal is that within five years of Maules Creek commencing production, 10% of the 400 plus strong workforce will be Aboriginal and/or Torres Strait Islanders. Our strategy includes local training programs and a requirement that major contractors engaged at Maules Creek involve Aboriginal and/or Torres Strait Islanders in the work they undertake.

These are small but important steps on a journey towards the creation of shared values, and we look forward to continuing to work towards this goal with Aboriginal and Torres Strait Islander communities.

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LISTENING, LEARNING,  
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PAUL FLYNN  
MANAGING DIRECTOR AND CEO



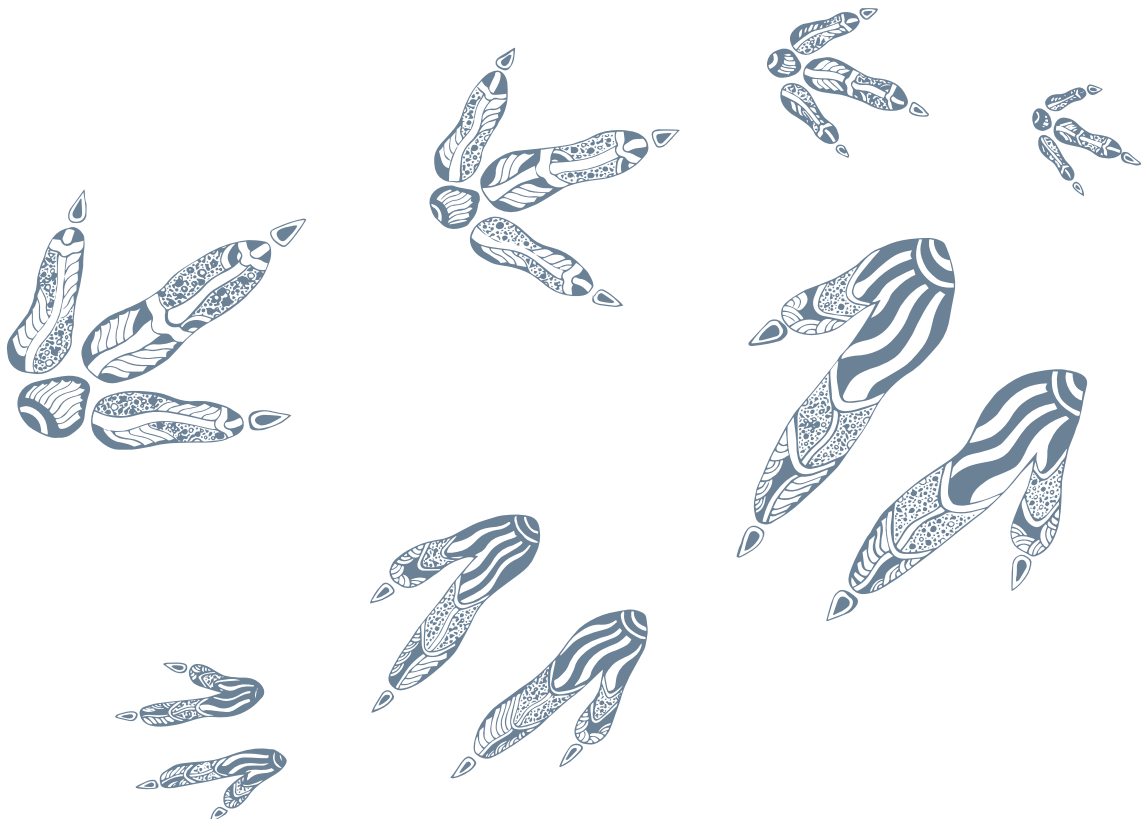
## WHITEHAVEN COAL'S VISION FOR RECONCILIATION

WHITEHAVEN COAL ACKNOWLEDGE ABORIGINAL AND TORRES STRAIT ISLANDERS AS THE FIRST PEOPLE OF AUSTRALIA. WE RECOGNISE THE IMPORTANT CONTRIBUTION FROM ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES IN OUR NATION'S HISTORY AND IN ITS FUTURE SUCCESSES.

We recognise the challenges many Aboriginal and Torres Strait Islanders continue to face and to this end Whitehaven Coal commits to supporting and encouraging the development, growth and enhancement of relationships with Aboriginal and Torres Strait Islanders.

Whitehaven Coal want to achieve this through effective and open communication underpinned by a mutual respect and understanding of each other's concerns and reasonable expectations. Whitehaven Coal envisage working in partnership with Aboriginal and Torres Strait Islanders to improve employment and economic opportunities therefore creating a stronger future together.

We will work in partnership with Aboriginal and Torres Strait Islander communities and our workforce to achieve our vision for reconciliation.





## OUR BUSINESS

WHITEHAVEN COAL IS THE EMERGING FORCE IN THE AUSTRALIAN COAL MINING INDUSTRY AND THE LEADING COAL PRODUCER IN NSW'S GUNNEDAH BASIN. WITH A WORKFORCE WHICH WILL SURPASS 1,000 PEOPLE IN THE NEXT FIVE YEARS, WE ARE THE PLACE FOR OPPORTUNITY.

Whitehaven Coal owns one large underground mine and four operating open cut mines, including Maules Creek which will be one of Australia's largest, lowest cost open cut coal mines.

Listed on the Australian Securities Exchange (ASX) in 2007, our vision is to become Australia's leading independent coal company. Our mining operations are located at Maules Creek, Narrabri, Werris Creek, Tarrawonga and Rocglen with a centralised washing plant at Gunnedah. Whitehaven Coal provides the expertise to manage the mines and an exploration program on behalf of a number of joint venture participants. Whitehaven also has interests in the Vickery Project in the Gunnedah basin and tenements within the Oaklands and Sydney basins in New South Wales and the Bowen and Mulgildie Basin in Queensland.

We currently employ more than 770 people which will increase to over a 1,000 in the next five years. Currently 75% of the workforce is drawn from local communities surrounding our mines. Whitehaven aims for an inclusive workplace that brings both men and women from diverse backgrounds and welcomes people who reflect diversity of gender, culture, experience and skills. We currently have 40 Aboriginal people working within the Whitehaven workforce and that number is expected to increase over the coming years.

We aim to better understand our current Aboriginal and Torres Strait Islander workforce while also striving to achieve a substantial increase of Aboriginal and Torres Strait Islander peoples employed in our growth area of Maules Creek while strengthening relationships between Whitehaven Coal and Aboriginal and Torres Strait Islander communities.





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WHITEHAVEN AIMS FOR AN INCLUSIVE WORKPLACE AND IS STRENGTHENING RELATIONSHIPS BETWEEN WHITEHAVEN COAL AND THE ABORIGINAL AND TORRES STRAIT ISLANDER COMMUNITY."



## OUR RECONCILIATION ACTION PLAN

WHITEHAVEN'S RELATIONSHIP WITH THE ABORIGINAL AND TORRES STRAIT ISLANDER COMMUNITIES IN OUR REGION HAS SIGNIFICANTLY STRENGTHENED OVER THE LAST 12 MONTHS.

There have been major steps forward with communication of the company's direction and the long term relationship that is needed with the Aboriginal and Torres Strait Islander communities to achieve shared goals.

The development of our RAP is built on our values of:

- Respect
- Integrity
- Commitment
- Teamwork

Our effort focuses on practical and meaningful engagement and programs that can address issues affecting Aboriginal and Torres Strait Islander peoples within the region.

We are progressing programs in a number of areas which can broadly be categorised under:

- Employment
- Education and Training
- Health
- Cultural Awareness and Understanding
- Economic Development and Potential Partnerships

Our RAP was developed in consultation with local Registered Aboriginal Parties and driven internally by our RAP working group. The consultation undertaken included a broad mail out of our draft RAP to Registered Aboriginal Parties associated with Whitehaven Coal. We also engaged with our workforce – copies of the draft were placed in crib rooms across our operations. Our draft RAP was posted on Whitehaven Coal's website for review and comment. Additionally a dedicated phone line was allocated to receive feedback from interested parties.

The composition of our RAP working group reflects the commitment that the company has for the reconciliation process and represents the key areas that will drive our RAP forward. The experience and skills represented within the group span a range of professional and personal life experiences. We believe that this will enhance our ability to meet our desired focus areas with Aboriginal and Torres Strait Islander communities:

- Paul Flynn (CEO and Managing Director of Whitehaven Coal)
- Jamie Frankcombe (Executive General Manager – Operations)
- Kirsten Gollogly (General Manager – Health, Safety, Environment and Communities)
- Kylie Taylor (Group Manager – Human Resources)
- Tim Muldoon (Group Manager – Community Relations and Property)
- Tony Warham (Group Manager – Procurement)
- Matt Pitman (Communications Officer)
- Bob Sutherland (Aboriginal Community Relations Officer)

Moving forward we see the establishment of our RAP as a natural progression with our strengthening of ties to the local communities that we operate in and its Aboriginal and Torres Strait Islander peoples. Our first RAP will establish us as a company that wants Aboriginal and Torres Strait Islander peoples to be part of our everyday business and positions us as a company that Aboriginal and Torres Strait Islander peoples see as a preferred place to work.



WE SEE THE ESTABLISHMENT OF OUR RECONCILIATION ACTION PLAN AS A NATURAL PROGRESSION WITH OUR STRENGTHENING OF TIES TO THE LOCAL COMMUNITIES THAT WE OPERATE IN AND ITS ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES.”



## EMPLOYMENT

WHITEHAVEN'S VISION IS TO BE AUSTRALIA'S LEADING INDEPENDENT COAL COMPANY. THE COMPANY IS GROWING ITS LOCAL WORKFORCE FROM 770 TO OVER 1,000 PEOPLE WITHIN THE NEXT FIVE YEARS.

We take great pride that Whitehaven started in the Gunnedah Basin and that we focus on employing a local workforce wherever possible. As a consequence, we believe that the best way we can assist improve the lives of local Aboriginal and Torres Strait Islander people is by offering the opportunity of stable, long-term employment.

Whitehaven has made a commitment that our Maules Creek workforce which operates on Gomeroi\* country will contain at least 10% Aboriginal and Torres Strait Islander people, reflecting the local population as a whole. This voluntary goal highlights our view that employment is an essential basis for improving Aboriginal and Torres Strait Islander people's lives. During early recruitment at Maules Creek we are already exceeding our voluntary target, with 15.5% of the Maules Creek workforce being Aboriginal or Torres Strait Islander people.

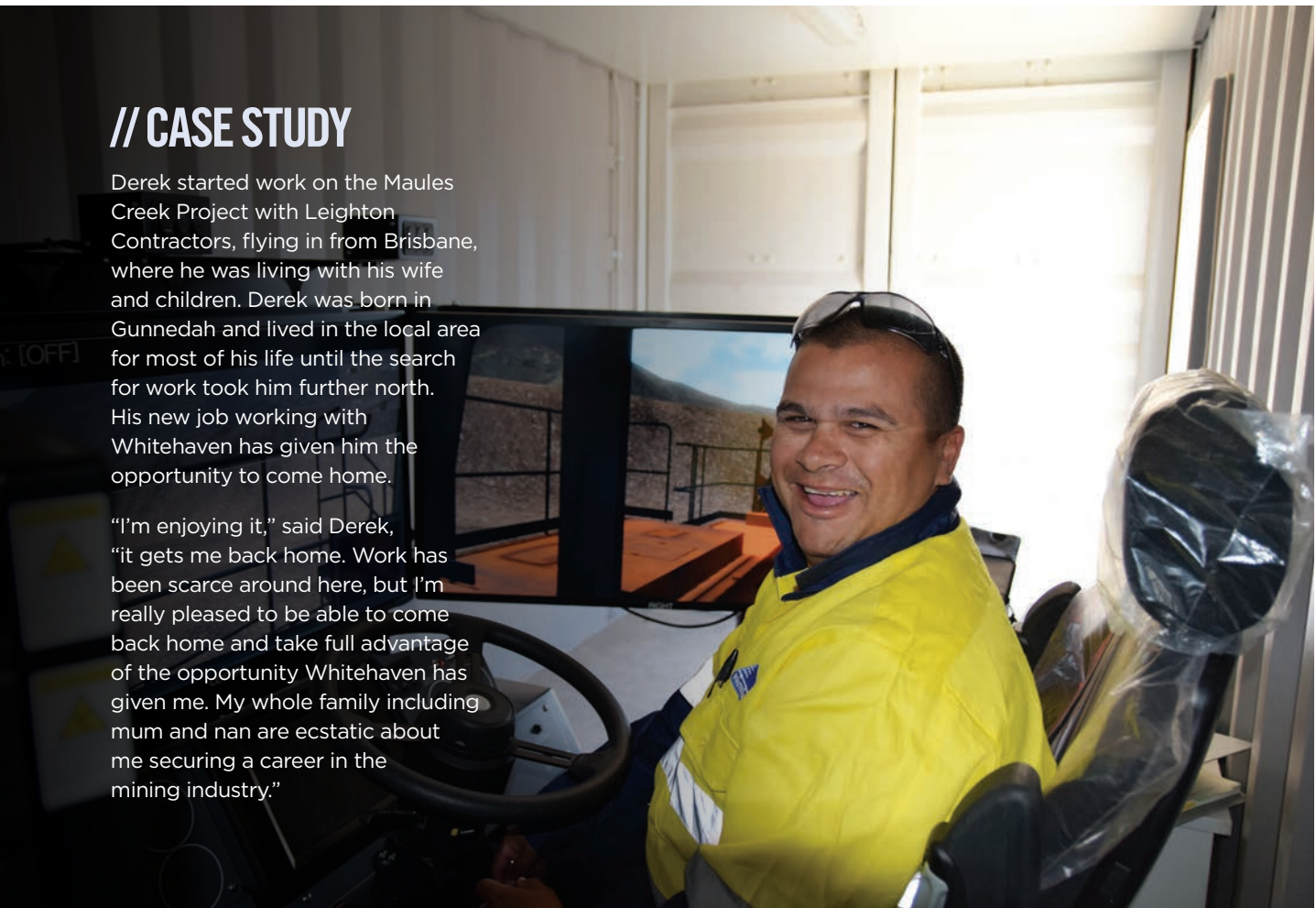
\* Kamilaroi, Gamilaraay and Gamilaroi are also used in the area



## // CASE STUDY

Derek started work on the Maules Creek Project with Leighton Contractors, flying in from Brisbane, where he was living with his wife and children. Derek was born in Gunnedah and lived in the local area for most of his life until the search for work took him further north. His new job working with Whitehaven has given him the opportunity to come home.

"I'm enjoying it," said Derek, "it gets me back home. Work has been scarce around here, but I'm really pleased to be able to come back home and take full advantage of the opportunity Whitehaven has given me. My whole family including mum and nan are ecstatic about me securing a career in the mining industry."



## EDUCATION AND TRAINING

Our approach focuses on meaningful engagement and programs that can address issues affecting Aboriginal and Torres Strait Islander people within the region. We believe that the best way we can assist to improve the lives of local Aboriginal and Torres Strait Islander people is by offering the opportunity of stable, long-term employment and by supporting access to education from kindergarten through to university and mature age.

Whitehaven currently donates to various Aboriginal specific programs including literacy and arts, excursions, and cultural programs.

## CULTURAL AWARENESS AND UNDERSTANDING

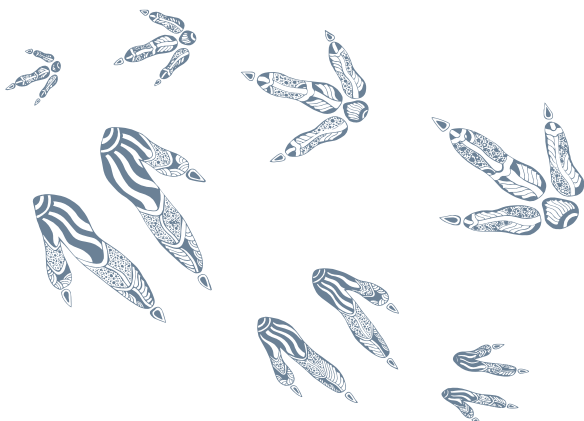
Our approach focusses on embedding cultural awareness and understanding within our everyday activities. We have built these aspects into our new hire inductions, communications strategies and the design of our corporate documents. Significant events are often opened with a Welcome to Country.



Whitehaven Coal made a donation of \$40,000 to the Winanga-Li Aboriginal Child and Family Centre for the purchase of the centre's existing mini-bus after its lease expired in June 2014.



Whitehaven Coal made a donation of \$3,000 to Gunnedah Public School to assist students to attend a school excursion.



Gunnedah artist Ronny Long and *Emu in the Sky (Gawurragii)*, one of the pieces of art commissioned by Whitehaven Coal.



## // CASE STUDY

Winanga-Li was the first of nine Aboriginal Child and Family Centres to open its doors in NSW when it began operation a year ago.

The centre brings together a range of family, early childhood and health services for the region, catering for 35 children from birth to eight years of age and their families.

Whitehaven Coal has donated \$40,000 to the Winanga-Li Aboriginal Child and Family Centre for the purchase of the centre's existing mini-bus, which had previously been leased. This enables families who don't have access to reliable transport to ensure their children are able to attend preschool, a vital logistic component in the early education of Aboriginal children in Gunnedah.

Whitehaven Chief Executive Officer and Managing Director Paul Flynn visited the centre to mark the donation with local Aboriginal Elder and Centre Manager

Wayne Griffiths and see first-hand the modern facility and the work being done there.

Wayne expressed the appreciation of staff and families connected to Winanga-Li for Whitehaven Coal's generous support.

"This is a very kind and generous donation and the benefits derived from now owning the bus can't be measured," Mr Griffiths said.

"The bus is used to collect children and bring them to the centre, helping parents who may not have a vehicle."

"Learning at playgroup and pre-school are the first steps children take in their education and it is vitally important.

"We are very grateful to Whitehaven Coal for this support as the bus is essential to our work here."



## // CASE STUDY

Ronny Long is a local Gomeroi artist who has exhibited widely with many of his painted murals and sculptures located throughout the township of Gunnedah. He has strong cultural and family ties to the Gunnedah region. Ronny has received positive reviews for a number of his exhibitions focussed on his use of inks.

Whitehaven Coal commissioned several artworks by Ronny. Featured in this document are three artworks which have images that are iconic to Aboriginal people in the area - *Hand Stencils* and *Emu and Kangaroo Footprints* in ink as well as his *Emu in the Sky (Gawurragiil)* painting.

The Emu has a special place in Aboriginal lore and stories. The story about the 'Emu in the Sky (Gawurragiil)' is well known to the local Aboriginal People. This Emu appears in the night sky in May and is located in the Milky Way. The emu neck slowly moving down in the night sky is an indicator to Aboriginal people that the male emu is on the nest taking care of his eggs. When it is time, the emu chicks emerge from their eggs. The father will be the main provider and their protector and will work with the mother to raise their chicks.









OUR APPROACH  
FOCUSSES ON  
EMBEDDING CULTURAL  
AWARENESS AND  
UNDERSTANDING  
WITHIN OUR  
EVERYDAY ACTIVITIES."



*Emu in the Sky (Gawurragii)*,  
Ronny Long - commissioned  
for Whitehaven Coal.

## RELATIONSHIPS



Whitehaven Coal commits to supporting and encouraging the development, growth and enhancement of relationships with Aboriginal and Torres Strait Islander peoples. Whitehaven Coal want to achieve this through effective and open communication underpinned by a mutual respect and understanding of each other's concerns and reasonable expectations.

	Action	Responsibility	Timeline	Deliverables
Relationships	1.1 Promote Whitehaven Coal's Reconciliation Action Plan to employees and external stakeholders	RAP Working Group: Chief Executive Officer Executive General Manager – Operations General Manager – Health Safety Environment and Communities Group Manager – Human Resources Group Manager – Procurement Group Manager – Community Relations Aboriginal Community Relations Officer	June 2015	Develop a communication strategy on the importance and benefits of our RAP Display Whitehaven Coal's RAP on Whitehaven Coal website
	1.2 Whitehaven Coal's RAP working group to drive, monitor, report and review the RAP	Group Manager – Community Relations Aboriginal Community Relations Officer	Quarterly 2015 to 2017 September 2015 to 2017	RAP Working Group meet quarterly to monitor and track the progress of Whitehaven Coal's RAP Publicly report progress of RAP via the Whitehaven Coal Annual Report and website and directly report to Reconciliation Australia
	1.3 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, organisations and communities	Aboriginal Community Relations Officer	June 2015 June 2015 to 2017	Develop a list of key Aboriginal and Torres Strait Islander contacts with which Whitehaven Coal will build strong relationships Organise to meet with identified peoples, organisations and communities at least twice per year to maintain a strong relationship
	1.4 Provide the opportunity for all Whitehaven employees to build relationships by supporting and celebrating National Reconciliation Week (NRW)	Managing Director Group Manager – Community Relations Aboriginal Community Relations Officer	May 2015, 2016 and 2017	Distribute information about NRW and Whitehaven Coal's corporate NRW events to employees via internal communication channels Register all Whitehaven Coal NRW events on Reconciliation Australia's website to capture participation and support Identify, support and participate in NRW events in our region





# RESPECT



Mutual respect can only be achieved by listening, learning, and understanding. To achieve this Whitehaven will continue to work in partnership with Aboriginal and Torres Strait Islander communities. We will support our Aboriginal and Torres Strait Islander staff and deliver the message of reconciliation and how important it is to the effective operation of our business. We are committed to a workplace that encourages and values shared understanding and respect.

	Action	Responsibility	Timeline	Deliverables
Respect	2.1 Promote and Support all Whitehaven employees to celebrate NAIDOC Week.	Managing Director Executive General Manager – Operations Group Manager – Human Resources Group Manager – Community Relations Aboriginal Community Relations Officer	July 2015, 2016 and 2017	Review HR procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees participating in NAIDOC Week events Hold an on-site BBQ(s) at an operating site each year with guest speakers from the local Aboriginal community Provide the opportunity for Aboriginal and Torres Strait Islander staff in Whitehaven Coal corporate offices to attend local NAIDOC events Distribute information regarding NAIDOC week and Whitehaven Coal's corporate NAIDOC week events via internal communication channels Identify opportunities to support and participate in regional based NAIDOC Week events
	2.2 Provide the opportunity for Whitehaven employees to participate in Cultural Awareness Training Strategy to increase their knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements	Group Manager – Community Relations Group Manager – Human Resources Aboriginal Community Relations Officer	December 2016	Investigate, develop and pilot a Cultural Awareness Training Strategy that will be implemented across the company with our key focus groups being our Executive Team and new members of our workforce Our Executive Team will participate in on country cultural immersion day and/or face to face workshops with local Traditional Owners. Cultural Awareness Training will be delivered to new members of our workforce via our generic induction Distribute information about Reconciliation Australia's "Share Our Pride" website to employees
	2.3 Educate employees around the significance of Aboriginal and Torres Strait Islander cultural protocols to ensure there is shared meaning behind these events	Group Manager – Community Relations Aboriginal Community Relations Officer	September 2015	Develop, implement and communicate an Aboriginal and Torres Strait Islander cultural protocols document for Whitehaven Coal Brief Executive Team on Aboriginal and Torres Strait Islander cultural protocols, including requirement of Acknowledgement of Traditional Owners of the land and a Welcome to Country during significant events
	2.4 Demonstrate appreciation of Aboriginal and Torres Strait Islander artwork in Whitehaven Coal corporate offices	Group Manager – Community Relations Aboriginal Community Relations Officer	December 2015	Commission artwork from Local Aboriginal and/or Torres Strait Islander Artists Appropriately display and acknowledge artwork at Whitehaven Corporate offices
	2.5 Increase presence of Aboriginal and Torres Strait Islander peoples and cultures in Whitehaven Coal's corporate documents	Group Manager – Community Relations Aboriginal Community Relation Officer Media and Communications Officer	September 2015	Develop key messages and source additional Aboriginal and Torres Strait Islander images for corporate communications Consult with existing Aboriginal and Torres Strait Islander employees around culturally appropriate marketing material that will attract Aboriginal and Torres Strait Islander employment and other economic development opportunities

## OPPORTUNITIES



We aim to be inclusive and encourage Aboriginal and Torres Strait Islander enterprise development and economic and employment opportunities within our operations in the region.

Action	Responsibility	Timeline	Deliverables
3.1 Monitor and refresh recruiting procedures for Aboriginal and Torres Strait Islander employees	Group Manager – Human Resources Aboriginal Community Relations Officer	September 2016	<p>Review HR policies and procedures to ensure barriers to Aboriginal and Torres Strait Islander applicants are addressed</p> <p>Engage with existing Aboriginal and Torres Strait Islander employees to consult on the development and implementation of a Aboriginal and Torres Strait Islander Employment Strategy, including professional development</p> <p>Consider including an Aboriginal and/or Torres Strait Islander person on Whitehaven Coal's interview panel</p> <p>Ensure HR system captures the number of Aboriginal and Torres Strait Islander employees and monitors retention</p>
3.2 Increase employment and retention opportunities within Whitehaven Coal for Aboriginal and Torres Strait Islander peoples	RAP Working Group: Chief Executive Officer Executive General Manager – Operations General Manager – Health Safety Environment and Communities Group Manager – Human Resources Group Manager – Procurement Group Manager – Community Relations Aboriginal Community Relations Officer	September 2016	<p>Update and report data on how many Aboriginal and Torres Strait Islander peoples are employed within Whitehaven Coal, what roles they have obtained and retention rates</p> <p>Include the wording "Aboriginal and Torres Strait Islander peoples" in all job advertisements</p> <p>Advertise employment vacancies in Aboriginal and Torres Strait Islander media platforms such as ourmob.com.au</p> <p>Distribute employment opportunities in local Aboriginal and Torres Strait Islander organisations and service providers such as Local Aboriginal Land Councils</p> <p>Tailor employment marketing material to appeal to Aboriginal and Torres Strait Islander peoples</p> <p>Profile Aboriginal employment initiatives in publications and on Whitehaven Coals website</p> <p>Continue to liaise with local Native Title Claimants around providing feedback to Aboriginal and Torres Strait Islander employment strategies for Whitehaven Coal</p> <p>Implement and support a peer mentoring program to assist with retention and support professional development</p>
3.3 Provide donations/ sponsorships to organisations/services with a focus on Aboriginal and Torres Strait Islander peoples and education, health or sport	Group Manager – Community Relations Aboriginal Community Relations Officer	June 2015	<p>Establish a donation/sponsorship program that focuses specifically on education and sport programs that are specifically for Aboriginal and Torres Strait Islander Peoples</p> <p>Promote Whitehaven Coal's sponsorship and donation program to Aboriginal and Torres Strait Islander communities and organisations</p> <p>Continue to provide an annual donation to Winanga-Li Aboriginal Child and Family Centre in Gunnedah</p>
3.4 Investigate opportunities for Whitehaven Coal to support Aboriginal and Torres Strait Islander economic development	Group Manager – Procurement Aboriginal Community Relations Officer	November 2015	<p>Hold Meet and Greet Aboriginal and Torres Strait Islander business information exchange days to deliver Tender specification events for Aboriginal and Torres Strait Islander businesses (i.e. Procurement workshops)</p> <p>Identify and communicate contract opportunities for Aboriginal and Torres Strait Islander businesses</p> <p>Annually report on Aboriginal businesses contracted with Whitehaven Coal</p> <p>Review procurement procedures and policies to ensure barriers to Aboriginal and Torres Strait Islander businesses are able to be addressed</p> <p>Develop and distribute a list of local Aboriginal and Torres Strait Islander businesses/services from which Whitehaven Coal can procure goods and services</p>



## TRACKING PROGRESS

Mutual respect can only be achieved by listening, learning, and understanding. To achieve this Whitehaven will continue to work in partnership with Aboriginal and Torres Strait Islander communities. We will support our Aboriginal and Torres Strait Islander staff and deliver the message of reconciliation and how important it is to the effective operation of our business. We are committed to a workplace that encourages and values shared understanding and respect.

Action	Responsibility	Timeline	Deliverables
4.1 Review and report internally and externally on Whitehaven Coal's RAP progress	Group Manager – Community Relations Aboriginal Community Relations Officer	July 2015, 2016 and 2017	RAP Working Group meet quarterly to monitor and track the progress of Whitehaven Coal's RAP Publicly report progress of RAP via the Whitehaven Coal Annual Report, website and Annual General Meeting and directly report to Reconciliation Australia Complete and submit RAP Impact Questionnaire to Reconciliation Australia annually
4.2 Promote Whitehaven Coal's RAP to the broader Australian community	RAP Working Group: Chief Executive Officer Executive General Manager – Operations General Manager – Health Safety Environment and Communities Group Manager – Human Resources Group Manager – Procurement Group Manager – Community Relations Aboriginal Community Relations Officer	Quarterly 2015 to 2017 September 2015	RAP Working Group meet quarterly to monitor and track the progress of Whitehaven Coal's RAP Make RAP available for public view on the Whitehaven Coal website
4.3 Review and refresh a new RAP for Whitehaven Coal	RAP Working Group: Chief Executive Officer Executive General Manager – Operations General Manager – Health Safety Environment and Communities Group Manager – Human Resources Group Manager – Procurement Group Manager – Community Relations Aboriginal Community Relations Officer	September 2017	Draft a new RAP for Whitehaven Coal based on learnings, achievements and challenges from previous RAP Engage Reconciliation Australia in the development of the new RAP for Whitehaven Coal

Tracking Progress





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ISSUED JUNE 2015

