



Reconciliation Action Plan

May 2024 – July 2025



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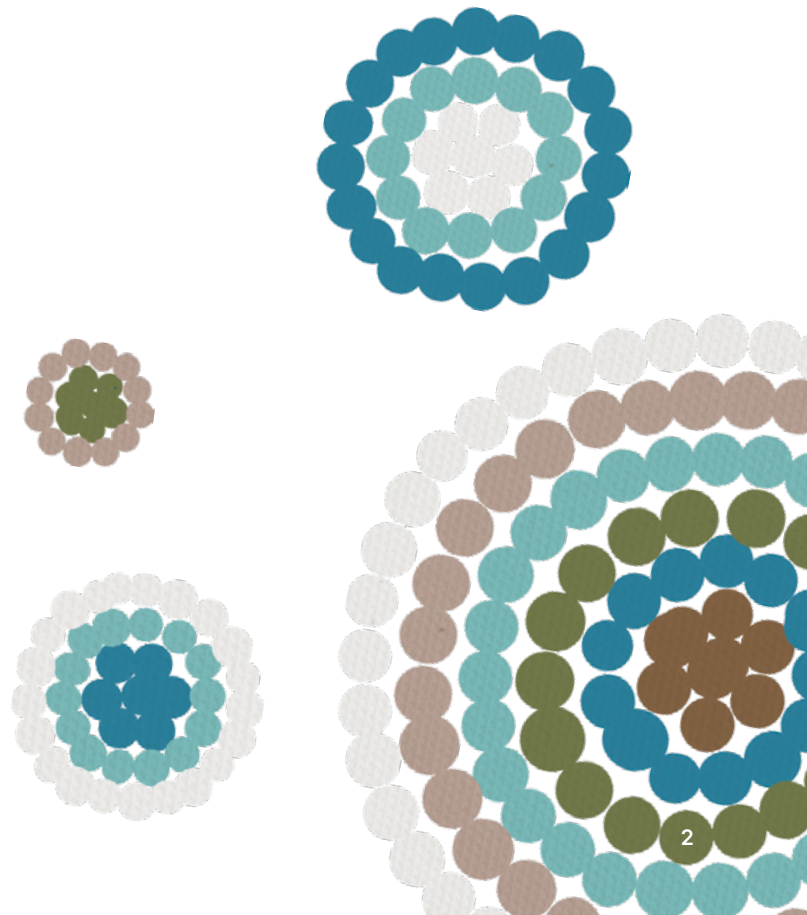
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Acknowledgement of Country

Pilbara Minerals acknowledges the Nyamal and Kariyarra People of the Pilbara, the Whadjuk Noongar People of the Perth region and all First Nations people who are the Traditional Owners and First Peoples of these lands. We pay respect to their Elders past and present and their continuing connection and care for the land, water and Country.

Inclusive language

We aim to use culturally appropriate and respectful language and spelling when writing with, for and about First Nations Peoples.





About the artist

Lorna Dawson, Spinifex Hill Studio

My Mum is a full blood Aboriginal. My Mum's father was a Nyamal Lore man. My Mum's mother was Nyiyparli woman. My Dad was a white man that was born in Jardee of WA.

"I was raised in Perth and came back up to Port Hedland (where I was born), when I was a teenager. I have been in Hedland pretty much since then. Moved away and travelled around a bit but always came back to Hedland. I am sister to 14 siblings. I am a mother to four wonderful children. I started volunteering in the Spinifex Hill Studio in 2018 then became an arts worker and am now the Lead Studio Assistant.

For me I started painting as a personal journey. I picked up a skewer (used for painting dots). It helped me get through some real bad days. I dabble in dots, my style is my own."



Photo of artist Lorna Dawson, image courtesy of Spinifex Hill.

About the artwork

Members of the Pilbara Minerals RAP Working Group visited Spinifex Hill Studio in Port Hedland in 2023. The not-for-profit social enterprise works with Aboriginal artists from many different language groups and showcases their works through public exhibitions and programming. The studio visit was the first step in commissioning an artwork that reflected our operations and connection to local Traditional Owner groups, in particular the Nyamal People. The painting by Lorna is displayed in Pilbara Minerals' head office in West Perth.

After the Wet

The water colours of our rivers on Nyamal Country have a lot of colours.

Not only blue, they have greens. Beautiful colours.

The wave dots represent when our rivers are flowing after the wet.

The round dots represent our water holes filling up on our country after the wet.



Message from Reconciliation Australia



Reconciliation Australia welcomes Pilbara Minerals Limited to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Pilbara Minerals Limited joins a network of more than 2,500 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 close to 3 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 will lay the foundations, priming 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 increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Pilbara Minerals Limited 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 first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Pilbara Minerals Limited, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine

Chief Executive Officer
Reconciliation Australia

Message from our CEO



The journey towards reconciliation begins with all of us.

It's a journey of healing, truth-telling and connection that will set us on the path towards a better future for First Nations Peoples.

I'm pleased to present Pilbara Minerals' Reflect Reconciliation Action Plan (RAP). This plan formalises our commitment to reflect on the actions of the past and understand the areas where our business can have the most impact.

Since Pilbara Minerals commenced operations, we have been actively engaged in fostering respectful relationships, understanding the local context, and working towards facilitating economic contributions that positively impact the well-being of First Nations people.

Our commitment to engaging with Traditional Owners, in particular the Nyamal and Kariyarra People, of the land on which our operation is located, has extended beyond the transactions and obligations set out under our land use agreements. Our relationships are founded on respect, trust and appreciation of their cultures, and through this we have learnt what it means to operate on Nyamal and Kariyarra Country.

As part of our RAP journey, I also acknowledge the relationship we have to Whadjuk Noongar land. This land encompasses not only our corporate office but is also the place where many of our Great People live, connect and play.

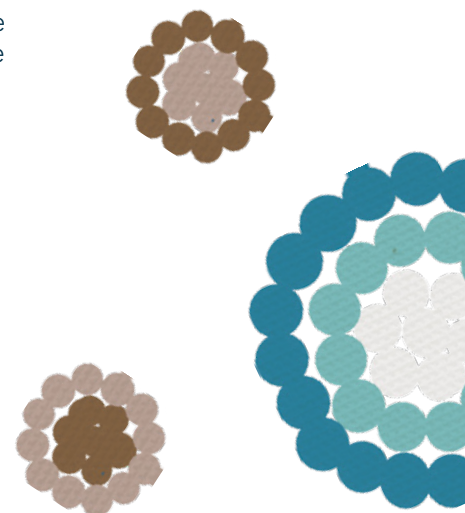
The preservation and protection of cultural knowledge is critical to the legacy of the world's oldest living culture. But so is the equitable playing field that every Australian should be afforded. We need to move the dial on both to truly achieve reconciliation and we view our RAP as one piece of this complex puzzle.

Thank you to the Pilbara Minerals RAP Working Group who worked together to shape our RAP and thank you to our Aboriginal and Torres Strait Islander colleagues who actively share their knowledge and experiences with the business to help us all continue to learn and share in this journey together.

I encourage everyone to continue to be curious and open minded about cultural learning and appreciation, and to find ways to extend your knowledge so we can make a difference by bridging the gap together.

Dale Henderson

Managing Director and Chief Executive Officer
Pilbara Minerals

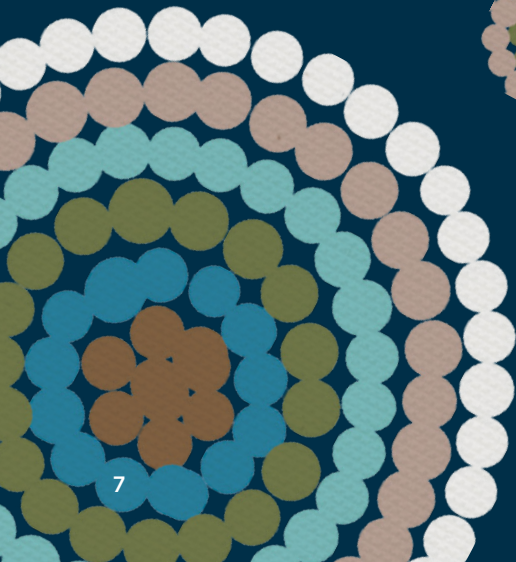
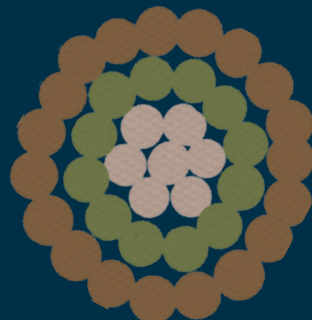
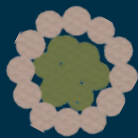
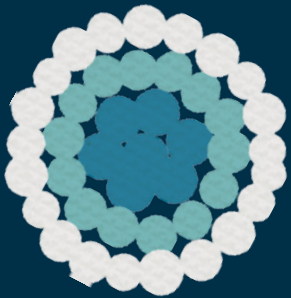


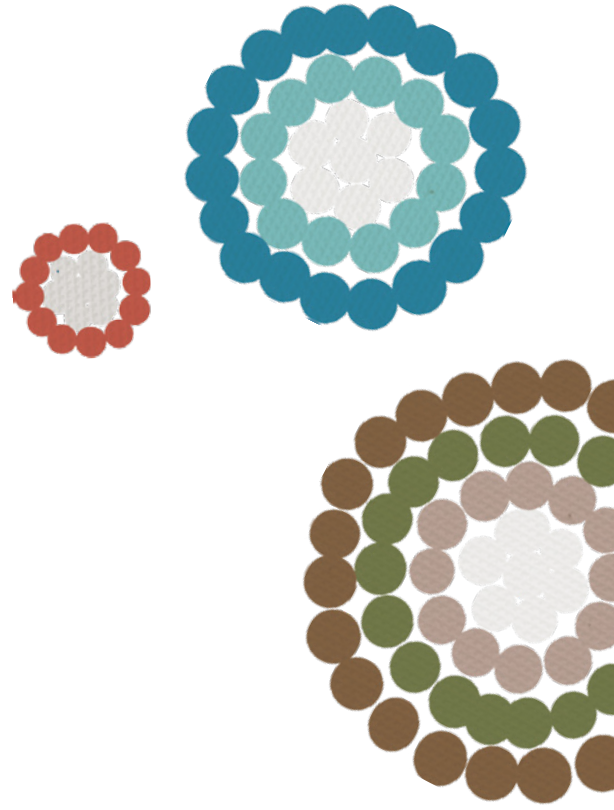
Our vision for reconciliation

Our vision for reconciliation is a future where the cultural knowledge and traditions of Australia's First Peoples are celebrated, valued and embraced by everyone.

Achieving reconciliation will be founded on a deep understanding and acknowledgement of past injustices across all generations.

A reconciled future means that any disparity of social and economic outcomes will no longer exist, and First Nations Peoples will have the same opportunities and life outcomes as all other Australians. Descendants of the world's oldest living cultures will be empowered to maintain a strong connection to Country and will be highly regarded keepers of knowledge and traditions.





Our business

Our purpose

Making the world a better place by enabling the global energy transformation.

Through conversations with our employees, the Pilbara Purpose was born. It is our foundation and what drives and inspires our team in their work every day.

This purpose is underpinned by "What We Stand For", expressed as six commitments which form the heart of our culture and guide how the team works together to achieve the Pilbara Purpose.

What we stand for

Great people

We are a proud team of talented and grounded people who value diversity and have each other's back.

Think, do, achieve

We are innovative and resourceful when solving problems, we go the extra mile to get the job done.

Safety matters

We take responsibility for maintaining a safe and healthy workplace so that everyone comes to work and goes home safe and well every day.

Valuing our partners

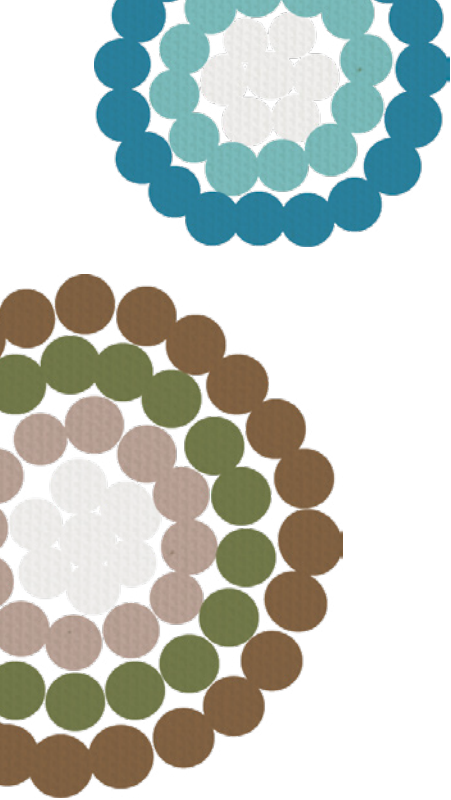
We know great things happen when we engage our broader team of contracting partners, customers and community.

Quality products

We produce and deliver a globally competitive, high-quality product to our customers.

Making a difference in the world

We are passionate about our contribution and strive to make a positive impact in our work and the communities we share.



Our operation

Pilbara Minerals operates the largest independently owned hard-rock lithium mine in the world. The Pilgangoora Operation is located in the resource-rich Pilbara region of Western Australia.

Our core business is exploration, mining and processing of hard-rock lithium to produce spodumene concentrate which is sold to lithium chemical converters.

Lithium is vital in the manufacture of batteries that power clean energy technologies such as electric vehicles and energy storage. These technologies are crucial to supporting the world's ambition to achieve net zero emissions.

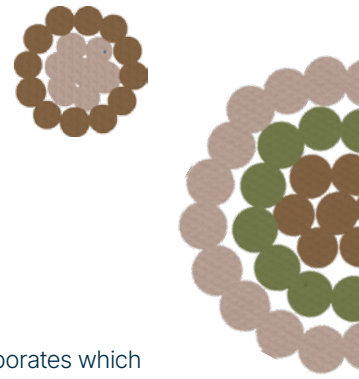
We are committed to sustainably managing the extraction and processing of the raw materials that are pivotal to driving this energy transformation. This includes responsible operations and ethical business practices that deliver economic returns for shareholders and create shared value in the community.

An important part of this commitment is ensuring all members of the community, including Aboriginal and Torres Strait Islander peoples, benefit from the social and economic opportunities that result from our operation through employment, community development support, and access to primary services such as health and education.

We directly employ more than 900 people and observed an increase in the representation of Aboriginal and Torres Strait Islander staff from 1.4% in June 2022 to 3% of the total workforce in January 2024.

[Pictured below] Photo of the Pilgangoora Operation, image by Christian Sprogoe.



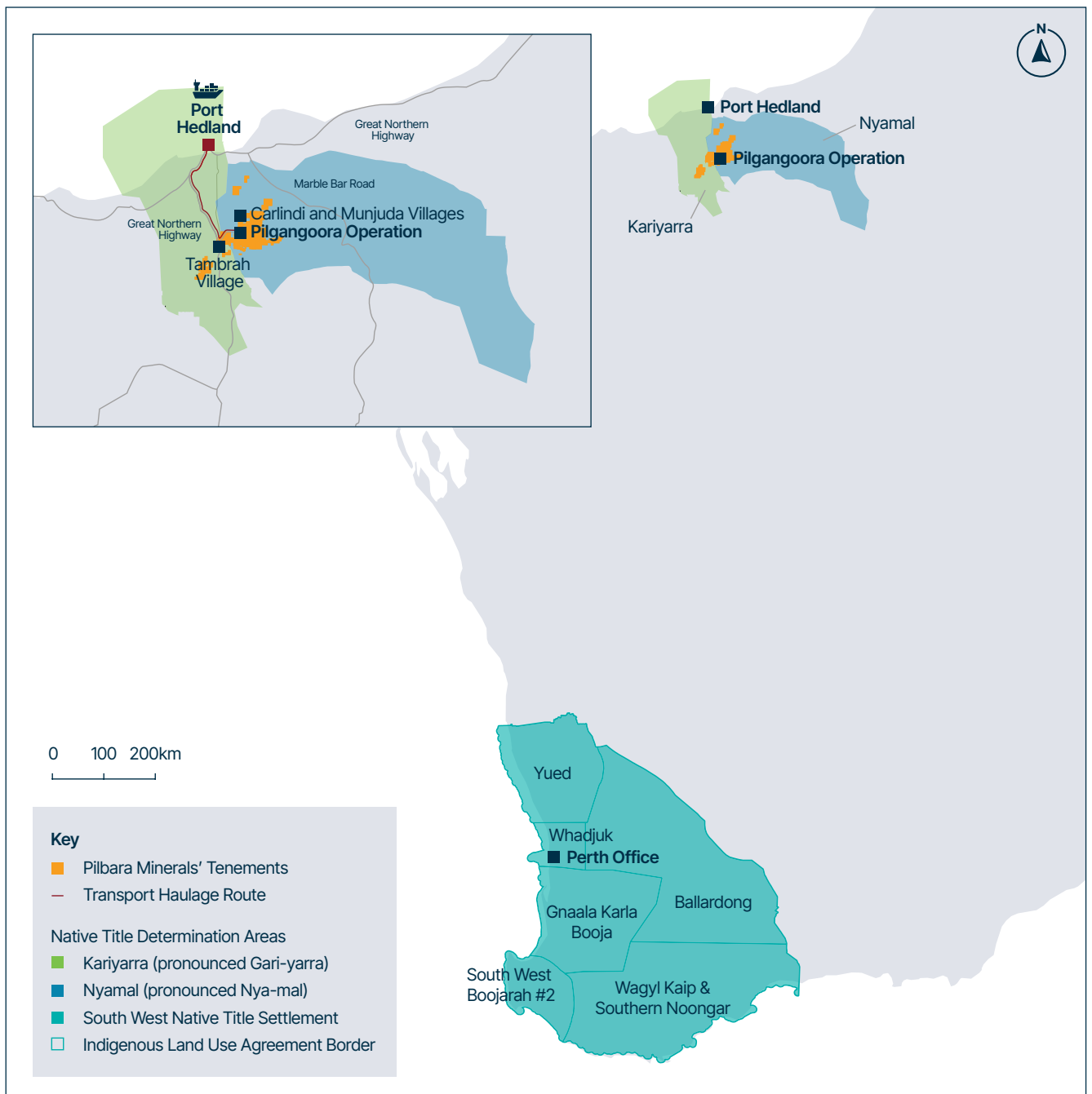


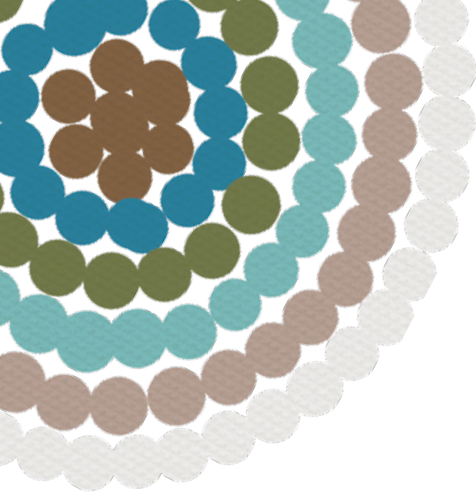
Native title

The Nyamal Aboriginal Corporation and Kariyarra Aboriginal Corporation are the Prescribed Body Corporates which administer the agreements between Pilbara Minerals and the two respective Traditional Owner groups.

We hold two Native Title Agreements, five Heritage Protection Agreements and two Infrastructure Agreements with Traditional Owners as part of our operating license. The agreements identify direct and indirect opportunities such as royalties, employment and contracting opportunities with the two Aboriginal Corporations.

Our corporate office is in the Perth metropolitan area where Whadjuk Noongar People are recognised as Traditional Owners. In 2021, the Noongar People and the Western Australian Government negotiated a comprehensive native title agreement, the South-West Settlement Agreement.





Traditional naming

We engaged with Nyamal People to identify names in language for locations at the Pilgangoora Operation including the two processing plants and village accommodation. This naming process is part of our commitment to honouring the cultural significance of the land on which our operation is located. It also presented an opportunity to improve understanding and respect for cultures through language. These names pay homage to the local cultures and, in particular, significant families and figures within Nyamal.



Pilgan Plant *(Pil-gan)*

Acknowledges the Nyamal name for the entire area which is known as Pilgangoora.



Ngungaju Plant *(Nuh-ga-ju)*

Means place of water in Nyamal language reflecting the region's water resources, characterised by creeks and spring beds.



Munjuda *(Mun-juh-dah)*

Is the Nyamal name for Biddy Norman, a Nyamal woman of the Pilgangoora area and matriarch of the Norman and Jumbo families.

Our second major accommodation village is located on Kariyarra Country. The camp was renamed following consultation with Traditional Owners.



Tambrah *(Tam-brah)*

The Traditional name of a nearby creek.

Four village accommodation blocks were named after local fauna:



Joodu

Snake



Warringpirna

Wedgetail eagle



Marloo

Kangaroo



Nyamela

Pink witchetty grub

[Pictured below] Photo of the Environment and Heritage Team undertaking monitoring at the Pilgangoora Operation, image by Christian Sprogøe.



Partnerships and current initiatives

We aim to create enduring and mutually beneficial relationships with our Traditional Owner partners and local communities surrounding the Pilgangoora Operation. This section provides an overview of existing activities that will be the foundation of our future efforts towards reconciliation.



Strelley Community School is located near the Pilgangoora Operation, photo by Christian Sprogoe.

Cultural awareness training

Cultural awareness training is considered a critical initiative to cultivate respect and a deeper understanding of Aboriginal and Torres Strait Islander cultures. Training is held on-site and at our Perth office for both employees and contractors.

Indigenous engagement strategy

Our Indigenous Engagement Strategy sets out our commitments to participation, procurement, employment, cultural heritage and community development to support meaningful engagement with Aboriginal and Torres Strait Islander people. Engagement extends to a range of stakeholders including the local community, Native Title Representative Bodies, associated Registered Native Title Body Corporates, Office of Registered Indigenous Corporations, Aboriginal Lands Trust and the Department of Planning, Lands and Heritage.

Targeted engagement strategies are developed for major projects such as the P680 and P1000 Expansion Projects.

Progress toward these strategic commitments is monitored against an internal register for ongoing evaluation and reporting. The strategy is reviewed annually and formalises the process for reporting, monitoring and communication with Traditional Owner groups.

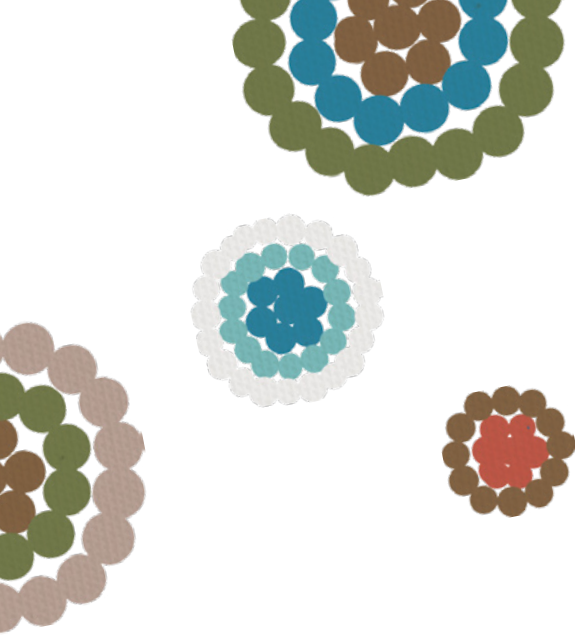
Business development and procurement

In the supply and procurement process, we aim to offer business opportunities to local suppliers, contractors, and businesses owned by Traditional Owners. Part of this process is early advice to the Nyamal and Kariyara Aboriginal Corporations about upcoming tender and contracting works packages.

In calendar year 2023, our total direct expenditure with Indigenous-owned businesses was \$27.4 million.

We actively work in partnership with businesses to ensure they are in the best position to competitively bid for work. In 2022, we engaged Nyamal business Marlu Resources to provide site security services. This contract has since grown to include pre-employment medical services. Pilbara Minerals was Marlu Resources' first major contract which underpinned the rapid growth and diversification of the business.

In 2023, we established a business development and growth pilot program to support Nyamal businesses. An Indigenous-owned business development consultancy has been engaged to provide support and mentoring to two Nyamal businesses located in Port Hedland to strengthen their business strategies and identify possible areas for growth and improvement. Expansion of the program to other businesses will be considered following an evaluation of the pilot once it concludes in May 2024.



Community investment

Contributing to the social and economic prosperity of the communities in which we operate is at the heart of our purpose to make a difference in the world. Part of this commitment is our Community Investment Framework that supports a range of initiatives in line with our focus areas of energy transition, community resilience and education.

In addition to financial commitments, we also extend in-kind support to neighbouring communities including Strelley and Yandeyarra. This includes site visits, provision of machinery and civil works support, or facilitating access to critical spares and contractors to support community infrastructure.



Image by Christian Sprogoe.



Image courtesy of Earbus.



Image courtesy of Shooting Stars.

Renewable Energy and Lithium Battery Project

Strelley Community

Installation of a renewable energy system at Strelley Community to minimise the reliance on diesel generators to power the community which reduces noise, cost and carbon impact.

East Pilbara Earbus Program

5-year partnership

Improving access to ear health services in regional and remote communities, targeting Aboriginal and Torres Strait Islander and at-risk children in areas such as Yandeyarra, Marble Bar, Nullagine, Strelley, and schools and daycares in South Hedland to help kids get well, hear well and learn well.

Shooting Stars

3-year partnership

We are supporting a 3-year program to strengthen the Shooting Stars program in Port Hedland (year 1) and appoint a Regional Program Support Officer to support the Pilbara and the Gascoyne regions (years 2 and 3).



Image courtesy of Teach Learn Grow.

Teach Learn Grow

5-year partnership

Bridging the education gap for children in Marble Bar, Yandeyarra, Strelley and Port Hedland by supporting the delivery of Teach, Learn, Grow, a tailored tutoring and mentoring program.



Image courtesy of Madalah.

Madalah

3-year partnership

We are supporting two scholarships for Aboriginal and Torres Strait Islander secondary students from the Pilbara for three years (Years 10, 11, and 12) to boarding schools in Perth.



Image by Pilbara Minerals.

Jilya Institute

We sponsored the Jilya Indigenous Suicide Prevention Gala in 2023 which raises funds to support Indigenous students studying psychology.



Image courtesy of Yandeyarra Community School.

Yandeyarra Community School

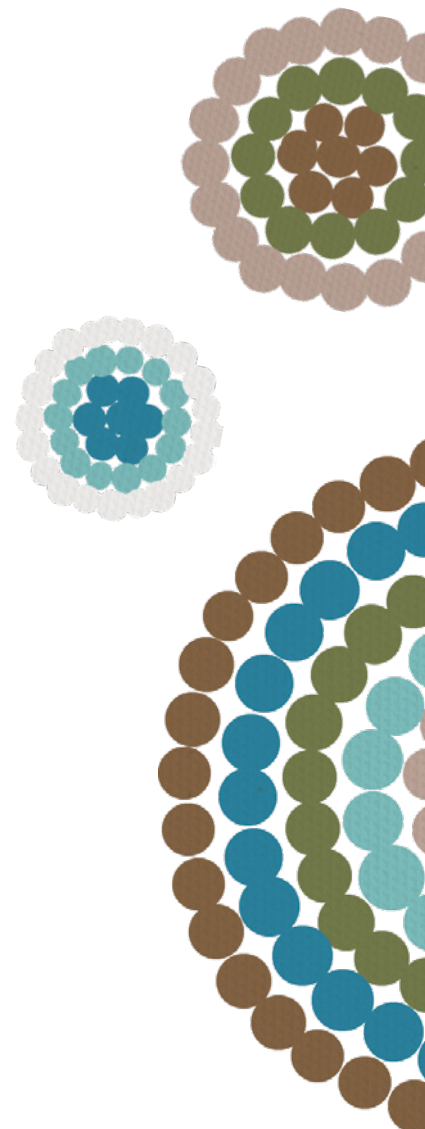
Supporting students at Yandeyarra Community School to choose books to build their home libraries through the Books in Homes program, and providing ongoing financial support to enable technology and infrastructure upgrades to the school.



2023 grant recipient Youth Involvement Council, image by Pilbara Minerals.

Community Grants Program

We launched our first round of community grants in 2023 including support for a project recording the stories and language of Aboriginal Elders in Port Hedland.

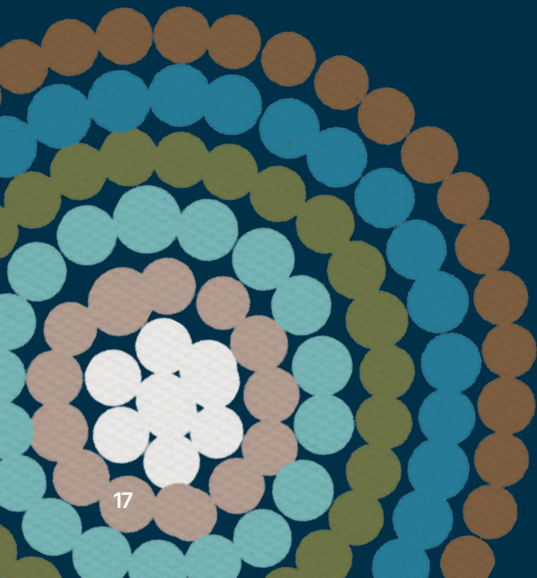
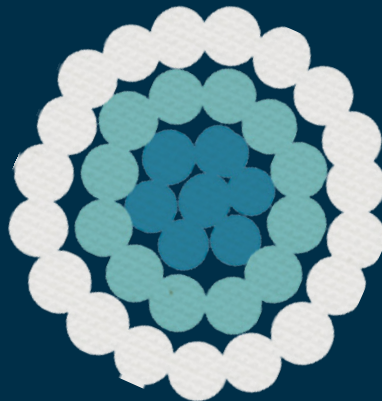
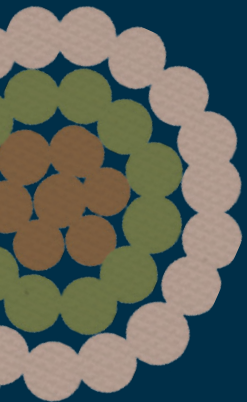


Our Reflect RAP

During the development and implementation of this RAP we actively reflected and evaluated the current state and set our vision and plan towards meaningful reconciliation.

As a mining company operating in remote Western Australia it is critical we protect Aboriginal and Torres Strait Islander peoples' cultures and histories for future generations and we do not cause further injustice to current generations.

Our reconciliation commitment includes continuous learning, sharing best practices, and inspiring collective progress. Together, we strive for a society where reconciliation is a lived reality, promoting understanding, equity, and unity for generations to come.



Reconciliation Working Group

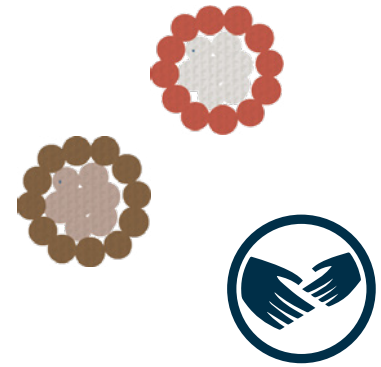
To facilitate the development of the RAP we established a RAP Working Group, including representation from Aboriginal and Torres Strait Islander employees. The working group will be formalised through 2024 and integrated into our decision-making processes, ensuring the effective implementation of our commitments.

The group comprised cross-functional representatives from various departments:

Chief Sustainability Officer (RAP Champion)	Principal Advisor, External Communication
Indigenous Relations Coordinator (RAP Chair)	Legal Counsel
Group Manager, Sustainability	Talent Acquisition Lead
Senior Sustainability Advisor	Training Supervisor
Group Manager, Contracts and Procurement	Training and Assessor
Facilities and Administration Superintendent	

[Pictured below] RAP Champion Chief Sustainability Officer Sandra McInnes with RAP Working Group Chair Harley Johnston.





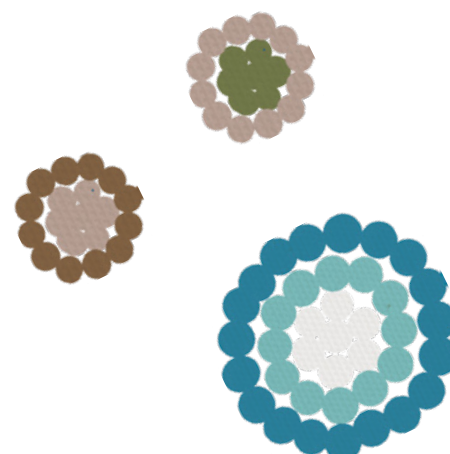
Relationships

Action	Deliverables	Responsibility	Timeframe
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.	Indigenous Relations Coordinator	August 2024
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Indigenous Relations Coordinator	August 2024
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff.	Senior Corporate Affairs Advisor	May 2024
	RAP Working Group members to participate in an external NRW event.	Indigenous Relations Coordinator	27 May - 3 June 2024
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	Principal Advisor, External Communication	27 May - 3 June 2024
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	Principal Advisor, External Communication	27 May - 3 June 2024
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	Group Manager, Contracts & Procurement	May - August 2024
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	Group Manager, Contracts and Procurement	May - August 2024
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	Legal Counsel	November 2024
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Talent Acquisition Lead	September 2024
	Raise awareness of company expectations on what constitutes appropriate behaviour in the workplace, including the negative impact of discriminatory and racist behaviours.	Human Resources Manager	March 2025
	Update the Company Code of Conduct to explicitly name racism as unacceptable behaviour.	Human Resources Manager	December 2024
	Raise awareness of discriminatory and racist behaviours through Safe and Respectful Behaviours training.	Human Resources Manager	March 2025

Respect



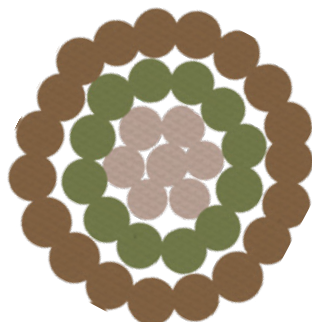
Action	Deliverables	Responsibility	Timeframe
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	Group Manager, Sustainability	October 2024
	Conduct a review of cultural learning needs within our organisation.	Training Supervisor	July 2024
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 areas.	General Manager Operations	February 2025
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Training Supervisor	February 2025
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.	Indigenous Relations Coordinator	June - July 2024
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	Principal Advisor, External Communication	June 2024
	RAP Working Group to participate in an external NAIDOC Week event.	Indigenous Relations Coordinator	First week of July, 2024



Opportunity



Action	Deliverables	Responsibility	Timeframe
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.	Talent Acquisition Lead	April 2025
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Talent Acquisition Lead	May 2025
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.	Group Manager, Contracts and Procurement	October 2024
	Investigate Supply Nation membership.	Group Manager, Contracts and Procurement	June 2024





Governance

Action	Deliverables	Responsibility	Timeframe
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	Chief Sustainability Officer	May 2024
	Draft a Terms of Reference for the RWG.	Group Manager, Sustainability	May 2024
	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Indigenous Relations Coordinator	May 2024
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Indigenous Relations Coordinator	May 2024
	Engage senior leaders in the delivery of RAP commitments.	Chief Sustainability Officer	June 2024
	Appoint a senior leader to champion our RAP internally.	Chief Executive Officer	May 2024
	Define appropriate systems and capability to track, measure and report on RAP commitments.	Group Manager, Sustainability	May 2024
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 important RAP correspondence.	Indigenous Relations Coordinator	June 2024, 2025
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	Indigenous Relations Coordinator	August 2024
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	Group Manager, Sustainability	September 2024
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Indigenous Relations Coordinator	April 2025



ACN: 112 425 788

ASX: PLS

For further information or to provide feedback on our Reconciliation Action Plan or diversity and inclusion at Pilbara Minerals Ltd contact:

Harley Johnston

Indigenous Relations Coordinator
RAP Working Group Chair

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