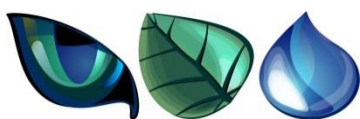


TNG LIMITED

MOUNT PEAKE PROJECT
INDIGENOUS COMMUNITY ENGAGEMENT AND
WORKFORCE MANAGEMENT STRATEGY
Wilora, Northern Territory

Prepared on behalf of TNG Limited by:



Animal Plant Mineral Pty Ltd



TNG003 – TNG Ltd – Mount Peake Project – Indigenous Community Engagement and Workforce Management Strategy

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EXECUTIVE SUMMARY

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1 INTRODUCTION

1.1 BACKGROUND

TNG Limited (TNG) is proposing to develop the Mount Peake Project (the Project) 235 km north-northwest of Alice Springs and 50 km west of the Stuart Highway in the Northern Territory.

The primary objective of the Project is to produce an intermediate feedstock (concentrate) for further processing to extract high value products.

The Mount Peake Project will comprise:

- Mining of a polymetallic ore body through an open-pit truck and shovel operation;
- Processing of the ore to produce a magnetite concentrate;
- Road haulage of the concentrate to a new railway siding and loadout facility on the Alice Springs to Darwin Railway near Adnera; and
- Rail transport of the concentrate to TNG's proposed Darwin processing plant located at Middle Arm, Darwin.

The Project will mine up to 9.4 million tonnes per annum (Mtpa) and following processing will produce up to 1.8 Mtpa of magnetite concentrate for shipping to Darwin via rail.

Consultation between Northern Territory Environmental Protection Authority (NTEPA) and TNG representatives in June and August 2017 highlighted the requirement for an Indigenous Community Engagement Strategy to demonstrate how communication between TNG and local Indigenous communities would take place.

The communication was required to extend to discussion around workforce management, including Indigenous recruitment and employment opportunities for local Aboriginal communities in partnership with TNG.

The Indigenous Community Engagement and Workforce Management Strategies are outlined below.

2 INDIGENOUS COMMUNITY ENGAGEMENT STRATEGY

The Indigenous Community Engagement Strategy (ICES) was developed to outline how local Indigenous communities are to be consulted, what matters they are to be consulted on and during which phase of the Project.

Objectives of the ICES are outlined below.

Objective 1: Identify organisations and individuals within local Indigenous communities and businesses, and establish relationships.

Strategies:

- Contact Traditional Owner representative organisations.
- Contact the Local Government of the Project Area to facilitate contact with relevant Indigenous community groups and organisations.
- Canvas local businesses.

Objective 2: Identify relevant consultation/discussion items.

Strategies:

- Through liaison, determine relevant areas of discussion including acknowledgement of Traditional Ownership, cultural heritage awareness, workforce opportunities, training requirements and resources available to assist achievement of community and Project objectives.

Objective 3: Schedule consultations to address items throughout the Project life.

Strategies:

- Develop a consultation schedule to be used throughout the Project.

Table 1 outlines relevant organisations and communities and constitutes the ICES. Further refinement of the ICES may occur throughout the Project life.

Table 1: Indigenous Community Engagement Strategy

Key Indigenous Community Stakeholders	Relevant Discussion/Consultation Items	Phase of Project for Consultation			
		Planning & Approvals	Construction	Operations	Closure
Central Land Council – For and on behalf of Traditional Owners	Results of archaeological surveys and management of cultural materials and sites	✓	✓	✓	✓
	Sacred Site Clearance Certificates	✓	✓		
	Aboriginal Areas Protection Authority	✓	✓		
	Workforce Management Strategy including: <ul style="list-style-type: none"> • Cultural Heritage awareness and inductions on site • Local Indigenous Employment • Suitable employment roles • Training available 	✓			
	Identifying opportunities for local businesses to supply the Project	✓	✓		
	Identifying partnership opportunities to maximise social benefits for local communities	✓			
Central Desert Regional Council on behalf of Wilora ILOC	Workforce Management Strategy including: <ul style="list-style-type: none"> • Local Indigenous Employment • Suitable employment roles • Training available 	✓	✓	✓	✓
	Identifying opportunities for local businesses to supply the Project	✓	✓		
	Identifying partnership opportunities to maximise social benefits for local communities	✓			
Central Desert Regional Council on behalf of Ti Tree Community	Workforce Management Strategy including: <ul style="list-style-type: none"> • Local Indigenous Employment • Suitable employment roles • Training available • Flight schedules for FIFO staff • Health Service Support and accommodation requirements during camp construction 	✓			
	Identifying opportunities for local businesses to supply the Project	✓	✓		
	Identifying partnership opportunities to maximise social benefits for local communities	✓			
Central Desert Regional Council on behalf of Barrow Creek Community	Workforce Management Strategy including: <ul style="list-style-type: none"> • Local Indigenous Employment • Suitable employment roles • Training available 	✓			
	Identifying opportunities for local businesses to supply the Project	✓			
	Identifying partnership opportunities to maximise social benefits for local communities	✓			

3 INDIGENOUS WORKFORCE MANAGEMENT STRATEGY

3.1 BACKGROUND

TNG's Indigenous Workforce Management Strategy (IWMS) aims to develop and deliver increased employment opportunities for local Aboriginal people in the vicinity of the Mount Peake Project.

The Strategy acknowledges that through improved engagement with Aboriginal communities and the provision of a culturally safe and respectful workplace, sustainable employment outcomes for Indigenous people can be achieved.

The key objectives of this strategy are improved accessibility leading to an increased Indigenous workforce; an increased knowledge and appreciation of Indigenous culture across the organisation; and improved relationships with external Indigenous organisations and local Aboriginal communities.

This Strategy provides clear and measurable actions to address these objectives. While the Strategy focuses predominantly on creating direct employment opportunities for Indigenous people, TNG recognises the increasing potential to engage with Indigenous owned and operated businesses to provide sub-contracting services, where appropriate. TNG also recognise that commercial engagement of Indigenous business can lead to increased employment opportunities for Indigenous people within those businesses.

3.2 OBJECTIVES AND STRATEGIES

Each objective is accompanied by a set of strategies, which outline how the objective will be achieved. Following this section is the IWMS Action Plan, which provides detailed actions and areas of responsibility for each objective and strategy.

Objective 1: Establish effective partnerships with local Indigenous Communities, businesses and other key stakeholders identified in the Indigenous Community Engagement Strategy.

Strategies:

- TNG to identify local Indigenous community groups and businesses;
 - Engage with relevant organisations and community groups to seek a way to further the objective of the Strategy.
- Identify potential sub-contracting opportunities (where relevant) for Aboriginal owned and operated businesses;
 - Investigate opportunities arising through tenders (i.e. subcontracting opportunities);
 - Profile local businesses to match skills, expertise and experience of local businesses with Project requirements where possible.
- Identify opportunities for TNG to contribute to and support activities and events in local Indigenous communities. For example;
 - NAIDOC Week events;
 - Sports carnivals;
 - School awards.

Objective 2: Increase attraction, recruitment and retention of Aboriginal employees.**Strategies:**

- Increase stakeholders' awareness of TNG's IWMS through implementation of the Indigenous Community Engagement Strategy outlined above, that promotes employment opportunities:
 - Promote employment opportunities to relevant community groups, businesses and employment and training services;
- Identify and attend Indigenous job expos, information sessions or careers days.
- Develop cultural and professional mentoring programs to support Indigenous employees and increase retention rates.
- Explore flexible workplace arrangements to support Indigenous employees' cultural and community commitments including exploration of a Cultural and Ceremonial Leave Policy.
- Through performance and development review processes, identify career development opportunities and training and learning needs for Indigenous employees.

Objective 3: Ensure TNG's workplaces are culturally safe spaces for Aboriginal people to work.**Strategies:**

- Develop and deliver an Indigenous cultural heritage induction package to all new employees which builds awareness of Aboriginal culture throughout the organisation.
- Provide coaching and mentoring to managers of Indigenous employees to build their cultural competency skills.

Objective 4: Ensure effective monitoring and evaluation of the Indigenous Workforce Management Strategy.**Strategies:**

- Develop an IWMS evaluation plan to enable effective monitoring and reporting;
 - Identify suitable metrics
 - Current number of Indigenous employees;
 - Number of external stakeholders engaged;
 - Number of staff that have completed Cultural Heritage training.
- Develop Action Plan identifying:
 - Key activities;
 - Required resources;
 - Key personnel and related responsibilities;
 - Metrics and success indicators;
 - Benchmark data;
 - Data sources.
- Report results in an Annual Report.

3.3 INDIGENOUS WORKFORCE MANAGEMENT STRATEGY - ACTION PLAN

An action plan has been developed in accordance with Objective 4 to assist with evaluation of the IWMS. This appears below as Table 2. The following key indicates the progress achieved for each action:

 Target met or improved upon	 Requires monitoring	 Immediate attention needed
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Table 2: Action Plan for the IWMS

Objective 1: Establish effective partnerships with local Indigenous Communities and businesses and other key stakeholders identified in the Indigenous Engagement Strategy.					
Activities	Resources Required*	Responsibility*	Timing	Performance Indicators	Progress
TNG to identify local Indigenous community groups and businesses	To Be advised (TBA)	TBA	Planning and approvals Ongoing	Relevant groups, organisations or businesses from each of the local Indigenous communities identified and met and consulted.	<div style="display: flex; justify-content: space-between;"><div style="width: 33%; background-color: #90EE90;"></div><div style="width: 33%; background-color: #FFD700;"></div><div style="width: 33%; background-color: #FF0000;"></div></div>
Identify potential sub-contracting opportunities (where relevant) for Aboriginal owned and operated businesses	TBA	TBA	Ongoing	Sub-contracting opportunities for Indigenous businesses have been identified.	<div style="display: flex; justify-content: space-between;"><div style="width: 33%; background-color: #90EE90;"></div><div style="width: 33%; background-color: #FFD700;"></div><div style="width: 33%; background-color: #FF0000;"></div></div>
Identify opportunities for TNG to contribute to and support activities and events in local Indigenous communities	TBA	TBA	Ongoing	TNG have participated and contributed to at least one cultural event per annum.	<div style="display: flex; justify-content: space-between;"><div style="width: 33%; background-color: #90EE90;"></div><div style="width: 33%; background-color: #FFD700;"></div><div style="width: 33%; background-color: #FF0000;"></div></div>

Objective 2: Increase attraction, recruitment and retention of Aboriginal employees.					
Activities	Resources Required	Responsibility	Timing	Performance Indicators	Progress
Identify suitable roles for Indigenous employees and actively seek to recruit Indigenous personnel for these roles.	TBA	TBA	Planning and Approvals Ongoing	At least 5% of the workforce are Indigenous, with a target of 15%.	<div style="display: flex; justify-content: space-between;"><div style="width: 33%; background-color: #90EE90; height: 20px;"></div><div style="width: 33%; background-color: #FFD700; height: 20px;"></div><div style="width: 33%; background-color: #FF0000; height: 20px;"></div></div>
Identify and attend Indigenous job expos, information sessions or careers days.	TBA	TBA	Planning and Approvals Ongoing	Attended at least one Indigenous jobs expo, information session or careers days.	<div style="display: flex; justify-content: space-between;"><div style="width: 33%; background-color: #90EE90; height: 20px;"></div><div style="width: 33%; background-color: #FFD700; height: 20px;"></div><div style="width: 33%; background-color: #FF0000; height: 20px;"></div></div>
Develop cultural and professional mentoring programs to support Indigenous employees and increase retention rates.	TBA	TBA	Planning and Approvals	Mentoring program developed and implemented.	<div style="display: flex; justify-content: space-between;"><div style="width: 33%; background-color: #90EE90; height: 20px;"></div><div style="width: 33%; background-color: #FFD700; height: 20px;"></div><div style="width: 33%; background-color: #FF0000; height: 20px;"></div></div>
Explore flexible workplace arrangements to support Indigenous employees' cultural and community commitments, including exploration of a Cultural and Ceremonial Leave Policy.	TBA	TBA	Planning and approvals	Provide a reasoned discussion on Cultural leave and develop a response.	<div style="display: flex; justify-content: space-between;"><div style="width: 33%; background-color: #90EE90; height: 20px;"></div><div style="width: 33%; background-color: #FFD700; height: 20px;"></div><div style="width: 33%; background-color: #FF0000; height: 20px;"></div></div>
Through a Performance and Development review process, identify career	TBA	TBA	Ongoing	Annual Performance and Development reviews conducted for Indigenous staff.	<div style="display: flex; justify-content: space-between;"><div style="width: 33%; background-color: #90EE90; height: 20px;"></div><div style="width: 33%; background-color: #FFD700; height: 20px;"></div><div style="width: 33%; background-color: #FF0000; height: 20px;"></div></div>

development opportunities, training and learning needs for Indigenous employees.								
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Objective 3: Ensure TNG’s workplaces are culturally safe spaces for Aboriginal people to work.

Activities	Resources Required	Responsibility	Timing	Performance Indicators	Progress
Develop and deliver an Indigenous cultural heritage induction package to all new employees which builds awareness of Aboriginal culture throughout the organisation.	TBA	TBA	Ongoing	All staff inducted in Cultural heritage awareness within 12 weeks from commencement of employment.	
Provide coaching and mentoring to managers of Indigenous employees to build their cultural competency skills.	TBA	TBA	Ongoing	Mentors and coaches identified and appointed.	

Objective 4: Ensure effective monitoring and evaluation of the Indigenous Workforce Management Strategy.

Activities	Resources Required	Responsibility	Timing	Performance Indicators	Progress
Develop an IWMS evaluation plan to enable effective monitoring and reporting	TBA	TBA	Planning and approvals and ongoing	Report on metrics including Current number of Indigenous employees; Number of external stakeholders engaged; Number of staff that have completed Cultural Heritage training.	

Annual reporting on implementation of the actions in the IWMS Action Plan	TBA	TBA	Annually	Annual report finalised and provided to key stakeholders.			
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* The IWMS Action Plan is a dynamic document; the Resources Required to affect this Plan, along with identification of the Responsible party, will be addressed as the Mount Peake Project progresses through the approval and developmental stages.