

Innovate

Reconciliation Action Plan

September 2026 – September 2028



Acknowledgement of Country

Sandvik acknowledges with deep respect the Turrbal and Yuggera peoples as the Traditional Custodians of the lands where our Australian head office is located in Milton, Meanjin (Brisbane).

We acknowledge all Aboriginal and Torres Strait Islander peoples across Australia and honour their enduring knowledges, languages, histories, and cultures, which have continued for at least 65,000 years. We pay our respects to Elders past, present, and emerging, recognising them as the custodians of Country and the holders of knowledge, memories, stories, and traditions. We acknowledge the ongoing and vital role of Traditional Custodians in caring for Country and sustaining it for future generations, and we recognise that sovereignty was never ceded.

Our vision for reconciliation is an Australia that values unity between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians, accepts the historical truths of this country and recognises their ongoing effects, so that we can create a culture of equality and equity through positive race relations.

For our organisation, we want demonstrate institutional integrity through the creation and support of employment and procurement opportunities for First Nations Australians and learning opportunities for our non-Indigenous employees to enhance their knowledge, respect and understanding of First Nations peoples, culture and communities. This will enable us to create a workplace that is culturally safe and become an Employer of Choice for First Nations Australians.



Professor Simon Forrest performs a smoking ceremony to our employees at our Perth site in 2021

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Terminology in this Reconciliation Action Plan (RAP)

Sandvik may use the terms First Nations, Indigenous and Aboriginal and Torres Strait Islander interchangeably. Traditional Owners or Cultural Knowledge Holders means the persons with connection to country, acknowledged rights and interests in the land and sea granted under traditional law and customs, who carry an ongoing obligation to look after country. Sandvik recognises that all First Nations peoples have an inherent connection to Country, so the term Traditional Owners is used here to differentiate those Aboriginal and Torres Strait people who have a specific connection to the country where Sandvik and its customers operates. Sandvik acknowledges and respects that terms preferred in different jurisdictions and locations may vary.

Aboriginal and Torres Strait Islander people should be aware that this document may contain images or names of people who have since passed away.



Opening messages



I am proud to introduce Sandvik's Innovate Reconciliation Action Plan 2026 – 2028, marking an important next chapter in a reconciliation journey that began almost a decade ago. Since first formalising our commitment in 2016, we have continued to deepen our understanding of reconciliation and strengthen the way we listen, learn and act alongside Aboriginal and Torres Strait Islander peoples.

As a business with a long-standing presence in Australia, we recognise that we have both an opportunity and a responsibility to contribute meaningfully to reconciliation. For Sandvik, this is not simply about meeting expectations. It is about building respectful relationships, growing understanding, and creating tangible social and economic opportunities for Aboriginal and Torres Strait Islander peoples, communities and businesses.

This RAP represents a significant step forward for our business, bringing Ground Support into a shared commitment and strengthening our collective approach across Sandvik. It reflects our ambition to work more closely together, be more consistent in how we show up, and increase our impact through shared learning, accountability and action. By doing so, we are better placed to foster culturally safe and inclusive workplaces, create stronger First Nations employment and development pathways, and deepen our engagement with Indigenous-owned businesses.

Our Innovate RAP challenges us to go further to embed reconciliation more deeply into how we lead, how we make decisions, and how we work with our partners, customers and communities. It calls on us to turn intention into action and to ensure our commitment is reflected not only in what we say, but in what we do.

I am confident in our ability to deliver on the commitments in this plan and to make a meaningful contribution to the social and economic wellbeing of First Nations Australians.

Reconciliation is a shared responsibility. I encourage every Sandvik employee to engage with this RAP, reflect on the role they can play, and join us in creating lasting, positive change.

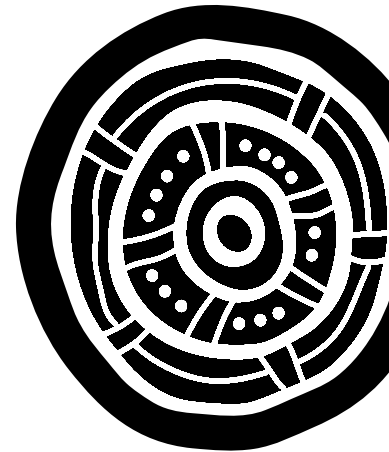
A handwritten signature in black ink, appearing to read 'Craig Johnston'.

Craig Johnston

Vice President - Sales Area Australia,
New Zealand and Papua New Guinea

Business area Mining





I am deeply honoured to lead our next Innovate Reconciliation Action Plan (RAP). As a proud Mununjahli Yugambeh woman, this work is held in both my heart and my hands – a personal calling and a professional responsibility that I embrace with humility and resolve.

In recent years, thoughtful leadership and the dedication of many across our organisation have helped us build relationships grounded in respect. Our progress has not always been swift, but it has been sincere and meaningful. We have listened, learned, and taken practical steps that make a real difference.

As we bring our Ground Support business into one shared plan, we will share our learnings, strengthen existing relationships, remain curious, and continue to test what works so better practice is embedded across Sandvik. My role is to guide our strategy, bring people together, and steward delivery, ensuring we make genuine progress and learn as one team.

As with each of our RAPs, we will centre First Nations voices, uphold cultural protocols and foster culturally safe ways of working. Guided by a First Nations Advisory Committee that will support our Steering Committee, RAP Champions and other working groups we will deliver, measure, and openly share our progress. We will continue to build cultural capability, deepen community partnerships, and grow opportunities through our supply chain and employment pathways.

I have seen how learning transforms conversations and choices. When we deepen our understanding of First Nations histories, protocols and customs, we speak with respect and collaborate genuinely, leading to better decisions and more meaningful outcomes for our people, customers and communities.

I am hopeful about what we will achieve together. Through honest conversations, hard work and shared accountability, we can deliver a RAP that is impactful, measurable and truly owned by all of us - one that deepens relationships within Sandvik and with the communities we are privileged to walk alongside.

I invite every colleague to take a first step: learn something new, listen with intent, and identify one practical way your team can walk alongside First Nations peoples in how you plan, purchase, engage or lead. Small, respectful actions taken consistently, are what will turn this plan from words into meaningful action.

Alice Currie

Social Performance Lead

Business Area Mining
Sales Area Australia, New Zealand and
Papua New Guinea

A statement from CEO of Reconciliation Australia



Reconciliation Australia commends Sandvik Australia on the formal endorsement of its third Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Sandvik Australia continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Sandvik Australia will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Sandvik Australia using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Sandvik Australia to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Sandvik Australia will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Sandvik Australia's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Sandvik Australia on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Walking Forward Together

This artwork tells the story of a shared journey; a journey of respect, partnership, and a collective commitment to create lasting change, reflecting Sandvik's vision for reconciliation.

At its heart is a meeting place, symbolising the coming together of people and teams with a shared purpose. Pathways extend outwards, illustrating the many connections between Sandvik and the people and communities it works with, reminding us that reconciliation is a journey we travel together.

Diversity of landscape is represented, as we acknowledge that every Sandvik workplace exists on Aboriginal and Torres Strait Islander Country. The representation of Sandvik's people shows a shared connection to one another, encapsulating its teams across Australia; teams that remain connected by a shared commitment to reconciliation, respect, and core values.

Also reflected is a commitment to supporting a more sustainable future, recognising that environmental responsibility is woven into everything Sandvik does and reinforcing a shared responsibility to protect the places in which we live and work for generations to come.

When brought together, these elements represent an organisation committed to creating positive outcomes for both people and Country, reminding us that meaningful change happens when we walk forward together.



About the artist

David Williams

David is a proud Wakka Wakka man and the Executive Director and founder of Gilimbaa. He is driven by a deep passion for harnessing the transformative power of creativity in order to amplify, celebrate, and educate wider Australia about Aboriginal culture.

Under his visionary leadership, Gilimbaa has become a trailblazing company, weaving First Nations stories into Australia's national fabric, while using a diverse range of artistic mediums and communication to foster connection and understanding across communities.

As a practicing artist, designer, and musician for over 20 years, David aims to shine a light on First Nations culture at home and overseas, leaving an indelible mark on public art, design, and cultural projects. He also contributes to Queensland's cultural landscape through his positions as Chairperson of the Indigenous Advisory Panel and Board of Trustees Member at Queensland Art Gallery and Gallery of Modern Art.



Our vision for reconciliation

At Sandvik, we share a clear and enduring vision for reconciliation: one grounded in respect, honesty and meaningful partnership. We envision an Australia where Aboriginal and Torres Strait Islander peoples are genuinely acknowledged, valued and heard; where the truths of the past are understood and accepted; and where equity and cultural safety are embedded in our workplaces and in the way we do business.

For us, reconciliation is about turning respect into action. It means creating real and lasting opportunities for First Nations peoples through:

- employment, development and leadership pathways
- strengthening sustainable procurement and partnerships with Aboriginal and Torres Strait Islander businesses; and
- fostering learning environments that deepen cultural understanding, allyship and shared accountability across our workforce

Central to this vision is building strong relationships with Traditional Custodians and Elders – relationships grounded in trust, consent and long-term commitment – and being transparent in how we measure and learn from our progress.

This vision supports Sandvik's Advancing to 2030 strategy by enabling high-performing, inclusive and culturally safe teams; driving sustainable growth through supplier diversity and local partnerships; and co-designing innovative solutions with communities to improve safety, productivity and environmental outcomes – with sustainability embedded in every decision we make.

By walking alongside First Nations peoples and communities, we aim to contribute meaningfully to a more reconciled Australia and to strengthen our role within the resources sector – becoming, in both practice and reputation, an employer and partner of choice.

Our business

Sandvik is a global engineering and technology company with more than 160 years of innovation and expertise. From its origins in advanced steel manufacturing to becoming a world leader in mining and infrastructure solutions, Sandvik develops equipment, tools, services and technology that help customers improve safety, productivity and sustainability. Today, Sandvik employs approximately 41,000 people worldwide, operates in more than 70 countries and generates annual revenues of approximately AUD 19 billion.

Within Australia, Sandvik Mining provides equipment, tools, parts, services and technical solutions to the mining and infrastructure sectors. Our offering spans rock drilling, rock cutting, loading and hauling, tunnelling, automation, digitalisation and aftermarket support. We work alongside our customers to deliver solutions that improve operational performance across a wide range of mining and construction environments.

Ground Support forms an important part of our Australian business, delivering products and services that enhance

underground safety and ground control in both hard – and soft-rock applications. Together, we are committed to contributing to safer, more productive operations across the resources sector.

While Sandvik Mining has been progressing its reconciliation journey through previous RAP commitments, from 2026 these efforts have been expanded to formally include the Ground Support business who previously had their own RAP when they operated as DSI Underground. The development of a single Innovate RAP reflects our commitment to embedding reconciliation consistently across our operations, strengthening our impact and creating greater opportunities for Aboriginal and Torres Strait Islander peoples through a coordinated national approach.

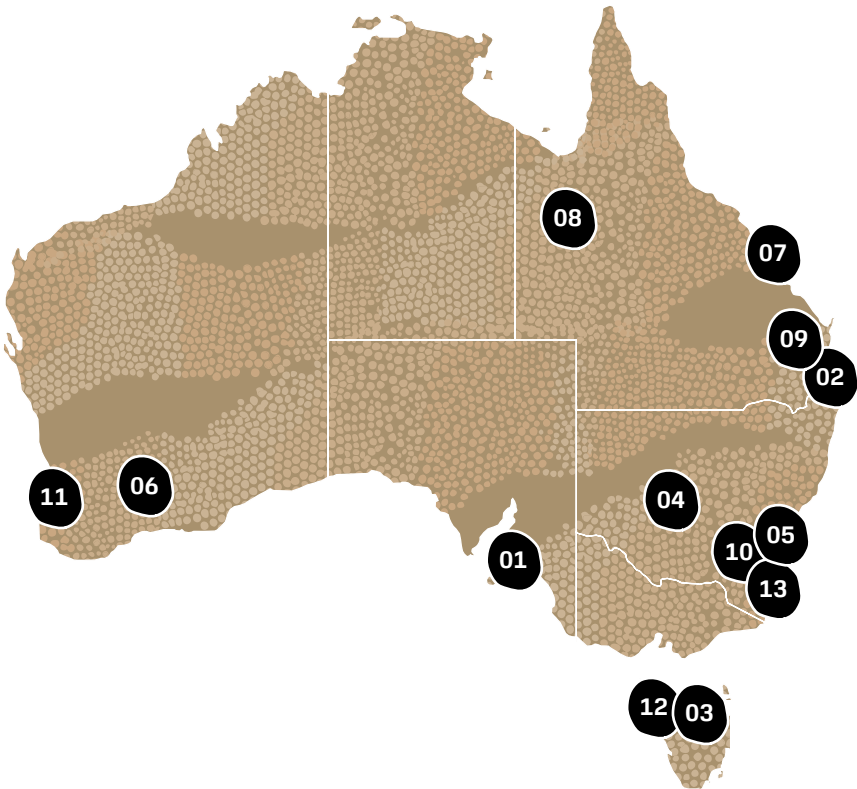
Across Australia, Sandvik Mining employs approximately 1,806 people across offices, warehouses, workshops and customer sites nationwide. At the conclusion of our previous RAP, Aboriginal and Torres Strait Islander representation across Sandvik Mining

was 2 per cent. Through this Innovate RAP, we remain focused on increasing and sustaining representation at 3 per cent through culturally safe employment pathways, retention initiatives, leadership opportunities and career development.

Our sphere of influence for reconciliation extends across both our internal and external stakeholders. Internally, this includes our employees, leaders, RAP Working Group, People and Culture, Procurement, Health, Safety and Environment teams, and the broader business. Externally, it includes our customers, Aboriginal and Torres Strait Islander businesses and suppliers, Traditional Owners, Elders and Cultural Knowledge Holders, community partners, co-tenants, newly acquired businesses integrated into Sandvik, and the communities in which we operate. Under this RAP, we seek to strengthen our collective contribution to reconciliation and ensure our decisions, partnerships, procurement practices and employment opportunities create meaningful and lasting outcomes.

Sandvik Mining and Ground Support manufacturing, workshop, offices and warehouses in Australia:

01	Adelaide	Kurna Country
02	Brisbane	Turrbal and Yuggera Country
03	Burnie	Muwinina Country
04	Cobar	Ngiyampaa Wangaaypuwan Country
05	Heatherbrae	Awabakal and Worimi Country
06	Kalgoorlie	Wongutha Country
07	Mackay	Yuwibara Country
08	Mount Isa	Kalkadoon Country
09	Narangba	Gubbi Gubbi Country
10	Orange	Wiradjuri Country
11	Perth	Noongar Whadjuck Country
12	Somerset	Peerapper Country
13	Sydney	Gadigal Country



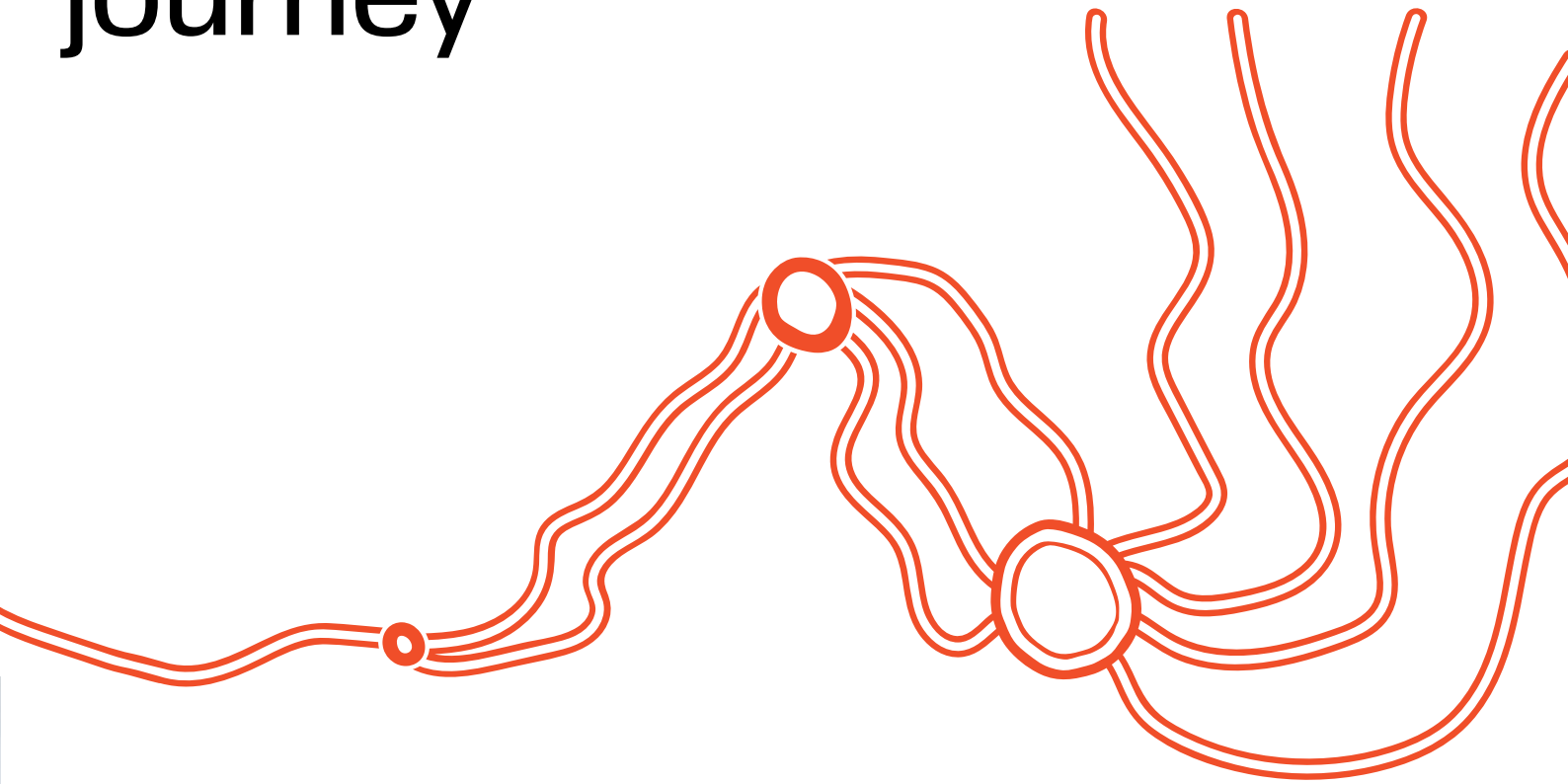


Sandvik employees attended a Welcome to Country Ceremony at our 2026 Kick-Off event at Sanctuary Cove, within the Yugambah Language Region



Sandvik employees coming together for the 2023 Innovate RAP launch at our Heatherbrae site on Worimi Country

Our reconciliation journey



Sandvik's formal reconciliation journey began in 2018 with the launch of first Reflect RAP, building on the foundations established through our 2016 T3 (Together Towards Tomorrow) project. Since then, we have delivered two Innovate RAPs (2020–2022 and 2023–2025) and continuously refined our approach in line with evolving expectations across our workplaces, communities and the wider operating environment.

Sandvik's Innovate RAP (2023–2025) was formally launched at Sandvik's Heatherbrae site in a significant event attended by around 150 employees. Worimi Elder Uncle John opened the occasion with a Welcome to Country, followed by a Traditional Dance and Smoking Ceremony by the Wongagee Dance Group. A highlight of the event was hearing from Leah Cummins, a proud Mayi woman and the artist behind Sandvik's RAP artwork, who spoke about her culture and the importance of fostering a shared sense of belonging. Leah has since sadly passed away, and we remember her contribution with great respect and gratitude.

DSI Underground, which is now a division within Sandvik Mining formally

commenced its reconciliation journey in 2024 with the launch of its inaugural Reflect Reconciliation Action Plan, a significant milestone also celebrated with employees at our Heatherbrae site. We were honoured to welcome Mikaela Cameron, the artist behind our RAP artwork, who joined us for the unveiling. We were also privileged to be joined by local Elder Uncle John, whose presence and cultural guidance helped mark the significance of the occasion.

Sandvik's latest RAP creates an opportunity to strengthen our collective approach to reconciliation, deepen how we listen and respond to First Nations voices, and work more consistently with the partners who guide us.

Our new Innovate RAP (2026–2028) aligns with Sandvik's Advancing to 2030 strategy and is supported by our Code of Conduct, Supplier Code of Conduct, and Aboriginal and Torres Strait Islander Procurement Strategy. The learnings from our previous RAPs have helped sharpen our focus and strengthen our ambition, while accelerating the practical work required to deliver meaningful, measurable outcomes at both a local and national level.

Sandvik employees and Shannon Ruska at the RAP Launch at our Virginia Workshop



In 2016, we established the Together Towards Tomorrow project, known as T3, strengthening our focus on community engagement and building meaningful relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations.

We launched our RAP across Australia, strengthened employee understanding of cultural protocols through learning and resources, and celebrated Hannah Bom's nomination for the 2018 Queensland Resources Council Indigenous Awards.

In September 2020, Sandvik launched its first Innovate RAP, strengthening employment pathways, removing procurement barriers and building employees' capability to deliver an Acknowledgement of Country respectfully, supported by a representative Reconciliation Steering Committee.

2016

2017

2018

2019

2020

2021

Taking an important step forward, we appointed Luana Sanders to lead community engagement and collaborated with artist Riki Salam and cultural contributors to create Creation Pathways. Our first Reflect RAP was endorsed in December 2017.

Our Creation Pathways artwork was selected by Brisbane City Council's Indigenous Art Program and displayed on the William Jolly Bridge during National Reconciliation Week. We continued strengthening employee awareness and our commitment to reconciliation.

We launched the First Nations Pathways Program, partnered with Yakeen Safety and Geared Up Culcha, and expanded employee learning through Mirri Mirri cultural awareness training.



Creation Pathways by Riki Salam. We are 27 Creative

Our Story by Dharung artist Mikaela Cameron (M.J Badagarang) with CEO Ground Support Derek Hird



Led by Social Performance Lead Alice Currie, we brought Mining and Ground Support together to develop one combined Innovate RAP. We engaged Jason Timor to support its development and proud Wakka Wakka artist David Williams to create the artwork.

Kate Bills, Melita Hegarty, Harry Hardy, Allen Bellew and Kylie Cook



Sandvik Ground Support launched its 2024 Reflect RAP and expanded cultural learning through First Nations book libraries and On Country experiences on Worimi Country. Our First Nations workforce representation reached 3.8% by the end of 2024.

We completed our first Innovate RAP with 90% of deliverables achieved and were awarded the 2021 Australian Mining Prospect Awards Indigenous Engagement Award, recognising our RAP progress and collaboration with Aboriginal-owned businesses.

2026

2025

Sandvik Mining and Ground Support, RAP workshop meeting



2022

2023

2024

We launched our second Innovate RAP on Worimi Country, featuring Change Through Time by proud Mayi artist Leah Cummins. That same year, we introduced Stronger Together mentoring and expanded our On Country learning experiences.



Change Through Time by Mayi artist Leah Cummins. Bunya Designs

We continued to strengthen our approach to reconciliation by turning learning into practical action across leadership and employment. Our Senior Leadership Team completed anti-racism training, 176 employees undertook virtual cultural awareness training, and 30 First Nations trainees participated in the First Nations Pathways Program, with three securing permanent full-time positions.

Our RAP development

Our commitment to reconciliation is focussed on creating a culturally safe workplace that values, empowers and respectfully includes First Nations Australians.

This Innovate Reconciliation Action Plan (RAP) brings Sandvik Mining and Ground Support together under one shared commitment. It is about building on the foundations that Sandvik has established through previous RAPs, while also creating space to learn from Ground Support and move forward as one team. We recognise that our businesses are at different stages of the reconciliation journey, and this plan is designed to bring us forward together, pacing activities so that everyone can participate meaningfully and sustainably in a combined RAP.

Our RAP has been shaped through joint internal consultation across both organisations, a review of outcomes from our previous RAPs, and workshops co-facilitated with an external RAP advisor, alongside input from First Nations colleagues and partners. Senior leaders from both businesses are actively sponsoring and championing the RAP to ensure it remains strategic, resourced and accountable.

Our RAP Sponsor is Kate Bills, General Manager – Sustainability, Marketing and Communications.

Executive sponsorship (champions)

- Craig Johnston Vice President Sales Area Australia and New Zealand, BA Mining
- Derek Hird Regional Chief Executive Officer Ground Support
- Kate Bills, General Manager – Sustainability, Marketing and Communications

Our Reconciliation Steering Committee members are:

- Alice Currie, Social Performance Lead
- People and Culture Manager
- Purchasing Manager
- Business Line Managers
- Key Account Managers
- Product Division Representatives
- Jason Timor, Managing Director (Stonecrab)

Note: Generic titles are used to represent equivalent roles across both business entities.



Our RAP governance

Effective governance is foundational to deliver our combined Sandvik Innovate RAP commitments. This involves transparent reporting on our RAP progress and clarity of who is accountable for what. We will use the four groups governance model, consistent with Reconciliation Australia's guidance on establishing an effective RAP Working Group (see: Establishing an effective RAP Working Group). Each group has a clear purpose and draws on defined roles rather than individual names.

Reconciliation Steering Committee (RSC) — Provide strategic oversight and leadership

The RSC brings together senior leaders from Sandvik Mining and Ground Support who can make decisions, allocate resources and remove barriers. Members are listed by generic titles to ensure parity across both organisations and continuity through role changes, and include: Social Performance Lead (Chair/Project Lead), People and Culture, Recruitment and Talent, Learning and Development / Employee Relations and Training, Indirect Purchasing, Sustainability, Marketing and Communications, Key Account Management, and Finance (with one representative from each organisation for paired roles). The Social Performance Lead coordinates delivery and reports progress to the RSC.

First Nations Advisory Committee — Cultural and community advice to the RSC

A group of First Nations advisors and internal First Nations representatives who provide independent, culturally informed advice on our plans, language and engagement. This committee guides respectful practice, ensures local contexts are considered across sites, and advises on protocols (e.g. Welcome to Country/Acknowledgement)

First Nations Employee Network

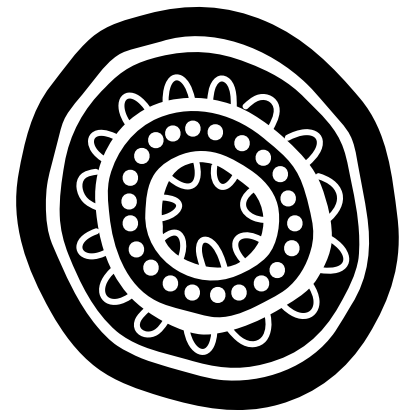
A First Nations Employee Network provides a culturally safe and supportive space for Aboriginal and Torres Strait Islander employees to connect, share experiences and contribute to meaningful change across the organisation. It helps strengthen inclusion, builds awareness and understanding, and ensures First Nations voices are represented in initiatives that support reconciliation, career development, cultural respect and employee wellbeing.

RAP Support Function Specialists — Non-hierarchical functional experts

A cross-functional network of role-based specialists who support RAP implementation across their domains. Members are listed by generic titles to reflect equivalent roles across Sandvik: People and Culture; Recruitment and Talent; Learning and Development / Employee Relations and Training; Indirect Purchasing; Sustainability, Marketing and Communications; HSE; Finance; IT. Each member is nominated as the operational contact for specific RAP deliverables and partners with the Social Performance Lead to track timelines, measures and continuous improvement.

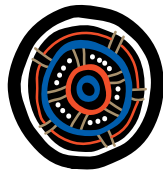
RAP Champions — Local advocacy and connection to community initiatives

Site based and function-based employees (e.g., Supervisors, Coordinators, Team Leaders) who promote RAP activities, help coordinate NRW/ NAIDOC participation, and strengthen relationships with local communities, suppliers and organisations.



Our core values

Our core values are the soul of the company. Our core values guide us in our actions and daily business decisions. Below you can learn more about what they mean for us as an organization and as individuals.



Winning together – Success is a team effort. With high ambition and the courage to challenge and prioritize, we continuously strive for success – winning together. We are stronger when we support and challenge each other, share knowledge, and work across teams, functions, borders, and with external partners.



Curiosity – Curiosity fuels innovation and progress. We challenge assumptions, explore new ideas, and have the courage to push boundaries. By staying open-minded and adaptable, we continue to lead and shape the future of our industry together.



Responsibility – We act with integrity, stay accountable and are committed to sustainability. Our decisions are grounded in ethical conduct, fairness, and responsibility. By owning our actions, we earn trust and contribute to long-term success.



Customer focus – Our customers' success is our success. We build strong relationships and focus on understanding their needs and identifying opportunities, to position ourselves as trusted partners. By listening, anticipating needs and delivering solutions that create real value – we place the customer at the center of everything we do.

Our learnings

First Nations Pathway Program

When we launched the First Nations Pathways Program in 2021, our goal was simple and practical: create a 12-month traineeship that felt culturally safe from day one and ended with real career options at Sandvik or beyond. Guided by Customer focus, we listened closely to trainees and hosting teams about what would set people up for success. We started with small, planned intakes and quickly learned that success begins before a trainee's first day. By mid-2023, we had formalised a structured onboarding rhythm: prestart briefings for hiring managers, cultural competency training ahead of each intake, and embedded prompts to keep every step clear and human. We also learned to design rotations with intention. Rather than leaving trainees in one place for too long, we mapped 3–4 rotations across areas like Service Coordination, Rock Tools, Finance and Business Control, Marketing, Sourcing and Warehousing, with Reception used only as an initial exposure point. That adjustment lifted confidence early and accelerated skill building later.

Across 2021–2025, 30+ trainees joined cohorts in Milton, Perth, Mt Isa, Heatherbrae and Newcastle, each working toward a Certificate III while building day-to-day capability in real teams. We set a predictable, steady cadence: monthly check-ins (roughly 12 touchpoints per trainee over the year), access to culturally safe Employee Assistance Program services when needed, and consistent mentoring through Mentorloop. In 2024, we strengthened that wraparound by aligning the program with our broader Stronger Together First Nations mentoring initiative, so trainees and early-career employees tap the same network of support as they transition to their next role.

The most important learning was about how we select and support people. Early on, we saw that conventional selection criteria risked overlooking potential, so we shifted to values and potential based assessment rather than seeking prior corporate experience. That shift, paired with managers completing cultural training before hosting a trainee, reflects our responsibility to create safer, more inclusive environments and stronger outcomes.

We also built feedback loops into every cohort. In the spirit of curiosity, practical insights from trainees (for example, how to pace Certificate III modules alongside rotation workloads) translated into adjustments for the very next intake. By late-2023, those loops were informing rotation length, buddying practices and clearer expectations for both trainees and teams.

Throughout the period, specialist providers including Shine People Solutions, MRAEL, Directions and Goals Indigenous Service (with Aboriginal Employment Strategy supporting early on) helped us find the right candidates, navigate preemployment steps, and provide cultural guidance and mentoring. That shared approach is another way we are winning together, helping keep the experience consistent even as sites and teams varied.

By December 2025, we could see the tangible effects with multiple Certificate III completions, broad skill development across Sandvik, and two former trainees holding permanent fulltime roles within Sandvik, with others stepping into opportunities outside our organisation. Just as importantly our managers grew their confidence to create culturally safe and inclusive environments for trainees. We saw clear evidence that culturally adapted recruitment, structured rotations, and predictable, culturally safe support are an achievable formula, and one we will continue to strengthen throughout our next RAP.



The way we learn – Cultural Learning Offerings

At Sandvik, learning on Country has become a defining way we deepen understanding of Aboriginal and Torres Strait Islander peoples, histories, cultures and connection to land. It sits at the heart of our Cultural Learning Strategy and reflects our commitment to a workplace that is culturally safe, respectful and informed. By partnering with Traditional Owners and First Nations organisations, our people learn first-hand – where stories live, so reconciliation is not abstract but grounded in place and relationship.

In 2024, that commitment came to life in Brisbane and Newcastle. Each On Country experience was designed as a full-day immersion, led by cultural authorities, to move beyond awareness and into lived understanding. On Worimi Country near Newcastle, in partnership with the Worimi Land Council, participants visited sites of cultural significance, heard local histories of colonisation and change, and gained deeper appreciation of Aboriginal society, customs and enduring connection to land. In Queensland, Elders guided employees through Cherbourg, a community shaped by forced removals and extraordinary

resilience. The day invited quiet reflection in places like the Boys' Dormitory and the Ration Shed, and time yarning with Elders to hear truth, strength and continuity in their voices.

We invited people who directly shape culturally safe environments and who arrived with shared foundations. Participation was open to managers with First Nations team members, mentors in the Stronger Together Program, employees who had completed the RAP eLearning modules and Mirri Mirri Cultural Awareness Training, and teams whose leaders recognised the value of attending. This pathway ensured the time on Country could go deeper and helped build a consistent cultural capability pipeline across the organisation.

The outcomes have been both personal and organisational. Participants returned with a clearer grasp of cultural protocols and a stronger understanding of the historical and ongoing impacts of colonisation. Many spoke of kinship and community lore not as concepts but as living structures that influence how we show up at work. Relationships with Traditional Owners, Elders and advisory groups were strengthened through reciprocity and respect. These experiences

also contributed directly to cultural learning targets for managers in our previous RAP and strengthened readiness to better support First Nations employees, projects and partnerships.

In 2025, at our Heatherbrae and Bennetts Green sites in Newcastle, we welcomed Theresa Dargin from Spiritual Waterways to share her knowledge of Aboriginal art and cultural practices. Through small, hands-on yarning circles, Theresa guided our staff in exploring the meaning behind common Aboriginal art symbols and how these symbols connect to storytelling, Country, and community.

She explained how different materials, patterns, and markings are traditionally used to record knowledge and communicate messages. Staff had the opportunity to experiment with these elements themselves and further yarn with Theresa.

Looking ahead, we will continue Country experiences across Australia and embed annual participation for management as part of the Cultural Safety stage. By putting our learnings into practice through strong prerequisites, community led design and wider access we will deepen respectful relationships with First Nations employees, suppliers and future projects.



Sandvik employees and Uncle Justin Ridgeway at Murrook Culture Centre attending an On Country learning experience 2026.

Participant Voice

“The On Country experience provided a powerful and grounding understanding of First Nations history. Hearing stories directly from Elders and visiting cultural sites brought a depth of learning no classroom session could have achieved.”

Participant Reflection

“The session challenged us to reflect deeply on our own roles in shaping an inclusive culture. It provided practical, actionable ways we as leaders can interrupt bias and champion a safer and more equitable environment.”



Through an immersive On-Country experience in Port Stephens, Sandvik employees explored significant Aboriginal cultural sites and learned from the Worimi knowledge holders who shared insights into the cultural, ecological and social significance of Country and the enduring connection between people, land and sea, 2026.

Racism Awareness and Anti-Racism Leadership Training

In 2025, Sandvik strengthened its commitment to cultural safety and reconciliation by delivering dedicated racism awareness and anti-racism training to the Senior Leadership Team (SLT). Senior leaders from HR, EHS, Sustainability, Marketing and Communications and other functions – those who set expectations and shape culture – took part. The tailored virtual workshop explored how racism – overt and systemic – shows up in language, systems and everyday decisions, and equipped leaders to recognise harm, use respectful terminology, interrupt bias in the moment and embed anti-racism in governance and people processes. Anchored in our Diversity, Equity and Inclusion (DEI) strategy and RAP learning roadmap, the session reinforced and extended our broader commitments.

Since then, senior-level conversations have become more explicit and practical about anti-racism, with clearer alignment to RAP implementation and a stronger emphasis on cultural safety in decisions and behaviours. The training sits within our Cultural Learning Journey: it builds on foundational RAP eLearning and cultural awareness offerings and feeds into leadership pathways and governance. The roadmap sets expectations for continuous

capability (not one-off training), consistent respectful terminology, and ongoing co-design with community via our First Nations advisory and RAP governance structures – so learning remains authentic, locally grounded and accountable.

Looking ahead, we will embed anti-racism throughout the Cultural Learning Roadmap for the 2026–2028 RAP, continue to hold managers to cultural capability expectations—including deeper understanding of racism and its impacts – and tighten alignment with our DEI Strategy while broadening partnerships with First Nations cultural educators. In doing so, we keep learning with Curiosity and deliver on our commitments with Responsibility, strengthening relationships with our people, partners and customers.

Launching our First Nations book library

We launched our First Nations Book Library, giving staff the opportunity to borrow books and continue their learning at home. The library was introduced across three of our larger sites and features a selection of fiction, non-fiction, historical works, and children’s storybooks by First Nations authors and creators.

Children’s books have been particularly popular, with staff borrowing them to read with their families and spark conversations about Aboriginal and Torres Strait Islander cultures at home.



First Nations Library was launched at our Heatherbrae site in 2024 supporting employees ongoing cultural learning.

The way we spend

At Sandvik, the way we spend is a practical lever for reconciliation. Our procurement approach is anchored by the Supplier Code of Conduct, which every supplier signs during onboarding, and guided by our Aboriginal and Torres Strait Islander Procurement Strategy alongside our Procurement Policy and Procedure.

Together, these frameworks shape day today decisions so that purchasing delivers commercial value while creating meaningful opportunities for First Nations businesses.

With our Supply Nation membership now in place, we are building a stronger pipeline of prospective partners. We're using portal notifications to identify suppliers, providing additional training to our teams, and working with Indirect Purchasing (IDP) Account Managers from the outset

so potential First Nations suppliers are considered as onboarding requests arise. Attendance at Supply Nation Connect has been requested for 2026 to deepen market insight and relationships. We recognise that broadening our pool of First Nations suppliers is essential to increasing our spend, and we expect membership to open further opportunities.

We've also listened to suppliers about the onboarding experience. To make it simpler and more supportive, we introduced step-by-step instructions with images and offer an initial walkthrough call before setup begins. Internally, we provide ongoing training for the IDP Operations team and monitor our vendor master data to keep the process consistent and reliable. Regular IDP team meetings now focus on supplier onboarding momentum, and we use the Supply Nation database to connect with

new businesses and explore opportunities where they arise by step instructions with images and offer an initial walkthrough call before setup begins. Internally, we provide ongoing training for the IDP Operations team and monitor our vendor master data to keep the process consistent and reliable. Regular IDP team meetings now focus on supplier onboarding momentum, and we use the Supply Nation database to connect with new businesses and explore opportunities where they arise.

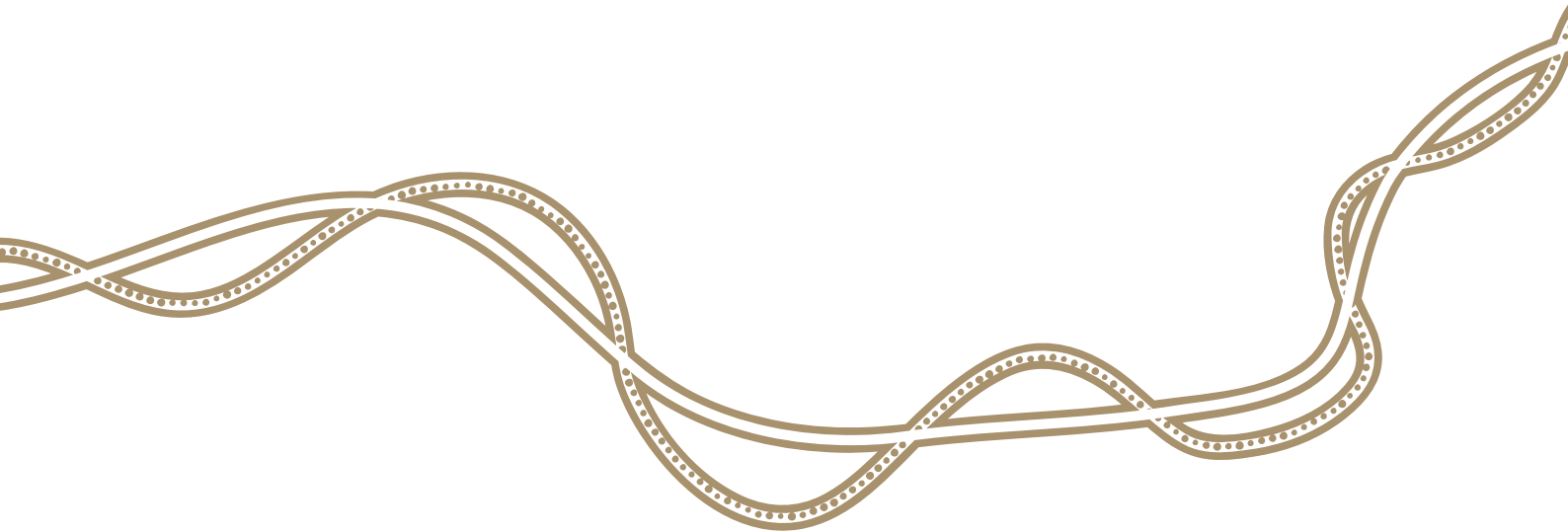
While scheduling and systems steps can extend timelines, these changes are helping us move faster and partner better. The result is a more accessible, transparent and outcome focused way of buying—one that strengthens First Nations participation in our supply chain and reflects the intent of our Innovate RAP.



Alice Currie and the team from Figjam Co. L Jacob Davidson, Alice Currie, Kein Blackman, Abbey Davidson and Chris Bateman R

In 2025 Indirect Purchasing Manager ANZ Dan Shepherd and Alice Currie yarning with Birrunga Wiradyuri of Birrunga Gallery.

Our achievements



First Nations employment

When we launched our second Innovate RAP in May 2023, we set an achievable target to sustain 4% First Nations employment, starting from around 3.4% representation. During the period, we strengthened the system that enables progress by embedding culturally safe interviews and onboarding, requiring manager cultural training for hosting teams, and improving how we identify and support First Nations employees through Workday and Onboarded. We also introduced On Country learning and, following a 2024 pilot, launched the Stronger Together mentoring network to provide consistent support across cohorts and sites, alongside expanded cultural learning offerings.

By 2024, representation peaked at 4.2% and the year closed at 3.8%. By December 2025, we finished the RAP period at 2.7% - below target and a reminder that sustaining gains requires disciplined conversion and retention as well as attraction. Across the period, 30+ trainees participated in the First Nations Pathways Program across Milton, Perth, Mt Isa, Heatherbrae and Newcastle; two former trainees moved into permanent full-time roles within Sandvik, and a further trainee in Perth transitioned into a fixed term role in 2025, with

others progressing into opportunities outside our organisation. Taken together, these changes and the traineeship pipeline give us a practical, repeatable playbook to stabilise, sustain and lift representation in the next RAP cycle.

Sustaining Cultural Capability

Throughout our previous Innovate RAP (2023–2025), Sandvik sustained a dual learning pathway. Throughout webinars and toolbox presentation we promoted the RAP eLearning modules to all new and current employees and continued our partnership with Mirri Mirri Productions to deliver external cultural awareness training. Over this period, Mirri Mirri facilitated 7 virtual sessions attended by 176 self-enrolled employees complementing our eLearning and lifting baseline cultural capability across sites nationally.

Major Supplier Agreement

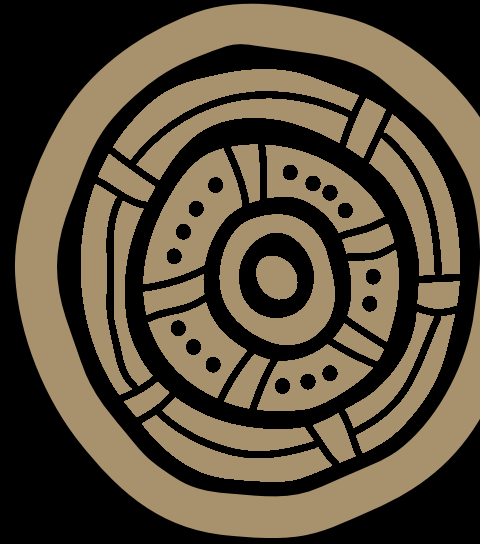
We aimed to deepen our partnership with First Nations enterprise through a national agreement with KENJARHY QUAD PTY LTD T/as Quad Services. Supported onboarding and a clearly defined scope saw our Heatherbrae site transition to Quad for onsite cleaning and, as trust and performance grew, extend to security. Australian owned and operating

since 1972 across Australia and New Zealand, Quad is now positioned to service multiple locations in our facilities footprint, with new opportunities to quote as agreements come up for renewal. The relationship delivers consistent standards for Sandvik while creating sustained, scalable work for a First Nations supplier in how we choose to buy, and support owned and operating since 1972 across Australia and New Zealand, Quad is now positioned to service multiple locations in our facilities footprint, with new opportunities to quote as agreements come up for renewal. The relationship delivers consistent standards for Sandvik while creating sustained, scalable work for a First Nations supplier in how we choose to buy, and support.

This momentum also shaped everyday procurement on site at Heatherbrae, where we onboarded local First Nations caterer Dolly's Takeaway. Dolly's now is the preferred supplier for all site catering orders and a spend for 2025 spend exceeding \$32,000. It's a practical outcome born from curiosity to seek local capability and broadening scope where value is clear while strengthening a small business in the community. Together, these steps deepen our relationships with First Nations businesses while supporting sustainable, community strengthening enterprises that build intergenerational economic prosperity.

Our RAP commitments

Relationships



Strong relationships between Aboriginal and Torres Strait Islander peoples and other Australians are fundamental to how Sandvik Mining operates and creates value. As we move into our third Innovate RAP, we are deepening those relationships from good intent to accountable practice connecting people across our sites and communities, sharing experiences that build understanding, and strengthening the governance that makes our engagement consistent, transparent and guided by First Nations leadership. Through open, two-way communication with Traditional Custodians, Elders and First Nations organisations, we aim for partnerships that are respectful, sustainable and mutually beneficial so our presence in community is grounded in trust and reciprocity.

These relationships shape how we work every day: we show up as one team, stay curious and listen, act responsibly and with integrity, and keep people and communities at the centre of our decisions.

In practice, this includes co-designing engagement plans, celebrating and learning together during National Reconciliation Week, creating culturally safe pathways into employment and supply chains, and holding ourselves to the outcomes we commit to. By partnering for the long term, we contribute to economic participation and self-determination while strengthening Sandvik's role in the regions where we operate.

Our Relationships pillar directly supports our Advancing to 2030 Strategy it empowers high-performing teams through culturally safe workplaces; drives growth and delivers efficiency through local partnerships and supplier diversity; accelerates digital and sparks innovation by learning with communities; and embeds sustainability and responsibility in everyday decisions. In short, strong relationships are not a side activity they are how we advance reconciliation through our core business.

Action	Deliverable	Timeline	Responsibility
01 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local First Nations stakeholders and organisations to develop guiding principles for future engagement.	Feb 2027 Feb 2028	Social Performance Lead
	Review, update and implement engagement plan which works with First Nations Australian stakeholders and organisations.	Mar 2027 Mar 2028	Social Performance Lead
02 Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2027 May 2028	Social Performance Lead
	Communicate events for NRW to internal staff.	May 2027 May 2028	Social Performance Lead
	Register all our NRW events on Reconciliation Australia's NRW website.	27 May– 3 June, [2027, 2028]	Social Performance Lead
	Extend an invitation to local First Nations Australians in respective site locations to share their reconciliation experiences or stories.	May 2027 May 2028	RAP Champions and Social Performance Lead
	Organise at least one NRW event each year.	27 May– 3 June, [2027, 2028]	Social Performance Lead and RAP Champions
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May– 3 June, [2027, 2028]	GM Sustainability, Marketing and Communications, Business Line Managers
03 Promote reconciliation through our sphere of influence.	Update the eLearning of Sandvik's Innovate RAP 2026-2028 that can be viewed at any time through Workday and/or Sandvik's intranet.	Nov 2026	Social Performance Lead
	Create the eLearning to explain new RAP artwork.	Nov 2026	Social Performance Lead
	Develop and implement an Employee engagement strategy to raise awareness of reconciliation across our workforce.	Jan 2027	Social Performance Lead
	Communicate our commitment to reconciliation on Sandvik's internal and external channels in relation to our launch, NRW and NAIDOC week.	Sept 2028 Jul 2027 Jul 2028	Vice President, Regional Chief Executive Officer, GM Sustainability, Marketing and Communications and Social Performance Lead
	Engage with external partners, including customers, to leverage collaboration on First Nations initiatives.	Dec 2026 Dec 2027 Aug 2028	GM Sustainability, Marketing and Communications
	Identify, engage and build relationships with external partners, including customers, to support and collaborate on First Nations initiatives, while communicating Sandvik's commitment to reconciliation across our organisation.	Dec 2026 Dec 2027 Aug 2028	Vice President, Regional Chief Executive Officer, GM Sustainability, Marketing and Communications, and Social Performance Lead
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Jun 2028	Social Performance Lead, RAP Champions

Action	Deliverable	Timeline	Responsibility
03 Promote reconciliation through our sphere of influence. Continued	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Jun 2028	GM Sustainability, Marketing and Communications, Business Line Managers, Key Account Managers and Product Division Representatives
04 Promote positive race relations through anti-discrimination strategies.	Undertake a review of HR policies and procedures to identify current anti-discrimination provisions, assess gaps, and undertake improvements required to strengthen compliance and support an inclusive workplace.	Nov 2026	People and Culture Manager
	Review our anti-discrimination policy to ensure it reflects current legislation, best practice standards, and our commitment to an inclusive, culturally safe workplace.	Nov 2026	People and Culture Manager
	Senior leaders to attend anti-racism training facilitated by Mirri Mirri.	June 2027 then biennial	People and Culture Manager
	Communicate our Respectful workplace Policy to all employees to ensure understanding of expectations, responsibilities, and our commitment to anti-discrimination and a safe and inclusive workplace.	Jan 2027	People and Culture Manager



Ground Support employees coming together to launch their Reflect RAP launch at our Heatherbrae site on Worimi Country in 2024.

Our RAP commitments

Respect



Respect for First Nations Australians is fundamental to how Sandvik Mining works and the value we create. We are proud to recognise the enduring cultures, histories and knowledge systems that have sustained Country for millennia, and we are committed to fostering deeper understanding, genuine appreciation and meaningful acknowledgment across our sites and offices. This includes making everyday practices like Acknowledgment of Country personal, place-based and purposeful, and celebrating success year-round through learning, storytelling and participation in community-led initiatives.

Building on our established focus on education and upskilling, we will continue to expand cultural learning opportunities so that respect is felt in our behaviours, decisions and partnerships not only in formal training but in how teams plan work, engage with suppliers, and collaborate with First Nations partners on and off site. This is an evolution of our existing commitments and the inclusive, respectful environment we continue to nurture across our locations.

As we advance to 2030, we will embed respect within our core business activities by empowering high-performing, inclusive teams; accelerating digital tools that amplify local voices and insights; leading industry innovation that is safer and more sustainable; and translating these strengths into practical outcomes alongside communities. By doing so, we connect reconciliation to our strategic ambition growing responsibly while improving productivity, safety and environmental performance across mining operations.

The way we work underpins these commitments: we win together with communities and partners, stay curious to keep learning and improving, act responsibly in all decisions, and keep the needs of customers and communities front-of-mind. These mindsets will guide how we listen, learn and celebrate so every person at Sandvik Mining feels confident to acknowledge, understand and champion the cultures and contributions of First Nations Australians every day.

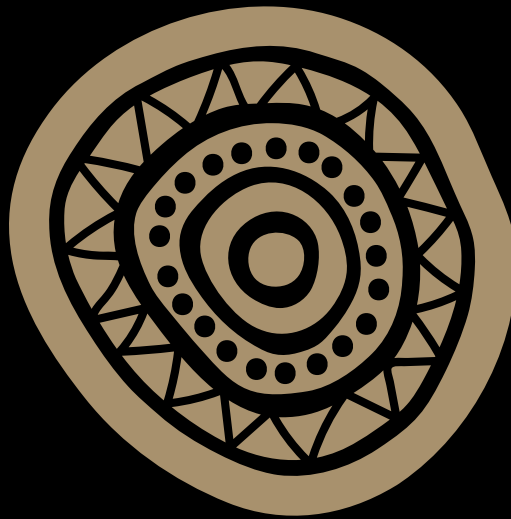


Action	Deliverable	Timeline	Responsibility
05 Increase understanding, value and recognition of First Nations Australian cultures, histories, knowledge and rights through cultural learning.	Conduct an assessment of our cultural learning needs to identify current strengths, gaps, and priority areas for future development.	Nov 2026	People and Culture Manager
	Consult local Traditional Owners and/or First Nations Australian advisors to inform our cultural learning strategy.	Nov 2026	Social Performance Lead
	Review and update our cultural learning strategy to ensure it reflects current needs and includes clearly defined capability pathways for employees, managers, and senior leaders. This strategy will support ongoing cultural capability development, strengthen cultural safety across the organisation, and align with our reconciliation and inclusion commitments.	Feb 2027	People and Culture Manager
	Implement our cultural learning offerings to ensure they are relevant, and aligned with our cultural learning strategy.	Mar 2027	People and Culture Manager
	Mandate that all senior leaders complete an On Country immersive cultural experience with local Traditional Owners, with completion tracked in leadership performance plans.	Mar 2027 then biennial	People and Culture Manager
	Provide opportunities for RAP Support Function Specialists, RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	Dec 2027	People and Culture Manager
	Provide an immersive On Country learning experience for all Management Team members to deepen cultural understanding and strengthen their role in leading our reconciliation commitments.	Dec 2027	People and Culture Manager
	Ensure that 90% of managers of First Nations staff, and more than 75% of all managers across the organisation, complete a cultural awareness program. This training will strengthen managers' capability to build culturally safe, respectful, and inclusive teams, deepen their understanding of First Nations histories, cultures, and perspectives, and equip them with practical strategies to recognise and address bias, racism, and culturally unsafe practices within their teams.	Aug 2028 Measure quarterly	People and Culture Manager

Action	Deliverable	Timeline	Responsibility
06 Demonstrate respect to First Nations Australian peoples by observing cultural protocols.	Develop and implement an overarching guide to identifying the local Traditional Owners or Custodians of the lands and waters across our operational footprint.	Mar 2027	Social Performance Lead
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Welcome to Country and Acknowledgement of Country protocols.	Nov 2026	GM Sustainability, Marketing and Communications
	Update and communicate the cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Jan 2027	Social Performance Lead
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Aug 2027	Social Performance Lead, Business Line Managers-Managers
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Oct 2026	Social Performance Lead
	Refresh the Acknowledgement of Country slide and continue to ensure all staff are aware that this slide is a compulsory item for presentations being run in Australia.	Oct 2026	Social Performance Lead
	Refresh the Acknowledgment of Country email signature block and make the signature block available for use on the Sandvik intranet.	Oct 2026	GM Sustainability, Marketing and Communications
	Ensure all local sites display Acknowledgement of Country plaques that are specific to the Traditional Custodians of that Country.	Jan 2027	Social Performance Lead
07 Build respect for First Nations Australian cultures and histories by celebrating NAIDOC Week.	Review and update HR policies and procedures to remove any barriers that may prevent employees from participating meaningfully in NAIDOC Week activities.	Jan 2027	People and Culture Manager
	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week and events around our sites.	First week in July 2027, 2028	Social Performance Lead
	Provide opportunities for all staff to participate in NAIDOC Week.	First week in July 2027, 2028	People and Culture Manager, Business Line Managers
	Promote and encourage participation in external NAIDOC events to all staff, strengthening connection and learning.	First week in July 2027, 2028	GM Sustainability, Marketing and Communications, Business Line Managers, Social Performance Lead
	Enable the RSC and the First Nations Advisory Committee to actively participate in an external NAIDOC Week event, strengthening connection and learning.	First week in July 2027, 2028	Social Performance Lead

Our RAP commitments

Opportunities



At Sandvik Mining, we create opportunities for Aboriginal and Torres Strait Islander people because inclusive economic participation strengthens our business and the communities we serve. Building on our previous Innovate RAP, we're moving from creating opportunities to embedding them in everyday practice: how we hire, develop, retain and buy so these outcomes are consistent, measurable and enduring.

For our people, this means culturally safe pathways into skilled roles, structured onboarding and mentoring, targeted learning, and manager capability that supports progression once in a role. We will continue to remove barriers in our processes and systems making it simpler to access the tools, platforms and support needed to thrive and build on proven initiatives such as our First Nations employment pathways.

For our supply chain, it means deepening long-term, partnership-based relationships with First Nations businesses and making it easier to do business with us clear processes, fair terms, and

support to navigate our quality, safety and digital requirements. Strengthening supplier diversity is a practical way we deliver shared value for communities, resilience for our operations, and innovation for customers, guided by our Aboriginal and Torres Strait Islander Procurement Strategy.

This focus directly supports our Advancing to 2030 strategy: empowering high-performing teams, accelerating digital, leading industry innovation and delivering sustainable growth. In practice, that looks like working across functions to solve problems together, testing better ways of working, acting with integrity and care, and keeping customer value at the centre as we build local capability with First Nations partners and talent.



Action	Deliverable	Timeline	Responsibility
08 Improve employment outcomes by increasing First Nations Australian recruitment, retention, and professional development.	Conduct an analysis of current First Nations workforce representation to inform future planning.	Oct 2026	People and Culture Manager
	Consult with First Nations employees to guide the development of culturally informed recruitment, retention, and development initiatives.	Dec 2026	People and Culture Manager
	Provide a concise findings and recommendations report on improving First Nations recruitment, retention and professional development to inform our new strategy, and present it to the First Nations Advisory Committee for feedback and guidance.	Feb 2027	People and Culture Manager
	Co-design with the First Nations Advisory Committee a First Nations recruitment, retention, and professional development strategy with clear objectives and measurable outcomes.	May 2027	People and Culture Manager
	Consult with Aboriginal and Torres Strait Islander employees and the First Nations Advisory Committee on cultural leave needs and document findings.	Dec 2026	People and Culture Manager
	Design and implement a Cultural Leave policy incorporating those findings, including manager guidance and communication.	May 2027	People and Culture Manager
	Review and update HR and recruitment systems to eliminate barriers (where applicable) and enhance participation.	Jul 2027	People and Culture Manager
	Advertise job vacancies to effectively reach First Nations Australian stakeholders.	Oct 2026, Jan, Apr, Jul, Oct 2027, Jan, Apr Jun 2028	People and Culture Manager
	Promote the use of a First Nations recruitment consultancy to assist in the Executive and staff recruitment process.	Dec 2026 Dec 2027 Jun 2028	People and Culture Manager
	Include in all job advertisements, 'Aboriginal and Torres Strait Island peoples are encouraged to apply.	Sept 2028	People and Culture Manager
	Launch and expand the First Nations 'Stronger Together' Mentoring Program, to strengthen the retention, professional development, and belonging.	Apr 2027	People and Culture Manager
	Building on our current First Nations workforce participation of 2.0%, we will adopt a staged growth approach, targeting approximately 3.1%.	Oct 2027	People and Culture Manager
	Commit to a minimum of 3.5% (with a stretch target of 4.0%).	Aug 2028	People and Culture Manager

Action	Deliverable	Timeline	Responsibility
09 Develop and maintain a successful First Nations Pathways Program.	Continue to strengthen and adapt the First Nations Pathways Program, including developing an engagement plan to support prospective managers participating in the program.	Apr 2027	People and Culture Manager
	Design and implement a culturally safe onboarding and ongoing support process for participants in the First Nations Pathways Program.	May 2027	People and Culture Manager
10 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social out-comes.	Consult local Traditional Owners and/or First Nations advisors on the development and implementation of an Aboriginal and Torres Strait Islander Procurement Strategy, Policy and Procedure.	Dec 2026	Purchasing Manager
	Review and update procurement practices to remove barriers to procuring goods and services from First Nations Australian businesses.	Feb 2027	Purchasing Manager
	Develop and implement an overarching First Nations Procurement Policy that supports meaningful engagement with Aboriginal and Torres Strait Islander businesses.	May 2027	Purchasing Manager
	Identify, develop and clearly communicate opportunities to procure goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Sept 2027 Aug 2028	Purchasing Manager
	Review and maintain an up-to-date, easily accessible intranet list of First Nations suppliers to support procurement across Sandvik.	Jan 2027 Oct 2027 Jan 2028	Purchasing Manager
	Attend Supply Nation Connect every year.	Aug 2027 Aug 2028	Purchasing Manager, Product Division Representatives
	Engage a minimum of two Aboriginal and/or Torres Strait Islander-owned businesses as active suppliers. Assign a dedicated internal contact for each relationship and provide feedback on all quote or tender submissions to build supplier capability.	Jun 2027	Purchasing Manager
	Develop, onboard and contract one (1) Aboriginal and/or Torres Strait Islander supplier providing a significant transactional spend increase.	Sept 2027 Sept 2028	Purchasing Manager
	Engage at least two additional Aboriginal and/or Torres Strait Islander-owned businesses, reaching a minimum of four active supplier relationships. Document repeat engagements, growth in contract value, and capability support provided for each.	Aug 2027	Purchasing Manager
	Establish and grow sustainable commercial relationships with Aboriginal and Torres Strait Islander businesses.	Dec 2026 Dec 2027 Aug 2028	Purchasing Manager
	Increase spend by +10% with suppliers that provide products and services that are fit for purpose in line with our industry and customer standards.	Aug 2028	Purchasing Manager, Business Line Managers

Our RAP commitments

Governance



We will embed this RAP into our business governance by integrating its actions and objectives into accountability frameworks, leadership oversight, performance rhythms and decision-making processes. Supported by our RAP Support Function Specialists and RAP Working Group, the Leadership Team will be accountable for outcomes, oversight and resourcing. Progress will be monitored through regular, transparent reporting, informed by data and continuously reviewed to drive ongoing improvement and meaningful impact.

Action	Deliverable	Timeline	Responsibility
11 Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain First Nations Australian representation on the Reconciliation Steering Committee (RSC).	Sept 2026	Social Performance Lead
	Establish a First Nations Advisory Committee to provide advice to, and report into, the RSC.	Oct 2026	Social Performance Lead
	Create and apply terms of reference for First Nations Advisory Committee.	Oct 2026	Social Performance Lead, Support: GM Sustainability, Marketing and Communications
	Advertise and appoint an external First Nations Advisor to the RSC, with the appointment reviewed annually.	Sept 2026 Oct 2027 Aug 2028	Social Performance Lead, Support: GM Sustainability, Marketing and Communications
	Establish and apply a Terms of Reference for the RWG.	Oct 2026	Social Performance Lead
	Meet at least four times per year to oversee, drive and monitor RAP implementation.	Oct, Dec 2026 Feb, May, Aug, Nov 2027 Feb, May Aug 2028	Social Performance Lead
	Review and update the RSC Terms of Reference to clarify attendance and delegation arrangements for absent members.	Sept 2026	Social Performance Lead and Support: RSC
12 Establish and maintain a RAP Support Function Specialists Working Group to provide expert guidance and input in their respective areas, ensuring the successful delivery and implementation of the RAP.	Develop Terms of Reference outlining purpose, roles, responsibilities, and governance.	Oct 2026	Social Performance Lead
	Schedule and facilitate quarterly meetings to review RAP progress, identify challenges, and provide specialist input.	Nov 2026	Social Performance Lead
	Meet at least four times per year to drive and monitor RAP implementation.	Oct, Dec 2026 Feb, May, Aug, Nov 2027 Feb, May Aug 2028	Social Performance Lead
13 Provide appropriate support for effective implementation of RAP commitments.	Appoint and maintain an internal RAP Champion from senior management.	Oct 2026	Vice President
	Define resource needs for RAP implementation.	Oct 2026 Oct 2027	Social Performance Lead
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Oct 2026	Social Performance Lead
	Engage our senior leaders and other staff in the delivery of RAP commitments.	Dec 2026 Dec 2027	GM Sustainability and People and Culture Manager

Action	Deliverable	Timeline	Responsibility
14 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.	Oct 2026	Social Performance Lead
	Report RAP progress to all staff and senior leaders quarterly.	Dec 2026 Mar 2027 Jun 2027 Sept 2027 Dec 2027 Mar 2028 June 2028	General Manager – Sustainability, Marketing and Communications
	Publicly report our RAP achievements, challenges and learnings, annually.	Sept 2027 Aug 2028	General Manager – Sustainability, Marketing and Communications
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	Sept 2027 Sept 2028	Social Performance Lead
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Sept 2027 Sept 2028	Social Performance Lead
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	March 2028	Social Performance Lead
15 Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Mar 2028	Social Performance Lead

Contact details

If you have any questions about our RAP, please email alice.currie@sandvik.com or phone 0456 936 582



In 2026 Sandvik employees created a collaborative artwork during a National Reconciliation Week workshop at the Milton (Meanjin) office led by Dreamtime Artistry.

