

IGO Limited

Innovate

Reconciliation Action Plan

August 2025 – July 2027





Acknowledgement of Country

IGO acknowledges the Traditional Owners of the lands on which we operate and conduct our business. We pay our respects to Elders past and present. We recognise the continuous connection of First Nations peoples to Country, culture, and community. We are committed to fostering respectful relationships and creating inclusive environments where the voices and contributions of First Nations peoples are valued and celebrated.

Photography

First Nations peoples are advised that our Reconciliation Action Plan may contain images of people who have died.

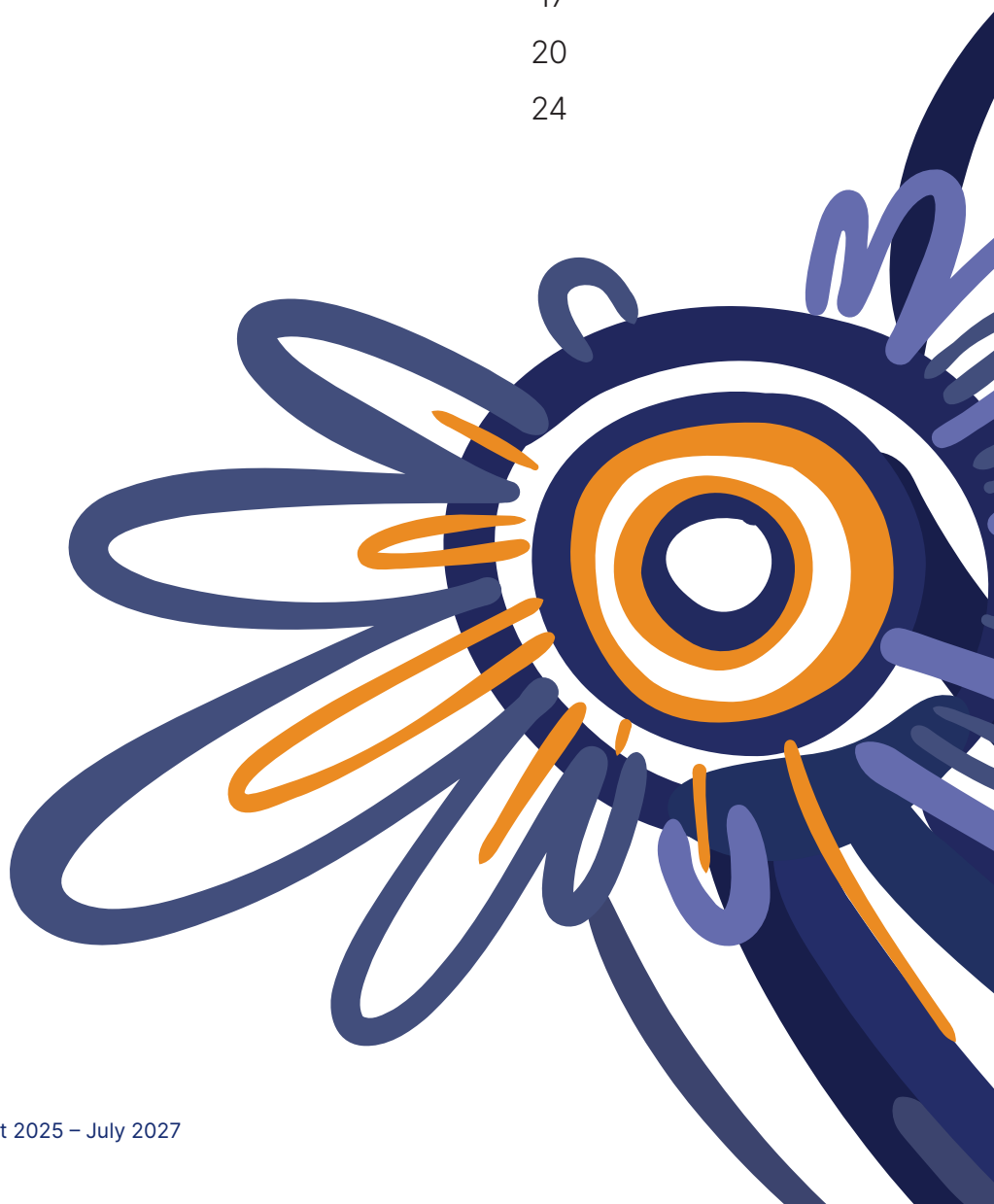
Terminology

In this Reconciliation Action Plan, IGO uses the term First Nations people. We respectfully acknowledge that preferred terms and language may vary across different jurisdictions and among individuals.

We use the term Traditional Owners to describe First Nations peoples who have a continuing connection to the lands on which we work and operate, with rights and interests granted under traditional law and customs.

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ABOUT THE ARTIST

Kevin Wilson – Wongutha

My artwork explores the next step for IGO through this Innovate RAP. To build on relationships with community, to listen more deeply, collaborate more effectively, and grow with them.

From the left side of the artwork, the yarning circles are simpler, representing the existing relationships with community.

Moving to the right, the yarning circles become more formed and detailed. The people sitting around them represent the inclusion of more voices within these spaces.

Patterns surrounding these represent the building of cultural knowledge, understanding, and deeper collaborations with mob within those communities.

This flow, from left to right, illustrates the journey IGO is on to educate itself and the broader community, creating better outcomes together.



RECONCILIATION AUSTRALIA CEO STATEMENT

Reconciliation Australia commends IGO Limited on the formal endorsement of its second 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. IGO Limited 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 IGO Limited will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to IGO Limited 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 IGO Limited 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, IGO Limited will ensure shared and cooperative success in the long-term.

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

Congratulations IGO Limited on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

BOARD CHAIR STATEMENT

I am honoured to present IGO's next Innovate Reconciliation Action Plan (RAP) for 2025 to 2027. This RAP reaffirms our commitment to reconciliation and outlines the steps and contributions we are making towards a more inclusive and equitable future.

IGO has a clear purpose: Making a Difference. This purpose carries through all facets of our business, including the work of our people and the communities we are a part of. It is also a recognition of the power and importance of being part of a sustainable future. Contributing to reconciliation in a meaningful and sustainable way is integral to living our purpose.

The mining industry has a significant role to play in contributing to the economic wealth and stability of all Australians and in supporting an inclusive and diverse industry. IGO, as part of this industry, recognises these responsibilities and is committed to doing our part to deliver positive and equitable outcomes. Through this updated RAP, we aim to build on our ongoing efforts to cultivate genuine respect for First Nations peoples, cultures, and lived experiences.

Our approach to developing this RAP has been deeply consultative, involving our people and the Traditional Owners of the lands on which we operate. Our RAP Working Group, comprising passionate individuals from across our company, has collaborated closely with the IGO Advisory Committee to identify key actions and deliverables that will guide IGO towards true reconciliation in partnership with First Nations peoples.

This Innovate RAP aims to formalise the progress made by our employees, uniting our workforce to engage, reflect, and take meaningful action on this vital journey of reconciliation. Our commitment is evident through our existing partnerships with Traditional Owner communities, which have shaped our identity and fostered positive working relationships. We are dedicated to deepening these relationships to support more profound engagement.

I believe we are wholeheartedly committed to reconciliation at every level of our organisation, from the Board and senior leaders to every team within IGO. We look forward to broadening and strengthening our relationships with First Nations peoples by actively engaging our people and stakeholders in reconciliation, driving meaningful change and delivering on our commitments.



Michael Nossal
IGO Chair

CEO & MANAGING DIRECTOR STATEMENT

IGO's long-term success and prosperity are built and maintained through its people and sustainable operations, which recognise and respect the environment and communities we are part of.

IGO operates across many regions and acknowledges the Traditional Owners and First Nations peoples of each of these as being integral to understanding and respecting the land, water and its people. IGO recognises that the Traditional Owners have been the custodians of this Country for thousands of years, and we acknowledge their unique culture, beliefs and way of life.

IGO is focused on advancing reconciliation in a way that fosters equality, opportunity and respect. Our inaugural Innovate RAP, launched in 2023, marked the beginning of our formal commitment to reconciliation. I am proud of the achievements we have made over this period, some of which have included:

- Engaging and supporting the development of First Nations team members working for IGO.
- Collaborating with our Nova site contract partners to create opportunities for First Nations team members that provide meaningful career pathways.
- Supporting First Nations businesses as they develop sustainable and growing organisations with improved organisational capacity.
- Demonstrating our ongoing commitment to cultural awareness and education through the introduction of Whadjuk Noongar cross-cultural training to accompany our Ngadju cross-cultural training.
- Providing financial support to community organisations and foundations through our Corporate Giving policy and partnership agreements.

IGO's Innovate RAP is a direct reflection of our purpose – Making a Difference. We are committed to supporting and effecting lasting change for First Nations peoples primarily by improving employment and procurement opportunities from IGO projects and increasing IGO staff awareness of the history and impact of colonisation on First Nations people. In doing so, I am proud that our company can make a meaningful contribution to advancing reconciliation in our country.

I am also optimistic about our future contributions and the potential to make more substantial, positive changes. The commitments outlined in our 2025-2027 RAP are important steps for IGO and exemplify our ongoing commitment to supporting and being part of Australia's path to reconciliation. I am deeply committed to building lasting and equitable partnerships with Traditional Owners in the areas where we operate and explore. I look forward to reporting on the progress and success of the new initiatives we have outlined in our second RAP.



Ivan Vella

IGO Chief Executive Officer
& Managing Director

OUR BUSINESS

IGO Limited is an ASX 200 listed company engaged in exploration, mining, and processing, supplying minerals essential for the global shift to clean energy. The company's portfolio includes lithium and nickel assets in Western Australia, with a clear strategy to discover, develop, and produce these resources safely, sustainably, and ethically.

Through its upstream mining and downstream processing operations, IGO contributes to the advancement of future-focused technologies such as electric transport, energy storage, and renewable energy generation.

Headquartered in South Perth, Western Australia, IGO owns and operates the Nova nickel mine, an underground mining and processing facility. The Nova Operation is projected to reach the end of its mine life in late 2026, after which we intend to transition the Operation straight into closure. Additionally, IGO has two former nickel operations, the Forrestania Operation and the Cosmos Project, currently in care and maintenance, with future options for these sites still under consideration.

IGO's lithium interests are managed through its 49% stake in Tianqi Lithium Energy Australia Pty Ltd (TLEA), a joint venture with Tianqi Lithium Corporation. TLEA holds both upstream and downstream lithium assets, which include a 51% stake in the renowned Greenbushes lithium mining and processing operation and full ownership of the Kwinana refinery, which produces battery-grade lithium hydroxide in Western Australia.

Exploration remains a central focus for IGO, aligning with the company's strategy to supply minerals vital to clean energy, particularly lithium, copper, and nickel. Exploration projects are conducted in collaboration with Traditional Owner groups and local communities on whose land IGO operates. The company's approach to engagement is grounded in its core values and a deep respect for these communities, both in Australia and globally.

IGO's primary sphere of influence encompasses employees, customers, contractors, suppliers, business partners, and the Traditional Owner and First Nations communities with whom it partners. Currently, IGO employs 17 First Nations staff members, representing 6.4% of its workforce. The company's spending with First Nations-owned or managed businesses has increased from 2.2% in FY24 to 3.2%. These groups are integral to IGO's reconciliation efforts and actively participate in decision-making and planning processes.

The company's secondary sphere of influence includes charitable organisations supported through the Corporate Giving program, as well as memberships in organisations such as Reconciliation WA, the Minerals Council of Australia, the Chamber of Minerals and Energy, and the Association of Mining and Exploration Companies. IGO works closely with these organisations, all of which are committed to reconciliation and benefit from ongoing collaboration and opportunities to contribute to broader reconciliation initiatives.

OUR VISION FOR RECONCILIATION

Making a Difference is IGO's reason for being – our purpose.

Our values and purpose are dedicated to generating growth and prosperity for communities while contributing to a clean energy future.

As a purpose-led organisation with strong, embedded values and a culture of caring for our people and our stakeholders, we believe we are Making a Difference by safely, sustainably and ethically delivering the battery minerals that are critical for the clean energy transition.

IGO is working to contribute to a more sustainable and equitable future; one that acknowledges the truth of our shared history, including the systemic injustices faced by First Nations peoples. We respect the continuing connection that First Nations people have to the lands on which we explore and operate. Our commitment to reconciliation is reflected in our strong connection with the host Traditional Owner communities and the positive working relationships that define us.

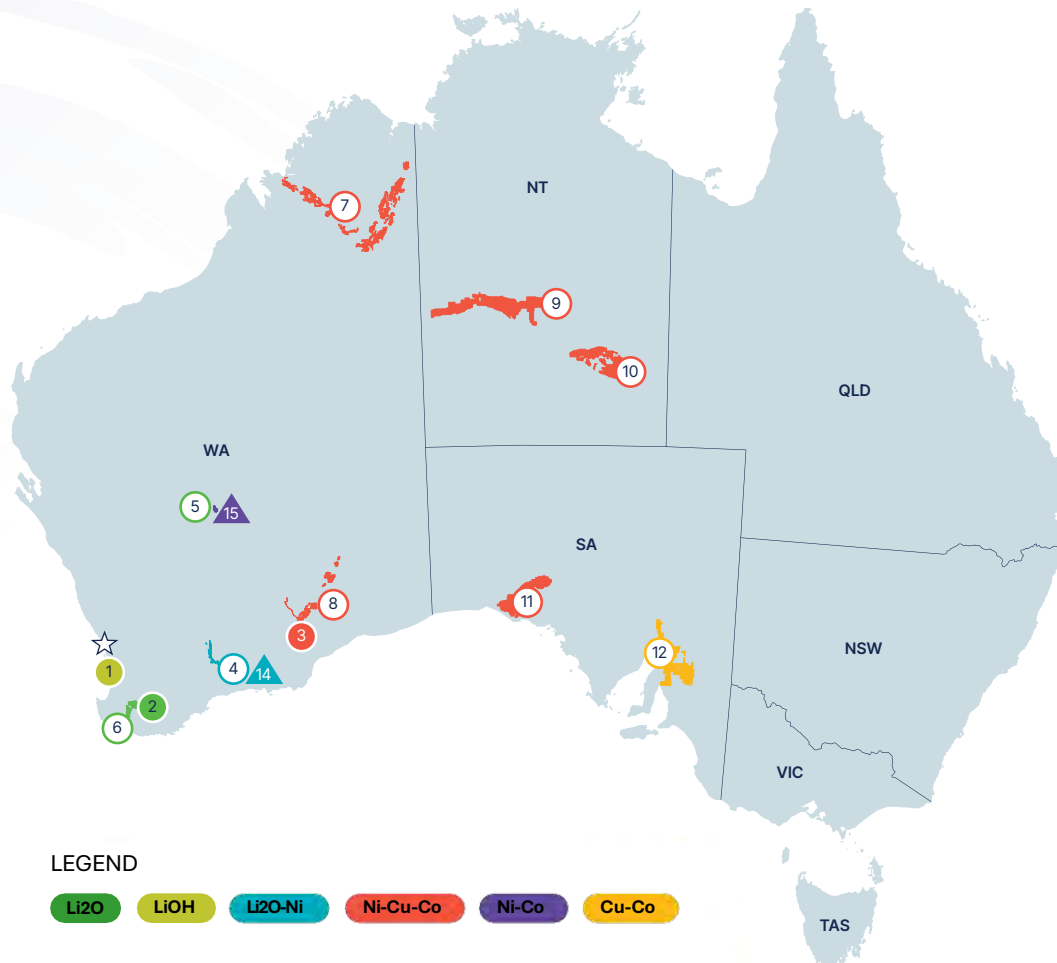
Our vision for reconciliation is to engage in and develop strong, meaningful relationships with host Traditional Owner communities, where we recognise, respect, and promote First Nations cultural heritage, as we seek to deliver social and economic opportunities.

We aim to build on our ongoing commitment to fostering genuine respect for First Nations peoples, their cultures, and lived experiences, and to enhance opportunities for equity both within and beyond IGO.

Our new Innovate RAP reflects IGO's significant organisational and operational changes since our first RAP, including a reduced mining footprint and headcount. This second Innovate RAP places a stronger emphasis on sustaining reconciliation efforts beyond mine closures, enhancing internal awareness, and establishing culturally safe grievance mechanisms. It builds on the foundations of our first Innovate RAP by formalising learnings, deepening engagement with Traditional Owners, and introducing new initiatives such as cultural safety mentoring and targeted communication strategies to support First Nations employees and communities.

OUR RECONCILIATION ACTION PLAN

We work and explore on the lands of Australia's First Peoples and have opportunities to directly engage and collaborate with them, helping us contribute to reconciliation.



LEGEND



Existing Operations

- 1 **Kwinana**
Gnaala Kala Booja (South West Settlement)
- 2 **Greenbushes**
Karri Karrak (South West Boojarah), Wagyl Kaip Southern Noongar, Gnaala Karla Booja (South West Settlement)
- 3 **Nova**
Ngadju

Exploration Projects

- 4 **Forrestania**
Ballardong (South West Settlement), Marlinyu Ghoorlie, Ngadju
- 5 **Cosmos**
Tjiwarl
- 6 **South West Terrane**
Karri Karrak (South West Boojarah), Wagyl Kaip Southern Noongar, Gnaala Karla Booja (South West Settlement)

- 7 **East Kimberley**
Gooniyandi, Jaru, Koongie-Elvire, Purnululu, Yuruyangem Taam, Ngarrawanji, Malarngovern, Miriuwung-Gajerrong, Nukunu, Yi-Martuwarra, Ngurrara

- West Kimberley**
Bunuba, Wanjina-Wungurr Wilinggin, Warwa Combined, Dambimangari

- 8 **Fraser Range**
Untiri Pulka, Upurli Upurli Nguratja, Ngadju
- 9 **Raptor**
Wartpiri, Kaytetye, Anmatyerre
- 10 **Irindina**
Arrente


- 11 **Western Gawler**
Kokatha, Maralinga Tjarutja, Miming, Wirangu, Yalata (Far West Coast), Antakirinja Matu - Yankunytjatjara

- 12 **Adelaide Rift**
Barngarla, Ngadjuri Nation

Care and maintenance

- 14 **Forrestania**
Ballardong (South West Settlement), Marlinyu Ghoorlie, Ngadju
- 15 **Cosmos**
Tjiwarl

- ☆ **Perth Head Office**
Whadjuk Noongar (South West Settlement)



IGO has established working relationships and numerous agreements in place with our First Nations stakeholders. From exploration and discovery activities through to mine development, operation, and closure, IGO respects the responsibilities and obligations Traditional Owners have for Country.

As of the end of FY25, our mining operations have an impact on the Ngadju people (Nova Operation), the Tjiwarl people (Cosmos Project), and the Ballardong and Marlinyu Ghoorlie people (Forrestania Operation). Our joint venture lithium and downstream processing operations impact Traditional Owners in the southwest of Western Australia and include the South West Boojarah, the Gnaala Karla Booja and the Wagyl Kaip Southern Noongar people. Our corporate head office impacts the Whadjuk people (South Perth Head Office).

For our Nova Operation, the 2014 Nova Mining Agreement, which underpins IGO's relationship with the Ngadju people, is managed through their prescribed body corporate, the Ngadju Native Title Aboriginal Corporation (NNTAC). The Nova Mining Agreement has provided, and continues to provide, significant ongoing benefits to the Ngadju people, including access rights, production royalty payments, training, preferential employment, and support for Ngadju businesses.

IGO's exploration footprint spans 4.9M ha, primarily in Western Australia, South Australia, and the Northern Territory, covering land of 25 Traditional Owner Groups with whom we have exploration agreements.

IGO seeks to continuously build on existing relationships by gaining a deeper understanding of our sphere of influence and establishing the best approach to advancing reconciliation through the framework of our Innovate RAP.

IGO's relationships with First Nations people are built on respect. Respect for people, respect for culture and respect for land. Accordingly, IGO:

- Consults with Traditional Owners about the likely impact of its operations before conducting its activities.
- Recognises that there may be cultural heritage of significant importance to the Traditional Owners of the land on which it operates.
- Will not proceed where IGO's impact on cultural heritage of significant importance is not acceptable to the Traditional Owners.

With respect to direct action, IGO operates through fair and transparent agreements for all its on-Country activities. Accordingly, IGO:

- Recognises, listens to, and respects Traditional Owners' right to speak out on matters they deem important.
- Seeks to meet and, where possible, exceed Traditional Owner expectations for agreement-making.
- Pays fair compensation for impacting Native Title rights and interests.

Built on the three RAP pillars of relationships, respect, and opportunities, the IGO RAP supports the development of deeper and stronger relationships with First Nations peoples through actions that improve trust, understanding of and respect for First Nations cultures, rights and experiences, and the creation of opportunities for equal participation in life opportunities and outcomes.

Importantly, the IGO RAP is self-directed and led by IGO people working closely with IGO's Traditional Owner stakeholders, with support from the IGO Board of Directors and our Executive and Senior Leadership Teams. Our Chief People and Sustainability Officer is the champion of our RAP.

STRUCTURE, KEY LEARNINGS AND CHALLENGES

IGO's RAP Governance and Advisory Structure

Our Reconciliation Action Plan (RAP) is led by our Chief People and Sustainability Officer and supported by a cross-functional RAP Working Group comprising volunteer representatives from across IGO. Notably, the RAP Working Group includes four First Nations members, ensuring that First Nations perspectives are embedded in our reconciliation journey.

In 2023, we established the First Nations Advisory Group (RAP Advisory Group) as a key deliverable of our inaugural Innovate RAP. This group comprises Traditional Owner representatives from across our operational and exploration footprint. From 2025 onwards, we will continue to consult the Advisory Group on RAP implementation, governance, and strategic actions.



IGO's RAP Advisory Group with staff

Back row (L-R): Robert Rickie (IGO), Scott Lawson (IGO), David Graham (Ngadju), Talbot Muir (Tjiwarl), Julie Jackson (Whadjuk Noongar), Ethel McLennan (Gija), Stephen Michael (Gnaal Kala Booja, GKB), Adrian Murphy (IGO)

Front row (L-R): Matt Collier (IGO), Nicole Mola (IGO), Terrance Jack (Martu), Leon Wynne (Wagyl Kaip), Jo Malcolm (IGO)

Absent: Farley Garlett (Ballardong), Mark Champion (Marlinyu Ghoorlie, MG)



Key Learnings and Challenges

Our RAP journey has revealed several critical insights that will shape our future direction:

1. Internal Awareness and Engagement

While we've made significant progress, a key challenge remains in ensuring all employees—particularly First Nations staff—understand the RAP's purpose and their role in its success. Feedback from site-based personnel highlighted the need for targeted internal communication. To further support our First Nations employees, we have established a new cultural safety mentoring program at our Nova Operation. This program will create regular opportunities for connection with both new and existing colleagues, helping to foster a culturally safe and inclusive environment on site. In FY26, our new EAP provider will also support this program, with First Nations counsellors available to speak with First Nations employees upon request.

2. Operational Lifecycle and Long-Term Commitment

The approaching closure of our Nova Operation presents uncertainty regarding the sustainability of reconciliation efforts. Traditional Owners have expressed concern about continuity in engagement and cultural stewardship post-closure. Our commitment includes ongoing collaboration with the Ngadju native title holders on mine closure, land rehabilitation, and cultural-economic opportunities at our Nova Operation. We also aim to continue our RAP engagement strategies, such as the RAP Advisory Group, beyond individual project lifespans. Accordingly, we have sought to confirm this under a new RAP Action within the 'Opportunities' Pillar (see Action 11 – Sustained Engagement).

3. Culturally Safe Grievance Mechanisms

The absence of culturally sensitive grievance processes for First Nations employees at Nova was identified as a concern. The Nova Cultural Safety Mentoring Program aims to incorporate robust grievance mechanisms and cultural safety training to foster a respectful and inclusive workplace.

By addressing these challenges through listening and targeted communication, sustained engagement, and inclusive governance, IGO seeks to enhance its RAP implementation and cultivate a culturally aware and respectful workplace.

RELATIONSHIPS

Focus area: To continue to develop partnerships by strengthening existing internal and external relationships through engagement, alignment and collaboration and identify new opportunities to educate our staff about reconciliation.

Our ambition with this RAP is to continue building on the existing relationships and agreements we have in place, and to identify new opportunities to work with Traditional Owners on whose Country we operate.

Through active engagement and consultation, we aim to develop a shared framework with Traditional Owners that deepens the relationship, fosters understanding, and coordinates our efforts in enhancing the Relationship pillar.

IGO is successful when we work in partnership with First Nations stakeholders and host Traditional Owner groups to achieve long-term social, environmental and economic outcomes in the community.

As an organisation, we are committed to deepening our relationships and engagement with our host communities by respecting the cultural heritage of the Traditional Owners on whose Country we operate and promoting the social and economic opportunities we have available to Aboriginal and/or Torres Strait Islander peoples.

Action 1 – Mutually Beneficial Relationships

Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.

#	Deliverable Description	Timeline	Responsibility
1.1	Continue to meet with local First Nations stakeholders and organisations to enhance and improve our guiding principles for future engagement.	June 2027	Manager, Land Access and Heritage
1.2	Support local Aboriginal Corporations through the co-design of procurement opportunities.	June 2027	Manager, Supply Chain
1.3	Investigate employment pathways with Corporate Giving Program partners.	June 2027	Manager, Talent
1.4	Annual review of engagement plan to work with First Nations stakeholders and organisations, and incorporate learnings. 1.4.1 – Q3 FY26 1.4.2 – Q3 FY27	March 2026 March 2027	Senior Advisor, Government Relations and Community Engagement

Action 2 – National Reconciliation Week

Build relationships through celebrating National Reconciliation Week (NRW).

#	Deliverable Description	Timeline	Responsibility
2.1	RAP Working Group members to participate in an external NRW event. 2.1.1 – Q1 FY27 2.1.2 – Q1 FY28	July 2026 July 2027	RAP Coordinator
2.2	Encourage and support staff and senior leaders to participate in at least one internal and/or external event to recognise and celebrate NRW. 2.2.1 – Q1 FY27 2.2.2 – Q1 FY28	July 2026 July 2027	Chief People & Sustainability Officer
2.3	Organise at least one NRW event each year. 2.3.1 – Q1 FY27 2.3.2 – Q1 FY28	July 2026 July 2027	Manager, Land Access and Heritage
2.4	Register our NRW events on Reconciliation Australia's NRW website. 2.4.1 – Q1 FY27 2.4.2 – Q1 FY28	July 2026 July 2027	RAP Coordinator

Action 3 – Promote Reconciliation

Promote reconciliation through our sphere of influence.

#	Deliverable Description	Timeline	Responsibility
3.1	Review and maintain IGO's staff engagement to raise awareness of reconciliation across our employees. 3.1.1 Q3 FY26 3.1.2 Q3 FY27	March 2026 March 2027	Manager, Learning
3.2	Communicate our commitment to reconciliation publicly. 3.2.1 Q1 FY26 3.2.2 Q1 FY27	Sept 2025 Sept 2026	Principal, Sustainability
3.3	Share stories of successful partnerships with Traditional Owners through IGO's website, social media and internal communications. 3.3.1 Q1 FY27 3.3.2 Q1 FY28	Sept 2025 Sept 2026	Corporate Affairs team
3.4	Review opportunities to positively influence our external stakeholders and drive reconciliation outcomes by implementing opportunities through IGO's stakeholder engagement plan. 3.4.1 Q3 FY26 3.4.2 Q3 FY27	March 2026 March 2027	Head of Health, Safety, Environment and Heritage (HSEH)
3.5	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	June 2027	RAP Coordinator
3.6	Assist other Reflect RAP organisations through transparently sharing our experiences and learnings in a culturally safe way.	June 2027	Head of HSEH

Action 4 – Positive Race Relations

Promote positive race relations through anti-discrimination strategies.

#	Deliverable Description	Timeline	Responsibility
4.1	Consult with First Nations staff and the RAP Advisory Group regarding the workplace environment and anti-discrimination policy.		Manager, Land Access and Heritage
	4.1.1 Q2 FY26	Oct 2025	
	4.1.2 Q3 FY26	March 2026	
	4.1.3 Q4 FY26	June 2026	
	4.1.4 Q2 FY27	Oct 2026	
	4.1.5 Q3 FY27	March 2027	
	4.1.6 Q4 FY27	June 2027	
4.2	Maintain and communicate the anti-discrimination policy and other related documentation for our organisation.	June 2027	Manager, People Operations
4.3	Educate senior leaders on the effects of racism through participation in continuous professional development opportunities.	June 2027	Manager, Learning



RESPECT

Focus area: To engage with First Nations peoples' heritage and broaden knowledge and respect within our Company for First Nations cultures and histories.

To engage with First Nations' heritage and broaden knowledge and respect within our Company for First Nations cultures and histories, IGO has committed to direct and respectful engagement with Traditional Owners across Australia. Through these engagements, IGO has come to understand the importance of First Nations cultures, histories, and the knowledge held by Traditional Owners and wider community.

This commitment extends to all IGO employees and our broader external stakeholder environment, all of whom have enthusiastically participated in the development of our RAP. We strive to embody our five values: igniting the spark, never standing still, seeing beyond, running through the sprinklers, and being better together in all our interactions with employees, partners, local communities, and the Traditional Owner communities that host us. By becoming a more inclusive and culturally safe workplace in partnership with First Nations peoples, we aim to better reflect these values in our work and daily interactions.

Action 5 – Cultural Learning

Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.

#	Deliverable Description	Timeline	Responsibility
5.1	Monitor, update and report on the cultural learning needs within our organisation to the RAP Advisory Group.		Manager, Learning
	5.1.1 Q3 FY26	March 2026	
	5.1.2 Q3 FY27	March 2027	
5.2	Consult local Traditional Owners and/or First Nations advisors to inform our cultural learning strategy.		Manager, Land Access and Heritage
	5.2.1 Q2 FY26	Oct 2025	
	5.2.2 Q3 FY26	March 2026	
	5.2.3 Q4 FY26	June 2026	
	5.2.4 Q2 FY27	Oct 2026	
	5.2.5 Q3 FY27	March 2027	
	5.2.6 Q4 FY27	June 2027	
5.3	Update and communicate IGO's cultural learning programs as mandatory learning in assignment profiles across the Company.		Manager, Learning
	5.3.1 Q4 FY26	June 2026	
	5.3.2 Q4 FY27	June 2027	
5.4	Provide opportunities for RAP Working Group members, people leaders, and other key roles to participate in formal and structured cultural learning.		Manager, Learning
	5.4.1 Q2 FY26	Dec 2025	
	5.4.2 Q3 FY26	March 2026	
	5.4.3 Q4 FY26	June 2026	
	5.4.4 Q1 FY27	Sept 2026	
	5.4.5 Q3 FY27	March 2027	
	5.4.6 Q4 FY27	June 2027	

Action 6 – Traditional Practices

Promote engagement and celebration of First Nations’ traditional practices.

#	Deliverable Description	Timeline	Responsibility
6.1	Expand cultural engagement initiatives through the commissioning of additional Traditional Owner artworks and the creation of dual-language signage across IGO sites, including welcome signs, to strengthen the cultural connection between IGO and the Traditional Owners on whose lands it operates.	30 June 2026	Manager, Land Access and Heritage
6.2	Increase community visibility through participation in on-the-ground events, such as cultural festivals and community barbecues, to build trust and promote engagement between IGO staff and First Nations communities.	June 2027	Senior Advisor, Government Relations and Community Engagement

Action 7 – Cultural Protocols

Demonstrate respect for First Nations people by observing cultural protocols.

#	Deliverable Description	Timeline	Responsibility
7.1	Promote employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 7.1.1 Q4 FY26 7.1.2 Q4 FY27	June 2026 June 2027	Manager, Land Access and Heritage
7.2	Continue to engage a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	June 2027	Manager, Land Access and Heritage
7.3	Review and update the Cultural Protocols (including protocols for Welcome to Country and Acknowledgement of Country and communication guidelines). 7.3.1 Q3 FY26 7.3.2 Q3 FY27	March 2026 March 2027	Manager, Land Access and Heritage
7.4	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2027	Head of HSEH

Action 8 – NAIDOC Week

Build respect for First Nations cultures and histories by celebrating NAIDOC Week.

#	Deliverable Description	Timeline	Responsibility
8.1	Support RAP Working Group members to participate in an external NAIDOC Week event. 8.1.1 Q1 FY27 8.1.2 Q1 FY28	July 2026 July 2027	RAP Coordinator
8.2	Encourage and support staff and senior leaders to participate in at least one internal and/or external event to recognise and celebrate NAIDOC Week. 8.2.1 Q3 FY26 8.2.2 Q3 FY27	March 2026 March 2027	Manager, People Operations
8.3	Promote and encourage all employees to participate in external NAIDOC events. 8.3.1 Q1 FY27 8.3.2 Q1 FY28	July 2026 July 2027	Manager, Land Access and Heritage

OPPORTUNITIES

Focus area: To provide real and agreed employment and contracting outcomes to the First Nations people in the communities in which we operate.

IGO supports genuine opportunities for First Nations peoples and actions that are mutually agreed and transparently implemented with Traditional Owners.

Our ambition is to be a preferred mining, exploration, and battery minerals company for Traditional Owners, who understand that we respect First Nations' history, cultures, and authority, and fairly and respectfully deliver direct and indirect benefits to Traditional Owners through co-designed internal and external business practices and decision-making processes.

Action 9 – Recruitment, Retention, and PD

Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.

#	Deliverable Description	Timeline	Responsibility
9.1	Continue to build an understanding of current First Nations resourcing and development requirements to inform future employment and professional development opportunities.	Dec 2025	Manager, People Operations
9.2	Continue to build an understanding of HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace. Enhance Recruitment Communication, including, where appropriate, alternative recruitment strategies such as information sessions, social events, and social media outreach, to reach a wider audience with job opportunities.	June 2027	Manager, Talent
9.3	Consult with First Nations employees on IGO's recruitment, retention and professional development strategy and practices.	June 2027	Manager, People Operations
9.4	Establish a culturally appropriate First Nations Employee Mentor Program with culturally safe grievance mechanisms, clear goals, KPIs, and regular follow-up to provide mentors and mentees with the support they need to succeed.	June 2027	Manager, People Operations

#	Deliverable Description	Timeline	Responsibility
9.5	Monitor, update and report on the First Nations recruitment, retention and professional development strategy to the RAP Advisory Group. 9.5.1 Q2 FY26 9.5.2 Q3 FY26 9.5.3 Q4 FY26 9.5.4 Q2 FY27 9.5.5 Q3 FY27 9.5.6 Q4 FY27	Oct 2025 March 2026 June 2026 Oct 2026 March 2027 June 2027	Manager, Talent
9.6	Continue to advertise job vacancies to effectively reach First Nations stakeholders.	June 2027	Manager, Talent
9.7	Conduct at least two dedicated consultation sessions and document feedback with First Nations Staff at the Nova Operation to gather input on the Traineeship program and First Nations employment experience at the Nova Operation. 9.7.1 Q2 FY26 9.7.2 Q3 FY26 9.7.3 Q4 FY26 9.7.4 Q2 FY27 9.7.5 Q3 FY27 9.7.6 Q4 FY27	Oct 2025 March 2026 June 2026 Oct 2026 March 2027 June 2027	Manager, People Operations
9.8	Monitor, update and report on HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace to the RAP Advisory Group. 9.8.1 Q2 FY26 9.8.2 Q3 FY26	Dec 2025 March 2026	Manager, Talent
9.9	Develop and seek endorsement for a formal role description and work plan for Cultural Ambassador roles.	June 2026	Manager, Land Access and Heritage
9.10	Appoint and integrate the Cultural Ambassador roles across IGO sites and exploration areas as appropriate. 9.10.1 Q1 FY27 9.10.2 Q2 FY27 9.10.3 Q3 FY27 9.10.4 Q4 FY27	Sept 2026 Dec 2026 March 2027 June 2027	Manager, Land Access and Heritage

Action 10 – Supplier Diversity

Increase First Nations supplier diversity to support improved economic and social outcomes.

#	Deliverable Description	Timeline	Responsibility
10.1	Monitor, update, and report on the outcomes of the First Nations procurement strategy to the RAP Advisory Group.		Manager, Supply Chain
	10.1.1 Q2 FY26	Oct 2025	
	10.1.2 Q3 FY26	March 2026	
	10.1.3 Q4 FY26	June 2026	
	10.1.4 Q2 FY27	Oct 2026	
	10.1.5 Q3 FY27	March 2027	
	10.1.6 Q4 FY27	June 2027	
10.2	Identify room for growth with existing First Nations and Ngadju contractors by holding targeted engagement sessions to explore expanded scopes or new contract opportunities arising from the Nova Operation closure.		Manager, Supply Chain
	10.2.1 Q2 FY26	Dec 2025	
	10.2.2 Q3 FY26	March 2026	
10.3	Communicate opportunities for procurement of goods and services from First Nations businesses to staff.	30 June 2027	Manager, Supply Chain
10.4	Continue to develop commercial relationships with First Nations businesses.	June 2027	Manager, Supply Chain
10.5	Monitor, update and report to the RAP Advisory Group on IGO procurement practices that remove barriers to procuring goods and services from First Nations businesses.		Manager, Supply Chain
	10.4.1 Q2 FY26	Oct 2025	
	10.4.2 Q3 FY26	March 2026	
	10.4.3 Q4 FY26	June 2026	
	10.4.4 Q2 FY27	Oct 2026	
	10.4.5 Q3 FY27	March 2027	
	10.4.6 Q4 FY27	June 2027	
10.6	Identify opportunities to partner and collaborate with First Nations-led innovation hubs and entrepreneurial incubators to support First Nations entrepreneurs in sectors aligned with IGO's business (such as environmental technology, renewable energy, and mining services).		Manager, Supply Chain
	10.6.1 Q3 FY26	March 2026	
	10.6.2 Q3 FY27	March 2027	

Action 11 – Sustained Engagement

We look to forge enduring partnerships with Traditional Owner Corporations by proactively engaging them in the planning, decision-making, and implementation of IGO Limited’s exploration activities.

Additionally, as IGO’s operational footprint changes, it is critical to maintain meaningful engagement with Traditional Owners and First Nations stakeholders beyond the life of individual projects. This action ensures that the RAP Advisory Group and related engagement strategies remain active, supporting ongoing reconciliation, cultural stewardship, and economic opportunities even after mine closure.

#	Deliverable Description	Timeline	Responsibility
11.1	Develop and maintain a capability register of First Nations businesses for exploration-related services.	Dec 2025	Manager, Supply Chain
11.2	Include Traditional Owner Corporations in early-stage exploration planning meetings and site visits.	Dec 2025	Manager, Land Access and Heritage
11.3	Report on Traditional Owner Corporations partnership outcomes, including the number of engagements, contracts awarded, and cultural heritage protection activities in IGO’s Annual Sustainability Report. 11.3.1 Q1 FY27 11.3.2 Q1 FY28	Sept 2026 Sept 2027	Principal, Sustainability
11.4	Develop and implement a formal framework for ongoing engagement with Traditional Owners and First Nations stakeholders after the closure of major operations (e.g. Nova). This framework will outline how the RAP Advisory Group will continue to meet, consult, and provide input into IGO’s reconciliation journey, land rehabilitation, and legacy projects. 11.4.1 Framework developed and endorsed 11.4.2 Implementation of the framework begins	Dec 2027 July 2027	Manager, Land Access and Heritage
11.5	Facilitate at least one co-designed legacy project (such as cultural heritage protection, land management, or economic development initiative) with Traditional Owners at each closed operation, ensuring continued benefit and partnership.	Dec 2027	Manager, Land Access and Heritage



GOVERNANCE

Focus area: Effective governance structures underpin the RAP implementation, with dedicated RAP Working and Advisory Groups maintaining First Nations representation and oversight. The Company commits to regular meetings, reviews of terms of reference, and transparent reporting of progress internally and publicly, including submissions to Reconciliation Australia. Senior leadership engagement and resource allocation support the ongoing delivery of RAP commitments, ensuring accountability and continuous improvement.

Action 12 – RAP Working and Advisory Groups

Maintain an effective RAP Working group (RAPWG) and the RAP Advisor Group to drive governance of the RAP.

#	Deliverable Description	Timeline	Responsibility
12.1	Maintain First Nations representation on the RAPWG.	June 2027	RAP Coordinator
12.2	Review and maintain the Terms of Reference for the RAPWG.		RAP Coordinator
	12.2.1 Q1 FY26	Sept 2025	
	12.2.2 Q1 FY27	Sept 2026	
	12.2.3 Q1 FY28	Sept 2027	
12.3	Maintain the RAP Advisory Group.	June 2027	Manager, Land Access and Heritage
12.4	Review and maintain the Terms of Reference for the RAP Advisory Group.		Manager, Land Access and Heritage
	12.4.1 Q1 FY26	Sept 2025	
	12.4.2 Q1 FY27	Sept 2026	
	12.4.3 Q1 FY28	Sept 2027	
12.5	Maintain a quarterly cadence of RAPWG meetings to drive and monitor RAP implementation.		RAP Coordinator
	12.5.1 Q1 FY26	Sept 2025	
	12.5.2 Q2 FY26	Dec 2025	
	12.5.3 Q3 FY26	March 2026	
	12.5.4 Q4 FY26	June 2026	
	12.5.5 Q1 FY27	Sept 2026	
	12.5.6 Q2 FY27	Dec 2026	
	12.5.7 Q3 FY27	March 2027	
	12.5.8 Q4 FY27	June 2027	
	12.5.9 Q1 FY28	Sept 2027	
12.6	The RAP Advisory Group is to meet at least three times per year to drive and monitor RAP implementation.		Manager, Land Access and Heritage
	12.6.1 Q2 FY26	Oct 2025	
	12.6.2 Q3 FY26	March 2026	
	12.6.3 Q4 FY26	June 2026	
	12.6.4 Q2 FY27	Oct 2026	
	12.6.5 Q3 FY27	March 2027	
	12.6.6 Q4 FY27	June 2027	

Action 13 – Support and Resourcing

Increase First Nations supplier diversity to support improved economic and social outcomes.

#	Deliverable Description	Timeline	Responsibility
13.1	Define and implement resourcing needs for RAP implementation. 13.1.1 Q3 FY26 13.1.2 Q3 FY27	March 2026 March 2027	Head of Health, Safety, Environment and Heritage
13.2	Maintain appropriate systems to track, measure and report on RAP commitments.	June 2027	RAP Coordinator
13.3	Maintain our internal RAP Champion from senior management.	June 2027	Chief People & Sustainability Officer

Action 14 – Reporting

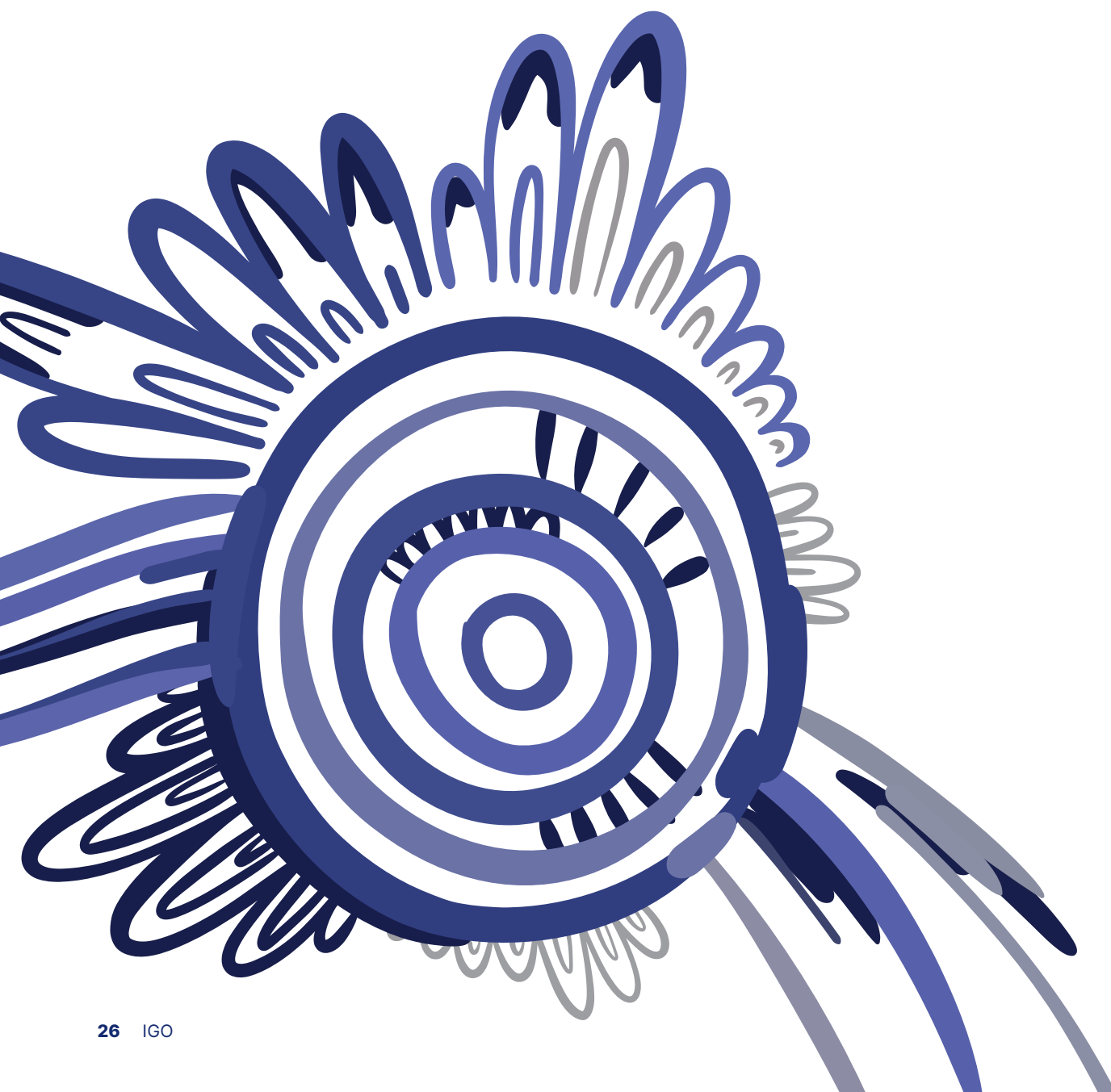
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

#	Deliverable Description	Timeline	Responsibility
14.1	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date. 14.1.1 Q4 FY26 14.1.2 Q4 FY27	June 2026 June 2027	RAP Coordinator
14.2	Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 14.2.1 Q1 FY27 14.2.2 Q1 FY28	Sept 2026 Sept 2027	RAP Coordinator
14.3	Report RAP progress to all staff and senior leaders on a quarterly basis. 14.3.1 Q2 FY26 14.3.2 Q3 FY26 14.3.3 Q4 FY26 14.3.4 Q1 FY27 14.3.5 Q2 FY27 14.3.6 Q3 FY27 14.3.7 Q4 FY27 14.3.8 Q1 FY28	Dec 2025 March 2026 June 2026 Sept 2026 Dec 2026 March 2027 June 2027 Sept 2027	Chief People & Sustainability Officer
14.4	Publicly report our RAP achievements, challenges and learnings annually. 14.4.1 Q1 FY27 14.4.2 Q1 FY28	Sept 2026 Sept 2027	Principal, Sustainability
14.5	Communicate opportunities for procurement of goods and services from First Nations businesses to staff.	April 2026	Head of Health, Safety, Environment and Heritage
14.6	Communicate opportunities for procurement of goods and services from First Nations businesses to staff.	Sept 2027	RAP Coordinator

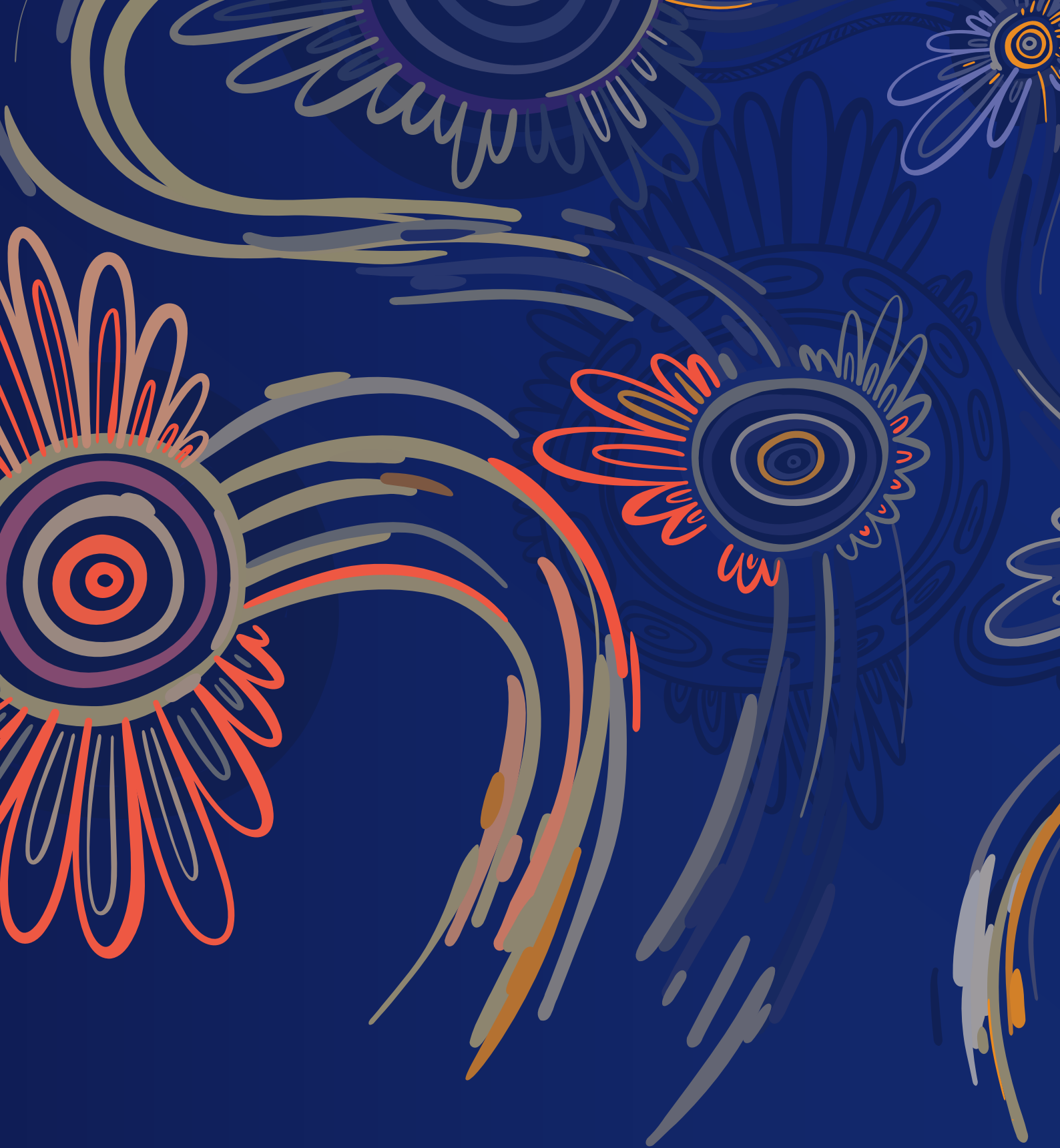
Action 15 – Continue the Journey

Continue our reconciliation journey by developing our next RAP.

#	Deliverable Description	Timeline	Responsibility
15.1	Register through Reconciliation Australia's website to begin developing our next RAP.	March 2027	RAP Coordinator







To find out more, ask a question, or to provide feedback
on the IGO Reconciliation Action Plan.

+61 8 9238 8300

IGO.RAPCoordinator@igo.com.au

igo.com.au