



The Puutu Kunti Kurrama and Pinikura Aboriginal Corporation

Annual Report

2024-2025





**THE PKKP ABORIGINAL
CORPORATION RNTBC**
ICN 7630

PKKP Aboriginal Corporation
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The PKKP Aboriginal Corporation would like to acknowledge Chris Lewis, Leroy McKay and PKKPAC members and staff who have provided the photos and videos in this report.

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Acknowledgement

We are grateful and pay our respects to our elders past, present, and emerging, for sharing their stories, values, and beliefs, and for fighting for our native title rights.

We acknowledge our Puutu Kunti Kurrama and Pinikura (PKKP) community and we extend our respect to all other Aboriginal groups within the Pilbara region.

PKKP Aboriginal Corporation (PKKPAC) acknowledges the Traditional Owners and Custodians of Country throughout Australia, and their continuing connection to land, water, and community.

Introduction and Overview

The PKKP Aboriginal Corporation (PKKPAC) proudly represents the PKKP community as one voice, working to protect land and culture, and to create a genuine legacy for future generations.

The Puutu Kunti Kurrama and Pinikura lands and waters cover approximately 10,888 square kilometres of Western Australia's Pilbara region, between Onslow and Tom Price.

The Puutu Kunti Kurrama and Pinikura people have a demonstrated recorded history of over 46,000 years of continuing cultural practice.

The Puutu Kunti Kurrama people and the Pinikura people are two separate but related language groups speaking for their own country, as well as a shared area. While these two groups are distinct and unique, they also observe common laws and customs that facilitate the protection and sharing of resources.

The rights and interest of the Puutu Kunti Kurrama and Pinikura peoples to these lands and waters were recognised in *Chubby, on behalf of the Puutu Kunti Kurrama People and the Pinikura People #1 and #2* [2015] FCA 940.

PKKP Aboriginal Corporation represents a common voice, working to protect PKKP country, heritage, language, lore, and culture, and to develop programs serving the needs of its membership.

30 June 2025

The PKKP Aboriginal Corporation has 228 PKKP people registered as members.





Stories and knowledge from our elders paving the way for a strong future for PKKP people!

Key events and dates

1980s

Small groups of families began to gather and talk about their connection to country.

27 October 2011

The PKKP Aboriginal Corporation is registered under the *Corporations (Aboriginal and Torres Strait Islander) Act 2006* (Cth).

2 September 2015

Native title is granted to the Puutu Kunti Kurrama and Pinikura peoples.

22 January 2016

PKKP Aboriginal Corporation is appointed to hold Native Title on trust for the Puutu Kunti Kurrama and Pinikura peoples.

2019

PKKP Enterprises Limited, PKKPAC's business arm, is established and registered.

24 May 2020

Juukan Gorge is destroyed. First discussions of co-management (working together) arrangements commence, to negotiate agreements that bind mining proponents to what the community wants when mining occurs on country.

2022

Agreement to establish the Juukan Gorge Legacy Foundation is reached.

2025

Modernisation of the governance structures of PKKP Enterprises to facilitate greater community voice and representation is achieved.

22 May 2025

The PKKPAC & Rio Tinto Co-Management Agreement is formally approved by the PKKP community.

Chairperson's Report



Dear Members,

It is with great pride that I present the PKKP Aboriginal Corporation's 2024/2025 Annual Report. This year marks another step forward in realising the community's long-term strategic vision.

We have made steady progress towards building pathways for members to access meaningful careers, strengthening governance, and expanding outreach services. Finalisation of co-management with Rio Tinto and ongoing negotiations with other mining proponents also offer an exciting opportunity to secure cultural, environmental, and economic outcomes under PKKP leadership.

I am pleased to confirm that the Corporation was successful in securing a \$2.9M grant to establish our Ranger Program and a multi-year \$1.8M grant for Indigenous Regional Employment at Nanutarra. Each of these things give the PKKP community significant opportunities to care for our country and culture.

Looking ahead, we are firmly focused on achieving our 10-year vision — to become a best practice Aboriginal corporation, to be recognised as global thought leaders in Indigenous governance, and to support every member to plan for and achieve intergenerational wealth and wellbeing.

We also confirm that Grant Wilson's contract as CEO has been extended for another 2 years.

We are proud of the work already achieved and remain focused on building a thriving, united community - one where heritage is protected, language is alive, and our people are strong.

On behalf of the Board, I extend my thanks to our members, staff, and partners for your continued trust and support.

Regards,

A handwritten signature in black ink, appearing to be 'Terry Drage'.

Terry Drage
Chairperson
PKKP Aboriginal Corporation

Our Board of Directors

The PKKPAC's Board of Directors have been dedicated to the successful administration of Native Title for the PKKP community and continued improvement of service delivery. In the past year, the implementation of co-management principles, as well as the finalisation and approval of the PKKPAC & Rio Tinto Co-Management Agreement, has been a critical focus for the Board.

It is through consistent hard work and innovative thinking that the Board will see PKKPAC step up as industry leaders. The PKKPAC Board's priorities are to ensure that PKKP country is properly cared for, that PKKP language, lore, and culture remain strong and vibrant, and to build a prosperous future for PKKP people.

There are eight Traditional Owner Directors and two Independent Directors on the PKKPAC Board.



Terry Drage
Pinikura Director and Chairperson

Terry is a Pinikura Traditional Owner and Chairperson of the Board. Terry has been an active participant in the Pinikura community his entire life. In addition to his role on the Board, Terry is on the Board of PKKP Enterprises, and sits on the Pinikura Land and Heritage Committees, and other PKKP committees and sub-committees.

Terry was raised by his grandparents, great-grandmother, and extended family in Onslow, and feels privileged to have lived a life prioritising country, language, lore, and culture. Terry passes on his knowledge to his three children and the PKKP community through his active involvement in the community and PKKPAC's governance structures. Terry is currently engaged as the Pinikura Heritage Consultant for PKKPAC and offers valuable insights and support to PKKPAC about the importance of preserving heritage and protecting country for the benefit of future generations.



Donna Meyer
Pinikura Director

Donna is a Pinikura Traditional Owner and has made an extraordinary contribution to the advancement of the PKKP community for many years. Donna has sat on the Board for the past seven years, including several years as Chairperson of the Board. Donna is also extensively involved as a member of the Pinikura Land Committee and other PKKP committees and sub-committees.

Donna has a strong vision for PKKPAC as a contemporary organisation led by Puutu Kuntj Kurrama and Pinikura Traditional Owners, and her guidance and vision has set PKKPAC on a path of significant growth through difficult times. Donna has assisted PKKPAC in negotiating and delivering numerous significant agreements with mining proponents, which have been fundamental to the successful administration of native title for the PKKP community.



Toni Akuila
Pinikura Director

Toni is a Pinikura Traditional Owner and has been a Director on the Board since native title was determined on 2 September 2015. Toni has been actively involved with the PKKP community since 2002 and stood alongside her late father in representing the Pinikura people, and the PKKP community, in the Native Title Determination. Toni is extremely committed to her roles on the Pinikura Land and Heritage Committees, and other PKKP governance structures. Toni's children are proud PKKPAC members, and she has several grandchildren who are actively involved with their Pinikura culture and with the PKKP community. Toni further supports the Corporation by engaging in on-country surveys and monitoring and representing the PKKP community when working with mining proponents.



Jack Moloney
Pinikura Director

Jack is a Pinikura Traditional Owner and joined the Board in November 2024. Jack has provided valuable guidance and leadership to the Board since joining and has shared his governance knowledge and experience from his role with the PKKP Decision-Making Committee with the Board. Jack is incredibly passionate about PKKP culture and getting out on country. He enjoys an active lifestyle, including camping, hunting, and fishing, with his young family.



Sandra Hayes
Puutu Kunti Kurrama Director

Sandra is a Puutu Kunti Kurrama Traditional Owner and has been closely involved with PKKPAC and the Puutu Kunti Kurrama community for many years. Sandra and her family participated in some of the very first heritage surveys conducted on country, and her participation and deep knowledge has been critical to the preservation and protection of PKKP culture and heritage. Sandra is also the Chairperson of the Board of PKKP Enterprises. Sandra sits on the Puutu Kunti Kurrama Land and Heritage committees, as well as other PKKP committees and mining-proponent sub-committees. Sandra is also engaged as the Puutu Kunti Kurrama Heritage Consultant, where she shares her knowledge and provides cultural guidance and support to PKKPAC and its stakeholders. Sandra has played a significant role in the negotiation and delivery of key agreements for PKKPAC, driving conservation and protection of PKKP country, language, lore, and culture.



Merle Ashburton
Puutu Kunti Kurrama Director

Merle is a Puutu Kunti Kurrama Traditional Owner and has had a significant involvement with the PKKP community and PKKPAC Board for many years. This year, Merle stepped down from the PKKP Enterprises Board after over 4 years of dedicated service, and her significant contributions to the development and modernisation of PKKP Enterprises cannot be understated. Merle also serves as a member of the Puutu Kunti Kurrama Land Committee and other PKKP governance committees. Merle has a strong background in business and a deep understanding of the importance of quality education. She is a highly respected member of the PKKP community and has completed her Diploma in Business (Governance), which is a great asset to PKKPAC. Merle advocates for the community's needs and supports PKKPAC in achieving its strategic goals.



Nolene Oliver
Puutu Kunti Kurrama Director

Nolene is a Puutu Kunti Kurrama Traditional Owner who joined the Board in June 2024. Nolene has been an incredibly dedicated and committed Board member since joining, and her insight and guidance on the Board has been important in guiding PKKPAC to achieve best-practice governance standards and finalise key agreements and outcomes for the PKKP community. Nolene continues to pass down her strong connection to PKKP community and culture to her children, grandchildren, and great-grandchildren.



Ethan Ashburton
Puutu Kunti Kurrama Director

Ethan is a Puutu Kunti Kurrama Traditional Owner who also joined the Board in November 2024. Ethan has brought a new perspective to the Board since joining and has been involved in key decision-making processes. Ethan has also joined PKKPAC representatives at a number of conferences and events since joining the Board, including the AIATSIS Conference, the Barunga Festival, and the WAC-10 Conference, of which PKKPAC was a principal sponsor.



Paul Lucas
Independent Director

Paul is an Independent Director on the Board and a lawyer who served as Queensland's Deputy Premier. Paul has extensive experience as a Director and demonstrates a consistent willingness to question, challenge, and mentor. Paul strives to learn and understand PKKP culture and always ensures PKKPAC maintain the highest standards of governance. Paul has many years' experience participating and working with Indigenous organisations on governance, strategic planning, supporting senior staff and Boards in business undertakings, and assisting in negotiations and discussions with various stakeholders.



Ray Loh
Independent Director

As Head of Industry Capability Network WA and Aboriginal Business Directory WA, Ray plays a pivotal role in advancing Aboriginal business participation across Western Australia through targeted project support, strategic partnerships, and advocacy. His main role involves working with major project proponents across various industry sectors to maximise local content, with the aim of driving economic growth to improve socio-economic outcomes. Having served on several boards, Ray relishes learning and serving on the PKKPAC and PKKP Enterprises Boards to achieve their goals of preserving culture, along with fostering sustainability.

Schedule of Committees



Co-Management session in Perth

The Board and all of the team at PKKPAC would like to sincerely thank all our members who have been nominated for all committees and sub-committees associated with PKKPAC. Without the dedication and commitment of these members, PKKPAC would not be able to ensure the ongoing protection and preservation of PKKP country, culture, language, and heritage.

Committees established by the PKKPAC Rule Book

The PKKPAC Rule Book, as PKKPAC’s governing document, establishes several key decision-making bodies that assist the Board to ensure best-practice governance is embedded within PKKPAC.

The Land Committees work primarily with external stakeholders, including mining proponents, businesses, and other individuals or companies operating on PKKP Country. They make decisions under delegated authority from the Board regarding the approval of key agreements, as well as any requests to impact PKKP Country.

Through this process, they ensure that adequate protection and conservation mechanisms are in place.

The Heritage Committees work primarily with PKKPAC on an internal basis, providing invaluable guidance and recommendations regarding key elements of PKKP heritage, including cultural protocols, language, and ensuring that PKKP culture is flourishing.

The Heritage Committees provide key guidance to PKKPAC to ensure that all internal protocols are best-practice and prioritise PKKP heritage and culture.

Puutu Kunti Kurrama Land Committee

The Puutu Kunti Kurrama Land Committee is composed of the following representatives:

- Burchell Hayes
- Harold Ashburton
- Nolene Oliver
- Ethan Ashburton
- Merle Ashburton
- Sandra Hayes

The Puutu Kunti Kurrama Land Committee met on the following dates:

- » 13 August 2024
- » 8 October 2024
- » 4 November 2024
- » 17 February 2025 (combined Land & Heritage Committee meeting)
- » 6 May 2025 (combined Land & Heritage Committee meeting)
- » 7 May 2025 (combined Pinikura and Puutu Kunti Kurrama Land Committee meeting)

Pinikura Land Committee

The Pinikura Land Committee is composed of the following representatives:

- Donna Meyer
- Maurice Daulbin
- Terry Drage
- Jack Moloney
- Mitchell Drage
- Toni Akuila

The Pinikura Land Committee met on the following dates:

- » 14 August 2024
- » 7 October 2024
- » 5 November 2024 (combined Land & Heritage Committee meeting)
- » 18 February 2025 (combined Land & Heritage Committee meeting)
- » 5 May 2025 (combined Land & Heritage Committee meeting)
- » 7 May 2025 (combined Pinikura and Puutu Kunti Kurrama Land Committee meeting)

Puutu Kunti Kurrama Heritage Committee

The Puutu Kunti Kurrama Heritage Committee is composed of the following representatives:

- Angie Cox
- Fabian Hayes
- Harold Ashburton
- Sandra Hayes
- Colin Mack
- Gavin Ashburton
- Kingsley Woodley
- Terry Hayes

The Puutu Kunti Kurrama Heritage Committee met on the following dates:

- » 5 September 2024
- » 4 November 2024
- » 17 February 2025 (combined Land & Heritage Committee meeting)
- » 27 March 2025
- » 6 May 2025 (combined Land & Heritage Committee meeting)

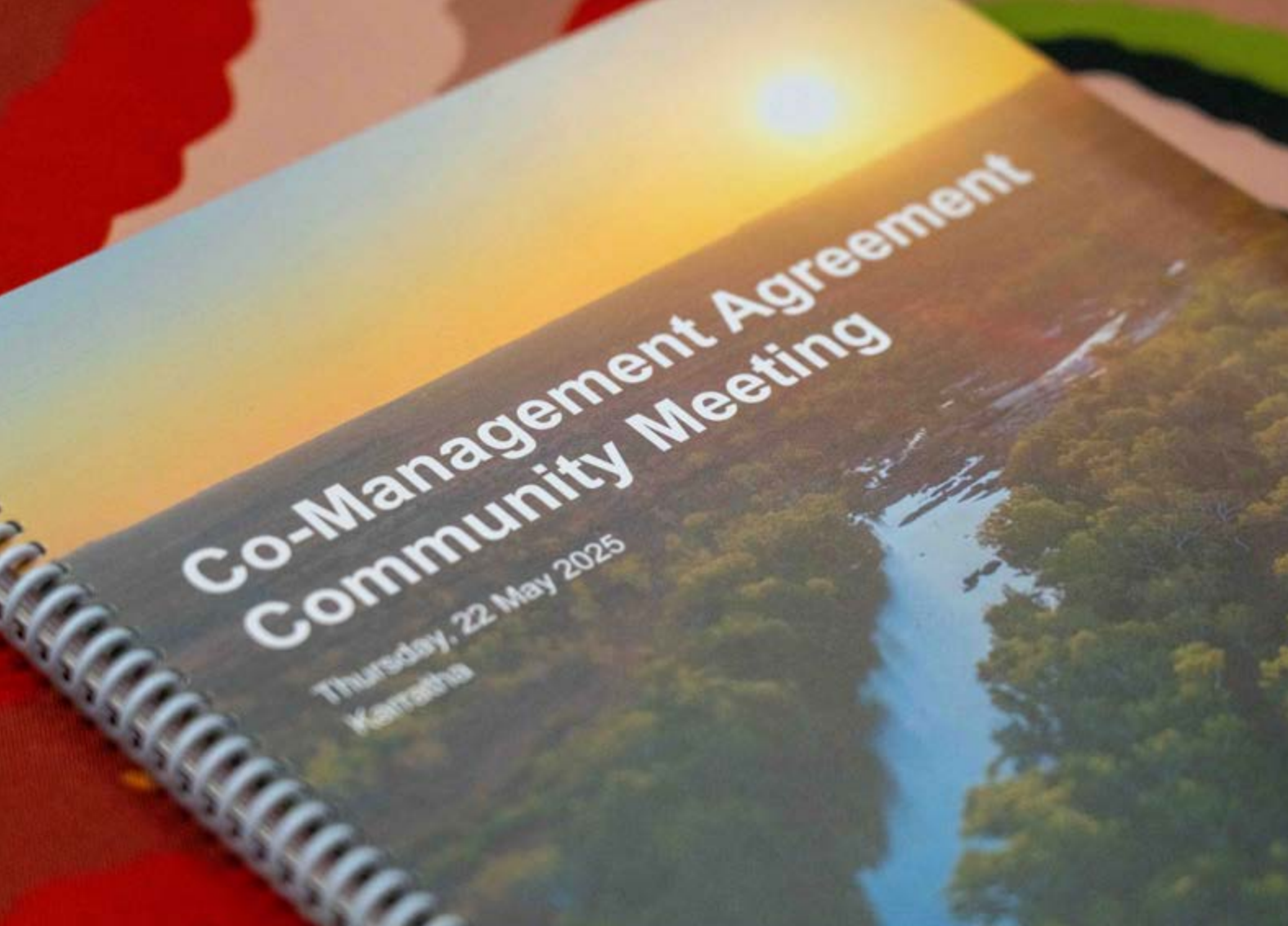
Pinikura Heritage Committee

The Pinikura Heritage Committee is composed of the following representatives:

- Andrea Stewart
- Marjorie Hughes
- Mitchell Drage
- Terry Drage
- Caydon Drummond
- Maurice Daulbin
- Peter Jeffries
- Toni Akuila

The Pinikura Heritage Committee met on the following dates:

- » 6 September 2024
- » 5 November 2024 (combined Land & Heritage Committee meeting)
- » 18 February 2025 (combined Land & Heritage Committee meeting)
- » 26 March 2025
- » 5 May 2025 (combined Land & Heritage Committee meeting)



Committees established by the Board

The Board have established the Co-Management Panel, whose role it is to negotiate and implement co-management with all mining proponents operating on PKKP country.

The Co-Management Panel have this year finalised the ground-breaking PKKPAC & Rio Tinto Co-Management Agreement. This is a fundamental agreement that revolutionises how PKKPAC and Rio Tinto will jointly work together to ensure the ongoing protection and preservation of PKKP country and heritage.

The Board have also established two specialised sub-committees to assist with ensuring best-practice review and decision-making processes are modelled by PKKPAC.

The sub-committees established by the Board operate to thoroughly and independently review PKKPAC’s financials and all policies implemented by PKKPAC, to ensure that all financial and policy decisions are best practice, appropriate, and in the best interests of the PKKP community.

Co-Management Panel

The PKKPAC Board have appointed Burchell Hayes, Sandra Hayes, Terry Drage, Donna Meyer, and Maryanne Kelly to lead and direct the PKKP negotiation team on all agreements with mining proponents. This appointment is ongoing.

Finance and Risk Sub-Committee

Sandra Hayes, Donna Meyer, and Paul Lucas are appointed to the Finance & Risk Sub-Committee. The sub-committee meet quarterly prior to Board meetings, and review in detail the quarterly financial reports for both PKKPAC and PKKP Enterprises. The sub-committee meet quarterly with the accountants and/or financial managers for both entities, and also meet with the auditors appointed by the PKKP community each year.

The sub-committee also meet to consider and assess key risks for PKKPAC. Their support in assessing and mitigating risks has been of significant assistance in the preparation for the 10-year anniversary celebration of the PKKP community’s native title determination in September 2025.

The sub-committee’s delegated scope is to:

- a) review quarterly accounts for PKKPAC on behalf of the Board, and make recommendations to the Board regarding whether the accounts should be approved.
- b) review quarterly accounts for PKKP Enterprises on behalf of the Board, and make recommendations to the Board regarding whether the accounts should be approved.
- c) review financial decisions, including project investments, on behalf of the Board, and make recommendations as to whether these decisions should be approved or rejected.
- d) meet with the auditor annually and review the audited financial report and supporting materials, and report any significant findings to the Board.
- e) act within its authorised delegation as set out and approved by the Board.
- f) review financial and risk-related policies and procedures proposed to be implemented by PKKPAC, and make recommendations to the Board regarding the implementation of these policies.

Policy Review Sub-Committee

Merle Ashburton, Terry Drage, and Paul Lucas are appointed to the Policy Review Sub-Committee. The sub-committee meets quarterly prior to Board meetings to review drafts of policies proposed to be implemented by PKKPAC. The sub-committee ensure that any proposed policies are properly drafted in the best interests of PKKPAC, its employees, and its stakeholders, and to ensure that all cultural protocols and relevant considerations are adequately met. The sub-committee also meet with external consultants who have been engaged to draft specific policies, including large batches of policies required by mining proponents, and ensures these are appropriate.

The sub-committee’s delegated scope is to:

- a) review all human resources, governance, operational, and any other relevant policies for the PKKPAC on behalf of the Board.
- b) suggest any amendments to PKKPAC to proposed policies.
- c) make recommendations to the Board regarding the adoption of reviewed policies.
- d) act within its authorised delegation as set out and approved by the Board.

The policies approved for implementation by the sub-committee in 2024-2025 are outlined in the ‘Governance’ section of this Report.

Proponent sub-committees

Proponent sub-committees are established under PKKPAC's agreements with mining proponents. These sub-committees deal with a broad range of issues, including employment and business development for the PKKP community. These committees' primary purpose is for the Corporation and its members to engage with proponents regarding their mine and exploration

plans as far as impacts to country and heritage are concerned. Our proponent sub-committees implement co-management on the ground and should be considered working groups that discuss and negotiate plans for ground disturbance near recorded heritage places. Sub-committees are completely funded by the relevant mining proponents.

The sub-committees have limited decision-making authority but make recommendations to the relevant Land Committees for final decision. This frees up valuable time for the Land Committees while ensuring that a two-step process is utilised for key decisions impacting PKKP country and heritage.



Members of the PKKPAC Co-Management Panel, PKKPAC negotiation team, and Rio Tinto negotiation team with the PKKP community at the Co-Management Agreement authorisation meeting in May 2025.

Rio Tinto

Rio Tinto (Puutu Kunti Kurrama) Co-Management Committee

The Rio Tinto Co-Management Committee was established pursuant to the agreements between PKKPAC and Rio Tinto and has the following representatives:

- Burchell Hayes
- Courtney Hayes
- Harold Ashburton
- Jorja Pickett
- Lennie Ashburton
- Rehannan Chubby
- Terry Hayes

» The committee has met 4 times this year.

Rio Tinto Regional Implementation Committee (RIC)

The Rio Tinto RIC has the following representatives:

- Larissa Morrison
- Selina Stewart

Fortescue

Eliwana and Flying Fish (Puutu Kunti Kurrama) Co-Management Committee

The Eliwana & Flying Fish Co-Management Committee was established in respect of the agreements in place between PKKPAC and Fortescue, and has the following representatives:

- Burchell Hayes
- Courtney McKay
- Fabian Hayes
- Joan Ashburton
- Kieran Smirke
- Kingsley Woodley
- Lilly-Jo McKay
- Terry Hayes

» The committee has met 5 times this year.

Wyloo North (Pinikura) Co-Management Committe

The Wyloo North Co-Management Committee was established in respect of the agreements in place between PKKPAC and Fortescue. It deals specifically with proposals relating to the section of Fortescue's Wyloo North project on Pinikura Country, and has the following representatives:

- Donna Meyer
- Jack Moloney
- Maurice Daulbin
- Mitchell Drage
- Terry Drage
- Toni Akuila

» The committee was recently formed and will commence meeting in FY25/26.

Smaller proponents

Black Cat Syndicate (Puutu Kunti Kurrama & Pinikura) Co-Management Committee

The Black Cat Syndicate Co-Management Committee has the following representatives:

- Delores Drage
- Fabian Hayes
- Kingsley Woodley
- Neville Stewart

Miracle Holdings (Puutu Kunti Kurrama & Pinikura) Co-Management Committee

The Miracle Holdings Co-Management Committee has the following representatives:

- Alison Woodley
- Kingsley Woodley
- Neville Stewart
- Terry Drage

API Liaison (Puutu Kunti Kurrama & Pinikura) Sub-Committee

The API Liaison Sub-Committee has the following representatives:

- Burchell Corbett
- Donna Meyer
- Lennie Ashburton
- Sandra Hayes
- Terry Hayes
- Toni Akuila

CEO's Report



Dear members,

Welcome to the 2024-2025 year in review

In last year's Annual Report, I noted it had been a year of both achievement and challenge. I am pleased to report that whilst every year is challenging, in the 2024-2025 year, PKKP Aboriginal Corporation, delivered on its key outcomes and is demonstrating true leadership amongst Aboriginal corporations.

There are some key things we have driven inside the Corporation that allows us to better service our community. Our Board and Senior Executive are aligned, and we work well together. Our governance is strong at a corporate level, but we have also embraced PKKP cultural governance systems that provide us with guidance on PKKP Country and within the community.

We are also developing strong and clear pathways for our younger members to ensure community succession, including addressing those barriers that might hold our younger members back.

The centrepiece of the 2024-2025 year has been the execution of the Co-Management Agreement with Rio Tinto.

Ngayuwantharri ngurrangka jina nhawayi country-wu
We go on Country by foot, we see Country

Nganhurru jundi warrgamurrin yigali
All of us lot are working together

This took several years to negotiate and would not have succeeded without the strong direction and guidance of our Co-Management Panel. This agreement is the centrepiece of how our community does business with mining proponents and is a legacy piece for generations to come.

This is by no means the sole achievement for 2025 and indeed when reflecting there are too many to highlight. But to name a few:

- The successful reestablishment of the PKKP Ranger program.
- Continued work on the Nanutarra Homestead redevelopment project.
- Commencement of a culturally appropriate process for the return of materials to the PKKP community.
- Conducting our first return to country trips and cultural mapping surveys.
- The development and expansion of the PKKP Language program.
- Establishment of a community employment and training hub.
- Significant expansion of our outreach service across Western Australia.
- Close to \$5million in government funding achieved over the next 3 years for the Ranger program, Language program and Nanutarra Homestead employment program.

As my senior staff provide more detail on our achievements through 2024-2025, I just again want to express my sincere thanks to the Board, committees, and members of PKKPAC for supporting both myself and all my team in developing a Corporation we can all be proud of. We now have a strong and cohesive foundation, we work together and we are growing as a Corporation and community in the same direction. It is a pleasure to work for the community and the PKKPAC team look forward to an exciting 2026.

A handwritten signature in black ink, appearing to read 'Grant Wilson'.

Grant Wilson
Chief Executive Officer
PKKP Aboriginal Corporation

Leadership Team



Grant Wilson
Chief Executive Officer

Grant was appointed to the role of CEO in May 2022. He started working with the PKKP community in 2012 in a variety of external executive roles, and has been closely involved with the community since this time. In 2016, Grant was appointed as the Change Management Specialist, where he developed and implemented the compliance, regulatory, and operational processes of PKKPAC, which are the foundations of PKKPAC's internal processes today. Grant has fostered a strong relationship with the Puutu Kunt Kurrama and Pinikura community and is deeply committed to the PKKP people, with an intimate understanding of PKKPAC's agreements and relationships with mining proponents and external stakeholders. Prior to his appointment, Grant worked for 35 years in professional services across audit, taxation, and corporate advisory services in a wide range of industries and community organisations. Grant is a Fellow of the Institute of Chartered Accountants, holds a Bachelor of Economics degree, and is a licensed real estate agent.



Nisha Keetels
Chief Operations Officer

Nisha joined PKKP Aboriginal Corporation in January 2023 and was appointed Chief Operations Officer in July 2024. Since joining PKKPAC, she has supported the organisation to strengthen its internal strategy, governance, systems, culture, and community-identified outcomes. Originally from Aotearoa (New Zealand), Nisha is a Māori woman with over 20 years of executive-level experience across public, private, and not-for-profit sectors in both Australia and New Zealand. Her background includes strategic governance, operations, and organisational development, and she holds formal qualifications in business, corporate and not-for-profit governance and strategy. Nisha is passionate about working alongside people and communities to embed strong foundations for lasting, people and community-led outcomes. She brings a respectful, values- and strengths-based approach to leadership and is committed to learning from elders about their culture, traditions, and lived experiences. Nisha uses this knowledge to ensure culturally appropriate, community-designed, and led solutions that will enable both the PKKP community and the corporation to achieve transformative, sustainable organisational and community-informed outcomes.



Dr. Jordan Ralph
Chief Heritage Officer

Jordan joined PKKPAC in January 2023, after working extensively with the PKKP community in his previous role, and was appointed to the role of CHO in July 2024. Jordan is an archaeologist and has extensive experience with the PKKP community from his previous roles at Rio Tinto. Jordan was recently elected as the President of the World Archaeological Congress in June 2025, a phenomenal accolade that highlights Jordan's commitment and dedication to the preservation and protection of cultural heritage. Jordan holds a PhD in archaeology from Flinders University, having worked extensively with the Jawoyn people in Barunga (NT) since 2010. His research focused on both the overt and subtle ways in which government policy impacts communities. Jordan has a passion for heritage management strategy and delivery, as well as working closely with Traditional Owners to help achieve their goals and aspirations.



Ione Griffiths
Director, Community Outcomes

Ione Griffiths joined the PKKP Aboriginal Corporation in 2024 as Director of Community Outcomes, bringing over 15 years of senior leadership experience across the public sector, youth justice, training, and Indigenous community development in regional Western Australia. With a strong connection to the Pilbara and a deep commitment to place-based leadership, Ione has worked with the PKKP Board, staff, and community to embed inclusive practices, improve governance, and deliver programs that reflect the aspirations and cultural values of the PKKP people. Her focus on collaboration, accountability, and continuous improvement has strengthened service delivery and enhanced the Corporation's ability to drive meaningful and measurable change. Ione is passionate about building strong, capable teams and systems that support long-term community wellbeing and self-determination. Her leadership continues to support PKKP's strategic vision and the ongoing resilience and prosperity of the PKKP community.



Gary Dean
Director,
Native Title and Land Tenure

Gary has been involved with the PKKP community since April 2022. Gary finished his studies at agricultural boarding school in 1974. He subsequently completed a Bachelor of Laws degree at Sydney University and a Bachelor of Arts degree at the University of Western Australia. Between 1981 and 1987, Gary served in the Royal Australian Navy, before commencing practising law in Perth. In 2010, Gary joined the Perth Bar as a barrister, where he worked until joining PKKPAC in April 2022. Gary's primary focus at PKKPAC is working with mining proponents, government agencies, and other external stakeholders, to advocate for and advance the position of the PKKP community. Gary also represents PKKPAC (which is a member of the First Nations Heritage Protection Alliance and the National Native Title Council) from time to time at their policy and other meetings. Gary has thrived on learning from the Puutu Kunt Kurrama and Pinikura elders about their country and culture and is committed to the preservation and protection of PKKP cultural heritage. Gary considers the work he now does for the PKKP community to be the most important and rewarding work of his career.



Jana Francis
Director of Governance

Jana has been engaged in the role of Director, Governance since April 2023. She provides governance support to the Board, PKKPAC, and the various committees and sub-committees. Jana is a lawyer with over 13 years' experience working predominantly in Karratha in the areas of governance, native title trust management, family law, wills, and estates. Jana has previously worked with organisations including Kuruma Marthundunera Limited, Ngarluma Aboriginal Corporation, and Perpetual. Jana has a double Bachelors degree of law and business and a Masters of Applied law. Jana is also a volunteer Board member for the not-for-profit organisation, Empowering People In Communities.



Lee Thomas
Director, Corporate Services

Lee joined the Corporation in March 2025 as Director of Corporate Services, bringing over 20 years of finance, HR, ICT, and corporate services leadership in not-for-profit and Indigenous sectors. As a CPA-qualified executive, she ensures financial governance, strategic stewardship, and operational clarity. With a reputation for translating complexity into clarity ("finance for non-financial people"), Lee supports the board and staff in making confident, data-informed decisions. She leads with pragmatic empathy—balancing workloads, guiding performance, and helping individuals grow. She also brings a focus on integrity and inclusive leadership, working to build solid systems and teams aligned with long-term organisational and community goals. Lee's leadership continues to anchor the strategic direction and enhance the long-term resilience of our community.



Denis Coutant
Director, Land and Heritage

Denis is an archaeologist and has extensive experience as a field archaeologist and educator in both France and Western Australia. Denis joined PKKPAC in June 2024 and has been working closely with the community to promote the preservation and protection of PKKP Country and heritage. Denis has extensive experience working with the PKKP community, having first commencing heritage surveys with the community in 2015 while working on API projects, before moving to Fortescue and continuing to work with the community at Eliwana. Denis moved to Western Australia with his family in August 2013 and relocated to Karratha in 2024 to continue to work closely with the PKKP community.

Country, Culture & Partnerships Division

Dr. Jordan Ralph, Chief Heritage Officer



Overview

This year has seen enormous growth within the Corporation, which has brought about significant opportunities and significant challenges for the PKKP community and Corporation staff. I would like to start by acknowledging the leadership and vision of the Board, who have continued to encourage us into new territory and new ways of thinking that will benefit the PKKP community for generations.

The Country, Culture and Partnerships division was established as part of the new corporate structure approved by the Board to support the requirements of the new Strategic Plan.

The Country, Culture and Partnerships division is made of the:

- » Country and Environment unit
- » Heritage, Culture and Language unit
- » Native Title and Agreements unit

This division is responsible for overseeing all of PKKPAC's obligations regarding our native title agreements, such as heritage surveys, meetings, etc., our obligations under different legislation, such as the *Native Title Act*, *Aboriginal Heritage Act 1972*, our agreement negotiations, and overseeing significant cultural programs, like the Community Language program and the Ranger program. Our key function, however, is to ensure the protection and preservation of Puutu Kunti Kurrama and Pinikura culture and heritage, which is put at risk by industry.

I would also like to take this opportunity to thank the PKKP community for putting their trust in me, and I would like to thank the team for the hard work and dedication they bring to their roles. It has been a pleasure leading this team and working with the PKKP community and I look forward to our shared future together.

Key highlights

The Corporation has taken significant strides in protecting PKKP heritage by successfully negotiating a Co-Management Agreement (CMA) with Rio Tinto. The CMA is a landmark agreement, which gives greater protection to PKKP heritage than the legislation, and it puts Traditional Owner decision-making and free, prior and informed consent front and centre. The CMA is something of which the entire community should be proud.

We also successfully relaunched the PKKP Ranger program, and the Corporation was successful in winning a \$2.9M grant from the National Indigenous Australians Agency to re-establish the program. This is the Corporation's third attempt at a Ranger program, and we know that the stakes are high as a result of this and the volume of funding the program has attracted.

Our Community Language program continues to go from strength to strength. We have a wonderful team of dedicated and passionate experts, including from the PKKP community. It is amazing to see what they have been able to achieve in such a short period of time.

There is no doubt that the Corporation has a heritage management team that would be the envy of most mining companies let alone other Aboriginal corporations. The new structure means we can address community and proponent concerns in a more timely and effective manner, and we can now start to focus on things that matter to the community beyond mining-related heritage projects. As a result, we have the new Cultural Research team, and we will start to undertake more research that is led by the community.

Key challenges

With an ambitious structure comes the expected challenges of budget and recruitment. We have worked hard with mining proponents to make sure we have funding to sustain the structure well into the future, and we recruit strategically to make sure we have the right people in the right roles. It is vital for the long-term sustainability of the Corporation that our staff live up to the values that the PKKP community expects and that they work to implement our strategic and annual plans and our agreements.

Looking ahead

While we have finalised the CMA with Rio Tinto, we are yet to finalise similar agreements with other companies. Fortescue and Black Cat Syndicate are our next priorities before we turn our attention to other proponents like API and Mineral Resources. We expect to finalise the Fortescue agreement in the first six months of the 2025/26 financial year.

Environment and Partnerships Unit



Country and Environment

Kingsley Murray, Manager Environment and Country

In October 2024, PKKPAC was announced as a recipient of the National Indigenous Australians Agency (NIAA) Indigenous Ranger Program (IRP) Expansion Grants, Round One. This funding has supported the launch of the PKKP Ranger Program.

To ensure our program's success, we undertook thorough preparation before beginning recruitment. In the latter half of 2024, we developed a PKKP Rangers Strategic Plan, a twelve-month recurrent operational plan, ranger position descriptions, and key health and safety documents. These provided a clear direction and solid foundation ahead of the recruitment process.

Recruitment began in early 2025, with our first four Rangers commencing in April. Their first week on the job was spent at a Pilbara Ranger

Network (PRN) training camp, where they engaged in capacity building and knowledge-sharing with rangers from across the Pilbara. Many of the Ranger groups in attendance have been running established programs for years and have valuable experiences, which they were happy to share.

Our Rangers participated in a variety of training sessions, including weed identification, media training, camera trapping, and team-building exercises, as well as a casual field trip to the Ashburton River.

Since the PRN camp, the Rangers have continued to participate in a number of training opportunities where available. These have included chemical handling, chain-saw operations, and the Healthy Country Planning short course held near Darwin.

In the field, the Rangers have been busy at Nanutarra, building practical skills and contributing to on-groundwork.

Their tasks have included trimming the tamarisk trees, collecting rubbish on site, and clearing weeds, bricks, rocks, and old pipes from within the homestead's fenced area. The team also trenched and installed an automated irrigation system and laid 1,200 m² of Kikuyu turf in preparation for the 10 Year celebrations.

This year, the corporation coordinated the first Return to Country trips for Pinikura at Miana Pool, and for Puutu Kunti Kurrama at Cheela Plains. We look to expand this further in coming years.

Co-Management (Stakeholder Engagement)

Pietro Ubbiali, Manager Stakeholder Engagement

The 2024–2025 financial year has been a highly productive period for the Stakeholder Engagement team. We continued to strengthen governance across Land, Heritage, and co-management committees, while actively contributing to a wide range of projects involving diverse stakeholders.

A key milestone this year was welcoming Ashley Chitty as our new Stakeholder Engagement Specialist. Ashley's addition has been instrumental in meeting the growing demand from external stakeholders and supporting the implementation of co-management agreements.

External engagements

Our team focused on deepening co-management partnerships with major mining proponents including Rio Tinto, Fortescue, and Black Cat Syndicate. We successfully held quarterly committee meetings with Rio Tinto and Fortescue, both on country and in Karratha. These meetings continue to provide committees with the time and context needed to make informed recommendations on projects affecting PKKP Country.

We also initiated committee meetings with Black Cat Syndicate and began building relationships with smaller proponents such as Miracle Iron Resources, Aruma Resources, and Patrick Gundersen, owner of an Amethyst mine on Pinikura Country. These regular engagements are helping to foster trust and collaboration, ensuring PKKP voices are heard and respected.

In addition to governance responsibilities, the team played an active role in several key projects, including:

- » Juukan Gorge Excavation and Rockshelter Reconstruction
- » B4–B2 Road Train Haul Road project with Rio Tinto
- » Dominion Haul Road project with Fortescue

Internal governance

Internally, we continued to manage quarterly Heritage and Land Committee meetings for both Pinikura and Puutu Kunti Kurrama. These forums provide committee members with opportunities to engage with external and internal stakeholders, ensuring PKKP people remain central to decision-making processes concerning native title and the protection of country.

Looking ahead

We are committed to continuing the development of strong, respectful relationships with all stakeholders on PKKP Country, ensuring that co-management is embedded into the fabric of all our relationships.

Heritage, Culture, and Language Unit

Denis Coutant, Director Land and Heritage



Overview

2025 was a very busy year for the Heritage, Culture and Language unit. The unit remains focused on its mission to protect PKKP Country and heritage. By working closely with mining and exploration proponents and heritage service providers, the team ensures that all activities are conducted in a culturally informed, respectful, and collaborative manner.

The approach prioritises relationship building, transparent communication, collaborative work and education. Stakeholder engagement and relationship development are key in the work the unit undertakes on a daily basis. The unit played a central role in facilitating key engagements throughout the year, including Land and Heritage Committee meetings, co-management committee meetings with Fortescue, Rio Tinto, and Black Cat and working group sessions with various proponents and stakeholders active in PKKP Country.

Co-management agreements

One of the main highlights of the year was the finalisation of the Co-Management Agreement with Rio Tinto and the presentation of the document to the PKKP community during the outreach sessions and the community meeting in May.

The Heritage, Culture and Language unit now has the mission to implement this agreement and ensure that the work initiated with this document will set up a new standard in the industry, not only within the state, but also nationally.

This work does not stop with Rio Tinto and the unit is actively engaged on the co-management pathway with several other proponents who are working or plan to work in PKKP Country.

Leadership transition and new appointments

In response to our ever increasing workload and to ensure that external stakeholders operating in PKKP Country engage appropriately with the Corporation and PKKP people, a major recruitment initiative was launched to strengthen the team and ensure continued excellence in heritage management:

- » Zheela Vokes was appointed as Cultural Research Manager, bringing expertise in research protocols, cultural material repatriation, and project management across PKKP Country.
- » Breanna Szwecow joined as Culture and Heritage Specialist, supporting the growing workload in heritage surveys, report reviews, and Cultural Heritage Management Plan (CHMP) collaborations.
- » Chanel Darling joined the Heritage Operations team and is providing support in the organisation and coordination of heritage surveys and monitoring trips on country.
- » We are currently finalising the recruitment of a Manager for the Community Language program as well as looking for a Heritage Field Support Officer for the Heritage Operations team.

The unit pursued its objective of providing more sustainable work opportunities for PKKP people who want to take part in heritage survey work and monitoring activities on country.

Structural changes

In 2025, the Leadership team has been working on a change to the unit structure.

The Language program will be progressively transitioned to the newly established Country and Language unit, reflecting a strategic shift to better align with community priorities. Until a dedicated director is appointed, the programs will continue to operate under the Land and Heritage Management unit.

Juukan Gorge excavation and remediation work

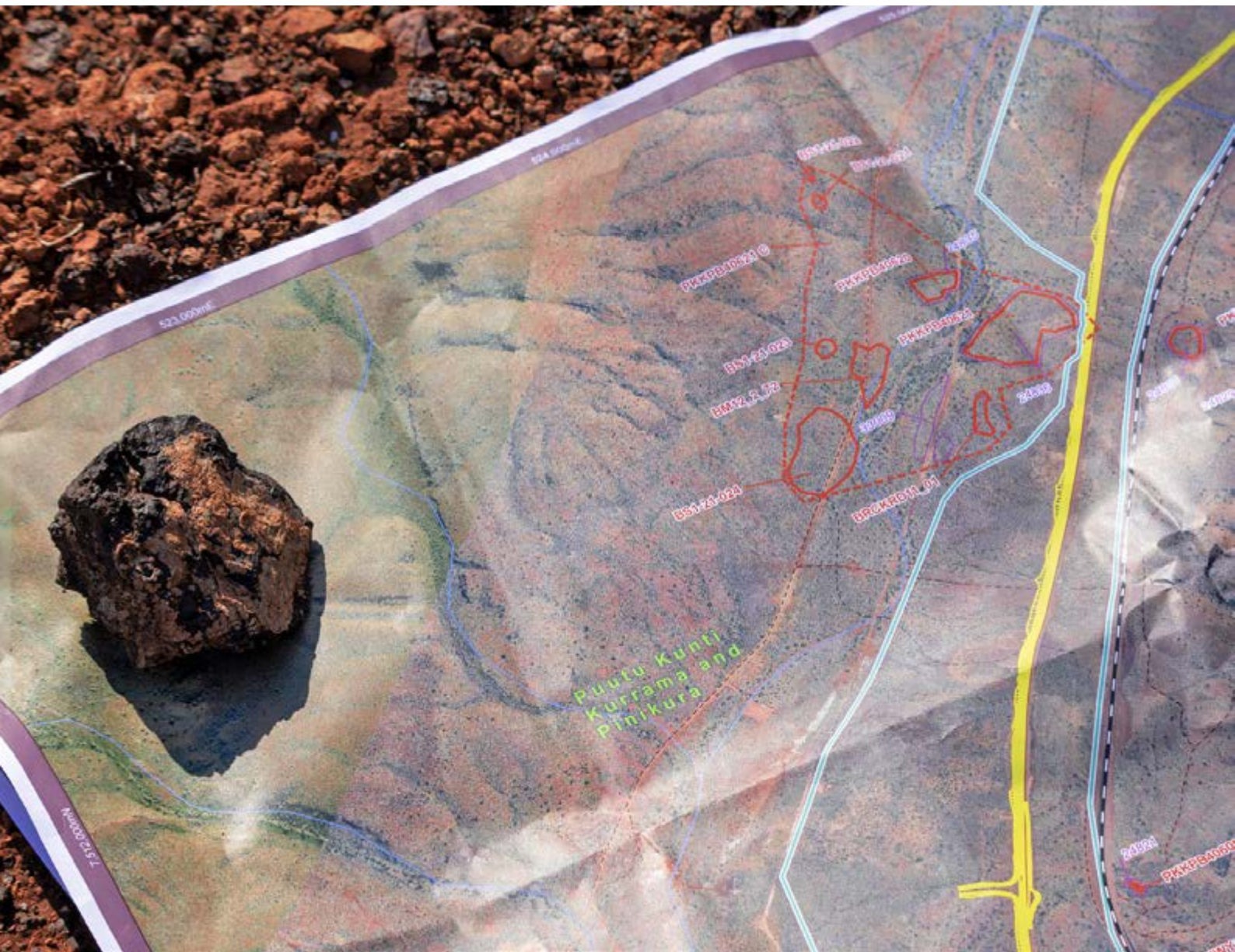
Archaeological work at Juukan Gorge continued in 2025, yielding exceptional cultural discoveries.

The excavation is expected to finish within a year. The end of the dig is not the final point to this project as the archaeologists and PKKPAC staff will manage all the analysis and studies of the excavated cultural materials.

These findings significantly contribute to national and international academic discourse, with PKKPAC and the PKKP people participating in multiple conferences and jointly authoring and presenting scholarly papers. The excavation remains a cornerstone of the Corporation's commitment to cultural preservation.

Heritage Approvals

Jessica Laurier, Manager Heritage Approvals



Overview

The Heritage Approvals team has continued to grow and evolve.

In October 2024, Jess Laurier stepped into the role of Heritage Approvals Manager, and in May 2025, Breanna Szwecow joined as our second Cultural Heritage Specialist, working alongside Rachel Bikim who continues in her specialist role.

With this expansion, the team is well-positioned to increase its involvement in heritage surveys conducted on country and begin implementing more rigorous heritage management protocols.

Heritage surveys

The second half of 2024 saw the successful completion of 16 heritage surveys, comprising:

- » 10 archaeological surveys
- » 3 ethnographic surveys
- » 1 Traditional Ecological Knowledge (TEK) survey
- » 2 combined archaeological and ethnographic surveys

Of these, 14 surveys were conducted on Puutu Kuntj Kurrama Country, with one on the shared area and one on Pinikura Country. Juukan excavation swings also continued steadily, with 11 trips undertaken during this period.

In the first half of 2025, the team completed 18 heritage surveys, reflecting a modest increase. These included:

- » 8 archaeological surveys
- » 5 ethnographic surveys
- » 2 social surrounds surveys
- » 3 combined archaeological and ethnographic surveys

Additionally, 10 Juukan excavation swings were carried out.

There has been a noticeable rise in survey activity on Pinikura Country and the shared area.

There have been 4 surveys conducted on Pinikura Country, 4 surveys conducted on Shared Country, and 10 surveys conducted on Puutu Kuntj Kurrama Country.

We've also seen a significant increase in monitoring requests, which are reviewed by the Heritage Approvals team and coordinated by the Heritage Operations team to manage logistics.

Looking ahead, we anticipate 22 more heritage surveys and 10 additional Juukan excavation swings in the second half of 2025. This upward trend in survey and monitoring activity suggests an even busier 2025–2026 financial year for PKKPAC.

Co-management implementation

Following the formal signing of the Rio Tinto–PKKPAC Co-Management Agreement in May, the Heritage Approvals team has been actively implementing the newly agreed processes outlined in the Heritage Management Protocol. This protocol sets a gold standard for heritage management at PKKPAC. We plan to integrate it across all heritage activities to ensure consistent and high-quality practices among all proponents and stakeholders.

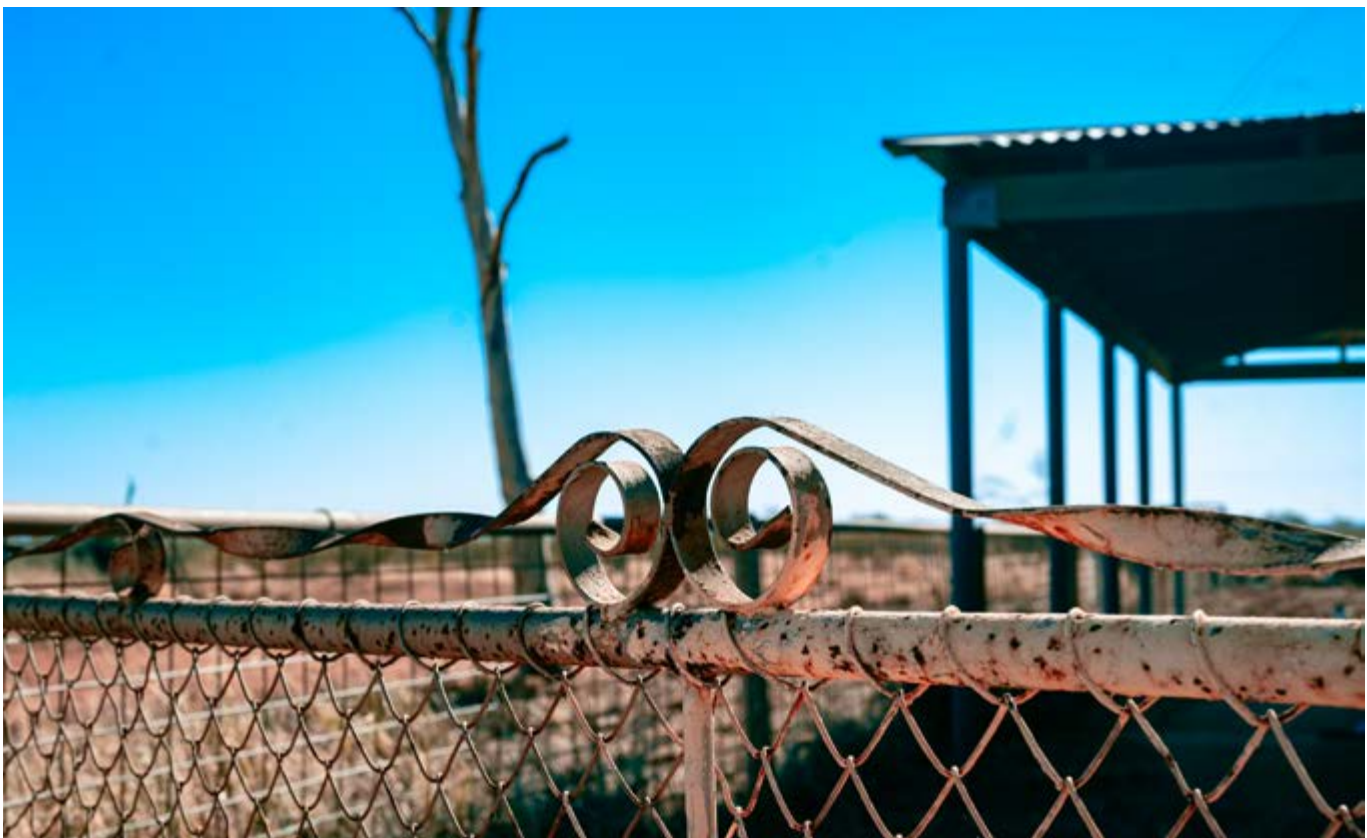
Collaborative heritage management

To support effective heritage management across PKKP country, the team has been developing seven Cultural Heritage Management Plans (CHMPs) in collaboration with various proponents. This work is grounded in building strong, respectful relationships based on a shared commitment to heritage protection.

Early and consistent engagement on future projects remains a key driver of this initiative. Through collaboration and education on best-practice heritage strategies, we aim to safeguard PKKP heritage for generations to come.

Heritage Operations

Rebecca Higgs, Manager Heritage Operations



Overview

The past year has been a period of continued growth and consolidation for PKKPC's Heritage Operations, as we build on our commitment to protecting PKKPC country, culture, and heritage.

With the support and leadership of the Puutu Kunt Kurrama and Pinikura communities, we have successfully completed more than 320 of heritage surveys across PKKPC Country. These surveys have included archaeological, ethnographic, and environmental monitoring components, representing a significant body of work in ensuring that all exploration and development activities on country proceed in a manner that respects and safeguards PKKPC cultural heritage.

We now have a total of 44 registered survey participants, com-

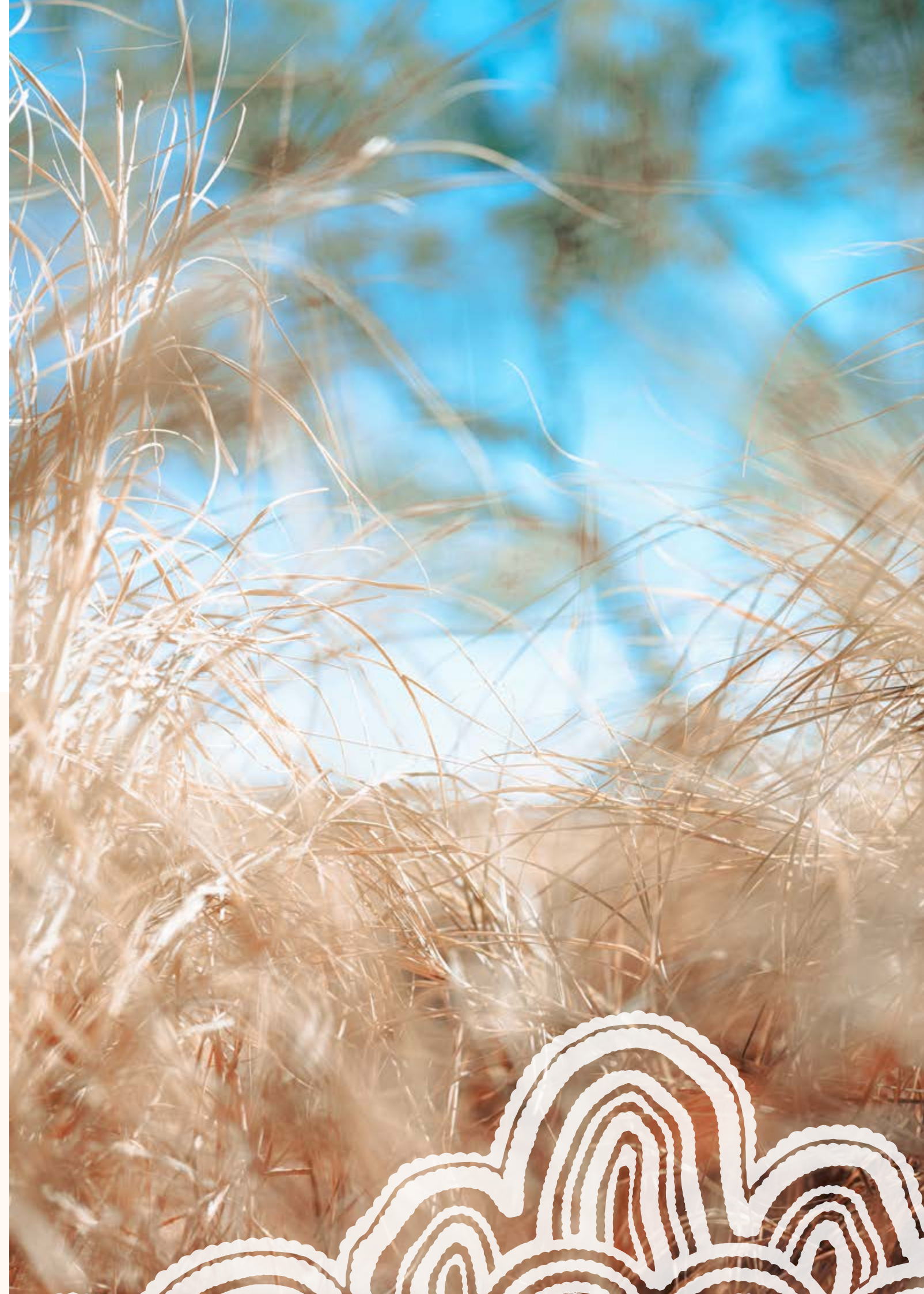
prising 36 casual and 8 full-time Traditional Owner staff. This dedicated and growing team of community members has played a critical role in both heritage protection and the facilitation of co-management activities. Their deep cultural knowledge and commitment remain central to all that we do.

Throughout the year, PKKPC's logistics team continued to play an essential role in ensuring the safe, timely, and efficient mobilisation of people, vehicles, and equipment to survey areas across the Pilbara. The logistical demands of heritage survey work—particularly in remote and challenging terrain—cannot be understated. The heritage operations team continues to work closely with Land and Heritage Committees, proponents, and Traditional Owners to ensure our

processes are best practice.

To further strengthen this area, we are actively recruiting for a Heritage Logistics Officer, a new position that will provide dedicated oversight to the operational delivery of all heritage survey activity. This role will support our existing field and office teams and help build greater structure and resilience into our survey coordination systems.

As our relationships with proponents deepen through the implementation of co-management agreements, the role of our Heritage Operations unit becomes ever more significant. We are proud of the work we do and remain committed to strengthening our community-based heritage workforce and the cultural governance structures that underpin it.



Community Language program

Breanna Kelly, Community Language Specialist



Overview

This year marked the second year of full operation of the PKKP Language program. This has been a year full of growth and building on the program's foundations established in the previous year.

We acknowledge that the Language program is made possible through the participation, guidance, and enduring support of PKKP Elders. We value their wisdom and commitment to preserving and sharing language for future generations. We also thank the many community members and partners who have contributed to this important journey to revitalise and pass on the PKKP languages.

Several changes to our program took place early in the year. Firstly, the Language program moved to the Heritage, Culture, and Language unit in July 2024, to better reflect the tight connections between language and country. And secondly, our team grew with the recruitment of seven new team members. The Language team is now made up of:

- » Kristy Stewart, Chanice Daulbin-Satrick, Nicola Hearman, and Selina Stewart, all Pinikura Community Language Officers (CLOs). Our Pinikura CLOs focus on learning Pinikura language and linguistics skills, and learning how to teach language.
- » Joan Ashburton, Puutu Kunt Kurrama CLO. Joan's role also involves learning Kurrama language and linguistics skills, and supporting the next generations of Kurrama members in their language journeys.
- » Albert Burgman, Consultant Databasing Linguist. Al develops and continually updates our Pinikura and Kurrama dictionary databases, and is training other team members in using this specialised software.
- » Amanda Hamilton-Hollaway, Linguist. As well as general linguistics work and helping with CLO training, Amanda takes care of data management and policy development for the language team.
- » Amy Parncutt, Consultant Language Education Specialist. Amy focuses on language education, equipping and training CLOs and community members to learn and pass on language.
- » Breanna Kelly, Linguist. Brea works on recording and transcription, community engagement, policy development, and helping support our Karratha-based CLOs.

Recruitment of a new Language team manager is in the final stages, with the aim of the new manager commencing early in the 2025-2026 financial year.

Our team has also had the privilege of hosting Katharina Froedrich, a PhD student from the University of Western Australia, as an intern in the Language program this year. Katharina's research investigates English as spoken by Aboriginal people in the Pilbara, and she has enjoyed the opportunity to meet and speak with members as part of her project.

As we reflect on the year that's been, we're grateful to the Pinikura and Puutu Kunt Kurrama communities for your support for, and engagement with, the Language program.

Highlights and achievements



PKKP Member Fabian Hayes.

Events

The Language team was privileged to be part of a Pinikura Return to Country trip in August 2024. We enjoyed spending time yarning with members around the fire and exploring beautiful Pinikura Country. We also recorded language and stories with Pinikura elders.

In September 2024, our team travelled to chilly Canberra to present at the Australian Languages Workshop. This workshop is a gathering for people working with Aboriginal and Torres Strait Islander languages—including community language workers, linguists, and bigger organisations like AIATSIS—and we were able to learn from people further along in their language journeys. We presented on our experience of starting a language program at an RNTBC, which was well received; one prominent Australian linguist even commented that PKKP's Language program was able to achieve in just 13 months what takes many programs 10 years to achieve!

The following month, Terry Drage, Mitchell Drage, and our CLO Chanice Daulbin-Satrck attended the prestigious Paper and Talk workshop in Canberra, supported by Language Education Specialist Amy Parncutt. Paper and Talk is a workshop that equips community members to find, interpret, and use archival materials on their languages. Excitingly, Pinikura was the first WA language group to attend Paper and Talk – a huge achievement for Terry, Mitchell, and Chanice.



PKKP community members Delores Drage, Selina Stewart, and Marjorie Hughes recording language on country.

Community engagement and training

An important focus for us this year has been working with members to encourage their engagement with the Language program and their capacities to do language work. One of the main ways in which we do this is through the regular weekly training sessions we run with our CLOs. In these sessions, the CLOs learn skills relating to linguistics, language learning and teaching, historical language research, office and technical work, and the development of dictionary databases. Excitingly, we have now also expanded the reach of these trainings to include additional members who are interested in language work.

More recently, our CLOs have been using their teaching skills to share language with other members. Working with Amy Parncutt, the CLOs planned language teaching workshops in May 2025, preparing and then leading activities and games to facilitate language learning. To be teaching language after less than a year on the job is a huge achievement for our CLOs, and one our team is very proud of.

Additionally, CLOs and other interested members had opportunities this year to learn from trainers outside of PKKP. An early highlight was a Charles Darwin University short course in linguistics, attended by Joan Ashburton, Kristy Stewart, and Chanice Daulbin-Satrck. In this week-long intensive, the students got a crash course in introductory linguistics, studying how sounds, words, sentences, and meanings can be put together. Later in 2024, the language team also organised a block of training sessions from Living Languages, an organisation that equips Aboriginal and Torres Strait Islander communities to learn their languages.

Another training highlight for our team this year centred on spelling systems. Both Pinikura and Kurruma are currently written using spelling systems created by previous linguists, and these systems were not ratified by community members. Alongside linguist Dr Doug Marmion—an expert in supporting spelling system development in Australia—we held workshops

with members to work through the sounds in their language and learn what makes a spelling system effective. We also ran language morning and afternoon teas for members to provide more opportunities to meet with Doug and talk about spelling systems. The language team will continue this important work alongside any members who want to participate over the coming months, with the goal of coming up with agreed-upon spelling systems for each language.

We also enjoyed spending time with members at various other events organised by the corporation throughout the year. The team visited a survey at Eliwana in October, the whole Language team reunited in Karratha to hold a stall at the AGM in November, and we appreciated the opportunity to speak to different committees about our work. We plan to spend more time with members around corporation activities in the coming year.

Language recording and planning

Language recording is an important part of our work, and this year we appreciated elders and knowledge holders taking the time to speak with us and share their language. As well as recording language during the Pinikura Return to Country trip in August, we were able to visit Angie Cox and Margie Hughes in Onslow for language recording. We enjoyed spending time with these ladies, recording Kurrama and Pinikura language and sharing laughs and stories.

In the last year, the Language program has also implemented two grants from First Languages Australia's Priority Languages Support Program, one for Pinikura and one for Kurrama. These grants supported us in doing language work on country—including during the Pinikura Return to Country trip—and developing plans for our language work.

We also received the exciting news that we were successful in our application for a major grant from the Indigenous Languages and Arts program! This grant will support a collaboration between the Language team and Ranger program, to take more language work and learning out on country. We will begin implementing this grant in the 2025-2026 financial year.



Pinikura community representatives Mitchell Drage, Chanice Daublin-Satrick, and Terry Drage at the Paper and Talk workshop in Canberra.



Angie Cox and Sandra Hayes

Behind-the-scenes work

A lot of the work a language program does happens behind the scenes. While this type of work is not directly visible to community members, it is crucial to building a program that is sustainable, responsible, and culturally safe.

This year we have developed several sets of important procedures to guide our team's work. These include procedures for file naming and file storage, as well as a procedure on how to handle requests for language information from parties both within and outside PKKP. Additionally, we have drafted two consent forms that will help ensure we always know what people do—and don't—want us to do with the language material they provide.

We have also put a lot of effort into the Pinikura and Kurrama dictionary databases. This has been Al Burgman's focus, and he has spent many hours combing through old records to look for new information on language words and how they're used.

He records this information in the databases for safekeeping and has also worked closely

with our CLOs to help them start learning about how to navigate the software we use to build these databases.

These databases are useful for preserving information—but more than that, the information they contain also feeds directly into the learning materials that Amy Parncutt and the CLOs create. In this way, then, the members of our team are constantly building from each other's work.

Finally, our team has invested much time over the past year in listening to old and new language recordings and writing down what the speakers say in them. This process (called 'transcription') is important because it makes language recordings more useable—it helps us, and any other interested community member, find what's in them! Once we find this out, we can then add new information to our databases and use it to create learning materials—another example of how the members of our team build on and help with each other's work.

Cultural Research

Zheela Vokes, Manager Culture Research



Overview

Working in partnership with PKKP members, this team has a focus on building research projects and publications (including for conferences) with researchers and other stakeholders. The team also manages the storage of spatial data collected during fieldwork (e.g. heritage surveys, cultural mapping) on behalf of PKKP members and will continue to grow the Cultural Material and Data Repatriation program.

In order to encourage meaningful and respectful research relationships, we have developed a set of protocols for all research and teaching requests outside of the usual heritage surveys.

Examples of requests we have received so far, include:

- » PhD candidate from Notre Dame University requested to incorporate Traditional Owners' perspective into thesis.
- » UWA School of Earth and Oceans requests to take hydrology students on a field trip.
- » Curtin University researcher requests to hold yarning circles to understand the regional effects of mine closure on Country.
- » Consultants request to co-present a paper with Traditional Owners at an Archaeology conference.
- » UWA and other universities request to partner with PKKP AC for a grant application to fund a future project.
- » YMAC request a field trip accompanied by Traditional Owners.

In February 2025, PKKPAC organised the first series of workshops with PKKP members to decide how information about Puutu Kunti Kurrama and Pinikura history, culture and society gathered for the PKKP native title claim, will be protected and used in the future. Workshops were well attended, and the next set of workshops are planned for February 2026.

The team also continued to work towards preservation and management of significant heritage sites.

Looking ahead

We are growing our Geographic Information System (GIS) capability by recruiting a full-time specialist, to assist with managing our special data and mapping.

Native Title and Agreements

Gary Dean, Director Native Title and Agreements



Overview

During the 2024-2025 financial year, the Native Title & Agreements unit was renamed Native Title & Land Tenure. It forms part of Country, Culture and Partnerships and continued to contribute to the protection of Puutu Kunti Kurrama and Pinikura cultural heritage. This is our core purpose. To ensure this happens we work closely with the Land and Heritage Committees, out native title specialists, and the other members of the Country, Culture and Partnerships team.

The major achievement this year was completing negotiations with

Rio Tinto on the CMA which was signed on 22 May 2025. Rio Tinto and PKKPAC have set up an implementation team to ensure that the co-management ethos and practice percolates through both organisations. This is a big job and will take time. Nevertheless, we are confident that this co-management agreement will establish strong protection of PKKP cultural heritage at the centre of decision-making for Rio Tinto's mining activities on PKKP Country as well as creating a template for exploration and mining activities by other mining proponents.

We continue to build relationships with mining proponents in an assertive but co-operative manner. Our strong and consistent message is that the protection of PKKP cultural heritage must be built into the entire mining cycle and accepted by all mining proponents who undertake mining and exploration activities on country. The key to this is co-management. With the signing of the Rio Tinto CMA, we now have a firmer base from which to educate mining proponents about the benefits of co-management.

Co-management updates

Smaller mining proponents

Black Cat (Paulsens) Pty Ltd

A transitional co-operation agreement was entered into on 22 June 2022. This agreement facilitated Black Cat re-commencing the gold mining operation on Shared Country. It has always been the parties' intention to replace that agreement with a fuller co-operation and co-management agreement. Negotiations on a final agreement are progressing and should be completed within the next six months.

Miracle Iron Holdings Pty Ltd

Miracle Iron now owns all of Strike Resources' shares in Paulsens East Iron Ore Pty Ltd (PEIOPL) which owns and operates a relatively small iron ore mine at Paulsen's East. PEIOPL is re-establishing mining infrastructure and plans to undertake trial mining within the next few months using a mechanical surface mining machine rather than blasting. We have commenced negotiations with Miracle Iron and PEIOPL to supplement the existing mining agreement by adding elements of co-management into their mining operation.

Huau Stone Pty Ltd

Huau Stone has applied for an additional mining lease, M08/547. Negotiations for a co-management agreement to cover Huau Stone's entire marble mining operation are ongoing.

API Management Pty Ltd

As reported previously, we have informed API that the current land access agreements are outdated and not fit for purpose. We have commenced discussions with them concerning co-management and the replacement of the current Land Access Agreement's with co-management agreements prior to any mining commencing on PKKP country in the future.

Mineral Resources Limited

On present indications Mineral Resources' intentions are that it may wish to mine on PKKP Country in approximately ten years' time. As previously reported, we have informed Mineral Resources that a co-management agreement will need to be negotiated prior to any mining taking place. Preliminary co-management discussions have now commenced.

Policy & legal matters

First Nations Heritage Protection Alliance/National Native Title Council

We continue to work closely with the National Native Title Council (NNTC) and the First Nations Heritage Protection Alliance on issues that affect First Nations people, including the Puutu Kunti Kurrama and Pinikura people.

This has involved participating in a leadership working group working to co-design reforms to strengthen First Nations cultural heritage protections in the *Aboriginal and Torres Strait Islander Heritage Protection Act 1984* (Cth).

Also, we have participated in an NNTC sub-committee tasked with assisting the NNTC's feedback to the Australian Law Reform Commission's Inquiry into the Future Acts regime. The sub-committee is composed of representatives from several native title representative bodies and aboriginal corporations from around Australia, including PKKPAC.

Legislation

We have represented PKKPAC as part of the work being done by the First Nations Heritage Protection Alliance to negotiate significant amendments to the Commonwealth heritage legislation – the *Aboriginal and Torres Strait Islander Heritage Protection Act 1984* (Cth) – to strengthen First Nations cultural heritage protection where state legislation fails to provide adequate protection.

This work is ongoing. With the re-election of the Albanese Labor government with a significant majority in the House of Representatives, we expect this work to advance proposed amended legislation to the Federal parliament before Christmas.

WA Firearms Act 2024

The conduct of the WA state government in ignoring First Nations' native title rights when drafting and passing the new firearms legislation caused significant concern among First Nations groups in WA.

Submissions to the state government and the WA Police by YMAC and several Aboriginal corporations resulted in changes to the regulations under the Act. Importantly, Aboriginal corporations can now register their native title determination areas and issue standard and temporary hunting permits to those members who hold a valid firearms licence and wish to hunt on their traditional land.

PKKPAC has registered the PKKP Native Title Determination Area. Relevant information has been sent to members and has been published on the Corporation's website. Once all the necessary governance steps have been completed hunting permits will be able to be issued.

Western Australian review into future act processes

On 30 May 2025 the Department of Planning, Land and Heritage announced that a review into the capacity, costs and consultation requirements of native title parties engaging with the Aboriginal heritage statutory process in WA's mining and exploration sector would be conducted. That is, how well the processes for the application and issue of mining tenements, including future act processes, are working. The review will be conducted by the Department of Premier and Cabinet in partnership with the National Native Title Tribunal. The announcement stated that the review would commence in June 2025 for a four-month period and will include "a targeted consultation process with Aboriginal and industry stakeholders. The review will not consider any legislative amendments."

PKKPAC will participate in the review and make any appropriate submissions. As yet, no steps to engage in consultation have been instigated. As the review will not consider whether any changes to legislation are necessary to improve the processes, the effectiveness of the proposed review is questionable.

Clean energy projects

Australia is undergoing a clean energy transformation. The target is to reach 82% renewable electricity generation by 2030. It is the most significant new industry that will impact First Nations' traditional lands since mining. Large-scale clean energy projects can have a significantly bigger footprint than many mines and oil and gas projects. Also, their visual impact can be significant.

Just how the push for clean energy generation may impact PKKP Country is not yet known. However, both Rio Tinto and Fortescue intend to decarbonise their existing mining operations on PKKP Country and new mining operations are likely to require non-carbon energy sources such as wind and solar. This will bring fresh challenges for PKKP.

The question of decarbonisation has been raised by Fortescue as part of the negotiations for a Native Title Agreement (to replace the existing Land Access Agreement) and a co-management agreement.

**See Appendix at back of report after Priorities*



Governance, Corporate & Community Division

Nisha Keetels, Chief Operations Officer

Overview

This year, the Governance, Corporate, and Community division has focused on strategically and operationally evaluating and planning the internal foundations required to support PKKPAC's growth strategy to ensure the delivery of scalable, sustainable, and empowering outcomes for the PKKP community.

This division plays a central role in ensuring that the Corporation is well-governed, operationally sound, and community-focused. It is made up of the following core units:

- Corporate Services unit (including communication & marketing, ICT, finance, people & culture, business operations)
- Community Outcomes unit (including community development programs, engagement, outreach, health and partnerships)
- Governance unit (including Board and committee support, development, legal compliance, and regulatory frameworks)

Together, these areas provide the systems, structures, and day-to-day support that enable and empower the Corporation to operate effectively and in alignment with the community's set of strategic priorities and objectives. From financial accountability to staff development, governance compliance to culturally appropriate services, programs and celebrations, our division has been committed to delivering strong, measurable and sustainable solutions that will carry PKKPAC forward, support and enable the achievement of the 3+ and 10-year strategic vision.

Key highlights

The Corporate Services unit has seen transformative progress this year under the leadership of the newly appointed Director, Leeanne Thomas. Her extensive experience together has brought strong leadership, strategic focus, and operational rigour to the corporation and the team. Major achievements included the introduction of a modern chart of accounts, improved financial systems, processes, and a refreshed budgeting framework to improve financial oversight and planning at an operational and governance level.

Through a new national not-for-profit sector agreement with Procurement Australia, the Business Operations team secured access for all staff to a specifically tailored FCM Travel Portal. FCM are one of Australia's market leaders in business travel management. This is a significant achievement for a small not-for-profit, providing us with the same innovative, technology-driven solutions and award-winning service used by major corporate, government, and industry organisations nationwide. The portal enhances automation, strengthens financial and compliance controls, and empowers staff with streamlined booking and management tools. This new partnership is expected to deliver projected savings of 6–18% over the coming year and is already freeing up valuable resources and time, which are now being diverted to delivering on our other priorities.

Further capability was added with the recruitment of Mikhail Toptchi as Manager, People and Culture, and Matt Hankin as Manager, Marketing and Communication, both of whom have already had a positive impact on workforce growth and employee experience, improved systems, branding, website and communication to PKKP people and other key stakeholders. All Corporate Services' efforts this year and next year are to prepare the Corporation to be a future-ready enabler of both its staff and community.

Under the capable leadership of our new Director, Ione Griffiths, and supportive management team, Julie Almeras and Matey Martin-Farrell, the Community Outcomes unit has grown in impact and focus, with a strengthened commitment to member-informed ser-

vice delivery. The whole team worked in close partnership with the PKKP community to co-design three generationally focused strategies and plans that identify social, health, and economic priority areas, continued to deliver tailored one-on-one support to members around their health and wellbeing, homeownership, and employment and provide trustee program support to the membership.

Notably, this year the Outreach program was extended across 10 locations, a Housing Maintenance program was developed and delivered with the support of a PKKP member, Jamie Stewart, and we developed and are ready to launch a dedicated PKKP Members Hub to provide a dedicated space for members to engage, learn and grow. New strategic service and funding partners were identified, with \$11,000 in new funding being secured this year to support program growth and responsiveness.

Ione's experience and leadership have been instrumental in uniting and supporting the team, amplifying community voice, and embedding a holistic approach to outcomes that reflect the strength and aspirations of the PKKP people.

The Governance unit, led by our seasoned Director Jana Francis, continued to strengthen the Corporation's governance capabilities through consistent delivery of improved systems, compliance processes, and development opportunities for the Board and committees. This area, strongly supported by the steady and skilled contribution of Governance Specialist Catherine Fletcher, has demonstrated strong performance, ensured continuity, professionalism, and the upholding of best-practice governance standards across the Corporation. Key achievements included enhanced reporting, policy implementation, meeting coordination, and support for governance reform across PKKP Enterprises and the PKKP People's Trust. These efforts have strengthened decision-making structures and reinforced PKKPAC's commitment to accountability, transparency, and community-led governance.

Key challenges

Workforce capability and regional retention

Attracting and retaining appropriately skilled staff, particularly in remote and regional locations, continues to present challenges for the Corporation. Through strategic workforce planning, we have proactively identified future capability needs and implemented a balanced staffing model across our Karratha and Perth offices. This has enabled us to access a broader talent pool, reduce employee on-costs, and extend services to members living between Perth and other regional areas, enhancing both operational sustainability and community reach. To support regional retention, we continue to invest in quality staff housing, strengthen onboarding and internal systems, and offer industry-leading professional development. Our recruitment practices are underpinned by practical, values-aligned tools designed to attract talent committed to our purpose, while building the stability, continuity, and high performance required of a best-practice Aboriginal corporation.

Technology and systems uplift

As PKKPAC continues to grow, embedding scalable, secure, and user-friendly systems across a diverse and expanding workforce remains a core challenge. While steady progress has been made, delays in securing internal technical capability and delivering consistent end-user training have adversely affected both the rollout timeline and the effective embedding of key platforms such as Employment Hero and SharePoint 365. The SharePoint 365 Information Management Hub, central to our digital transformation, has experienced delays, but we are focused on designing a clear end-to-end development, delivery and training support plan prior to launch in December 2025. Despite the

challenges, much groundwork has been completed over the past year, delivering significant system consolidation and financial savings in advance of this major IT infrastructure change. With dedicated ICT roles now approved in our FY2026 workforce structure, we plan to build strong internal capability, continuity, and the dedicated leadership required to deliver continuously improved system design, training, and execution. Change management, user adoption, and long-term sustainability remain the focus as we move toward a modern, integrated digital environment that underpins operational excellence and future readiness.

Balancing strategic and operational priorities

PKKPAC's rapid organisational growth has brought increased demand across all teams, creating the ongoing challenge of balancing business-as-usual operational delivery with long-term strategic execution. Competing deadlines, new programs, and evolving community needs often stretch available resources and place pressure on staff focus and decision-making. To remain aligned, we continue to refine our internal planning processes, clarify priorities, and strengthen communication across teams to ensure we stay focused on outcomes that matter most to the PKKP community. The Corporation has focused heavily on recruitment to address the growing needs of our community and stakeholders. As the Corporation matures, embedding stronger planning, sequencing, and team coordination practices will be essential to sustaining high performance and delivering on both day-to-day needs and future-focused goals.

Looking ahead

Our key priorities as we move to 2026 are:

- » Deliver on the newly developed community-aligned strategies through continued outreach and newly developed programs.
- » Officially launch the Members Hub and Members Hub annual calendar that together provide a flexible and dynamic culturally safe space that will welcome, inspire and empower PKKP people and their families.
- » A strategic focus on community and corporation succession planning to ensure we protect and build a sustainable and resilient PKKP community and corporation.
- » Expand the existing living culture framework to guide and shape future partnerships, negotiations, and working together agreements, identifying all opportunity areas for stakeholders to partner and support future-focused community priorities and outcomes aligned to our collective 10-year ambitions.
- » Enhance online meeting and virtual engagement capabilities to ensure strong business continuity and community engagement, regardless of location.
- » Develop a digital capability improvement training plan for PKKPAC, focusing on security, data and information management, and productivity tools.
- » Explore opportunities for integrating systems across governance, HR, finance, communications, and community outcomes to create a seamless and integrated digital environment.
- » Together, our priorities will help build a best-practice and sustainable Corporation, grounded in culture, led and owned by the community, which will ensure a strong self-determined future.

I would like to thank the Board for their leadership, the executive for their collaboration, and the entire PKKPAC team for their commitment and professionalism during a year of significant change. To the PKKP community, thank you for your ongoing trust, engagement and support as we continue working hard and together to achieve the priorities you have told us are important to you.



Community Outcomes Unit

Ione Griffiths, Director Community Outcomes



Overview

After the unit restructure, new avenues for support have emerged to better serve our community.

The Community Outcomes team now consists of three service areas: Community Services and Engagement, Community Health and Partnerships, and Community Programs.

This team is dedicated to helping PKKP members achieve self-determined outcomes across social, economic, health, and well-being areas. We provide a welcoming space and act as a central point of contact for members seeking assistance from their corporation. We are committed to genuine engagement with Members to develop a holistic understanding of their individual needs, their families, and the communities they live in. The insights gained from every interaction help us refine and enhance both current and future service delivery. This ensures our programs and services remain member-informed, empowering, and aligned with the needs, goals, and aspirations of the PKKP community.

Community Services and Engagement

Over the past year, our Community Engagement and Services team has continued to strengthen trusted relationships with the PKKP community. These connections have been essential in helping us better understand and respond to the diverse needs of our members in a more inclusive and timely manner.

The team has focused on engagement through consistent outreach and ongoing communication. These efforts have included providing regular updates and supporting the PKKP community. We have also worked to raise awareness through events and by using a variety of communication channels to stay connected with our members.

A significant achievement this year was welcoming Jamie Stewart as a Community Housing Specialist, an important step in expanding our support for PKKP members. This followed the successful rollout of the Housing Maintenance Pilot Program, which has seen high levels of engagement. The program has helped many homeowners better understand their home maintenance needs and confidently plan for future work. This strong participation reflects the community's interest in long-term housing solutions and highlights the importance of continued support in this area.

Member-assisted applications

During this time, we have supported members in submitting 717 applications, the records indicate 7% increase compared to the last financial year. As part of the PKKP Community engagement and services, we have listened to members' needs, helped them



Tairi Adams (Housing Officer) and Jamie Stewart

navigate challenges, and built strong relationships with their families. We have also focused on developing community skills by exploring partnerships that support long-term growth, encourage collaboration, and create meaningful opportunities.

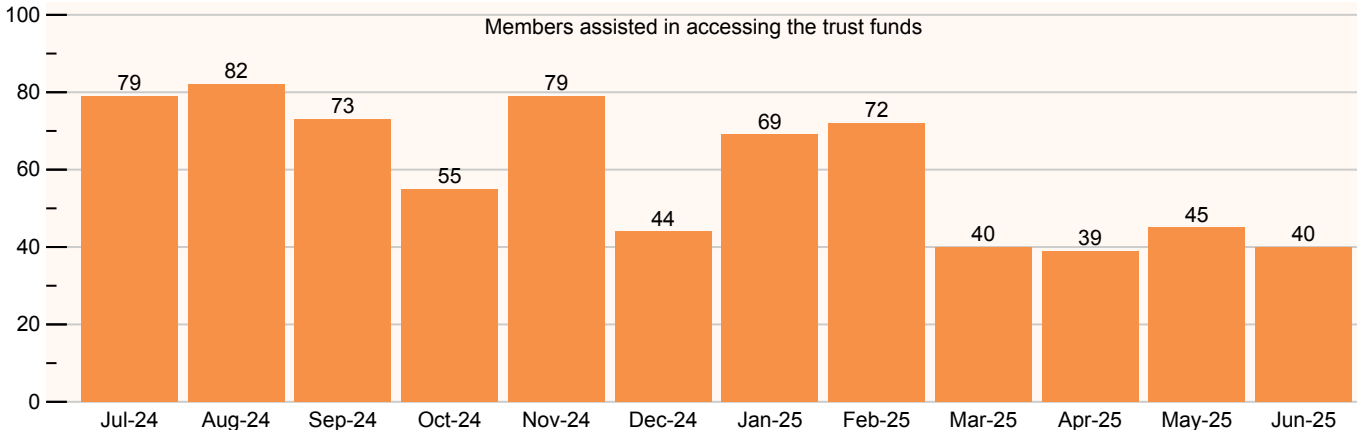


Jaqueline Stewart, Claudia Acevedo and Tairi Adams

Executive Office support

We have maintained strong collaboration with the Trust, the Executive Office through regular meetings. Our focus has been on ensuring members are well informed and supported in understanding, navigating and promoting the policies that provide financial assistance and deliver long-term benefits for both current and future

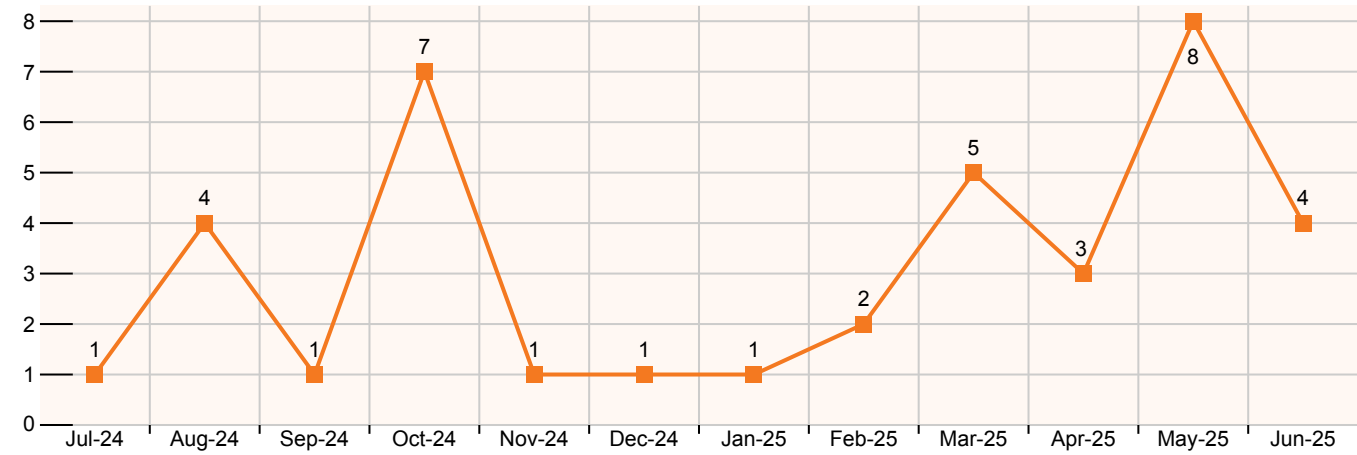
generations of the PKKP community. During this financial year, we are proud to have been part of the first onboarding session for the new PKKP members organised by the Trust, a meaningful milestone in supporting their journey and building strong foundations.



Outreach

We significantly expanded our community outreach efforts, completing 38 trips and spending 68 days on the ground with Members and their families. This resulted in 220 home visits across 10 locations: Onslow, Roebourne, Wickham, Karratha, Hedland, Geraldton, Mullewa, Perth, Newman and Carnarvon. By meeting members in their own communities, we have been able to better understand their needs, identify where further support is needed, and collab-

orate with local service providers to improve access to essential services. These visits have been vital in strengthening trust, building deeper relationships, and ensuring our support is both culturally appropriate and meaningful. This growth in outreach represents a major step forward in our commitment to the PKKP community and our shared vision of long-term, community-led development.



Prince and Raziah Stewart.



Erica Hubert with Claudia.



Claudia Acevedo, Tairi Adams, Jamie Stewart and Terry Hayes



Tairi, Mitchell Drage and Claudia.

Housing program

Over the past year, we have provided ongoing guidance and support to members throughout the entire homebuying process, from initial inquiries to final settlement, helping them navigate the journey and overcome challenges along the way. As a result, there have been 10 successful property settlements, with 15 members becoming homeowners.

In addition to these achievements, there have been 12 major home renovation applications, significantly improving living conditions and sup-

porting long-term housing stability for members. These outcomes reflect ongoing efforts to work together to ensure PKKP people are supported to become successful homeowners.

During the past twelve months, 22 referrals were made to external partners to support members on their housing journey. These referrals included help with writing a will, getting financial advice, and working with buyer's agent. By linking members with the right people and services, we have been able to offer more

personalised support making sure they feel confident, informed, and supported every step of the way.

After identifying gaps in support for maintaining homes post-purchase, we launched a six-month Housing Maintenance program in January. The program was met with strong engagement and has been a successful step toward helping homeowners preserve and care for their properties. As part of the initiative, thirteen outreach visits were conducted, resulting in the inspection of 32 homes.

Highlights and achievements

Member engagement support and outreach

- » **Home visits:** 220 visits across 10 locations
- » **Office visits:** A 34% increase in visits by members compared to last year. Our records indicate a 7% increase in trust support provided.
- » **Housing Maintenance:** Successfully developed the Housing Maintenance Pilot program, completing 32 home visits and engaging 39 homeowners.

Success stories

Proud new homeowner and home maintenance champion: Maurice Daulbin

Maurice is now the proud owner of his own home, having successfully navigated the home buying process with support from the Home Ownership team.

After settling into his new home, Maurice actively engaged with the Home Maintenance program, promptly addressing all the issues that were identified. From repairs to improvements, he worked through each item, showing pride in his home and a long-term mindset. By staying on top of maintenance early in his home ownership journey, Maurice is helping to prevent future issues, reduce costs, and protect the value of his home. His commitment is a great example of how engaging with the Maintenance program can lead to long-term benefits and a well-maintained, safer home.

A journey of strength: Colin Mack

After facing a challenging period in his life, Colin began a journey toward recovery, a journey that proved his strength, resilience, and the power of ongoing support. During this time, family members and close friends made time to visit, bringing hope into each day. It was also an important time for us to witness the progress he had made in his recovery.

Wheels of connection: Angie Cox

Angie's old Prado had been sitting unused for some time. After multiple recommendations to purchase a new car, from different mechanics, Angie was determined to keep it given the special memories it held for her and her family, so it was game on. With our support, she was able to restore the car and in May, after years of sitting outside, although she wasn't behind the wheel - she finally had the chance to go for a drive, it now is fully registered and on the road.

Challenges

Despite the challenges of working in remote Western Australia, the Community Engagement and Services team remains dedicated to expanding outreach and continues to advocate for improved service options and collaborates closely with providers and the Trust, focusing on better communication and more consistent follow-up.

Another area of focus is increasing awareness of the responsibilities associated with home ownership to support informed decision-making. In addition, efforts are limited by a shortage of suitable and affordable properties within the Home Ownership Grant program. This issue is also affected by low youth participation in the labour market, which impacts mortgage eligibility and access to housing.

Looking ahead

We look forward to building stronger partnerships that will help us deliver better services and share resources more effectively. We are committed to growing our outreach efforts so we can stay connected with members no matter where they are.

Expanding the Housing program will continue to be a top priority, offering support to Members as they navigate applications and care for their homes. We also want to keep developing different kinds of educational resources to help members make the best decisions for themselves and their families.

Through our Members Hub, we will be offering personalised sessions tailored to individual or family needs. It is just as important that we identify and address any gaps in services for PKKP members.

By working together and building on our strengths, we are confident we can achieve even greater success in supporting the well-being of our community.

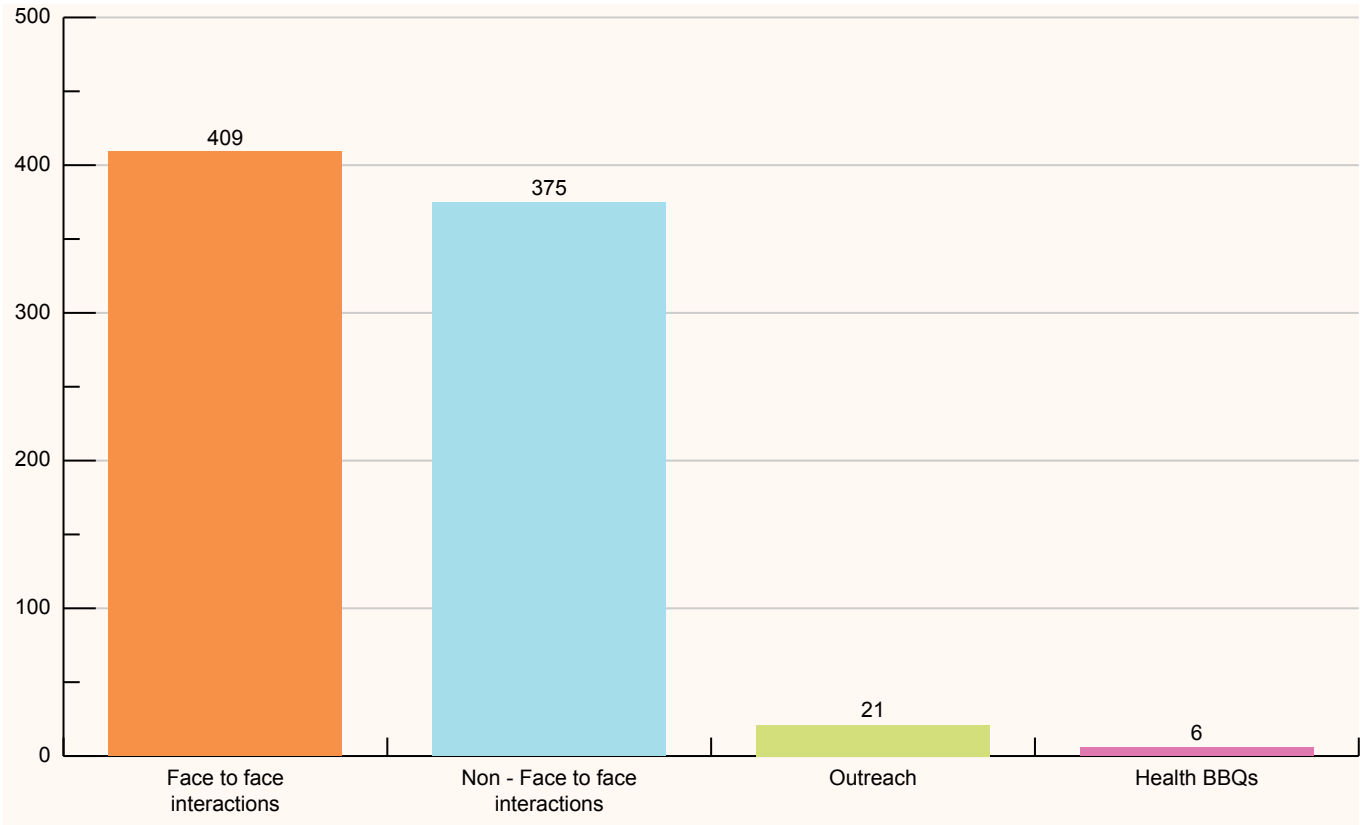


Community Health & Partnerships

Health management

At PKKPAC we continued to deliver a holistic approach to health by focusing on physical, emotional, psychosocial, social and spiritual wellbeing. The Community Health and Wellbeing team is responsible for coordinating and leading efforts to improve the health, wellness, and quality of life for members of the community. This includes promoting physical health, mental wellbeing, social inclusion, and access to services that foster healthy living. Community Health and Wellbeing team continues to provide person-centred individualised support to PKKP members and their family through case management.

We continue to assist members on their journey towards their goals through personalised support plans. We are currently supporting 18 community members with regular case management. Additionally, ad hoc support is provided to at high-risk members and those with ongoing health concerns. We made good use of every single one of over 700 informal opportunities we had to interact with members with reaching 388 formal recorded interactions with members over the course of last year.



Health promotions and awareness

Mental health awareness

Objective: Increase awareness and reduce stigma surrounding mental health.

Activities: Community events, awareness through information sharing, conferences, and partnerships with mental health professionals through different community stakeholders.

Outcomes: Reached out to all community members. There seems to be a better understanding of mental health and its importance in the community post above initiatives.

**Aboriginal Mental Health First Aid staff and member training was postponed due to Sorry Business.*



Erin Burmaz and Prince Kuthial with the Headspace team in Karratha

My Aged Care

Objective: Increase knowledge and awareness in community members of government funded support.

Activities: Emails and flyers sent, information sharing through conversations during outreach, over the phone and in-person, regular follow-ups with eligible members.

Outcomes: We have successfully registered nine new eligible members for My Aged Care assessments and continue to support registered members in finding and linking with the right support and service providers closing the gap.



Prince with Linda Smirke and Paula Smirke

Physical activity initiatives

Objective: Promote active lifestyles among members to reduce isolation and improve physical health.

Activities: Successful partnerships are being built with local health and fitness clubs. Two successful partnerships - one in Karratha and one in Perth.

Outcomes: 30% of members are seeking a gym membership with 6 new members joining in the last 5 months.



Community BBQ with Karratha Central Healthcare

Outreach and community BBQ's

The aim of community barbeques are to deliver health support, information and initiatives in an informal setting in a casual and welcoming environment. We successfully delivered 6 Community Health BBQ's last year in collaboration with allied health professionals to raise awareness and deliver health care support where our members live. Community Health team completed over 90 home visits during their 21 successful community outreach events, individually and in collaboration with whole community outcomes unit.



Members left to right Rhonda Hughes, Susanne Hay-Hughes, Doris Hughes, Marjorie Hughes and Teresa Hughes

Jeffrey Morgan Lifestyle Program

Over the past year, PKKPAC continued to deliver tailored health, wellbeing, and personal development support through its partnership with Jeffrey Morgan. The program focused on culturally relevant, strengths-based approaches that empower individuals to make positive life changes aligned with PKKP values and community aspirations.

This included intensive visits, and the program supported over 22 members through more than 132 individual and group-based activities, including:

- » Many home visits and many one-on-one sessions.
- » Community meetings and the AGM.
- » Referrals to support services (rehabilitation, health, financial).
- » Online coaching sessions via the LIFESTYLE PROGRAM™ app.
- » Media videos created and distributed to increase awareness.

Participants engaged in a wide range of areas including substance abuse recovery, mental health support, business development, emotional intelligence, and goal setting. Community members reported measurable improvements in health, lifestyle structure, stress management, and cultural connection.

Case studies highlight outcomes such as successful rehabilitation, improved emotional regulation, strengthened cultural identity, and enhanced community engagement. The program's blended delivery model, combining in-person support, digital tools, and ongoing coaching, ensured flexible, accessible, and culturally safe support for participants across the region.

The Jeffrey Morgan program has made a meaningful contribution to the social, emotional, and cultural wellbeing of the PKKP community over this reporting period.

Highlights and achievements

Suicide Prevention Forum

In March 2025, a delegation of 13 PKKP Traditional Owners and 3 staff members from the Corporation attended the Indigenous Suicide Prevention Forum held on Gadigal Country (Sydney). This important event brought together Aboriginal and Torres Strait Islander leaders, mental health professionals, and community organisations from across the globe to address suicide prevention through a culturally informed lens.

Our attendance was an opportunity for our members to connect with other First Nations communities, share lived experiences and explore strengths-based approaches to social and emotional wellbeing.

Return to Country

At PKKP Aboriginal Corporation, we are dedicated to ensuring our members access the best possible health care, whether locally or in metropolitan areas when needed.

Recently, one of our respected Elders required multiple surgeries and an extended hospital stay lasting over seven months. Being away from country and family for such a

Forum sessions covered topics such as community-led healing initiatives, youth mental health, intergenerational trauma, and the importance of cultural identity in prevention efforts.

The PKKP delegation returned with strengthened knowledge, renewed networks, and a commitment to applying key learnings within our own community. Sadly, Pilbara leads Australia with highest suicide rate at present, this experience reaffirmed the importance of local voices and culturally grounded strategies in promoting mental health and wellbeing across our region and showcased strategies to overcome this challenge.

long time had a significant physical, emotional, and cultural impact.

Throughout this period, our health team remained closely involved, advocating for the Elder, coordinating with hospital staff, and ensuring culturally appropriate care. Through collaboration with allied health professionals, the Elder completed rehabilitation and was safely returned

Supported living at home

At PKKPAC, we believe true wellbeing comes from staying connected to family, culture, and country. For many members living with chronic conditions or disabilities, remaining at home is not just a preference, it's essential to their healing and spiritual wellbeing.

Over the past year, we supported a PKKP community member with increasing mobility challenges and complex medical needs, who was determined to remain at home on country, close to loved ones.

Achieving this required coordinated support across multiple services.

Working alongside the member, their family, local health providers, and government-funded programs, we created a tailored care plan to support their safety and independence.

This included:

- Coordinating in-home nursing and allied health visits.
- Delivering and installing mobility aids and essential medical equipment.
- Advocating for government funding for home modifications.
- Supporting access to transport and regular medical appointments.



Community members and PKKPAC staff at the Suicide Prevention Forum

to community with all necessary supports in place.

Their return home was a powerful moment of resilience and community care, reflecting the strength of culturally grounded health support. We remain proud to stand by our elders on every step of their healing journey.

Ongoing check-ins and collaboration with their care team ensured not only the member's safety but also their ability to live with dignity, independence, and cultural connection. This story highlights the power of community-led health care. When we truly listen and respond to our people's needs, we don't just improve health, we strengthen their ties to land, language, and community.



Community members and PKKPAC Staff at the Peoples' Meeting

Challenges

We encounter several ongoing challenges that affect the ability of our members to access timely, culturally safe, and effective healthcare. These systemic challenges exist mainly due to the remote and regional nature of our communities, and they require constant navigation and advocacy.

1. Long travel distances

Many essential medical services, including specialists, diagnostic facilities, and surgical care, are only available in major metropolitan areas such as Perth. This often means members must travel hundreds of kilometres from their homes, families, and country, creating emotional, financial, and logistical strain. The impact is particularly significant for elders, people with disabilities, and those with limited mobility. For some, the travel alone can be a deterrent from seeking care, which contributes to worsening health outcomes over time.

2. Lack of adequate health support in the region

Locally available healthcare options in the Pilbara region are limited, especially for complex or ongoing care. There is often a shortage of culturally safe practitioners, allied health professionals, mental health support, and disability services on country. This lack of consistent local support results in delayed care, untreated conditions, and higher dependence on emergency interventions. It also places additional pressure on families and community networks to provide informal care without sufficient resources or training.

3. Long waiting times for appointments

Even when referrals are made, the wait time to access specialists or allied health services, both locally and in Perth, can be extensive. This is particularly problematic for members requiring urgent or time-sensitive care, such as post-accident rehabilitation, treatment, or chronic disease management. These delays often lead to deteriorating health, unnecessary hospital admissions, and increased anxiety for patients and their families.

4. Lack of ongoing engagement in health and well-being programs

Due to historical trauma, systemic racism, and a lack of culturally safe care models, there is often a disconnect from members in accessing support and staying consistent with their engagement in health and well-being program. Despite these barriers, we work tirelessly to fill the gaps by advocating for timely treatment, coordinating services, and ensuring that care is delivered in ways that respect culture, community, and connection to country. Whether it's supporting someone through neurosurgery, helping an elder return home after extended hospitalisation, or ensuring a member can remain in their home with the right supports, our work is grounded in trust, persistence, and deep community connection.

Looking ahead

As we move forward, the PKKP Aboriginal Corporation remains committed to improving the health and wellbeing of our community through proactive, culturally safe, and community-driven initiatives. Based on the needs we continue to observe across our membership, we have identified several key priorities for the coming year:

1. Strengthening health partnerships

We aim to broaden our collaborations with regional and metropolitan health providers to improve access to specialist care, allied health services, and culturally appropriate programs. Building stronger partnerships will allow us to advocate more effectively for our members, facilitate timely referrals, and bring more services directly to the community, reducing the need for long-distance travel wherever possible.

2. Increasing outreach and awareness

Raising health awareness continues to be a key focus. We plan to increase our outreach efforts through targeted health promotion campaigns, information sessions, and program delivery on-country. By meeting our community where they are—whether at events, remote stations, or through family networks we hope to break down barriers to engagement and empower members to take control of their health.

3. Health education through multimedia

To support ongoing learning and health literacy, we will be developing and sharing health-related videos in simple, engaging formats. These will cover topics such as chronic disease prevention, nutrition, mental health, and navigating the healthcare system. Videos will be accessible both online and at the PKKP Members Hub, supporting members of all ages and literacy levels to make informed decisions about their wellbeing.

4. Partnering with health insurance providers

We are currently exploring a formal partnership with a health insurance provider to better support our members in understanding their entitlements and accessing preventative care. This partnership would assist with navigating claims, reducing out-of-pocket costs, and improving long-term health outcomes for PKKP people. This is at final stages.

5. Consistent case management and follow-up

One of our strategic goals is to implement a more structured case management model ensuring our members

receive not just one-off support, but ongoing, wrap-around care. This includes regular follow-ups, check-ins after hospital discharge, medication management, and coordination with service providers. A more consistent approach will strengthen trust, prevent relapse or readmission, and ensure continuity of care.

6. Expanding programs at the PKKP Members Hub and through outreach

The PKKP Members Hub will play an increasingly central role in delivering community-focused programs that promote holistic health and wellbeing. Planned initiatives for the coming year include:

- Health literacy programs to help members better understand health terminology, medications, and the healthcare system. This will also benefit them in feeling confident in exploring work opportunity and increase their overall confidence.
- Cooking and nutrition classes to promote healthy eating using accessible ingredients and traditional bush foods.
- Social and emotional wellbeing days to support mental health, reduce isolation, and promote cultural healing through activities like art, yarning circles, and mindfulness.
- Youth and family engagement programs to strengthen intergenerational connection, leadership, and knowledge-sharing.

These priorities reflect our ongoing commitment to a strengths-based, community-led, and culturally safe approach to health. By working together with partners, elders, youth, and families, we will continue to build a healthier future for PKKP people on country, in the communities in which they live, supporting community spirit, knowledge and strength.

The Elders Strategy and Health & Wellness Strategy are nearing finalisation and preparation for implementation and launch has begun.



Community Programs

An important step forward this year has been the addition of Erin Burmaz to the Programs team. Her role brings valuable experience and adds capacity to support the ongoing growth and delivery of our initiatives. With Erin on board, we are better positioned to meet the evolving needs of PKKP members and continue building strong outcomes.



PKKPAC continues to be involved in many community events

Employment & Training program

The PKKP Employment and Training program is designed to support long-term, sustainable employment and capacity building initiatives for members of the PKKP community, as well as their families.

Tailored support is offered to all members, including assistance with resumes, driver's licences, upskilling and training opportunities. Through this work, we have been able to support our members with creating and updating resumes, as well as onboarding processes. We continued to promote opportunities through sending out employment bulletins, each detailing different opportunities for training and employment.

PKKP employment bulletins were initially distributed to members via email earlier in the year. The transition to the Mailchimp platform has since enhanced our communication efforts, providing valuable insights into how members are engaging with the information shared.

We continue our monthly meetings with Rio Tinto and Fortescue, maintaining a strong focus on job creation and workforce development. At the same time, we are actively networking with other industry proponents to build relationships and identify new opportunities for members. Our efforts also include expanding into a broader range of sectors and engaging with training providers to ensure access to diverse and sustainable career pathways.

Thanks to the strong relationships between PKKP and major industry partners such as Rio Tinto and Fortescue, PKKP members are often given early access to a range of career and training opportunities within these companies. Engaging members and maintaining their involvement in employment initiatives has been challenging, particularly when trying to gauge genuine interest and sustained participation. We aim to increase member participation in employment and training opportunities by deepening engagement with

existing programs and pursuing new partnerships with service providers. Additionally, we are committed to strengthening wraparound support by maintaining regular contact with employed members to ensure their health and wellbeing remain a priority throughout their employment journey.

The internal PKKP Training program is undergoing redevelopment post meaningful feedback from members that have engaged in the program to ensure that we are meeting the needs of members in the right way that result in better outcomes. This process focused on improving program design, including planning, timelines, implementation, and coordination across internal units, to ensure more effective outcomes for participating members. In the interim, individual employment and training support continues to be provided.

To effectively relay employment and training opportunities with members, Community programs sends out frequent Employment Bulletins.

The Aboriginal Enterprises in Mining, Energy and Exploration (AEMEE) Conference 2024 provided a valuable platform for professional growth and knowledge sharing. In the session *NEXT-GEN Sparks, Creating New Pathways: Our Mob, Our Voice, Our Future*, panellists Ronnelle Edwards, Jack Moloney, Kaitlyn Hayes, and Chanice Daulbin-Satrick explored opportunities for advancing Aboriginal economic development and creating new pathways for future generations.

AEMEE was established to promote Aboriginal economic development, strengthen Indigenous enterprises, and advance a thriving sector. The conference exemplified AEMEE's mission by fostering meaningful relationships between communities, industry, and government. We acknowledge the valuable contributions of the panellists and thank all those who supported this important initiative.



Members Hub

The PKKP Members Hub is an exciting new space that is opening its doors to the community. Located in Karratha, the Hub has been developed to provide a central, culturally safe and welcoming place for all PKKP members to connect, access support, and engage with the Corporation.

Once open, the Hub will be available for the entire PKKP community to use — whether it's to seek assistance with forms and services, attend meetings or information sessions, or simply catch up with staff and each other. It will also serve as a shared space for the Corporation to deliver programs, provide updates, and ensure open communication with members.

The Members Hub represents an important step forward in strengthening community connection, improving access to services, and building a stronger, more informed and united PKKP community.

Highlights and achievements

It has been very rewarding to see the Members Hub come together, through the hard work of creating a layout that is both functional and welcoming.

Challenges

The Members Hub Art program has faced some initial challenges in getting off the ground and is currently in the final stages of approval. Once launched, the program will provide a meaningful platform to showcase PKKP members' artwork and culture within the Hub.

Looking ahead

Looking ahead, we are continuing discussions with local service providers to explore potential partnerships within the Hub. Our focus is on engaging established, independently funded programs and providers that offer meaningful opportunities for capacity building and training, ensuring long-term value and support for members.

We are looking forward to officially welcoming members and commencing the delivery of programs and initiatives from the Hub.

Youth Strategy

The Community Programs team has led the creation of a Youth Strategy, in collaboration with the rest of the Community Outcomes unit.

The Youth Strategy outlines a collaborative framework for PKKP Aboriginal Corporation to engage with PKKP youth and key stakeholders. Its goal is to empower young people by fostering leadership, cultural connection, and meaningful participation through initiatives focused on capacity building, health and wellbeing, and pathways to training and employment.

Key priorities:

- 1) Cultural Connection
- 2) Capacity Building & Leadership Initiatives
- 3) Health & Wellbeing
- 4) Training & Employment
- 5) Member Housing
- 6) Members Hub



■ Zaharnna Papertalk and Bevan Ryan

Looking ahead

This strategy is in the final stages of approval. Once approved its purpose is to strengthen youth voices, build capacity, and foster a sense of belonging and pride within the PKKP community - through shared decision-making, targeted programs, and ongoing support.

Community events

The Community Programs team has had the privilege of attending a range of networking events and expos throughout the year, including the KDCCI Career Expo, the Indigenous Business Tradeshow, and various other local events hosted by community service providers.

Building on the success of this year's NAIDOC events, we're excited to plan for an even bigger and better celebration next year. Our goal is to deepen community involvement and encourage greater participation from PKKP members. With more activities, stronger partnerships, and broader engagement, we look forward to creating a vibrant and inclusive event that continues to celebrate culture, connection, and community pride.

Conclusion

The Community Outcomes unit is proud to reflect on the strength and progress achieved this year. Together with our members, elders, and partners, we have delivered programs that support health and wellbeing, created pathways for education and employment, and taken meaningful steps towards achieving housing security and community connection.

Our work is not without challenges, but the resilience of the PKKP people and the guidance of culture continue to drive us forward. With the Members Hub opening, and with our youth, health, and elders strategies coming to life, we look ahead with optimism.

It is a privilege to serve the PKKP community, and we remain committed to ensuring our programs honour the past, respond to the present, and create strong opportunities for the generations to come.

Corporate Services

Lee Thomas, Director Corporate Services



Overview

Corporate Services remains the engine room of the organisation, quietly managing the critical operational work and infrastructure behind the scenes, allowing the broader team to focus on growth, governance, country, culture, and community.

The teams within Corporate Services oversee critical back-office functions, including administration, finance, human resources, payroll, asset and facilities management, and general operations. They facilitate all corporation convened meetings and provide key logistical support for Trustee and JGLF meetings. In addition, they coordinate events and travel management, ensuring smooth operations despite many moving parts.

Highlights

This year, guided by our newly appointed Chief Operating Officer and to align with our annual strategic plan, we undertook a deliberate reorganisation and measured expansion to better respond to the rapid growth across key programs. Finance, payroll, human resources, ICT, and business services were brought together into a centralised, capability led operating model under the leadership of a newly appointed Director of Corporate Services. This shift has enabled us to pool expertise, optimise coordination, and position our shared infrastructure to better support PKKP's expanding teams and increasingly complex operational demands.

At the same time, we added two full-time manager roles to those areas with the greatest momentum: a Manager of Human Resources, dedicated to strengthening talent planning, leadership development, and organisational culture; and a newly introduced ICT Manager responsible for scaling, stabilising, and continuously refining our digital systems and infrastructure. These targeted additions have empowered us to stay lean and responsive, deliver even better service quality, and keep pace with change, preparing Corporate Services to lead and enable the organisation's next phase of development.

We have continued to make strategic investments in technology and implement improved processes to enhance operational efficiency, improve data integrity and minimise the time spent on manual administrative tasks, helping the corporation reduce risk.

These initiatives include:

- **Traild:** Integrated accounts payable platform to eliminate manual invoice data entry, ensure structured workflow approvals, and protect against payment fraud.
- **SharePoint:** A document management system that enables secure storage, collaboration, and version control, ensuring compliance and improving information accessibility across teams.
- **Travel management platform:** Implemented an upgraded "self-booking" travel management system to streamline travel bookings, approvals, and expense reporting, enhancing compliance and cost control.
- A variety of other minor projects helping establish a solid foundation in the ICT and finance space, including digital collaboration, cyber security enhancements, improvements to accounts payable delegation workflows and upgrades to the chart of accounts.



Community members with Jeffrey Morgan, enjoying the sights before the Suicide Prevention Forum

Business Services

Our busy Business Services team - Tara and Annie - are always on the move, managing complex travel and event logistics for more than 100 travellers including the Board, committee members, PKKP staff and consultants. In the past year, they coordinated more than 500 itineraries, encompassing over 1200 flights, 450 hotel bookings and 30 car hires, ensuring safe and timely arrangements for all of our important meetings and events held across country and around the world. They also facilitated many Karratha airport transfers, making sure everyone was delivered where they needed to be, safely and on time.

Beyond travel, they meticulously planned and executed over 60 Corporation convened, Trustee and Roadshow meetings. This included all logistics including room hire, catering arrangements, set up, pack down, taking care to ensure that all dietary preferences and requirements were known, remembered and catered for.

In addition, the team helps manage the Corporations' asset base including all leasehold and freehold buildings (including provided staff accommodation), a company fleet of over 20 vehicles (including servicing, insurance, registration, utilisation and compliance) and ongoing facility maintenance.

The team also played a pivotal role in the acquisition of 7 corporation owned residences, a key objective in our strategic plan to address the critical shortage of housing for our staff in the Pilbara. The team identified and toured suitable properties, coordinated the due diligence process and assisted with in-house transition planning requirements. Owning these properties provides greater security for the corporation to provide quality staff accommodation and improves employee satisfaction and retention in the competitive Pilbara market. This strategic investment also reduces long-term operational costs and offers the potential for capital appreciation, contributing to the organisation's long-term financial resilience.

Finance & Payroll

The Finance & Payroll team rolled out a suite of upgrades this year, including a refreshed chart of accounts, streamlined manager delegations, electronic timesheets, costing-aligned coding and formalised accounts payable workflows to strengthen financial oversight, control and operational transparency. In partnership with HR and Heritage Operations team, a new digital, self-service employee onboarding process was launched, delivering consistency, efficiency and full alignment with last year's strategic goals around compliance and best practice culture. These improvements, together with improved Single Touch Payroll integration and standardised payment runs, have elevated accuracy across pay runs, shortened payment timelines, and bolstered confidence in our financial operations.



People & Culture



Peter Jeffries leading the PKKPAC team in a Pinikura cultural awareness training session.

Our people, our strength

At PKKP, our people are at the heart of everything we do. Their knowledge, engagement, and growth propel us forward. This year, we've intentionally aligned our efforts with our strategic and annual plans to better understand, support, and develop our workforce. Across departments and country, at desks and in the field, through language, heritage, governance, and cultural work, every role contributes to the preservation and future of PKKP country, culture, and language. This shared mission shapes how we recruit, induct, develop, and care for our workforce. Our reports are grounded in data, but even more so in values. This reflects the steady work we've done over the past year to strengthen systems, track our growth, listen deeply, and build a future that supports both individual and collective advancement.

Cultural Awareness Training program

This year, we have enhanced and formalised our Cultural Awareness Training program, demonstrating our unwavering commitment to fostering a culturally connected and inclusive workplace. We continue to offer PKKPAC employees quarterly opportunities to participate in face-to-face sessions, delivered in house by appropriate PKKP community members, ensuring authentic and respectful learning experiences. Recognising the importance of cultural competence in all our interactions, we extended this training to our external proponents and other stakeholders, enhancing collaboration and mutual understanding. Looking ahead, we plan to further broaden the reach of this important program with other stakeholders, reinforcing our dedication to a workplace where cultural understanding is celebrated, and every individual feels valued and understood.



Burchell Hayes leading the PKKPAC team in a Puutu Kunti Kurrama cultural awareness training session.

Performance and development: a system to build from

We remain steadfast in our commitment to supporting the learning, development, and career growth of our board members, committee members, and staff. Encouraging active participation in a diverse array of development opportunities—including workshops, mentoring, and educational programs—empowers our team to enhance their skills and learn from other Indigenous and mission-aligned organisations. This approach not only strengthens personal growth but also contributes to the broader capacity of our corporation and community.

We’ve also reshaped our annual review process to

ensure it is truly meaningful, not just a formality. It is now a genuine opportunity for reflection, alignment and conversation: a chance for people to talk about how they’re doing, what support they need, and where they want to go.

With a strong focus on our five core values - lore and culture, respect, honesty, compassion, and accountability - and space to reflect on how those values show up in day-to-day work, the redesigned process is built around practical evidence-based tools and encourages honest, forward-looking dialogue rather than a simple task checklist.

Conferences & workshops 2024-2025

During the year, PKKPAC staff and board participated in a variety of industry conferences, workshops, seminars and training sessions across a variety of sectors:

Date	Conference/Workshop	#Attendees
Jul-24	National Closing the Gap Indigenous Health Conference, Gold Coast	4
Aug-24	4WD Safety Training, Karratha	3
	Garma Festival, Katherine	20
	Workshop in Language Policy and Planning, Adelaide	2
Sep-24	2024 WA Leadership Summit	4
	Fire Warden Safety Training	5
Oct-24	AEMEE Conference	20
	Measurement & Social Impact Course, Broome	4
Nov-24	Language Orthography Workshops	12
	Rock Art Tour; Cultural Awareness Training	7
Dec-24	Australian Linguistics Society Conference, Canberra	2
	Australian Archeological Conference, Cairns	9
Jan-25	Language Forum, Perth	16
	First Aid Training	5
Feb-25	4WD Safety Training, Karratha	12
Mar-25	PKK Cultural Awareness Training, Perth	15
	PKK Cultural Awareness Training, Karratha	20
	P Cultural Awareness Training, Karratha	20
	4WD Safety Training, Karratha	18
	Indigenous Suicide Prevention Forum - Sydney	4
Apr-25	Healthy Country Planning, Darwin	6
	PKK Cultural Awareness Training, Perth	6
	P Cultural Awareness Training, Perth	12
May-25	4WD Safety Training, Karratha	3
	Pilbara 2025 Conference, Port Hedland	2
Jun-25	4WD Safety Training, Karratha	4
	AIATSIS Summit, Darwin	8
	Barunga Festival, Darwin	8
	World Archeological Conference, Darwin	7
	PKK Cultural Awareness Training, Perth	6
	Mental Health First Aid Training, Karratha	6
	2025 Pilbara Summit, Port Hedland	2

Grounded in insight: understanding our workforce

This year, we’ve taken a deeper dive into our workforce snapshot, to better understand who we are as an organisation. The statistics show us we are deeply connected to the Pilbara, the PKKP community, and we are building a diverse, regionally based team. Our Senior Executive Leadership Team remain committed to fostering a culturally safe and inclusive workplace that supports both members and non-member employees.

Key definitions:

- » Member employees are PKKP members directly employed by PKKPAC in various capacities – excluding Board of Directors and committee members.
- » Non-member employees are not traditional owners but are also directly employed within the corporation.



Red Flag Dancers at the Barunga Festival in June 2025.

Workforce snapshot

This year, we’ve experienced significant growth! Our team has expanded to 102 employees, including 55 members. From 2024 to 2025, we nearly doubled the number of members in permanent roles, increasing from 6 to 10. Casual member employment also rose significantly during this time, from 24 to 45. With most members entering the workforce through casual roles, it will be important to continue supporting clear pathways into permanent employment. This progress reflects our commitment to achieving our strategic goal of providing stable, long-term opportunities for Traditional Owners within the organisation.

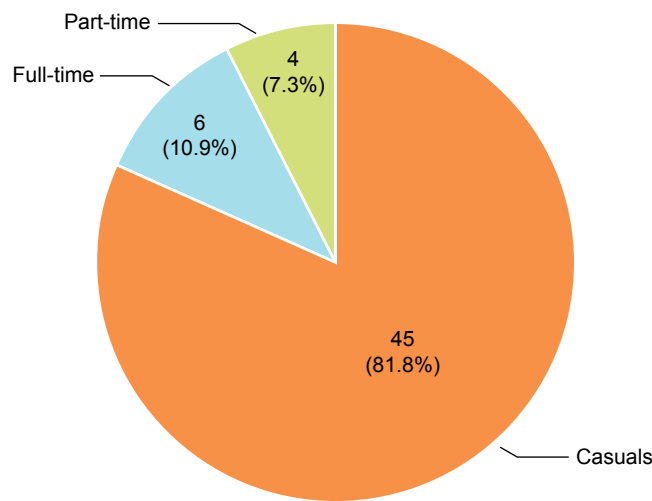
A substantial portion of member employment sits within our newly funded Ranger Program and essential heritage survey work, which has tripled in the last year. These roles offer flexible and culturally aligned opportunities for Traditional Owners to work on Country. Moreover, these programs serve as vital pathways for our youth members, providing safe, supportive and culturally appropriate environments to engage with culture, heritage and country.

Looking ahead: our goal

Looking ahead, we’re putting in a lot of thought and work into our future professional development plans, to ensure they continue to strike the right balance between personal growth and the needs of the organisation. We are bringing in consolidated leadership and culture consultants to deliver high-quality, consistent development opportunities.

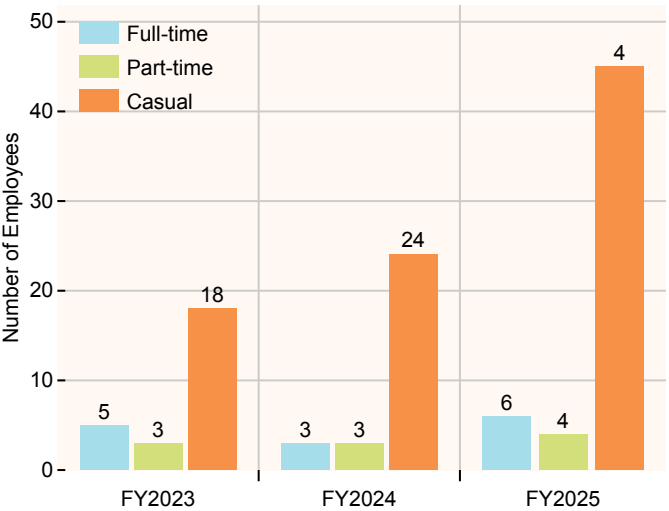
We want our people learning together, sharing the same language, and staying connected to the latest thinking on leadership, culture, and professional growth.

Member employment by type (FY2025)



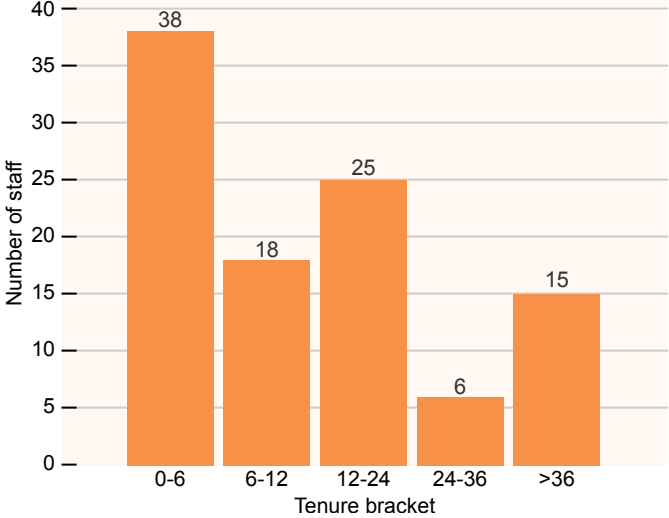
Cultural work, flexible roles
In FY2025, 45 members were employed casually, 4 part-time, and 6 full-time. Casual employment remains the primary entry point for Traditional Owners, particularly through ranger and heritage programs. This reflects a strong cultural drive to walk and work on Country.

Member employment by type (year on year)



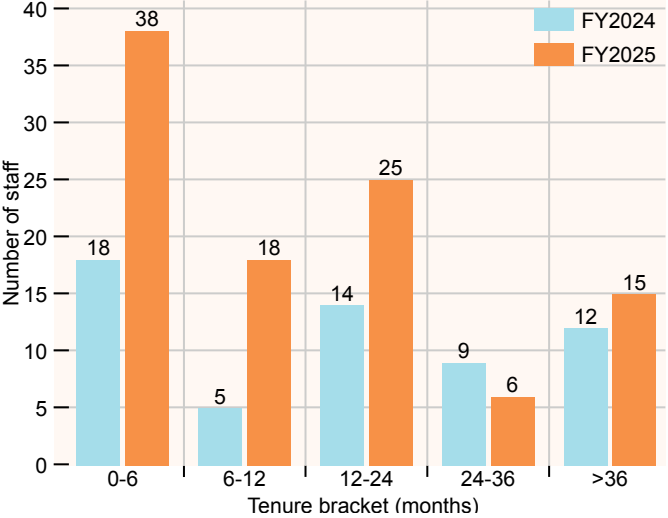
Member growth over time
Since 2023, member employment has increased significantly. Casual roles have risen from 18 to 45, while permanent (full time and part-time) roles have grown from 8 to 10, reflecting increased engagement and growing interest in structured employment pathways.

Tenure distribution (FY2025)



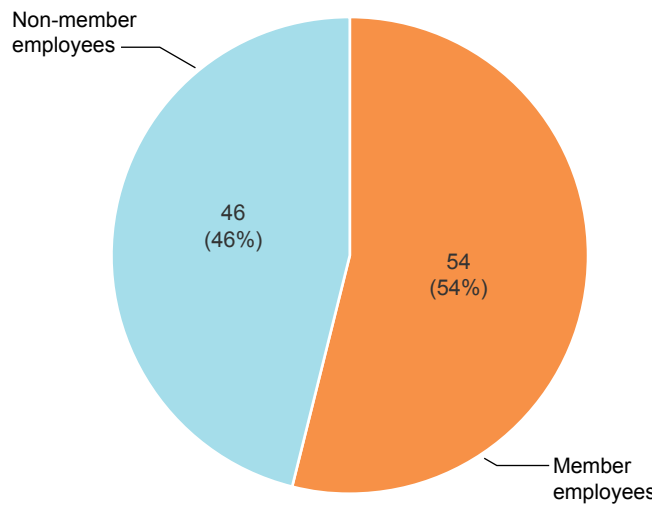
Early days for many
More than half of the current workforce joined within the past year, reflecting rapid growth and new program delivery. This highlights the importance of onboarding systems that build connection and confidence early on. In FY2025, 38 staff had been employed for less than 6 months, and 18 were in their first year. Only 15 staff had been with PKKPAC for more than three years.

Tenure distribution (year on year)



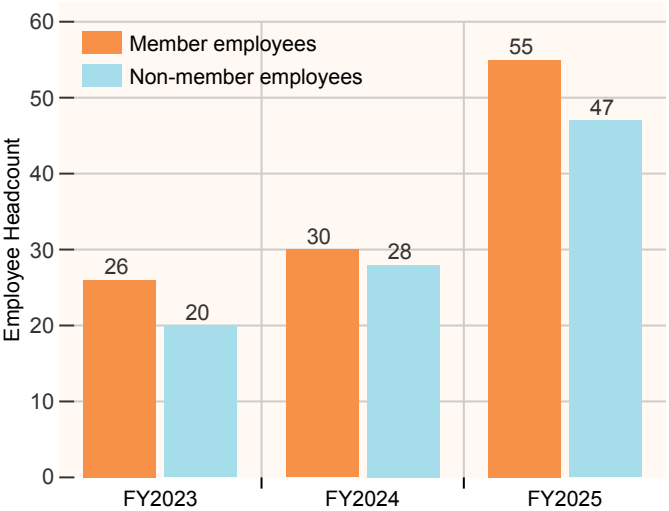
Tenure stretching out
While the number of staff with less than 6 months of tenure doubled between FY24 and FY25, there is also a steady rise in long-serving staff. Fifteen employees have now been with PKKPAC for over three years. The number of staff with over 3 years of tenure rose from 12 in 2024 to 15 in 2025, even as early tenure staff (<6 months) increased from 18 to 38.

Employee headcount by membership (FY2025)



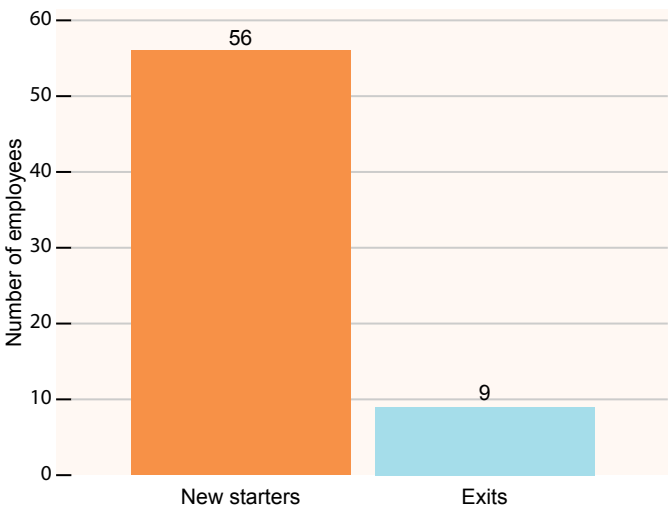
Members showing up in strength
The number of Traditional Owners employed by PKKPAC has more than doubled since 2023. This sustained growth reflects deliberate efforts to engage and employ members across programs and roles, while maintaining strong community representation.

Employee headcount by membership (year on year)



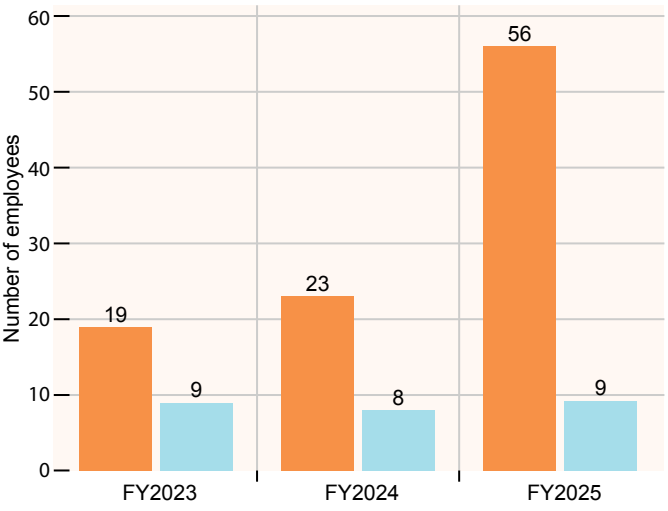
Members holding strong
Member employment increased from 26 in FY2023 to 55 in FY2025, consistently making up more than 50 percent of the workforce each year

Employee turnover (FY2025)



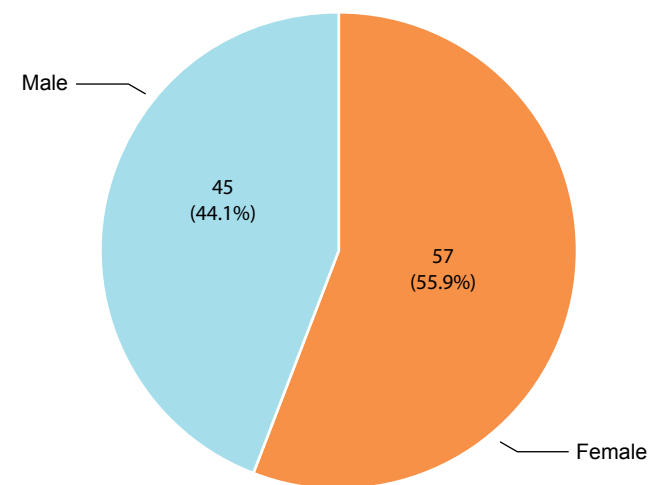
Strong inflows, low outflows
PKKPAC experienced a high volume of new hires in 2025 but exits remained low. This reflects the organisation is growing in a stable and supported way, with systems in place to retain and engage its people. In FY25, 56 new starters joined PKKP and 9 staff exited.

Employee turnover (year on year)



Growth without the drop-off
New starter numbers have tripled since FY23, while exits have held steady. This positive divergence suggests that retention is improving, even as the organisation scales its workforce. Between 2023 and 2025 new hires increased from 19 to 56, while exits remained steady, between 8 and 9 each year.

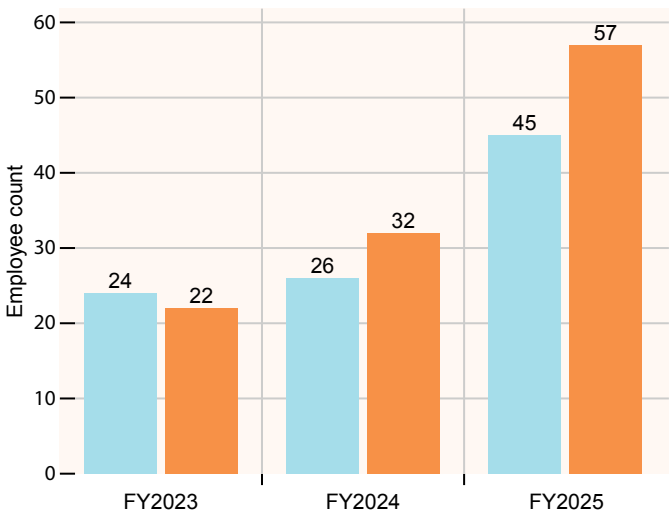
Gender profile (FY2025)



Balance across the board

PKKPAC maintains a strong gender balance across its workforce. Female representation is strong in both field-based and leadership roles, contributing to a well-rounded organisational culture. In FY25, PKKP employed 57 women and 45 men.

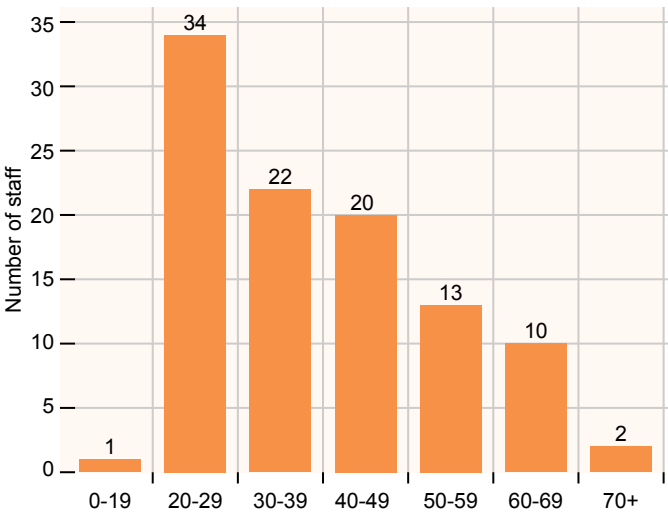
Gender profile (year on year)



More women, more equity

The number of women employed by PKKPAC more than doubled over three years. While male employment also grew, the rapid rise in female participation has helped create greater equity across programs. Female staff have increased from 22 in 2023 to 57 in 2025, while male staff grew from 24 to 45.

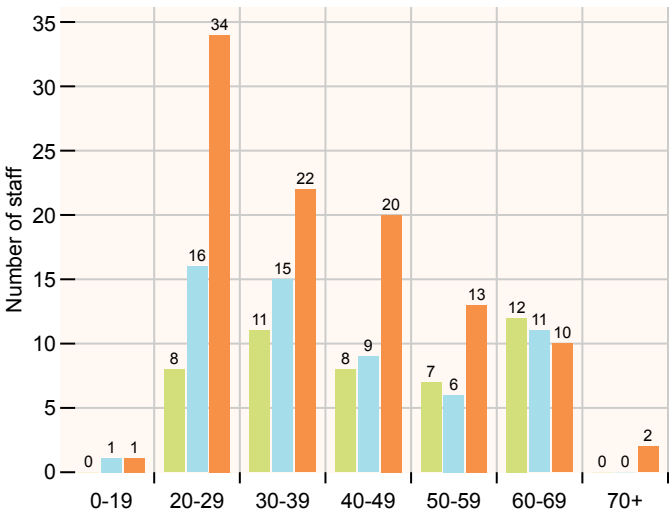
Employee age profile (FY2025)



Next gen stepping up

The 20–29 age group now makes up the largest share of the workforce. This trend has been driven by the ranger program and increasing on-Country survey requirements, creating opportunities for young Kurrama and Pinikura people and forming a strong foundation for future succession. In FY25, 34 staff were aged 20–29, making it the largest age group in the organisation.

Employee age profile (year on year)



Old wisdom new energy

Younger workforce participation has risen rapidly, while older age groups have remained stable. This has created a multigenerational team environment, grounded in cultural knowledge and future leadership potential. Staff aged 20–29 more than tripled to 34 in 2025. Other age groups held steady over the same period.



Information and Communications Technology

This year has marked a pivotal period of Information and Communications Technology (ICT) review, consolidation, and transformation planning at PKKPAC. Our efforts have centred on strengthening the foundations for future system integration, enhancing digital capability across the organisation, and ensuring our platforms are secure, scalable, and user-friendly. ICT has been positioned as a strategic enabler, underpinning operational efficiency, governance compliance, and the effective delivery of community services.

Key Achievements

- **System consolidation & financial efficiencies**
Completed major groundwork to consolidate ICT systems, removing duplication, streamlining workflows, and achieving considerable financial savings ahead of future technology rollouts.
- **SharePoint 365 Information Management Hub - planning phase**
Despite initial delays due to resourcing, the design and build of the SharePoint 365 Information Management Hub is now in full planning, with an end-to-end delivery, migration, and user training plan on track for launch in December 2025.
- **Improved technology - enabled aervices**
Delivered increased automation, strengthened controls, and improved reporting capabilities through the rollout of the FCM Travel Portal (Procurement Australia partnership) to all staff—supporting travel compliance, financial management, and projected savings of 6–18% annually. Commenced the improvement of our quarterly and annual reporting framework and process through the development of an existing system, ESS and supported heritage ESS system process improvement mapping and planning. Investigated holistic system options to support improved health and safety for remote workers and asset management requirements of PKKPAC.
- **Employment Hero optimisation and data cleanse**
Progressed further embedding of Employment Hero as a central HR platform to manage recruitment, onboarding, and performance processes. Completed a full data cleanse to ensure the system is accurate and reliable, enabling the Corporation to produce regular, data-driven People & Culture reports to inform workforce planning and decision-making.
- **ICT capability in workforce planning**
Approved new ICT-specific roles in the FY2026 Workforce Plan to provide dedicated leadership, build internal expertise, and ensure continuity in system development, implementation, and training.

Key Challenges

- **Internal technical capability:** Delays in finding the right internal capability slowed delivery timelines for major projects such as SharePoint build and migration.
- **User engagement & training:** Competing priorities impacted both the delivery and availability of more system user training and participation.
- **Integration complexity:** Aligning multiple systems across governance, HR, finance, communications, heritage, and community engagement remains a significant piece of work that can only be achieved post SharePoint Hub transition.
- **Core system capability:** Limited integrated IT management platforms have made it more challenging to centrally monitor, secure, and manage digital assets across the organisation. This has increased reliance on manual processes and highlights the ongoing need for robust, enterprise-grade ICT solutions.

Looking Ahead – FY2025/2026

To address these challenges, PKKPAC will:

- Adopt an inclusive and collaborative approach to the organisation's document and information management by leveraging SharePoint. The solution will be designed to support staged migration, thorough testing, and strong staff engagement, culminating in the full launch of the SharePoint 365 Information Management Hub in December 2025. The rollout will incorporate comprehensive migration, governance, and end-user training.
- Provide an asset management platform enabling the secure, digital and automated management of assets and their related processes
- Allocate protected time for key staff to participate in ICT project design, testing, and training, supported by system champions in each business unit to drive adoption and provide local troubleshooting.
- Leverage new ICT workforce capacity and capability to ensure consistent delivery, training, and user support.
- Continue Employment Hero optimisation and end-user training to maintain accurate, data-driven people & culture reporting and improve efficiency and satisfaction.
- Enhance online meeting and virtual engagement capabilities to strengthen business continuity and community engagement regardless of location.
- Develop a digital capability improvement plan for staff, focusing on security, data management, and productivity tools.
- Explore opportunities for integrating systems across governance, HR, finance, communications, heritage and community outcomes to create a seamless digital environment.
- Ensure Nanutarra is digitally enabled as more time is spent there by members and staff.

Empowering our future through technology

At PKKPAC, ICT is not just infrastructure; it is a platform for innovation, learning, and community connection. Our vision is to lead in the application of technology that not only safeguards our heritage and assets but also sparks new ideas, solutions, and opportunities for everyone across country and community.

Shaping tomorrow's digital foundations

Looking ahead, our ICT efforts are focused on building creative, secure, and resilient digital systems to support the PKKP communitys. We are establishing a robust document management system to protect our heritage records, cultural and corporate knowledge, ensuring their respectful use today and secure preservation for tomorrow. Similarly, our new asset management and workflow automation system will provide innovative ways to track, manage, and protect all PKKP resources, including our most precious resource, people, helping us grow with confidence and accountability.

Streamlined experience and participation

We are dedicated to making technology more accessible than ever before. Through the roll-out of network connectivity, digital forms, workflow automation, and secure cloud platforms, we are streamlining access for staff, members, and the wider community, so everyone can easily find what they need or shape how our systems work. We want every user to have a voice in our digital future and the tools to make a real impact.

Inspiring digital learning and innovation

Our commitment goes beyond systems, we aim to foster curiosity, digital literacy, and co-creation. By supporting continuous training and technology education for staff and community members, we encourage everyone to be a contributor, innovator, and leader in PKKP's digital journey. We welcome new ideas, celebrate digital learning, and invite all PKKP people to help shape our innovation story.

Looking forward

The future for ICT at PKKPAC is dynamic and visionary. With ongoing investment in smart, secure, and collaborative technology, and a culture that values curiosity and collaboration; we are laying the foundations for a thriving, innovative, and resilient organisation where every member can learn, create, and lead.





Marketing and Communications

After several years of rapid growth in numbers of staff and capability, and to support our 10 Year Vision and strategic priorities, we now have internal marketing and communication capabilities.

The primary focus for this area is to provide structure and consistency for the PKKPAC brand and communications. Beginning with the Brand Guideline, which not only provides a guide for all the brand touchpoints, but celebrates the colour and country of the PKKP people. It will provide a solid platform for us to communicate the successes and achievements of the members and Corporation to build a brand and visual identity that positions us as a thought leader in the Pilbara and beyond.

This transition is not something that will happen overnight, but the process has begun. We will always focus on improvement and innovation to ensure our members are fully informed, up to date and can be very proud of the PKKPAC they are part of.



YouTube Channel
Set up to provide seamless access to videos for website and social media
12 videos – 602 views



LinkedIn
February to June **27 Posts**
Followers – grown from 9 to **652**
43,669 Impressions
1177 Reactions to posts, **21 comments**, **28 reposts**



Email Communication
Total emails sent to members and staff **27**
Open rate **56.2%**
Click rate **8.3%**



Website
8641 Visitors
Average visitors per day increased from 98-**154**
18,146 Page views
Visitors from **68 Countries**

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Governance

Jana Francis, Director Governance



Overview

This year has seen continued improvements in the area of governance across the operation of PKKPAC and its committees and sub-committees.

PKKPAC continues to implement best-practice governance in all areas of our operations and is continuously working to improve all governance procedures and protocols.

Of the Board meetings held in FY2025, we confirm the following attendance at each meeting:

- **Merle Ashburton:** attended 6 of the 6 scheduled Board meetings.
- **Sandra Hayes:** attended 4 of the 6 scheduled Board meetings; however, was on PKKPAC surveys for the 2 meetings not attended.
- **Nolene Oliver:** attended 5 of the 5 scheduled Board meetings from the commencement of her term on the Board.
- **Ethan Ashburton:** attended 3 of the 3 scheduled Board meetings from the commencement of his time on the Board.
- **Rehannan Chubby:** attended 0 of the 2 scheduled Board meetings for the duration of her time on the Board (period of 1 July 2024 to 30 November 2024).
- **Terry Drage:** attended 6 of the 6 scheduled Board meetings.
- **Toni Akula:** attended 6 of the 6 scheduled Board meetings.
- **Donna Meyer:** attended 3 of the 5 scheduled Board meetings due to illness.
- **Suzette Baumgarten:** attended 2 of the 2 scheduled Board meetings for the duration of her time on the Board (period of 1 July 2024 to 30 November 2024).
- **Jack Moloney:** attended 1 of the 3 scheduled Board meetings from the commencement of his time on the Board.
- **Maryanne Kelly:** attended 2 of the 2 scheduled Board meetings for the duration of her time on the Board (period of 1 July 2024 to 30 November 2024).
- **Paul Lucas:** attended 6 of the 6 scheduled Board meetings.
- **Ray Loh:** attended 3 of the 3 scheduled Board meetings from the commencement of his time on the Board.

Governance highlights this year

Trust matters

PKKPAC is working closer with Perpetual and ensuring that this relationship remains transparent and works in the best interests of the PKKP community.

We have successfully completed two audits of Fordham, with an external independent auditor appointed on behalf of PKKPAC. The audit report has been tabled before the PKKPAC Board and the DMC. PKKPAC have taken action to implement the findings in the audit report.

Jana Francis has been appointed as the Trust Manager for the PKKP Peoples' Trust, and there has been greater cooperation and involvement between PKKPAC and the PKKP Peoples' Trust.

Code of Conduct updates

PKKPAC successfully held a Special General Meeting in July 2024 to consider a number of key amendments to the PKKPAC Rule Book, aimed at improving our internal governance processes.

The majority of amendments were approved by Special Resolution of the PKKP Community and subsequently approved by the Office of the Registrar of Indigenous Corporations (ORIC).

The Community also provided clear direction to PKKPAC in respect of several important issues, which is essential for PKKPAC to continuously support the Community as requested by the membership. Almost 50 PKKP members attended the meeting.

Board matters

PKKPAC is excited to welcome three new Directors to the PKKPAC Board:

- **Nolene Oliver**, Puutu Kunti Kurrama Director, who was appointed for a 1-year term (expiring at the 2025 AGM).
- **Jack Moloney**, Pinikura Director, who was appointed for a 2-year term (expiring at the 2026 AGM).
- **Ethan Ashburton**, Puutu Kunti Kurrama Director, who was appointed for a 2-year term (expiring at the 2026 AGM).

We would also like to congratulate Terry Drage and Merle Ashburton, who were successfully re-appointed to the PKKPAC Board of Directors, for a further 2-year term (expiring at the 2026 AGM).

PKKPAC would like to thank our re-

tiring Directors, Suzette Baumgarten and Rehannan Chubby, for their dedication and commitment to PKKPAC and the PKKP community during their time on the Board.

The term of former Independent Director, Maryanne Kelly, was due to expire at the 2024 AGM. Maryanne confirmed to the Board that she would not be seeking to be re-elected to this position. PKKPAC would like to thank Maryanne for her dedication and significant commitments made to the PKKPAC Board during her tenure. We are pleased to continue working alongside Maryanne in her new role as Acting CEO of PKKP Enterprises.

Prior to the 2024 AGM, PKKPAC undertook a significant recruitment process to recruit a new Independent Director. PKKPAC received over 100 applications for the position, which is a tribute to the

excellent reputation and high regard that the PKKP community, and PKKPAC, have been able to build over the past 10 years.

After an extensive recruitment process, involving panel interviews, Board selection, and community endorsement at the 2024 AGM, we were pleased to welcome Ray Loh to the PKKPAC Board.

After the 2024 AGM, the Governance team successfully on-boarded our three new directors.

We have also developed induction packs, and all of our new directors have undertaken an induction training session. We are looking to roll out this induction process to our new Committee members, as well as Board Directors, following the 2025 AGM.

2024 Annual General Meeting

We successfully held the 2024 AGM in November. The meeting was a fantastic success, and we had an excellent attendance.

In total, we had 105 PKKP members attend the AGM. This indicates an upward trend of community attendance at the AGMs, which is very exciting for PKKPAC.

Modernisation of the PKKP Enterprises Constitution and Charter

Throughout 2024-2025, PKKPAC and PKKP Enterprises (PKKPE) jointly undertook a detailed review and modernisation of the PKKP Enterprises Charter and Constitution.

The review was conducted in stages, and involved consultation and guidance from senior PKKPAC leadership, PKKP Enterprises leadership, the PKKPAC and PKKP Enterprise Boards, as well as PKKP Traditional Owners.

The modernisation will enable PKKP Enterprises to operate more independently from PKKPAC, whilst also ensuring that the PKKPAC approves the strategic direction of PKKPE. The modernisation sees an increase in structured and ongoing reporting is delivered from PKKP Enterprises directly to the PKKPAC Board of Directors.

Key highlights from the modernisation include:

- Addition of Community Director roles to the Board of PKKP Enterprises (one from each language group)
- Formalised reporting from PKKPE to PKKPAC on a regular basis and a requirement for PKKPE to present at the PKKPAC AGM each year.
- PKKPAC to approve a number of governing policy to ensure good governance and proper financial and risk controls in place.
- PKKPE is now required to have an Annual Plan, Strategic Plan and prepare an Annual Report. This is all very helpful for good governance, reporting and ensuring progression towards approved goals and vision for PKKPE.

Policy approvals and implementation

As part of PKK PAC’s work to ensure internal best-practice governance, a strong focus in 2024-2025 has been on implementing a rigorous policy framework to guide all of PKK PAC’s operations and core decision-making processes.

The following policies have been approved and implemented in 2024-2025:

Governance policies:

- Code of Conduct (v3)
- Privacy
- Meeting

Operational policies:

- Travel (Board & Committees)
- Travel (Employees)
- Time Off in Lieu (v2)
- Cyclone
- Supplier Conflict of Interest
- Vehicle
- Housing

Work Health & Safety policies:

- Work Health & Safety
- COVID-19 (v4)
- Work Health & Safety Manual
- Needles (Sharps)

Human Resources policies:

- Abandonment of Employment
- Employee Code of Conduct
- Alcohol & Drugs
- Dress Code
- Whistleblower
- Performance Management
- Discipline & Termination
- Employee Performance Check-In
- Probation Period
- Leave (v2)



PKKP community members at the Annual General Meeting in November 2024.

Moving forward

- 1) Focusing on succession planning for the Board. This will include professional development of our Board and up and coming future leaders. Engage with the youth and those that haven’t been on the Board, to develop a pool of potential future leaders and provide education and training on governance and cultural matters.
- 2) Focus on staff succession planning. It is important to focus on succession planning for all critical roles at the organisation to avoid any risk if someone is to move on or retire without.
- 3) Stabilise the internal governance structure of the PKK PAC. To do so, the governance team will work on finalising final polices required, staff training and professional development, develop a risk matrix and work towards minimising identified risk and improve streamlined Board reporting.
- 4) Finalise assistance with Peoples Trust transition. Continue to support the Trustee and new Trustee Company when established in transition between the Trustees. Offer governance and management support to the new Trustee Company until they are ready and able to engage their own Trust Manager.



Operational Performance Management (2024-2025)



Overview

Each year, we are required to develop an Annual Plan, which sets out the goals for the financial year that PKKPAC is aiming to achieve. Our goals are drafted to be 'stepping stones' for PKKPAC to meet the overarching vision and objectives as set out in the PKKP Community's three-year Strategic Plan, and the PKKP Community's 10-year vision.

Our Annual Plan in 2024-2025 followed the four key priority areas as set out in the Strategic Plan, and as followed in 2023-2024. This ensures consistency and that PKKPAC are following the PKKP Community's strategic goals.

The four key priority areas are:

- **Living the PKKP Way** – Land, Language, Lore, and Culture.
- **Growth through Creativity and Courage** – Economic Development.
- **Member Development and Wellbeing** – People and Community.
- **Building the Core of Us – Governance:** Corporation and Trustee.

Each year, PKKPAC aim to set an ambitious and high-level plan, to ensure that PKKPAC is operating at a high capacity to fulfil the PKKP Community's strategy and vision. PKKPAC's team have worked tirelessly to meet all goals (referred to as 'annual objectives') set out in the 2024-2025 Annual Plan.

When we designed the Annual Plan for 2024-2025, PKKPAC set many of the goals to be longer-lasting than just for the ensuing 12-months, to ensure that PKKPAC are on a pathway of increasing capacity and internal best practices. For this reason, many of the goals from 2024-2025 have had significant progress in their implementation but may not be finally completed.

We are pleased to confirm that, of our 59 Annual Outcomes:

- 38 of our Annual Outcomes are Achieved.
- 15 of our Annual Outcomes are On Track. Many of these outcomes build our longer-term goals, and will be continued and developed throughout 2025-2026.
- 5 of our Annual Outcomes are In Progress, and will continue to be prioritised in 2025-2026.
- 1 of our Annual Outcomes is marked as 'No Longer Applicable', as this is an outcome that has been transitioned to a priority for PKKP Enterprises.

Set out in the tables in the following pages are each of the reports for all annual objectives for each priority area, which includes the status of the goal and comments in respect of tracking. Many items that are in progress will continue to the 2025-2026 Annual Plan, to ensure that PKKPAC continue to achieve these key priorities in the upcoming year.

Priority 1: Living the PKKP Way

Land, Language, Lore, and Culture

Ensuring our native title, lore, culture, heritage, and language are strong, protected, valued, and maintained for future generations.

Strategic objective (2025-2027)	Annual goal (2024-2025)	Annual outcome (2024-2025)	Status update	Comments
Co-management is embedded into the fabric of all our relationships.	Co-management is embedded in the fabric of all our agreements and relationships.	Co-management agreements are in place with Rio Tinto, Fortescue, and PKKP Enterprises.	Achieved (ongoing)	Rio Tinto CMA executed; Fortescue agreement negotiations are in progress. CMA with PKKPE not required.
		Establish funding protocol with all mining proponents to operationalise co-management.	Achieved	Funding agreements in place with Rio Tinto and Fortescue; capacity building payments incorporated in exploration agreements.
Our Country and cultural sites are accessible.	Build a sustainable on-Country program.	Commence investigating permanent camping facilities for each Language Group.	On track (continuing)	Locations still being investigated on Return to Country Trips and as guided by the Community. Relationships with pastoralists is being strengthened and processes being implemented to accessing Country.
		Establish and mobilise an on-Country team.	On track (continuing)	11 casual rangers employed, with some rangers transitioning to full-time positions. Nanutarra Homestead redevelop will prioritise having infrastructure for the rangers to stay on site at Nanutarra on a more permanent basis.
		Build relationships with pastoral station owners and tenement holders.	On track (continuing)	Relationships with mining proponents and pastoralists have been prioritised; with these being key in FY2026. Regular meetings between Senior Executive and senior proponent management is ongoing. A pastoral stakeholder engagement specialist has been recruited.

Strategic objective (2025-2027)	Annual goal (2024-2025)	Annual outcome (2024-2025)	Status update	Comments
Our Country and cultural sites are accessible.	PKKPAC has appropriate heritage management protocols, plans, and resources to protect significant sites on-Country.	PKKPAC has an agreement with Fortescue formalised and approved.	On track (continuing)	In final stages of negotiating a Native Title Agreement and Co-Management due for community authorisation in late-2025.
		Implement the Heritage Protection & Management Protocols.	On track (continuing)	Heritage Management Protocols have been implemented with Rio Tinto; this is being used as a precedent for continuing negotiations with other proponents.
		Continue to progress Juukan rehabilitation.	On track (continuing)	Juukan excavation is ongoing and estimated to reach its final stage in Q2/2026. Stabilisation strategies are being discussed with the Co-Management Committee.
Build a sustainable language program.	Language program foundations are well-established.	Develop language materials repatriation protocols in partnership with the Cultural Advisory Committee.	On track	Language policies, procedures, consent forms being drafted in consultation with legal advisers for consideration by the Policy Review Sub-Committee. Data storage systems are being modernised.
		Establish a Puutu Kunti Kurrama language database.	Achieved	A Puutu Kunti Kurrama language database has been established.
		Establish a Pinikura language database.	Achieved	A Pinikura language database has been established.
Our Elders' cultural knowledge and language are recorded and shared with the younger generation.	Our Elders' history, stories, and language are being recorded.	Oral History Projects for both language groups are prioritised and completed.	On track	Ongoing language recording being utilised to capture Oral History Projects. This will be a strong focus at the 10 Year Anniversary. A Commonwealth grant secured of \$145,022.
Our connection to Country, lore, and culture is strong and celebrated.	Celebrate culture and significant events on-Country.	The 10th anniversary celebration event is held at House Creek.	Achieved	Event successfully held in September 2025.

Strategic objective (2025-2027)	Annual goal (2024-2025)	Annual outcome (2024-2025)	Status update	Comments
Our Country and cultural sites are accessible.	Develop Nanutarra Homestead.	Hold PKKP planning days at Nanutarra Homestead.	Achieved	Architect firm appointed to oversee redevelopment; Heritage Committees met at Nanutarra in March 2025; further planning days for 10th anniversary celebration also held at Nanutarra.
		Commence restoration planning of Nanutarra Homestead.	Achieved	Architect firm appointed and building a redevelopment plan for authorisation in early-2025. Drafts of the plan have been discussed with the Community at Board-level and at Elders' Forums for feedback.
Our connection to Country, lore, and culture is strong and celebrated.	Our Elders' vision for the future is understood and recorded.	Commence on-Country consultation with Elders about their retirement and Nanutarra vision.	Achieved	Consultation underway. Architect firm met with Heritage Committee members at Nanutarra in March 2025; engaging in consultation with Elders Forum; will attend 10th anniversary celebration to discuss the project with the community; regularly presenting updates to the Board.



Priority 2: Growth through creativity and courage

Economic Development

Building community wealth and supporting members to fulfil their economic potential.

Strategic objective (2025-2027)	Annual goal (2024-2025)	Annual outcome (2024-2025)	Status update	Comments
Our corporation continues develop- ing a sustainable business enterprise portfolio that will contribute to future wealth.	Develop a finan- cially sustainable community and corporation.	Consolidate the activities of PKKP Enterprises in accordance with its Charter.	Achieved	PKKP Enterprises Constitution and Charter completed; modernisation and legal review under- taken; all changes ap- proved by PKKPAC and the PKKP Enterprises Boards.
		Finalise a detailed review of PKKP Enterprises' in- vestments and partnerships.	Achieved	Review of investments and partnerships com- pleted and consolidated where appropriate.
Our corporation continues to grow our on-Country and residential property investment portfolio to contribute to cor- poration sustainabil- ity and community wealth.	Investigate and establish an acqui- sition strategy that provides options to obtain or purchase unclaimed Crown land.	Develop a property investment portfolio and asset base to support the com- munity and corpo- ration in becoming self-determined.	Achieved (ongoing)	Seven residential prop- erties, acquired, Nanutarra Homestead acquired, investigating other op- portunities to purchase property.
		Implement the approved residential property acquisition plan.	Achieved (ongoing)	Seven residential prop- erties were acquired throughout the last 12 months to support the op- erational requirements of the AC. Housing policies and frameworks have been developed to ensure that continued future investment into property and land acquisitions can be achieved for the AC and the community's future.

Strategic objective (2025-2027)	Annual goal (2024-2025)	Annual outcome (2024-2025)	Status update	Comments
More PKKP peo- ple have increased financial literacy and wealth.	The community is supported to access practical financial lit- eracy education and ongoing financial mentoring.	Advocate and work with the Trustee to ensure members are supported to increase their finan- cial literacy.	Achieved (ongoing)	A Financial Program Training attended by the COU team in FY25. A Money Matters Program has been de- veloped from this to help strengthen members' confidence.
		Advocate and work with the Trustee to ensure financial mentors and/or ad- visors are in place to support them in building a strong financial future.	Achieved (ongoing)	Advocated for increased financial mentoring sup- port around the housing program and discussed other ways members may be able to leverage the program to build a strong- er financial future.
More PKKP people are supported in be- coming successful homeowners.	Work together to ensure PKKP peo- ple are supported in becoming success- ful homeowners.	Advocate and con- tribute recommen- dations for policy improvements that will set members up for success.	Achieved (ongoing)	Community engagement remains strong, with PKKP members contin- uing to be supported for access to health, home acquisition and mainte- nance, and stakeholder engagement.
		Establish and pilot a PKKP hous- ing maintenance program.	Achieved (ongoing)	Housing Maintenance Pilot Program successfull- y launched and moving to full implementation with the PKKP community, in collaboration with the Trustee and DMC.
		Advocate and work with the Trustee to support the PKKP housing maintenance pilot program.	On track (ongoing)	Working group estab- lished to work on how this will be supported through DMC and the Trustee for members.
More PKKP people develop business skills and own suc- cessful businesses.	Establish appropri- ate structures with PKKP Enterprises to support mem- bers' enterprise outcomes.	Establish a stand- ard Memorandum of Understanding outlining how PKKP Enterprises oper- ates with member businesses.	No longer applicable	Consider this is an Annual Goal that should be undertaken by PKKP Enterprises. The mod- ernisation of PKKP Enterprises' constitution and charter now allows this to occur.

Priority 3: Member development and wellbeing

People and Community
Building an engaged, educated, and healthy community.

Strategic objective (2025-2027)	Annual goal (2024-2025)	Annual outcome (2024-2025)	Status update	Comments
Our Elders thrive and are supported to reside where they choose.	Develop and re-source and Elders care strategy and action plan.	Consult with Elders to inform a draft strategy and action plan.	Achieved (implementation ongoing)	Draft strategy and plan are complete following consultation with Elders, and now in review stage prior to implementation in FY2026.
Our members are supported and have access to programs and services that allow them to build strong, healthy, and self-determined lives.	Empower the PKKP community to be strong, healthy, and self-determined.	Develop a health & wellness strategy and action plan for the PKKP community.	Achieved (implementation ongoing)	Draft strategy is complete and incorporates initiatives as requested by the community, and now in review stage prior to implementation in FY2026.

Strategic objective (2025-2027)	Annual goal (2024-2025)	Annual outcome (2024-2025)	Status update	Comments
Our members are supported and have access to programs and services that allow them to build strong, healthy, and self-determined lives.	We use our skills and partner with local service and program providers to support members where they live.	Expand and increase our engagement, partnerships, and outreach programs.	Achieved (ongoing)	Community engagement remains high whilst the COU unit continue to create, manage and maintain relationships with our stakeholders, and seek to gain greater understanding from the membership about there the gaps and opportunities are.
		Identify and analyse what local services are available to members, and where the service gaps are.	Achieved	Thoroughly reviewed local services for members in different location, identifying key programs and gaps such as transport, shortage in housing, lack of mental health facilities, and health professional shortages in remote areas. This informs our advocacy and program development to better support members' wellbeing and independence.
		Expand our relationships with local service partners to support our membership.	Achieved (ongoing)	Strategic partnerships with local service providers, including general support and housing services, continue to be expanded and strengthened. This involves formalising collaborations with health partners and other key stakeholders to enhance the holistic support available to our members and community.
		Expand our partnerships with local program providers to support our membership.	Achieved (ongoing)	Successful NAIDOC events held in collaboration with local service providers. We are now members of Pilbara for Purpose, and other local interagency forums and groups.

Strategic objective (2025-2027)	Annual goal (2024-2025)	Annual outcome (2024-2025)	Status update	Comments
We empower and support future leaders.	Continue to engage and consult with our community to develop holistic and sustainable strategies and plans to support current and future leaders.	Develop a PKKPAC program, service, and partnership strategy and action plan for Elders, GenX, and Youth.	Achieved (ongoing)	Elders, Gen X, and Youth health and wellness strategies are completed and in draft form. Continued engagement through Youth and Elders Forums will be continued in FY2026.
		Continue to attend meetings and organise forums where members help co-design and improve program and service delivery.	Achieved (ongoing)	Team continues to engage with Youth and Elders Forums to establish key community needs, which inform Youth, Gen X, and Elders strategies. Ongoing engagement and implementation will be continued in FY2026.

Strategic objective (2025-2027)	Annual goal (2024-2025)	Annual outcome (2024-2025)	Status update	Comments
More people are employed, trained, and engaged in meaningful careers.	Increase leadership, mentoring, and capacity pathways to training and employment.	Develop a PKKP employment and training program and plan that can be scaled and self-sustainable in future years.	In progress	Increasing engagement with individual members through the employment program; program strategy is in the process of being redeveloped to maximise community benefits.
		Establish a PKKP Members' Hub – initial focus: employment, training, work-readiness, advocacy, mentoring.	Achieved (ongoing)	PKKP Member Hub location has been secured and set up, a soft launch for staff has occurred and a wider launch to community and members is imminent. A structured calendar is being finalised to include various activities, training and members supports.
		Establish more partnerships and identify funding available to support the Members' Hub plan.	On track	Funding was secured from Fortescue to assist with the establishment of the Members' Hub. As we commence operations, other funding opportunities will be explored with the intent of securing ongoing sustainable funding.
		Continue to develop relationships and partner with proponents and other industry employers.	Achieved (ongoing)	Engagement is maintained with Rio Tinto, Fortescue, and other smaller industry employers; projected to increase with the opening of the Members' Hub.
		Continue to support PKKP members and their families to secure and retain meaningful employment in their chosen vocations.	Achieved (ongoing)	Continue to engage with members and local employers, as well as regular employee bulletins. Members have increased ability to work on Country with Heritage Program or Ranger Program.

Priority 4: Building the core of us

Governance – Corporation and Trust

Demonstrating thought leadership and embedding best practice throughout our community, corporation, and trust.

Strategic Objective (2025-2027)	Annual goal (2024-2025)	Annual outcome (2024-2025)	Status update	Comments
We integrate best-practice governance and accountability into every aspect of our operations.	Our internal governance and structures are strong and resilient.	Develop induction packs for our Boards and Committees.	Achieved	Board induction packs have been finalised; induction packs for Committee members are being developed with the aim of these being finalised by the November 2025 AGM.
		Increase targeted professional development training for our Board and Committees.	Achieved (ongoing)	In-house professional development continues, and PD opportunities are circulated. Working with PKKP Enterprises and ORIC to schedule combined governance training.
		Increase targeted professional development training for our staff.	Achieved	Personalised professional development plans in place and delivered successfully – online, conferences, leadership and technical skills training.
We integrate best-practice governance and accountability into every aspect of our operations.	We are transparent and accountable.	Implement Annual KPIs for Board of Directors and Committee members.	Achieved (ongoing)	KPIs and attendance are reported at the AGM and in this report.
		Implement clear annual KPIs for staff, aligned to the achievement of the Strategic and Annual Plan.	Achieved	Annual Plan KPIs are all entered into EmploymentHero and assigned to individuals across the organisation to ensure focus on community-approved priorities and values.
		Regularly track the progress of Board and Committee members' KPIs, reporting annually to the community.	Achieved (ongoing)	KPIs are tracked and reported to the Community at the AGM.
		Regularly track PKKPAC progress against Annual Plan goals, reporting to the Board quarterly and the community annually.	Achieved (ongoing)	Annual Plan outcomes are reported to the Board quarterly and to the community annually in this report.

Strategic Objective (2025-2027)	Annual goal (2024-2025)	Annual outcome (2024-2025)	Status update	Comments
We integrate best-practice governance and accountability into every aspect of our operations.	Our workplace support our high-performance culture and vision.	Our systems, tools, and resources empower a high-performance culture and team.	In Progress (ongoing)	Successfully transitioned from paperbase to digital workflows across key platforms including finance, payroll, travel bookings. Sharepoint transformation in progress.
		Our offices in Karratha and Perth have been redesigned to maximise capacity and productivity.	In Progress (ongoing)	Established new Perth office. Karratha office refurbishment on Level 2 completed; Level 1 refurbishment is pending. Members Hub established in Karratha.
We integrate best-practice governance and accountability into every aspect of our operations.	Our team lives our values and are high performing.	Develop and implement regular PKKP cultural awareness training for staff.	Achieved (ongoing)	6 PKKP Cultural Awareness Training sessions provided to existing and new staff this year.
		Fully realise and operationalise PKKPAC's housing strategy.	Achieved	All funds committed at 30 June 2025. Total 7 properties purchased, 5 settled at balance date and final 2 with unconditional offers for settlement during July 2025
		Design a program that will ensure the delivery of PKKP cultural awareness content to stakeholders.	On track	Internal and external conversations and planning commenced. Consultation with the community is required.
We lead, innovate, and advocate to positively influence and enhance community and corporation outcomes.	Be influential thought leaders and advocates of PKKP and First Nations people.	Proactively engage with media to advocate for better outcomes for all First Nations people.	Achieved	PKKPAC continue to engage selectively and strategically in media outlets; media coverage released to acknowledge the execution of the Rio Tinto CMA.
		Find opportunities to promote PKKP peoples' position and perspectives.	Achieved	PKKPAC has presented at the AEMEE Conference, AAA Conference, and WAC Conference in 2025 to promote PKKPAC's position on community employment, co-management, and heritage protection.

Strategic Objective (2025-2027)	Annual goal (2024-2025)	Annual outcome (2024-2025)	Status update	Comments
We empower the community through impactful development, mentoring, and succession initiatives tailored to support current and future leaders.	We have a well-designed succession plan for our PKKPAC Boards and Committees.	Design and implement a shadowing/mentor program for Youth members.	In Progress (ongoing)	Induction for Board & Committees have been developed and implemented; Governance unit focusing on succession in FY2025-2026
		Collaborate with the on-Country team to connect Youth with their Elders, country, culture, and language.	Achieved	Funding granted for collaboration between the Language and Ranger programs; significant planning and on-Country consultation undertaking at Nanutarra for the 10 Year Anniversary celebration in September 2025.
We achieve self-determination through effective community-owned and governed structures.	Build capacity to empower the community to run their own corporation.	Develop a transition plan to move towards a community-controlled trust model.	Achieved	Transition plan for Peoples' Trust is developed and ready for community consultation and authorisation in November 2025.
We achieve self-determination through effective community-owned and governed structures.	Trust policies and programs work together to achieve self-determination outcomes for PKKP people.	Work together with the Trust to develop policy and program strategies that will work together to achieve their intended long-term charitable community purpose, impact, and outcomes.	Achieved	A working together committee has been established that will include the PKKPAC, Perpetual and Fordham team. We will be focused on bringing stronger fit-for-purpose systems, processes and strategically aligned charitable programs and services.
		Proactively measure Trustee performance against agreed KPIs.	Achieved (ongoing)	KPIs are being measured, and the Trustee is audited biannually.
		Complete annual compliance audit of Fordham and report findings and recommendations to the PKKPAC Board and the DMC.	Achieved	Two audits of Fordham have been completed, with the auditor's report and recommendations tabled before the DMC and PKKPAC Board. Two audits scheduled for FY2026.



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