



FY26

Annual Summary

LOCAL BUYING
PROGRAM
BUILDING OUR FUTURE TOGETHER

BHP

BMA
BHP Mitsubishi Alliance

C-RES
COMMUNITY RESOURCING
FOR THE FUTURE

PROUDLY DELIVERING THE LOCAL BUYING PROGRAM IN PARTNERSHIP

**LOCALBUYING
FOUNDATION**
AN INITIATIVE OF THE LOCAL BUYING PROGRAM

ACKNOWLEDGEMENT OF COUNTRY

We respect and honour the Traditional Custodians of this land, and recognise their continuing connection to land, sea and waterways.

We extend our respect to Elders past, present and emerging.

We acknowledge the stories, traditions and living cultures of Aboriginal and Torres Strait Islander peoples on the lands we gather, work and connect.



What matters most

A message from Tracey Cuttriss-Smith | C-Res CEO

This year has been one of steady and deliberate progress for C-Res, the BHP Local Buying Program and the Local Buying Foundation. In a dynamic operating environment, we have remained focused on what matters most, supporting local businesses, strengthening regional economies, and delivering practical outcomes that create lasting value.

We also focused on improving the way we work. Through the early adoption of the BHP Operating System (BOS), strengthened governance practices and new internal ways of working, we have continued building a more efficient, productive and transparent organisation while responding to the changing needs of buyers, suppliers and communities.

We committed to strengthening the BHP Local Buying Program through initiatives that improve the experience of both buyers and suppliers. From the rollout of LBP Engage to continued investment in Buyer Ready Training and Supply Chain Ready, we have worked to create clearer pathways for participation while helping businesses build capability and confidence.

We have also continued to improve visibility, reporting and consistency across the business. Supported by BOS principles and a strong focus on continuous improvement, these changes are helping us simplify processes, strengthen compliance and deliver greater value to our stakeholders.

Through the Local Buying Foundation, we have continued investing in projects that strengthen regional communities and create opportunities for long-term growth. A highlight this year was the continued delivery of Trading Tracks in Queensland and the successful expansion of the initiative into South Australia, helping Indigenous entrepreneurs develop business skills, build networks and pursue new opportunities.

Safety continues to underpin everything we do. Whether working with suppliers, buyers, funded organisations or our own team, our commitment to creating safe environments, supporting wellbeing and encouraging continuous improvement remains a core part of how we operate.

Finally, I would like to thank Darryl Camilleri for his long-standing service to C-Res and the regional communities we are proud to support. His commitment, leadership and genuine passion for creating opportunities for local businesses have made a lasting difference across our regions.

As we acknowledge Darryl's retirement, we also welcome Craig Doyle as C-Res Board Chair. Craig brings extensive experience in governance, strategy and stakeholder engagement, and we look forward to his leadership as C-Res continues to create opportunities for small, local and Indigenous businesses.

I wish Darryl all the very best in his retirement, with sincere thanks for his contribution and the legacy he leaves behind.

Chair reflections



When I first joined the C-Res Board in 2012, the organisation was in its early stages, working to establish its role in supporting local businesses and communities through what is now the BHP Local Buying Program.

Over the past 14 years, it has been rewarding to see that vision take shape and grow into a national delivery model supporting small, local and Indigenous businesses across multiple regions.

What stands out most is the impact achieved over time. The BHP Local Buying Program has created real opportunities for businesses to grow, build capability and remain sustainable in regions that rely on strong local economies. That impact has always been central to why C-Res exists.

What has made this possible is the people. The commitment of the C-Res team, the support from BHP, and the willingness of suppliers and stakeholders to engage with the model have all played a part in what has been achieved.

During this time, the organisation has navigated growth, change and rising expectations while staying focused on its purpose. This progress has been made possible by the dedication of the C-Res team, the support from BHP and the engagement of suppliers and stakeholders.

It has been a privilege to be part of this journey, and I leave with confidence in C-Res' future, knowing the organisation is in safe hands under Craig's leadership and supported by a dedicated Board and team.

*Darryl Camilleri | C-Res Board
Outgoing Chair*

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Our C-Res team takes part in annual compliance training with BHP because strong partnerships rely on shared standards and shared responsibility.

Getting this right means the small, local and Indigenous businesses we support can engage with confidence, knowing the foundations around them are solid and aligned with BHP values.

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John Aurisch | C-Res
General Manager Business Services



Lachlan McGhie, Specialist Compliance, BHP, annually leads the C-Res team to reinforce our shared commitment to trust, integrity and protecting opportunities for local and Indigenous businesses.

BHP's Local Buying Program

The BHP Local Buying Program continues to be delivered through a close and trusted partnership between BHP and C-Res, with a shared commitment to integrity, accountability and strengthening regional Australia. At its core, the program exists to ensure small, local and Indigenous businesses can participate fairly and confidently in BHP supply chains, supported by systems and processes that reflect BHP's values and expectations in Australia.

Throughout FY26, the focus has been on deepening alignment with BHP by embedding these values into how the program operates day to day. This included strengthening governance, reinforcing compliance and ensuring transparency remains central to every interaction between buyers, suppliers and delivery teams. Rather than simply facilitating transactions, the BHP Local Buying Program continues to uphold a standard of trust that protects both BHP and the local businesses that engage through it.

C-Res plays a critical role in bringing this partnership to life by maintaining strong relationships with suppliers, supporting capability development and ensuring the program remains consistent, fair and compliant. Ongoing engagement, training and guidance help businesses understand not only how to access opportunities, but what good looks like when working in partnership with BHP. This

shared understanding underpins long-term participation and sustainable business growth.

The program remains closely connected to the Local Buying Foundation, which converts local spend into local capability through targeted investments. Through workforce development, Indigenous partnerships, community resilience initiatives, decarbonisation projects and support for responsible supply chains, these investments align with BHP's Social Value priorities and help create long-term value for regional Australia. Together, procurement and

reinvestment form a connected Local Buying Cycle, turning today's opportunities into tomorrow's capability.

FY26 reflected a deliberate shift from growth alone to maturity and stewardship. By working closely with BHP to uphold shared principles and long-term goals, the BHP Local Buying Program continues to protect the integrity of the model and the communities it serves. This approach ensures local businesses are supported not just to win work, but to grow with confidence in a system built on a trusted partnership.



\$1.76b

spend since inception 2012

260,285

Payments to small, local and Indigenous businesses

3,075

Businesses receiving work

112,983

Work opportunities approved

6,493

BHP Buyers creating work opportunities

A partnership beyond process

In FY26, our partnership with BHP's Governance and Social Value teams strengthened alignment across systems, people and processes, embedding long-term improvements in buyer capability, safety and social value delivery.

This collaborative approach brought together teams from across C-Res, including program administration, communications and business services, creating a shared focus on improving outcomes for suppliers, buyers and communities.

A key focus was strengthening cost control and supplier pathways. Together, we reviewed vendor engagement, enhanced governance controls and embedded clearer processes to ensure eligible spend was directed through the BHP Local Buying Program.

Close collaboration with BHP procurement teams supported stronger compliance and more effective redirection of off-contract spend to small, local and Indigenous suppliers. These improvements increased transparency, reinforced confidence in the program and helped maximise opportunities for regional businesses.

Equally important was the uplift in buyer capability. Working closely with BHP, we delivered Buyer Ready Training, helping buyers better understand when and how to engage suppliers through the BHP Local Buying Program. This has supported more informed decision making and stronger alignment to BHP's social value commitments.

Safety remained a strong focus of the partnership. Through access to BHP's safety resources, tools and best practice approaches, we were able to share valuable knowledge

with suppliers and reinforce a strong safety culture across the network. This supported local businesses to better understand BHP's safety expectations and apply them within their own operations.

Storytelling and communications also played an important role in supporting change. Joint campaigns, supplier communications and Showcases helped share success stories, reinforce key safety and governance messages, as well as building a stronger understanding of the value the program creates for buyers, suppliers and communities.

Importantly, these improvements have not been one-off initiatives. The foundations established through this partnership have now been embedded into business-as-usual operations, positioning the program for sustained impact into FY27 and beyond.



BHP's Local Buying Program is one of the practical ways we deliver on our commitment to create thriving and empowered communities.

Through our partnership meaningful impact for small, local and Indigenous businesses is brought to life through a combination of BHP Buyer identified opportunities along with C-Res' local purchasing expertise and capability building programs.

Our partnership with C-Res combines clear governance, transparency and accountability, ensuring BHP's Local Buying Program is delivered consistently and with integrity. This approach builds trust, supports better purchasing outcomes, and connects today's supply chain with long-term capability.



Jessica Simpson | BHP
Head of Governance
and Social Value

Designed for simplified navigation

Enhancements to the BHP Local Buying Program portal in FY26 have delivered a significantly improved buyer dashboard experience, designed to support more efficient, transparent and informed purchasing activity.

The refreshed dashboard simplifies navigation and brings key actions into one place, allowing buyers to quickly identify and respond to Work Instructions requiring input. A new consolidated action view reduces time spent searching for tasks, while improving visibility across approvals, claims and outstanding activities. This shift supports more consistent workflows and reduces the need for manual follow up across the procurement process.

To further improve usability, new *Quick Create* functionality has been introduced, guiding buyers towards preferred procurement pathways such as Request for Quote. By reducing friction at the point of creation, the feature encourages stronger use of competitive purchasing practices through the platform, supporting better commercial outcomes.

A new *Community Impact* snapshot has also been embedded within the dashboard, increasing visibility of how purchasing decisions contribute to local and Indigenous supplier engagement. By making this information available in real time, buyers are better equipped to understand the broader outcomes of their activity and make more informed decisions.

Additional improvements include a streamlined view of announcements and events, ensuring buyers can easily access relevant updates, alongside a mobile friendly interface that enables activity to be managed more effectively while away from the desk.

Together, these enhancements have improved usability, increased transparency and strengthened engagement with the platform. By surfacing both required actions and the wider impact of purchasing behaviour in one place, the dashboard supports better decision making and a more seamless buyer experience.

As part of a broader program of continuous improvement, future enhancements will continue to be informed by buyer feedback, ensuring the platform evolves to meet changing needs while driving consistent and effective use of the BHP Local Buying Program.





C-Res has been instrumental in supporting Just Mining Pty Ltd with gaining access across WAIO BHP mining operations.

The LBP portal is simple and easy to use, with their preferential payment terms, Just Mining has been able to grow and expand its operations in a short amount of time. Their support has made it easier for us to deliver into BHP sites with confidence and efficiency.



Jarred Bleakley | Just Mining Pty Ltd
Director



Established in Port Hedland, Western Australia, Just Mining Pty Ltd has leveraged opportunities through the BHP Local Buying Program to expand its operations and deliver services across multiple BHP sites.

Supporting supplier and buyer success



Supply Chain Ready focuses on equipping small, local and Indigenous businesses with the knowledge

and tools needed to meet BHP's Minimum Requirements. Through webinars, workshops and practical resources, suppliers built their understanding of key topics including Safety, Indigenous Engagement, Social Value and Modern Slavery to strengthen readiness to supply.

The reach and scale of this capability-building effort has been significant. In FY26, the promotion of events, workshops and training activities across the broader BHP Local Buying Program ecosystem enabled capability uplift at scale across regional communities.

The program supports suppliers at every stage of their journey. Over 150 suppliers took advantage of webinar sessions such as Modern Slavery, Safety, Social Values and Indigenous Engagement. These practical learning opportunities help suppliers strengthen business practices, align with BHP requirements and position themselves for future opportunities.

The impact of the program now extends beyond Australia. Its success has seen the model replicated by BHP in Canada, demonstrating its effectiveness in building stronger, more capable supply chains.

This highlights the important role Supply Chain Ready plays in driving long-term value across the BHP Local Buying Program.



LBP Engage is a procurement platform delivered through the BHP Local Buying Program, designed

to help BHP contractors move from supplier discovery to purchasing. It goes beyond a traditional supplier directory by supporting the full sourcing process, including Expressions of Interest, Requests for Quote and Requests for Tender, within a single, streamlined platform.

The platform combines simple, purpose-built technology with wraparound support from C-Res. Contractors are guided through the sourcing process, while suppliers are supported with onboarding, profile optimisation and engagement with opportunities. This ensures consistent, compliant and effective use of the platform across all users.

LBP Engage connects BHP Contractors with a network of vetted and approved suppliers who are active within the program, enabling fair and competitive market testing. It is directly linked to purchasing activity, supporting faster decision making, improved value outcomes and more efficient procurement cycles.

Importantly, every transaction contributes to local and Indigenous business participation, helping drive community impact while providing clear reporting on supplier engagement, purchasing activity and local spend outcomes.



Buyer Ready Training continues to play a critical role in strengthening engagement by building buyer capability and confidence in the LBP portal with C-Res support.

The structured training program during FY26 equipped more than 120 BHP Buyers with practical skills to effectively use the portal, engage local and Indigenous suppliers and deliver on procurement and social value commitments.

Over the past year, the program has expanded in reach, with increased attendance across both virtual and face to face sessions. This uplift reflects a growing focus on improving adoption and ensuring more buyers understand how to navigate the Local Buying Program and engage suppliers effectively. The program combines foundational learning with practical application, covering everything from creating work instructions to evaluating supplier responses and managing purchasing outcomes.

This increased engagement is supporting a steady rise in the number of trained buyers actively using the Local Buying Program, contributing to stronger and more consistent supplier participation. By improving knowledge and confidence, Buyer Ready Training is helping drive more competitive tendering, better quality engagements and increased opportunities for small, local and Indigenous businesses.

As the program continues to evolve, it remains a key enabler of supply chain access, supporting both buyers and suppliers to achieve better outcomes and strengthening regional economic participation.

LOCAL BUYING PROGRAM
BUILDING OUR FUTURE TOGETHER

\$160.1m spend

21,710
Payments to small, local and Indigenous businesses

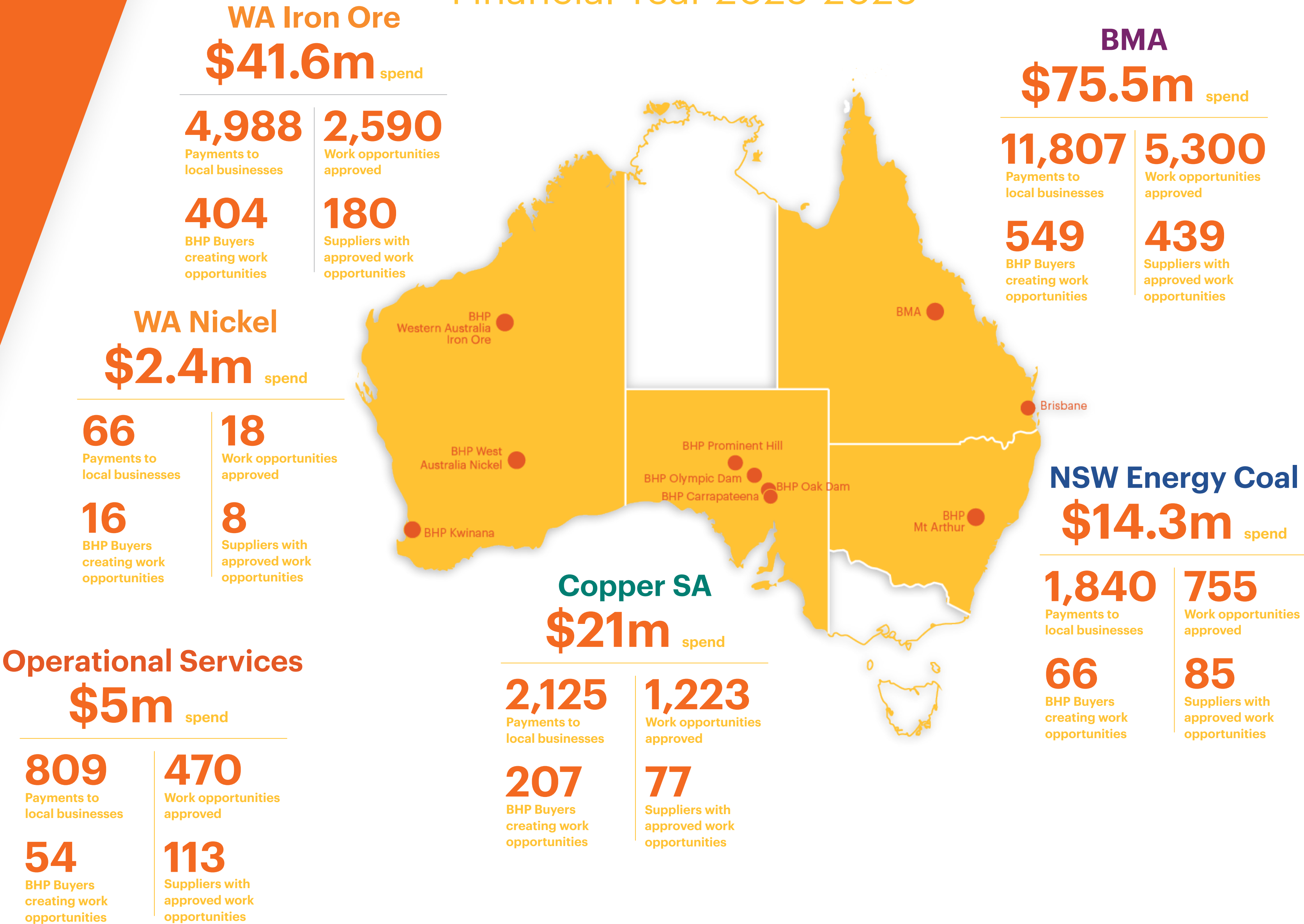
10,395
Work opportunities approved

1,285
BHP Buyers creating work opportunities

819
Suppliers with approved work opportunities

6.6
Average payment days from receipt of invoice

National Highlights
Financial Year 2025-2026



Connection through culture

Across the year, the BHP Local Buying Program has supported meaningful engagements with Indigenous and Traditional Owner businesses, particularly in areas that strengthen cultural knowledge and connection to Country.

The BHP Local Buying Program plays a strategic role in advancing BHP's Reconciliation Action Plan and Social Value Framework by enabling more inclusive economic participation and creating opportunities for long term, respectful partnerships. This has been supported by a more coordinated approach, working alongside BHP's Indigenous Procurement and Indigenous Engagement teams to identify opportunities and support businesses to access work.

At Mt Arthur Coal, connection to Country has been built in a very practical way. A Traditional Owner supplier was engaged through the BHP Local Buying Program to support a community rehabilitation activity, sharing cultural artefacts and knowledge on identification and preservation. Rather than a one-way briefing, it created a shared learning experience that brought site teams and community members together, with culture embedded in the work itself.

This kind of engagement is changing how work is experienced on site. It is helping build cultural capability across the workforce, strengthening relationships with Traditional Owners and making respect for heritage part of everyday decisions and behaviours. That shift is also being seen more broadly across BHP's operations.

In South Australia, Indigenous and Traditional Owner businesses are contributing across a wide range of work, from community events and

civil works to the delivery of ongoing cultural training on site. Across Western Australia and Queensland, businesses are becoming a regular part of day-to-day operations, supporting everything from site services to facilities and maintenance.

In New South Wales, Indigenous businesses are increasingly supporting core operational work including engineering, construction and logistics. As these relationships continue to grow, there is a stronger sense of familiarity and trust between suppliers and site teams, supporting more consistent and long term participation.

Together, these engagements are creating shared value. Indigenous businesses are expanding their services and building capability, communities benefit through employment and cultural knowledge sharing, and BHP is strengthening connections while building a more inclusive and culturally informed supply chain.



Indigenous business highlights

\$31.6m
Spend

2,119
Payments to local businesses

660
Work opportunities approved

292
BHP Buyers creating work opportunities

88
Suppliers with approved work opportunities

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The Local Buying Program is a clear example of BHP's social value in action. It enables us to directly support small, local and Indigenous businesses by creating real access to work, while strengthening the business communities where we operate.

Ignacio Garrido | BHP
Global Lead for Local Procurement

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Aligned and working as one. Through a strong partnership and shared commitment, both BHP and C-Res leaders ensure strong outcomes for our small, local and Indigenous businesses.

Trading Tracks

Since its launch in Queensland in 2022, Trading Tracks has expanded its reach and continued to mature in FY26. The program provides mentoring, strategic planning support and targeted workshops, helping Indigenous businesses develop stronger foundations, improve readiness and access new opportunities.

In FY26, Trading Tracks has played an important role in supporting increased participation of Indigenous businesses in regional economies. By working closely with delivery partners who understand local communities, the program ensures support is relevant, accessible and aligned to real business needs.

Trading Tracks continues to contribute to broader economic inclusion by supporting Indigenous businesses to grow, build confidence and participate more actively in supply chains. It remains a key pathway for strengthening Indigenous enterprise capability while supporting long term regional development outcomes.

Being a female Indigenous leader within Trading Tracks is a deeply personal and rewarding journey. It gives me the privilege of standing proudly for my culture. It is deeply meaningful, inspiring me to mentor, advocate, uplift community and create lasting opportunities.

Shardai Williams | Queensland Trading Tracks Manager

Queensland Trading Tracks



In Queensland, Trading Tracks has continued to deliver strong outcomes in FY26, supporting Indigenous and Traditional Owner businesses to build capability and pursue new opportunities. Delivered through trusted local partner, Marabinda Inc, the program provides tailored mentoring, strategic planning support and practical workshops aligned to business needs.

A significant achievement this year has been the program's transition beyond its pilot phase, which concluded in March 2026. Following a model review from Ochre Social Performance, Queensland Trading Tracks is now operating as a fully established, locally led program from April 2026 - March 2029. This post pilot program demonstrates the strength of the model, providing a sustainable framework for building Indigenous businesses.

Looking ahead, the program is well positioned to continue creating pathways for Indigenous and Traditional Owner businesses to participate in supply chains and strengthen local economies.



South Australia Trading Tracks



Trading Tracks entered a new phase in FY26 with the appointment of Tactic as the regional delivery partner for a two-year pilot in South Australia. This marked the formal rollout of the program in the state, expanding its reach to support Indigenous and Traditional Owner businesses across South Australia.

Delivered through Tactic, Trading Tracks provides tailored mentoring, strategic planning and capability-building workshops designed to reflect local priorities and community needs. An Indigenous Business Reference Group has been created to provide advice and guidance to help shape program delivery and ensure local perspectives are represented.

This expansion ensures more Indigenous businesses in South Australia can access practical support, building capability, confidence and readiness to participate in regional supply chains and broader economic opportunities.



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This event not only celebrates the achievements of women entrepreneurs, but also strengthens the bonds within the business community, fostering collaboration, empowerment and inspiration.

Attendee | Business Singleton
2026 International Women's Day Luncheon
An LBF sponsored event

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Singer Melinda Schneider, an avid supporter of mental health awareness was a keynote speaker at the Business Singleton International Women's Day Luncheon in March. Her speech "Be Gentle on Yourself" emphasised the importance of self-compassion and self-care.



One track, many journeys

A message from Melissa Westcott | LBF Chair

Over the past year, the Local Buying Foundation has committed to building momentum, providing a clear pathway forward. From one track, many journeys emerge, each business and community building capability, confidence and connection in ways that reflect local needs and opportunities.

This commitment has been brought to life through the launch of our new Grants Toolbox platform, a key milestone in strengthening how we deliver accessible, efficient support to regional businesses. This has created a more streamlined and consistent application process, improving access to funding and making it easier for organisations and partners to engage with the Local Buying Foundation. At the same time, the team has worked hard to introduce smarter ways of working, ensuring we are efficient, responsive and focused on outcomes that matter.

Our partnerships remain central to our success. Over the past twelve months, we have seen these relationships go from strength to strength, particularly with our delivery partners and regional organisations. Each is critical in ensuring that funding reaches the right businesses and translates into real, on-the-ground outcomes. By working closely with local organisations, we are able to better understand regional needs and deliver initiatives that are practical, targeted and sustainable.

Programs such as Trading Tracks continue to demonstrate the importance of this approach. This year, we have successfully launched Trading Tracks in South Australia, while in Queensland the program has moved beyond its pilot phase and into broader delivery. These milestones reflect the value of investing in programs that build capability and confidence in local Indigenous businesses, helping them to take the next step in their growth journey and connect more effectively into supply chains.

Our partnerships with funded Business Chambers are another important area of impact. This work is vital in ensuring that local businesses are not only aware of

opportunities, but are also equipped to pursue them. It strengthens local networks, builds capability and helps create more resilient business communities.

Importantly, the projects we fund are not just about short-term support. They play a key role in building sustainable regional economies, supporting innovation and helping businesses adapt to changing industry demands.

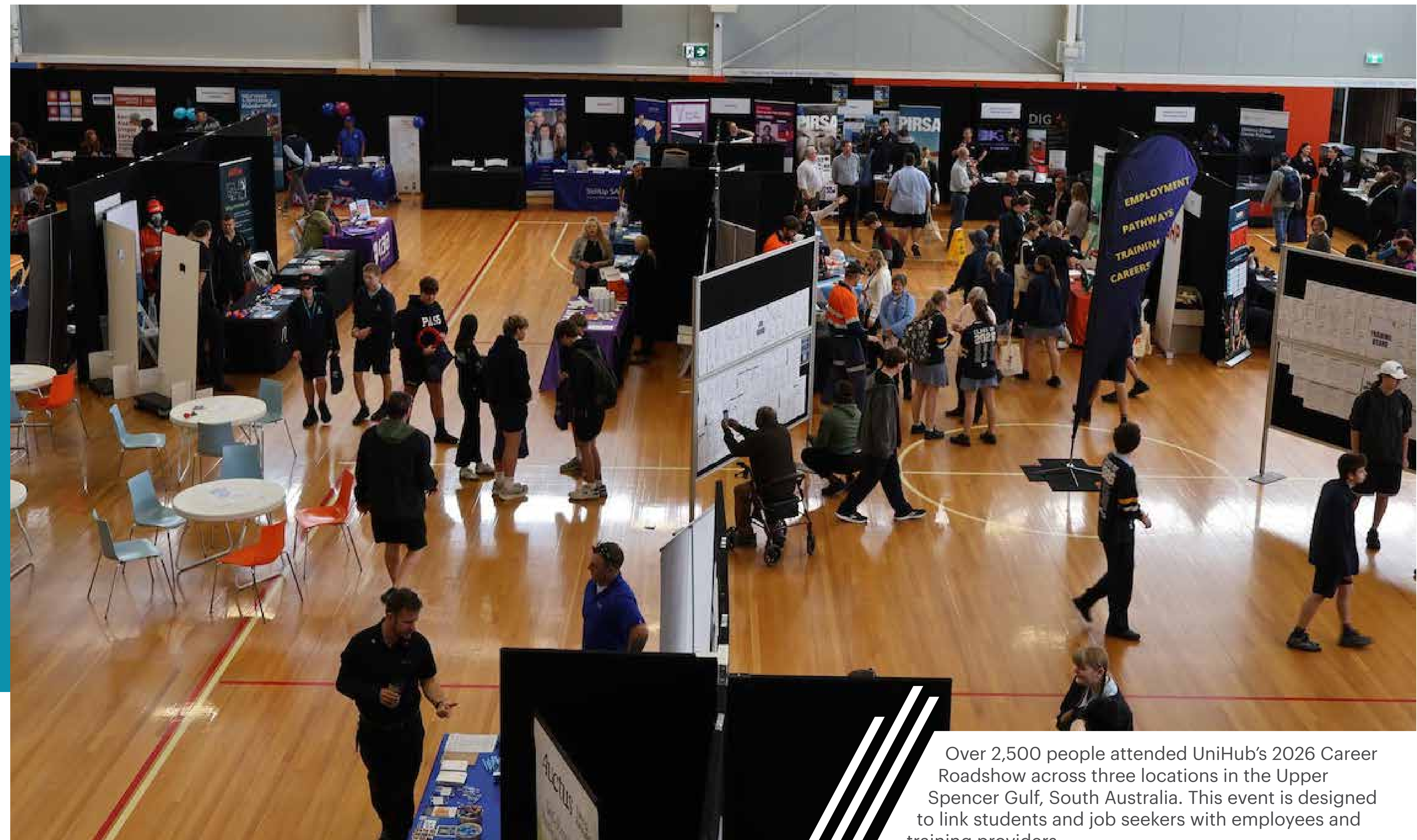
Stand out initiatives this year include Decarbonisation Accelerated, helping businesses prepare for the transition to lower emissions, and the Isaac Resources Excellence Precinct's business development program to strengthen its role as a regional engine for resources, innovation and industry transformation. We also partnered with Muswellbrook Chamber to deliver tangible outcomes and build local business capability.

Together, these efforts reflect a continued focus on strengthening regional business communities, ensuring they are well positioned to participate in future opportunities. Made possible through BHP's funding of the Local Buying Foundation, this cycle of investment ensures today's opportunities continue to create tomorrow's capability.



The Careers Roadshow was a great opportunity for our community to showcase such a broad range of industries and employers. I was there for over two hours and still didn't get to see all the exhibits. It was very well organised. I loved it!

Attendee | UniHub
2026 Career Roadshow



Over 2,500 people attended UniHub's 2026 Career Roadshow across three locations in the Upper Spencer Gulf, South Australia. This event is designed to link students and job seekers with employees and training providers.

Local Buying Foundation

The Local Buying Foundation continues to play an important role in strengthening local business capability in regions where BHP operates. Established to support long term economic growth, the Local Buying Foundation invests in initiatives that build on local business capability and capacity.

Since 2012, more than \$18 million has been reinvested into over 358 projects across workforce development, innovation and industry diversification. These investments continue to deliver practical support to local businesses while contributing to more resilient regional economies.

In FY26, the Local Buying Foundation has continued to deliver strong outcomes across regional Queensland, New South Wales, South Australia and Western Australia.

Thousands of participants have engaged in funded programs, including workshops, business development initiatives and regionally delivered events. These initiatives have focused on building practical capability, strengthening networks and creating opportunities for local businesses to grow.

A key focus this year has been on supporting inclusive economic participation. Trading Tracks, designed to support

Indigenous businesses, has been refined to ensure they remain accessible and aligned to community needs. This has included strengthening engagement with Indigenous suppliers and improving access to tools, training and networks that support sustainable business growth.

The Local Buying Foundation has also continued to support locally led events that bring businesses together, share knowledge and showcase regional capability. These initiatives have reinforced the role of local business chambers and industry groups as connectors within their

communities, while creating platforms for collaboration and learning.

During FY26, work has progressed to align the Local Buying Foundation's approach with BHP's Sustainability Investment Plans, ensuring investments are focused, measurable and linked to long term regional priorities.

The Local Buying Foundation remains committed to supporting initiatives that deliver lasting value, building stronger local businesses and supporting thriving regional communities for the future.



\$18.1m

total amount invested since 2012

\$3m Invested into new projects

28
Approved funding applications

74
Sponsored workshops and events

11,267
People engaged in workshops and events

27
Organisations receiving funding

\$6.5m
Active project investment

National Highlights

Financial Year 2025-2026

Western Australia

\$736k Active investment

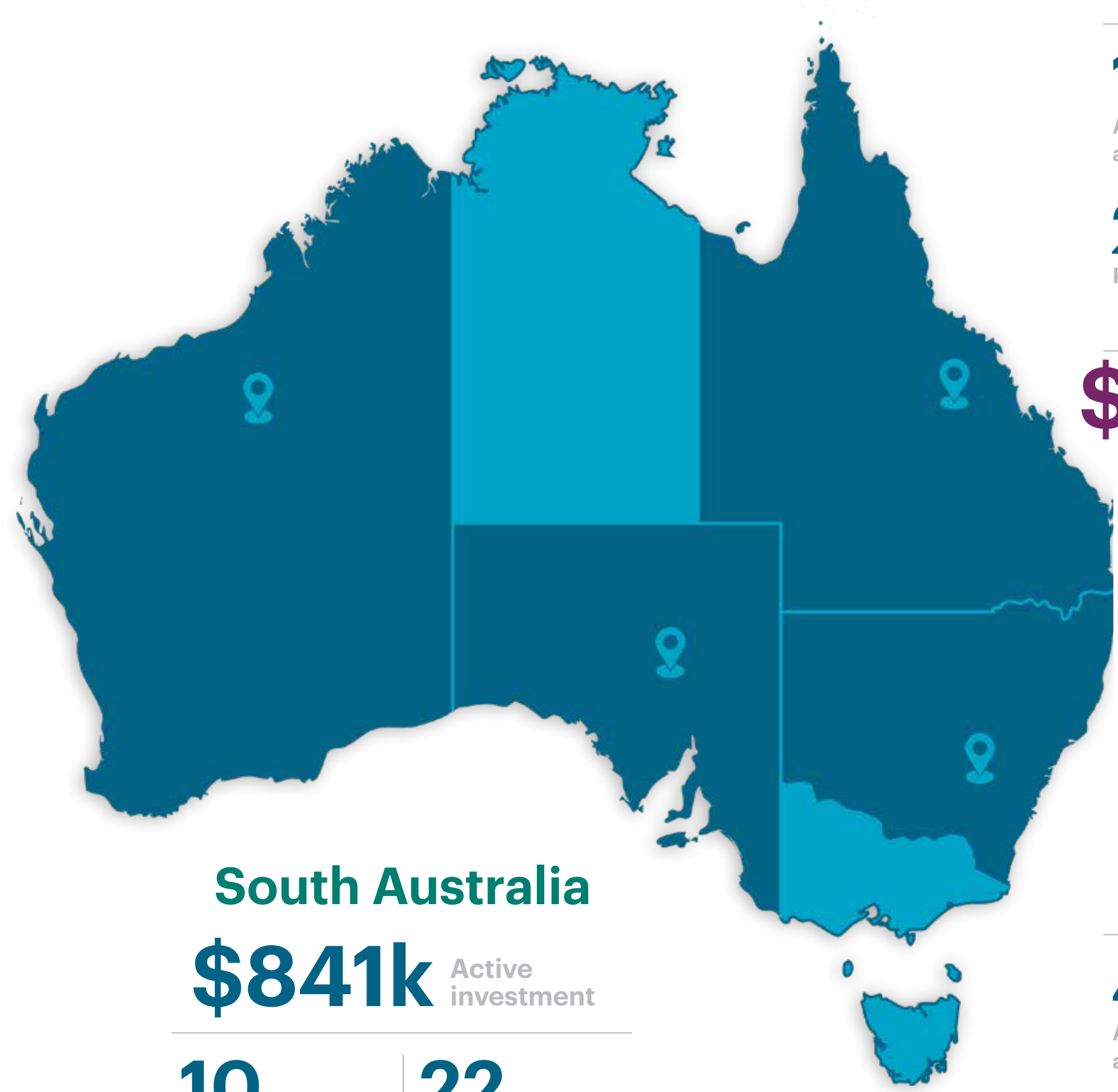
4
Approved funding applications

16
Sponsored workshops and events

2,367
People engaged in workshops

9
Active projects

\$3.3m Total investment since 2020



South Australia

\$841k Active investment

10
Approved funding applications

22
Sponsored workshops and events

3,783
People engaged in workshops

17
Active projects

\$1.5m Total investment since 2021

Queensland

\$4.6m Active investment

14
Approved funding applications

24
Sponsored workshops and events

2,920
People engaged in workshops

22
Active projects

\$11.7m Total investment since 2012

New South Wales

\$349k Active investment

4
Approved funding applications

13
Sponsored workshops and events

2,667
People engaged in workshops

10
Active projects

\$1.4m Total investment since 2017

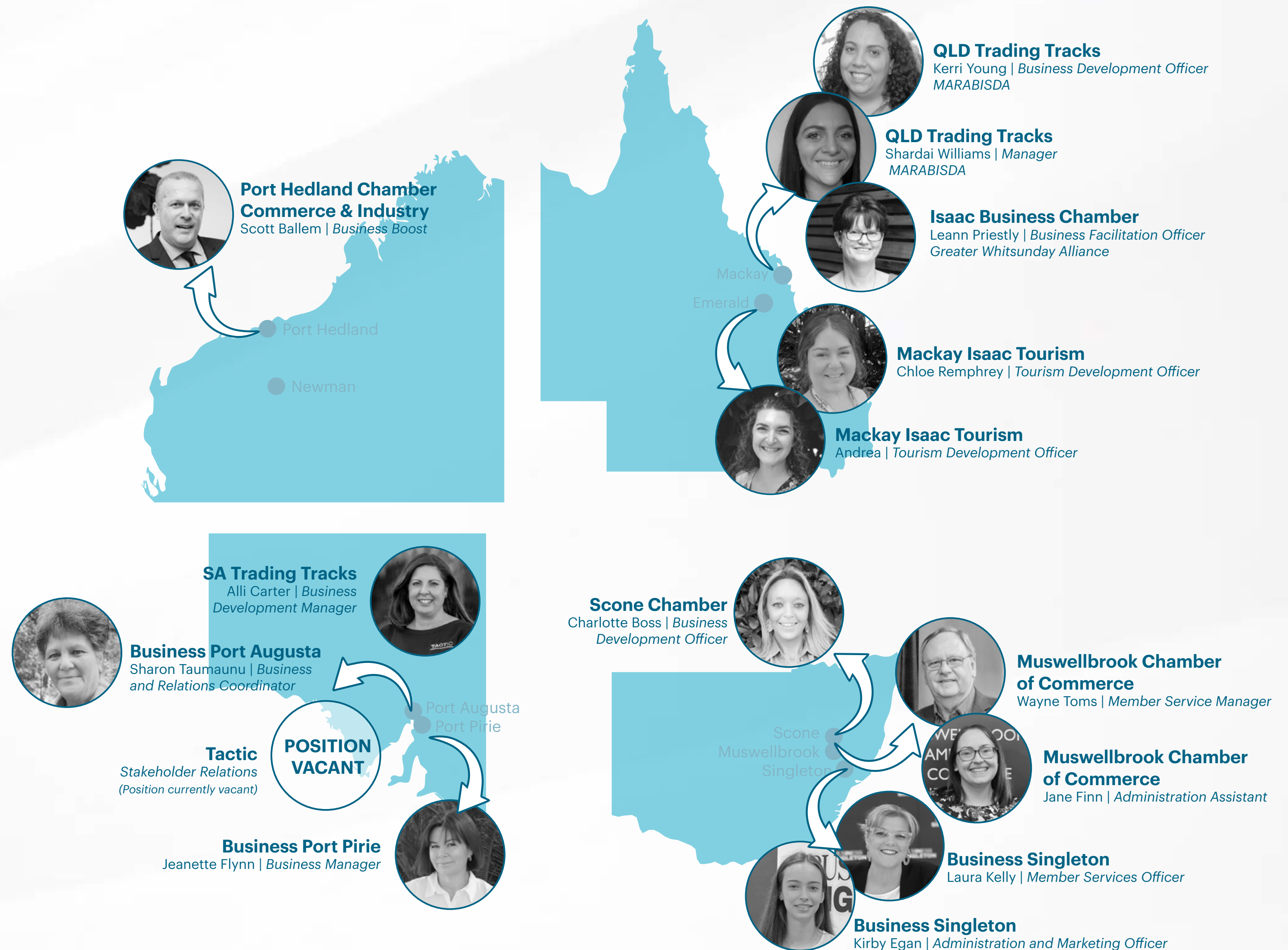
Bridging the Boundaries

Across regional Australia, many chambers continue to operate with limited resourcing, often relying on small teams to deliver services. Bridging the Boundaries addresses this by funding locally based roles that provide consistent, on the ground support to small businesses.

In FY26, these positions have delivered a strong pipeline of engagement, connecting businesses to training, mentoring and local events through regular outreach and targeted support. Funded roles have coordinated workshops, one on one sessions and networking opportunities, directly contributing to increased participation across capability building programs.

Through proactive engagement, these roles have improved awareness and uptake of key initiatives, including supplier readiness workshops and regional events. This consistent presence has supported more businesses to access opportunities that may have previously been underutilised. The result is a measurable uplift in engagement and capability, with more businesses participating in programs and building practical skills aligned to industry needs.

By investing in dedicated, local support, Bridging the Boundaries is ensuring programs are not only delivered, but actively accessed, strengthening the depth and readiness of local business communities.



SOUTH AUSTRALIA HIGHLIGHT



Supporting stronger pathways for Indigenous businesses in South Australia's Far North, the Local Buying Foundation has funded the development of a five-year strategic plan.

Funded by the Local Buying Foundation, the Far North Aboriginal Economic Collective (FNAEC) Strategic Plan 2026-2030 project focused on building long term capability for Indigenous businesses, communities and people across the region.

Through a co-design process, the strategic plan was developed in partnership with stakeholders, ensuring it reflects community priorities, cultural values and practical business needs. This collaborative approach brought together FNAEC leadership, working group members and partners to shape a clear and future focused direction for the organisation.

The resulting Strategic Plan sets out a vision for thriving Aboriginal owned businesses, supported by stronger capability, improved access to opportunities and deeper connections with industry and government. It establishes clear priorities, principles and actions to guide FNAEC's work, alongside a practical roadmap for delivery.

Importantly, the plan provides a strong foundation for coordinated action and sustained impact across the region, supporting FNAEC to progress its strategic objectives and strengthen outcomes for Indigenous businesses.

FNAEC 5 Year Strategic Plan

Funding category
**Indigenous Economic
Development**

Project timeline
Nov 2025 - Mar 2026

WESTERN AUSTRALIA HIGHLIGHT



The Local Buying Foundation has partnered with the Port Hedland Chamber of Commerce and Industry to deliver a calendar of events, designed to strengthen capability across the local business community.

Funded by the Local Buying Foundation, these events respond directly to the needs of small and medium businesses in the town of Port Hedland, providing practical, accessible opportunities to build skills and confidence.

The program includes workshops, mentoring sessions and information events that support businesses at different stages of growth. Each event focuses on key areas such as strategic planning, financial management and business development, helping businesses strengthen their operations and plan for the future.

Importantly, these events also create opportunities for connection. In FY26, 1,674 attendees participated across all events, demonstrating the strong demand for business development and networking opportunities in Port Hedland.

This calendar plays an important role in supporting a more resilient and connected business environment, ensuring local businesses have access to the tools, knowledge and networks needed to succeed.

Port Hedland Chamber of Commerce and Industry Calendar of Events

Funding category
Sponsorship

Project timeline
Mar - Nov 2026

NEW SOUTH WALES HIGHLIGHT

In New South Wales, the Local Buying Foundation is supporting the Muswellbrook business community through investment in capability, coordination and engagement. Funding is enabling a dedicated Member Services Manager and Administrative Support Officer within the Muswellbrook Chamber of Commerce and Industry.

These roles strengthen how local businesses connect, access information and engage with opportunities. The Member Services Manager delivers a consistent calendar of events, workshops and programs that support business growth and visibility.

Administrative support is building the Chamber's capacity to respond to demand, improve communication and maintain strong engagement with its membership base. Throughout FY26, the Chamber has delivered regular events, communications and initiatives that keep businesses informed and connected. Sponsorship is supporting key activities, including Small Business Month workshops and programs that strengthen capability and capacity of local businesses.

By investing in these roles, the Local Buying Foundation is helping build a more connected and resilient business community. This work is improving access to support, strengthening local networks and helping businesses navigate change and new opportunities in the region.



Muswellbrook Chamber of Commerce and Industry

Funding category
Innovation, Skills and Business Development

Project timeline
May 2025 - Sept 2027

QUEENSLAND HIGHLIGHT

Located in Moranbah in the Isaac region, the Isaac Resource Excellence Precinct (IREP) is a proposed industry-led precinct designed to bring together resources companies, researchers, government and the local community in one place.

Through Local Buying Foundation funding, work continued to progress the next stage of IREP's development. Its role is to support innovation, grow workforce capability, test new ideas and create practical pathways for new technologies and ways of working in the resources sector.

The precinct will act as a hub where industry challenges can be explored and trialled, partnerships can be formed and local businesses can connect into emerging opportunities. This includes supporting skills development, enabling pilot projects and creating stronger links between local suppliers and major operators.

This funding is enabling the critical early work needed to move IREP from concept to reality, including supporting the project to engage partners and secure additional investment across the region.

By supporting this phase, the Local Buying Foundation is helping establish a platform for long-term collaboration, a future-ready workforce and new opportunities for local business. Over time, this will strengthen regional capability and support economic growth across multiple communities.



Isaac Resource Excellence Precinct

Funding category
Innovation, Skills and Business Development

Project timeline
Oct 2025 - Sept 2026



A great turnout at the Roxby Downs Meet the Buyer event, bringing together 31 regional suppliers and 38 BHP Buyers and decision-makers to build connections, explore opportunities and strengthen local procurement outcomes across South Australia. A valuable opportunity for local businesses to showcase their capabilities and engage directly with the people who influence purchasing decisions.



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