Tracy Jones

STAKEHOLDER ENGAGEMENT AND SOCIAL PERFORMANCE SPECIALIST

CONTACTS

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SKILLS

- Stakeholder engagement
- Indigenous partnerships
- Corporate affairs
- Social performance management
- Human rights leadership

KEY RECENT ROLES

Current
Principal,
Creative Territory Pty Ltd

2018-2025
Communities and Social Performance Superintendent,
McArthur River Mine

2006-2018
Principal and Managing Director,
Creative Territory Pty Ltd

PROFILE

I am a strategic stakeholder engagement and social performance specialist with executive experience across mining, consultancy and government sectors.

I have a proven track record as a senior leader of stakeholder and community engagement, human rights, cultural heritage management and Indigenous employment and engagement initiatives.

I have recently re-established my consultancy Creative Territory after seven years as superintendent for global mining company Glencore. In that role I developed the social performance and human rights function at McArthur River Mine and was the social performance lead in negotiations to establish a landmark Co-Operation Agreement with the Gudanji, Yanyuwa, Garrwa and Marra peoples.

I have worked as an employee and an employer as well as a director and office holder on boards and committees throughout Australia. I have strong financial literacy skills and a good understanding of governance.

I am a passionate advocate for gender diversity in typically male-dominated industries as Chair of Women in Resources in the Northern Territory. I am a Life Fellow of Communications and Public Relations Australia and a former national President of that organisation.

PASSION | INTEGRITY | RESILIENCE

Passion: I am passionate about creating meaningful impact through my work. Whether leading strategic communications, building stakeholder relationships or mentoring others, I bring energy and purpose to every project.

Integrity: Honesty, transparency and authenticity build trust. I say what I will do and do what I say. I thrive on collaboration and believe in the power of clear, inclusive engagement to drive positive outcomes for organisations and communities.

Resilience: Strong performance is best achieved by understanding salient risks and building strategies to meet those challenges. Resilience comes from taking a risk-based approach to performance.

CAREER EXPERIENCE

Principal **| Creative Territory Pty Ltd |** Current

Strategic counsel to boards and leaders on social performance, stakeholder engagement and human rights through my consultancy Creative Territory Pty Ltd. I re-established this business in July 2025 after a period of working full-time with McArthur River Mining. My passion is applying my 40 years of experience in the public and private sectors at both a leadership and operational level to the needs of my clients.

Communities and Social Performance Superintendent **| McArthur River Mining |** 2018-2025

Strategic lead for Social Performance, Indigenous partnerships, cultural heritage and corporate affairs across the mine site, Bing Bong loading facility and Borroloola community office. Accountable for authoring and implementing the asset-level Social Performance & Human Rights framework and embedding SP&HR into Life of Asset and budgeting cycles.

- Authored and implemented the Social Performance & Human Rights Management Plan, aligning asset practice with Glencore HSEC standards and the UN Guiding Principles on Business and Human Rights.
- Social Performance Lead in the Negotiation Team for landmark Co-operation Agreement with Gudanji, Yanyuwa, Garrwa and Marra custodians, signed April 2025.
- Increased Indigenous employment from 17% to 27% within 24 months by designing and delivering a Local Language Employment Program and complementary Cultural Respect Strategy.
- Built and scaled the CSP team from two to nine professionals, including recruitment of two local Aboriginal elders to strengthen on-Country representation and cultural governance.
- Established and operationalised the Borroloola community office, growing annual visitors from 1,226 (2022) to 1,845 (2024) and improving two-way community access to asset leadership.
- Led the development of the mine's first Aboriginal Cultural Heritage Management Plan with annual compliance audits and contributed to a subsequent cultural heritage agreement with custodians.
- Delivered a restoration of community trust and reputation following legacy environmental incidents through targeted corporate affairs, transparent reporting and community initiatives; demonstrated through improved Community Perceptions Survey results.
- Implemented a culturally appropriate complaints and grievances mechanism aligned with UNGPs.
- Integrated social performance into corporate planning cycles (Life of Asset, annual budget and Plan on a Page), securing sustained resourcing and measurable KPIs for SP&HR outcomes.
- Mentored cross-functional leaders and operational teams to embed cultural competency, FPIC principles and human rights due diligence across procurement, HSE and HR processes.

Managing Director **| Creative Territory Pty Ltd |** 2006-2018

I established Creative Territory in 2006 to work across a broad range of industries including mining, finance, insurance, retail, construction, manufacturing, not-for-profits, professional services and government. Over the next eight years I grew the business to a staff of seven with full-time offices in Darwin and Alice Springs. We serviced local and national accounts including TIO, the NT Government's road safety program. AACo, Power and Water Corporation, McArthur River Mining, Careflight, Darwin City Council, Alice Springs Solar City, Mission Australia and several Northern Territory Government agencies.

In 2014 I restructured the business to become a sole-practitioner agency, concentrating on providing high-level counsel to a small group of clients. My clients benefited from having a highly-respected senior counsel work with them on a day-to-day basis, with no work delegated to junior advisors.

Communication & marketing leadership roles **| Northern Territory Government |** 2004-2006 & 1989-2002

During this period, I worked in a range of roles in Government, starting as a press secretary to two Ministers before moving into the public service as a supervisor and manager. While I worked predominantly in economic-focussed departments, I spent time looking after agencies delivering services in public housing, sacred sites, local government and infrastructure.

In 2001 I was tasked with establishing the Government Communications, the first centralised, whole of government marketing and communications function for the NT Government. I completed a two-year secondment at the then Northern Territory University to lead the marketing and communication function through the transition to Charles Darwin University. I returned to Government in 2004 to again head up the centralised marketing and communication function.

Journalist **| Several News Limited newspapers |** 1981-1989

I trained as a journalist through a cadetship program, firstly on the *Northern Daily Leader* in Tamworth, NSW, before moving to Darwin in 1987 as Chief Political Reporter for the *NT News*.

BOARDS & COMMITTEES

Women in Resources Incorporated (NT)
Chair: 2023 to present.
Vice-Chair: 2020-2023.

Communications and Public Relations Australia
NT Councillor, Council of Fellows: 2003 to present.

MRM Community Benefits Trust
Ex-officio board member:2017-2025.

Dundee Progress Association
President: 2019-2021.

Territory Natural Resource Management
Director: 2011-2014.

Public Relations Institute of Australia
National President: 2007-2009.
National Treasurer 2009-2011.
NT President: 2005-2006.

EDUCATION & TRAINING

- Completed Senior Secondary School 1981.
- Cadet qualified journalist 1984.
- Graduate Certificate in Public Sector Management 1997.
- Numerous courses in crisis management, risk management, incident investigation and human rights management.

AWARDS

2020

Golden Target Awards for Regional Communication and Public Affairs Advocacy.

2019
Finalist NT Exceptional Woman in Resources.

2017
Golden Target Award for Change Management and National Road Safety Award.

2015
NT winner Australian Event Awards and PRIA State Award for Pro Bono work.

2014
International Winner Golden World Award for Internal Communication, Award of Excellence Institute of Internal Communication (UK).

2013
Honourable mentions Corporate Social Responsibility Campaign of the Year, PR Daily.

2012
Honourable mention Public Affairs Asia Gold Standard Awards for Social Media.

2011
Golden Target Award for Corporate Social Responsibility.

Pre 2010
Five national and eleven state Golden Target Awards, national winner Small Business Champion Awards, finalist Telstra Business Woman of the Year and Management Excellence Award