

A photograph of an elderly woman with grey hair and glasses, wearing a patterned orange and white top, sitting at a table and painting a mural. She is using a thin stick to apply paint to a large sheet of paper. The background is filled with various art supplies like paint containers and brushes. The lighting is warm and focused on the woman and her work.

RioTinto

Communities and Social Performance Commitments Disclosure

October 2022

A large, dark silhouette of a tree with many branches and small leaves or fruits, set against a bright orange and yellow sunset sky. The tree's branches spread across the upper and right portions of the frame.

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Acknowledgement of Country

Our operations are located on land and waters that have belonged to Indigenous peoples for tens of thousands of years.

We respect their ongoing deep connection to Country and recognise the vast knowledge Indigenous peoples have of the land, water and environment.

We pay respects to Elders, both past and present, and further acknowledge the important role that Indigenous peoples continue to play within our business and our communities.

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to find out more



A word from Jakob Stausholm, Chief Executive

In the two years since the tragic destruction of the rock shelters at Juukan Gorge, on the land of the Puutu Kunti Kurrama and Pinikura people in Western Australia, we have been changing the way we work in every part of our business.

Working with the Puutu Kunti Kurrama and Pinikura people, we continue to remediate and protect the Juukan Gorge area, and we have co-designed new ways to work together to strengthen heritage protection. I am grateful for the Puutu Kunti Kurrama and Pinikura people's ongoing engagement. I also extend my thanks to the Traditional Owners in the Pilbara who have provided constructive feedback on our progress against the commitments we made and to all other Indigenous groups who partner with us.

We continue to make progress. In our Pilbara iron ore business, we are moving to a model of co-management of Country and improving our agreements to deliver better outcomes for Indigenous peoples. In Australia, our people are becoming more aware of the importance of heritage protection and Australia's Indigenous history through cultural awareness and competency training. In the US, we have partnered with the Tonto National Forest Service and seven American Indian tribes to develop a programme to train tribal members in archaeological survey and help us identify sites of significance.

We know our internal culture shapes the way we engage with external stakeholders, including communities and Indigenous peoples. Earlier this year, we released the *Everyday Respect Report*. We are now working on implementing the report's 26 recommendations and embedding our new values of care, courage and curiosity. Creating a more respectful, diverse and inclusive company will help us become a better partner and deliver a greater social impact in host communities and countries.

To share our progress on the actions we have taken to improve our cultural heritage approach and Indigenous participation and leadership, we present our second report on our communities and social performance practices. As in last year's report, we sought feedback from Traditional Owners.

While we have made progress, we know it will take time to transform our culture and regain trust. But, together with the Indigenous peoples of the lands on which we operate, we are committed to ensuring cultural heritage is respected, valued and conserved for future generations.

As always, we welcome your feedback.

Jakob Stausholm
Chief Executive

Introduction

Following the destruction of the rock shelters at Juukan Gorge in May 2020, we continue to strengthen our approach to managing Indigenous cultural heritage. As part of our efforts to increase transparency, we also committed to sharing regular updates on how we are improving our communities and social performance practices.

We released our first *Communities and Social Performance Commitments Disclosure Interim Report* in September 2021, with another update provided in our *2021 Annual Report*. This is the next and final stand-alone *Communities and Social Performance Commitments Disclosure Report*. Going forward, we will share comprehensive updates in our *Annual Report*.

As we did in 2021, this report provides an update on:

- Our progress against our own commitments and internal work, external obligations and recommendations.
- The views of the Traditional Owners we work with in the Pilbara on how successfully these commitments are being met.
- The governance arrangements in place to oversee our progress against these actions.
- How we are working to advocate for enhanced sector-wide cultural heritage management.

How we work and collaborate on site every day is essential. So, we have asked our employees to share some of their stories. Links to these case studies can be found throughout the report.

Feedback from Traditional Owners

During July 2022, we asked Traditional Owner groups in the Pilbara to share feedback on our progress on some of the commitments we made as part of the Rio Tinto Board Review in 2020 on cultural heritage management. As a result, this report presents our progress as at the end of July 2022, in line with the 2021 report.



Tribal Monitors surveying the Dripping Springs parcel in Arizona, US as part of a Tribal Monitor programme that identifies and documents sites of ancestral and historical heritage.

Our commitments

We will provide an update on these commitments throughout the report.

1. Remedying and rebuilding our relationship with the Puutu Kunti Kurrama and Pinikura people

2. Partnering and working collaboratively with Traditional Owners

3. Establishing the new Communities and Social Performance model

4. Empowering operational management

5. Improving our governance, planning and systems

6. Reducing barriers to, and increasing, Indigenous employment

7. Increasing Indigenous leadership and developing cultural competency

8. Establishing a process to redefine and improve cultural heritage management standards and practices

9. Establishing an Australian Advisory Group

10. and 11. Increasing consultation and engagement

Employees at Simandou, Guinea.

Progress on our commitments

The following section outlines our commitments and the progress we have made in terms of our internal workstreams, external obligations, and recommendations.

1. Remediating and rebuilding our relationship with the Puutu Kunti Kurrama and Pinikura people

In May 2022, we entered into a co-management Heads of Agreement with the Puutu Kunti Kurrama and Pinikura Aboriginal Corporation. This agreement establishes a framework and commitment to develop principles and working arrangements of co-management of Country. It sets a pathway to reach a binding co-management agreement as a component of our commitment to modernise agreements with Traditional Owners in the Pilbara. The agreement is an important step towards rebuilding our relationship with the Puutu Kunti Kurrama and Pinikura people.

In July 2022, in collaboration and with Traditional Owner oversight, we commenced re-excavation on Juukan Gorge 2 at the request of the Puutu Kunti Kurrama and Pinikura people as part of the broader Juukan Gorge project.

The Iron Ore Heritage Management team has been working with Puutu Kunti Kurrama and Pinikura Traditional Owners and Specialist Heritage consultants to plan the re-excavation since mid-2021. We continue to manage cultural artefacts on behalf of the Puutu Kunti Kurrama and Pinikura people and partner with them on the long-term sustainable keeping place. Reparation discussions are ongoing.

See how we are bringing these commitments to life at our operations

[Read more >](#)

2. Partnering and working collaboratively with Traditional Owners

We continue to work to regain the trust of Traditional Owners and the wider community. We are actively engaging with Traditional Owners in Western Australia to understand existing and historic issues better and find ways we can deliver more effective outcomes together.

We continuously consult with Traditional Owners in the Pilbara on our future development projects to protect cultural heritage. We have re-consulted with Traditional Owners on every heritage site under a Section 18 that had been planned for impact. And we have communicated a set of principles to guide the agreement modernisation process which seeks to address confidentiality, exercise of rights, treatment of new information, more impactful realisation of economic and social benefits, and transparency.

Our Communities and Social Performance Standard requires our assets to be able to demonstrate progress towards, or achievement of, Free Prior and Informed Consent (FPIC) of affected Indigenous peoples where our activities may impact significant cultural heritage. For an FPIC process to be effective, in addition to genuine stakeholder engagements and trust-building, power imbalances and capacities of all parties to fully engage are important to address. Examples of how we do this in the Pilbara include supporting groups to build technical capacity and funding additional positions in Prescribed Body Corporates.

We are engaging with Traditional Owner family groups to share information and build knowledge through ethnographic, archaeological and social surroundings surveys and consultation. We are working collaboratively to build capacity and ensure artefacts are stored appropriately and returned to Country where possible. And we are also using more innovative ways to communicate complex mine planning ideas clearly.

We are providing greater transparency about our operations over the full mine life through Life-of-Mine forums and we have created opportunities for greater co-development through improved Cultural Heritage Management Plans.

Working alongside Traditional Owners, we are shifting to a model of co-management of Country to enhance the protection and preservation of cultural heritage. A few recent examples are:

In February 2022, we agreed on a new co-designed Social Cultural and Heritage Management Plan with the Yinhawangka Aboriginal Corporation. The plan shows a genuine process of co-design and reflects a mutual approach to ensure the protection of significant social and cultural heritage values as part of our proposed development of the Western Range iron ore project in the Pilbara region of Western Australia.

In July 2022, we signed a Memorandum of Understanding (MOU) with four Weipa region Traditional Owner groups detailing an agreed consultation process around closure planning for the East Weipa bauxite mine. The MOU was jointly developed with Traditional Owners over a period of seven months and it lays a path for developing post-mining land uses after mining at East Weipa ceases. It includes co-designed consultation processes such as on-Country camps, community-wide meetings and workshops around post-mining cultural heritage protection, rehabilitation, land use and economic development.

In Canada, we continue to work collaboratively with Indigenous groups to progress agreement implementation. We currently have 11 long-term impact benefits/participation agreements in place and four agreements in discussion. In 2020, the Iron Ore Company of Canada (IOC) and Uashat mak Mani-utenam and Matimekush Lac John Innu communities signed a reconciliation and collaboration agreement. Progress has been made this year on the terms of governance, employment and procurement contracts with community partners. This agreement is the latest of the 11 active Impact and Benefit Agreements across four of our operating sites in Canada.

At our Resolution Copper mine in Arizona, US, we have partnered with the Tonto National Forest Service and Native American tribes to develop a programme to train tribal members in archaeological surveys and to help us identify sites of special significance to tribes. The goal of this programme is to provide the industry with a means of involving tribes in the National Historic Preservation Act and National Environmental Policy Act consultation process. More information is available [here](#).

At our BC Works smelter in British Columbia, Canada, we worked in partnership with the Cheslatta Carrier Nation on the Kemano T2 project. The project has carved a 7.6-kilometre tunnel through the mountains to bring water from the Nechako Reservoir to our Kemano hydroelectric plant, which powers the smelter and helps produce some of the world's lowest-carbon aluminium. The Kemano T2 project has not only helped reconciliation but has been a symbol of hope for a continued partnership in the future between us and the Cheslatta Carrier Nation.

Our Diavik operation in the Northwest Territories, Canada is working with Indigenous partners to develop criteria for water quality to ensure that water is healthy and safe from a western science perspective and from a traditional cultural use perspective. This initiative values both western science and traditional knowledge and it will be evaluated equally by the Wek'èezhii Land and Water Board and the regulator. It is part of a co-management regulatory regime to ensure future traditional use of the local land and water.

3. Establishing the new Communities and Social Performance model

We have strengthened our social performance governance, capacity and capability to better integrate our asset-based practitioners into the business's day-to-day operations.

While all our employees have a role in improving our social performance, our technical professionals are key to leading the technical aspects of the work. We now have around 500 Communities and Social Performance professionals working on 60 operations in 41 countries (compared with 250 professionals in 2020).

Our global Communities and Social Performance Area of Expertise supports and complements our asset-based teams by monitoring and sharing external societal trends, developing standards, systems and risk and assurance processes, building capability, and providing strategic and technical subject matter advice.

We have implemented a Communities and Social Performance skills framework to help us grow the technical capability across our Communities and Social Performance function in areas such as risk management, impact assessment, social investment, cultural heritage management, closure, human rights and regional economic development. Capability uplift remains a critical focus for our business with the continued complexity of emerging communities and social performance trends, impacts and risks.

See how we are bringing these commitments to life at our operations

[Read more >](#)

4. Empowering operational management

We have increased the technical capability and resourcing of our Cultural Heritage teams to build understanding and delivery of cultural heritage management.

In our Iron Ore business, our Cultural Heritage team provides specialist support to our operations and the broader business. This includes listening and learning from Traditional Owners and ensuring cultural values are understood and incorporated into our operational practices.

Our Heritage Planning team ensures we are prioritising survey management, technical advice and engagement work by collaborating closely with our mine planning and development teams.

We have increased engagement between Traditional Owners and other Indigenous peoples and our senior operational leaders and teams.

At our operations, we have increased our focus on heritage protection by sharing maps and stories about key heritage sites and pointing to resources where more information about these sites can be found.

We have increased front-line leader presence at Traditional Owner consultations and surveys so leaders can hear Traditional Owner knowledge first-hand, ensuring it will be factored into the way we operate in an area.

See how we are bringing these commitments to life at our operations

[Read more >](#)

5. Improving our governance, planning and systems

We have revised our standards, improved our risk management systems and processes, and strengthened our assurance processes.

In June 2021, Environmental Resources Management (ERM) was engaged to conduct independent cultural heritage management audits across our business globally. They conducted audits at Australian assets in 2021 and during 2022 the focus has been on assets outside Australia. ERM has published a summary of insights and common findings from our Australian businesses (see pages 14-15). These insights from the independent audit have informed reviews of our Communities and Social Performance Standard, the Cultural Heritage Management Group Procedure and guidance documentation.

The independent audit of our Australian businesses identified ways to improve how we manage cultural heritage and Traditional Owner engagement practices across our business, through technology and cultural awareness and competency training. Recommendations were also provided on how we can improve performance in areas such as closure, data systems, subject matter expertise and other on-ground practices. Phase 2 of the independent audit is focused on our non-Australian assets. Once complete, we will analyse ERM's findings, opportunities for improvement and recommendations to identify sustainable strategies to continue to deliver improvements in how we manage cultural heritage.

In September 2022, we launched our revised Communities and Social Performance Standard which will drive improved social performance in line with our company values and the aspirations of the communities that host our operations. The standard will help us work thoughtfully and responsibly, avoid or mitigate adverse impacts and develop lasting partnerships and relationships for mutual benefit.

The Cultural Heritage Management Group Procedure for Australian businesses has also been reviewed and refreshed. The updated procedure has incorporated findings from the independent audit of Australian businesses by ERM and feedback from an internal working group that included cultural heritage technical experts. The procedure aims to provide a more consistent approach that increases focus on cultural heritage risks in exploration, mine planning, project development and operations as well as further embedding a participatory co-management approach to cultural heritage management throughout the entire life cycle of our operations.

We are currently testing a Free, Prior and Informed Consent toolkit with our Communities and Social Performance professionals and external Indigenous and non-Indigenous organisations and groups. The toolkit will provide guidance on how to operationalise Free, Prior and Informed Consent in the complex landscapes that we work in.

We have developed an Indigenous Communities Language Guide to guide respectful and inclusive language and terminology when engaging with and referring to Indigenous communities and individuals. We have also developed an internal protocol for the use of Indigenous Cultural and Intellectual Property (Australia) to ensure we follow appropriate processes when commissioning or reproducing Indigenous design or artwork within our business and engaging in Indigenous art and design projects.

This protocol provides our employees who are undertaking Indigenous art and design projects with the confidence to navigate respectful engagement with Indigenous peoples and their Indigenous Cultural and Intellectual Property. We also hope that it will foster an increased level of cultural competency within the organisation. The protocol is supported by an Art and Design Consultation and Consent guide.

These guides will be launched to our employees this year and are part of a programme of work to advance respect for the peoples and cultures on whose land we live and work.

Improved governance and Board oversight

As part of its responsibility to enhance Rio Tinto's social licence to operate, the Board's Sustainability Committee oversees and supports the Group's contribution to the sustainable development of the communities in which we operate. The Committee has reviewed actions to strengthen our approach and processes for managing cultural heritage – both within our Australian Iron Ore business and across our operations globally, and has continued to oversee the process of rebuilding our relationships with the Traditional Owners on the lands on which we operate.

The Sustainability Committee has provided oversight of the implementation of the recommendations arising from the 2020 Rio Tinto Board review of cultural heritage management and the Inquiry into Juukan Gorge by the Australian Government's Joint Standing Committee on Northern Australia. As part of this, the Committee oversaw the rebuilding of a constructive relationship with the Puutu Kunti Kurrama and Pinikura people, the ongoing rehabilitation works at Juukan Gorge, and the progress towards an agreement for a co-management of Country approach and an appropriate remedy for the destruction of the rock shelters at Juukan Gorge. The Sustainability Committee will continue to monitor the status of our Traditional Owner relationships.

The Sustainability Committee has overseen the design of a new Communities and Social Performance Vision and Strategic Framework, the development of the Group's Communities and Social Performance targets for 2022-2026, and has supported improved transparency in reporting our Communities and Social Performance.

The Committee has also overseen improvements to our Communities and Social Performance risk control framework, including improvements in capability and assurance, enhancements to our second and third line assurance activities, and reviews of Group documents. This includes the Communities and Social Performance Standard and the Cultural Heritage Management Group Procedure for Australian businesses, as well as the codification of the core principles of the Integrated Heritage Management Process into Group level frameworks.

Our Internal Audit function also undertakes reviews and reports to the Sustainability Committee on matters within the Committee's scope, including in relation to the Communities and Social Performance function. The Group's auditors, KPMG, also reported to the Sustainability Committee on their assurance procedures over Rio Tinto's 2021 sustainable development reporting, which included a review of Rio Tinto's reporting on community contributions and cultural heritage management.

6. Reducing barriers to, and increasing, Indigenous employment

In 2020, we made a US\$50 million investment to fast-track Indigenous Australians into professional and leadership roles to ensure that we have a stronger representation of diverse voices at our decision-making tables across all our businesses in Australia.

A diversity of perspectives will help us shape, influence and challenge our decisions as a company for the better. The investment to attract, retain and grow Indigenous employment has enabled us to increase the number of Australian Indigenous leaders in our business nearly seven-fold since November 2020 through internal promotion and recruitment.

Indigenous Participation Strategy

The Western Australia Indigenous Participation Strategy is designed to support a more collaborative approach to working with our communities in attracting and developing Indigenous employees and ensure we provide a rewarding employee experience. We have worked with various community members, including Traditional Owner groups, our Pilbara business partners and employees to ensure the strategy is relevant, supported and achievable.

The strategy is driving a fundamental shift in the way we engage and connect with Indigenous employees and community members.

Indigenous business development

We have increased our spend with Indigenous businesses in Australia and North America. In Australia, the increase was close to 40% from 2020, to A\$400 million in 2021. And in North America, we increased the spend by 38% from 2020 to US\$242 million in 2021.

Social investment

Through collaboration, sponsorship and partnership with Indigenous communities, we are contributing to key areas such as education, employment and business development. We are supporting opportunities that respectfully recognise and celebrate, where appropriate, Indigenous cultures.

In 2022, we are celebrating several partnerships in Australia; 25 years with Polly Farmer Foundation, and 20 years with Clontarf Academy. We are also pleased to partner with the Yothu Yindu Foundation again as part of our decade-long sponsorship of the Garma Festival. We also partner with many other organisations, including not-for-profit, community organisations, and state and local governments, to provide social investment funding support for various grassroots community initiatives.

Indigenous employment in North America

In North America, we have completed a comprehensive regional assessment of barriers to employment and potential pathways for improving Indigenous employment. This assessment covers recruitment, talent development and leadership. In our Eastern Canada operations, we have accelerated work on the ground to improve the recruitment of Indigenous candidates and we have already addressed some of the barriers identified in our assessment. We do this work in partnership with host nations' leaders, Indigenous training agencies, placement agencies and other regional programmes supporting workforce readiness.

In 2021, we spent A\$400m with Indigenous businesses in Australia.

A\$300m
spent in
Iron Ore

A\$73m
spent in
Aluminium

A\$27m
spent in
other areas

In 2021, we spent US\$242m with Indigenous businesses in North America.

US\$105m
spent in
Minerals

US\$77m
spent in
Aluminium

See how we are bringing these commitments to life at our operations

[Read more >](#)

[Indigenous employee newsletter](#)

[Our commitment to Indigenous Australia](#)

7. Increasing Indigenous leadership and developing cultural competency

We know there are barriers for Indigenous peoples within our business. The *Everyday Respect Report* indicated that 39.8% of men and 31.8% of women who identify as Indigenous experienced racism in the workplace.

Creating an environment that is safe for Indigenous employees is a priority. We are committed to significant cultural change in our business to genuinely consider Indigenous peoples' views and perspectives.

We believe this change will come from greater Indigenous leadership and increased cultural intelligence. Our Cultural Safety programme will be delivered against a framework in partnership with our Everyday Respect task force to ensure all our employees feel safe, supported and respected.

For more information on the *Everyday Respect Report* and the actions we are taking, visit our website.

Our commitment to Indigenous leadership in Australia

Number of Indigenous leaders in our workforce

41 (A-H band as at end July 2022)
(November 2020: 6)

Women in our Indigenous leader cohort

39% (A-H band as at end July 2022)

Indigenous employees in our workforce

1,531 (6.4%)

Leadership Success Indigenous leader development programme

151 Indigenous employees participating in the programme

50 Indigenous employees having completed the programme to date

97% Satisfaction rating by employees who have completed the programme

Cultural Connection Programme participation

87% A-E senior leaders completed

Indigenous graduates in our Graduate Programme intake

25 (18%) (2022 Graduate Programme)

Indigenous professionals participating in cultural onboarding programme

49
(up to end July 2022)

Indigenous two-way mentoring programme participation

50 Indigenous professionals participating in third round of programme

127 Employees in total for rounds one, two and three

Indigenous leaders graduated from Emerging Indigenous Executive Leader Programme

17 (Inaugural EIELP, April 2022)

Increasing Indigenous leadership

Coaching and development

More than 200 Indigenous employees across our Australian business have enrolled in a professional leadership programme as part of our commitment to developing Indigenous employees and elevating Indigenous voices. This includes the opportunity for all Indigenous employees in Australia to work with an experienced coach from the Leadership Success organisation. Coaches help participants with practical support, provide tools related to their individual goals and challenges, and guide them in how they can apply these on the job.

The Indigenous Leadership Development Programme is also available and supports our Indigenous employees to accelerate the transition to higher roles within our business and bridge any development gaps. It is available for people either leading teams or pursuing a more technical discipline and is tailored to suit each person's specific career aspirations. The programme can include access to one of our university partnerships to help employees secure qualifications for their next role, or placement in another role or operation to develop core business and leadership skills.

Emerging Indigenous Executive Leaders (EIELP)

We have partnered with the Australian Graduate School of Management (AGSM) at the University of New South Wales (UNSW) to deliver the Emerging Indigenous Executive Leaders Programme (EIELP). EIELP is a ground-breaking, globally recognised programme that focuses on developing executive-ready Indigenous future leaders who will have an influential role in shaping the future not only for our business and Indigenous Australia, but all of Australia.

This partnership has enabled us to develop a programme specifically for Rio Tinto Indigenous leaders. The EIELP incorporates our ways of working, including our values and business priorities. Upon completion, participants receive an AGSM Certificate of Executive Management Development.

Two-way mentoring programme

One of the key findings of the Board review into cultural heritage management in 2020 highlighted our need to transform our work culture to better reflect our values. Our two-way mentoring programme presents an important opportunity for our senior leaders in Australia to offer career advice to our Indigenous talent, while gaining a better understanding of some of the challenges faced by Indigenous employees and learning more about their perspectives and aspirations.

The programme is helping build a culture of understanding across our organisation and foster deeper connections between Indigenous and non-Indigenous employees. More than 120 Indigenous and non-Indigenous employees have been paired through the reciprocal learning programme since it commenced at the end of 2020.

Networking programme

We launched our Australia-wide Indigenous employee networking programme in 2021. These networking events provide our Indigenous employees with an opportunity to get together and socialise in an informal environment, building new relationships and a sense of belonging.

Developing cultural competency

Cultural Connection Programme

We want all our leaders to be culturally competent and successfully navigate across the various cultures they operate in.

The Cultural Connection Programme has been launched to ensure that leaders have a good understanding of Indigenous culture and know how to build strong, trusted relationships with the Indigenous community and Indigenous employees.

In Australia, more than 85% of our senior leaders have completed this catalytic programme which will continue to be delivered across the rest of our business in Australia. We also launched a digital cultural onboarding platform to enhance and support cultural safety and understanding.

In our Iron Ore business in Western Australia, our immersive virtual reality cultural awareness training was rolled out in 2021 and is now part of our onboarding process for all employees. We continue to implement Traditional Owner-led training across our sites.

We also completed regionally specific cultural awareness training across all our global assets in 2021.

Growing future leaders

As our future leaders, graduates play an important role in achieving our Indigenous leadership vision. We need more curious and courageous Indigenous graduates to shape who we are – engineers, data scientists, accountants, lawyers, health and safety officers – and more.

To help our Indigenous graduates prepare for future career opportunities, we provide them with access to training that has been developed to their individual needs and aspirations. This includes access to two-way mentoring, development coaching and the networking programme.

As part of the global Rio Tinto Graduate Programme, available to all graduates globally, we also offer development opportunities, including Gamification simulation, Grad talks, Mine to Market showcase, Masterclass series and an Innovation project.

Indigenous representation in our annual graduate intake has increased five-fold since 2019.

Cultural immersion experiences

In July 2022, we established a new five-year partnership with Jawun, a not-for-profit organisation that places skilled people from Australia's leading companies and government agencies into Indigenous organisations. These secondees share their expertise and support Indigenous leaders to achieve their own development goals. We will have 24 employees undertaking a six-week secondment each year.

As part of our ongoing partnership with Clontarf Foundation, team members are invited to take part in "Clontarf Experience" immersive camps. These are held across regional Australia once a year and provide an opportunity to be immersed in the local culture and Country.

A globalised approach

In Canada, we continue to raise cultural awareness of Indigenous peoples' history and culture. In June 2022, as part of the National Indigenous History Month's multi-event programme, we facilitated various sessions with Indigenous leaders to raise cultural awareness with a focus on Indigenous women. We also held numerous site-based activities to celebrate National Indigenous History Month and National Indigenous Peoples Day.

We continue to develop new training materials and programmes on Canadian Indigenous peoples' history, culture and industry interaction. In British Columbia, Rio Tinto Aluminium is working with the University of Northern British Columbia to develop a new cultural awareness and competencies programme. Both these programmes are due to be launched in late 2022.

In Québec, Rio Tinto Aluminium has worked with the Université du Québec à Chicoutimi to develop a First Nations Introduction training module. More than 90 employees participated in the first round. Rio Tinto Aluminium has also publicly committed to launching an Indigenous awareness programme available for all our Quebec operations employees by the end of 2023. This programme will be co-designed with the community of Mashteuiatsh.

See how we are bringing these commitments to life at our operations

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8. Establishing a process to redefine and improve cultural heritage management standards and practices

Integrated Heritage Management Process

Our Integrated Heritage Management Process (IHMP) embeds heritage considerations throughout the mine development process, from early resource planning and studies through to closure.

The process clarifies leadership accountability to inform field teams about heritage sites and management controls. Each stage of the process now has design checklists and verification steps to ensure it is followed.

We have upgraded our heritage data management systems to ensure that we effectively record knowledge gained through our cultural heritage assessment processes with Traditional Owners. The outcomes of these works are verified by the Heritage committees within the Traditional Owner group corporations and used to assess mine development options. This can lead to removing land areas from our development plans or mineral resources and reserves. These processes are all managed through the IHMP, which ensures that all decisions impacting a site of high cultural value and significance are made at a senior level in our business.

See how we are bringing these commitments to life at our operations

[Read more >](#)

9. Establishing an Australian Advisory Group

The Australian Advisory Group (AAG) was established in February 2022 and it includes the inaugural Chairperson, Professor Peter Yu, along with Michelle Deshong, Nyadol Nyuon, Yarlalu Thomas, Djawa Yunupingu, Cris Parker and Shona Reid.

The AAG has assumed an expanded scope to the original commitment to establish an Indigenous Advisory group and provides guidance on current and emerging issues that are important to both Australian communities and our broader business.

The AAG held its second meeting in July 2022 in Weipa in northern Queensland. The group continues to refine its scope and procedures for providing high-quality advice to the Chief Executive Australia and the Executive Committee. The AAG is focusing its attention on high-level policies, including the work of the Everyday Respect task force, and our approach to protecting and managing cultural heritage.

The group is still in the early stages of understanding Rio Tinto's operations and the way we work with Traditional Owners. We are confident the AAG will, in time, come to support our leaders to make decisions that are more aligned with community expectations.

10. and 11. Increasing consultation and engagement

Following the release of the *Everyday Respect Report* in February this year, we met with civil society organisations, investors, government and other partners to share the report findings and discuss the pathway forward. The conversations enabled us to reflect on how our internal culture shapes the way we engage with external stakeholders, including communities and Indigenous peoples.

We are challenging ourselves to be more transparent, sharing not only the good news stories but the ones that identify areas for improvement.

We have focused on keeping stakeholders updated on our progress to improve cultural heritage management and protections, including the modernisation of agreements.

Listening to external voices will continue to be a key focus as we seek to ensure our actions align with societal expectations. We continue to increase our dialogue with government, civil society organisations, Indigenous leaders, Traditional Owners and other stakeholders at all levels of our organisation.

Within the Australian business, we have increased engagement with employees, including holding yarning circles, networking sessions and learning events with key themes such as truth-telling and history. In addition, engagement with Indigenous employees has increased by introducing Indigenous employee-specific webinars, including quarterly sessions with Kellie Parker, our Chief Executive Australia.

Independent Cultural Heritage Management Audit: Rio Tinto (Phase 1 – Australian Assets)

INTRODUCTION

Following the destruction of the rock shelters at Juukan Gorge in May 2020, Rio Tinto engaged Environmental Resources Management (ERM) to undertake an independent Cultural Heritage Management Audit. This document summarises the findings from Phase 1, focused on Rio Tinto's Australian assets. Phase 2 will cover assets outside of Australia, and is due to be completed in early 2023.

METHODOLOGY

The audit process involved a document review and a series of internal and external stakeholders interviews and site visits, where possible.

- Review cultural heritage risks and identify gaps in risk identification and management, and test leadership understanding of risks relating to tangible and intangible cultural heritage management.
- Verify conformance with Rio Tinto's Cultural Heritage Management Group Procedure, and comparison against international good practice standards.
- Review stakeholder management processes to ensure cultural heritage management practices include active engagement and consultation with appropriate stakeholders.
- Review incidents and complaints with cultural heritage impacts and their escalation, investigation, resolution and remedy or corrective actions.

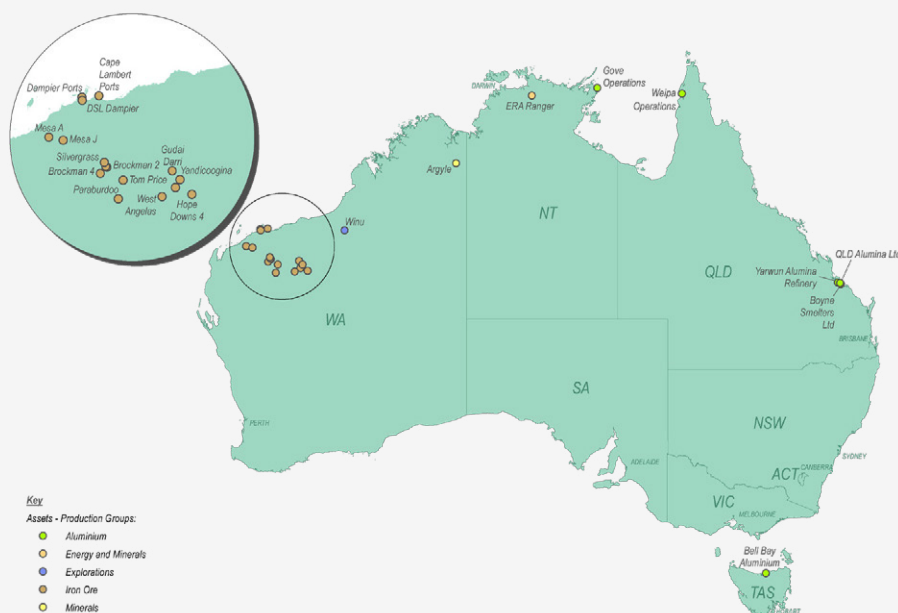


Figure 1. Location of Rio Tinto Operations and Projects Subject to the Audit

SUMMARY OF FINDINGS

The changes introduced over the past two years have resulted in improvements in on-ground management. The outcomes achieved vary by asset, and often reflect the extent to which investment has been made in building relationships with Traditional Owners.

Despite the changes, there continue to be gaps between current management strategies and global good practice. Of particular note is water management, specifically where there is potential to impact cultural heritage, which is a critical risk for the business and requires ongoing focus. The extent to which the improvements have been embedded, including new systems and processes, is unclear but will be important to support sustained good practice.

Independent Cultural Heritage Management Audit: Rio Tinto (Phase 1 – Australian Assets)

FINDINGS IN FURTHER DETAIL

In total, 20 audits were completed in Phase 1. 45 non-conformances and 20 improvement opportunities were identified, along with 13 recommendations to align with global good practice. In addition, a number of positive observations were made.

Positive observations

Over the last two years, rapid business transformation has led to the introduction of new systems and processes to enhance on-ground management. The use of technology underpins a number of positive changes. Digital tools have enhanced day-to-day management by providing real-time delineation of cultural heritage, and improved in-field management. Digital solutions, such as 3D landform models and use of virtual reality, have also been used to enhance stakeholder engagement – bringing operations to life and ultimately supporting more informed decision-making.

Aligning with global good practice

The audit found that further work is required in order to align with global good practice standards, with key focus areas being:

| Water Management | Cultural Artefact Management |
|--|--|
| Water management continues to be a critical risk for the business. For many Aboriginal and Torres Strait Islander cultures, water, together with land and sky constitutes a single cultural landscape. Continued focus is required to ensure that water receives a similar level of focus as land disturbance. | Improvement in artefact management, in particular storage and repatriation, and periodic monitoring of condition and integrity of sites is recommended. There are also opportunities to better capture cultural heritage considerations in tailings management and closure planning. |
| Integration of Data | Experienced Practitioners |
| <p>While there has been considerable investment in integrated data management platforms, there remain gaps. Of particular note is the integration of georeferenced information and approvals.</p> <p>The audit also found inconsistent use of data management platforms to systematically record stakeholder engagement outcomes and manage complaints. This helps to retain institutional knowledge and support change management, vital in managing stakeholder relationships.</p> | <p>While there has been substantial change in capacity and availability of appropriate expertise at some assets, others have seen a decline in experienced cultural heritage practitioners. This is despite the management efforts.</p> <p>It is important to highlight the role that organisational culture plays, as it influences the behaviour and approach to management. What stood out during the audit was a consistent level of curiosity, to know more, not just about culture and cultural heritage, but also how to manage it.</p> |

Towards the co-design of cultural heritage management

At the centre of good cultural heritage management is co-design. A sustained focus, from exploration to closure, drives good engagement. This is often achieved where there is an embedded understanding, respect and appreciation of cultural heritage across a business.

While there has been considerable investment in building the relationships between Rio Tinto and Traditional Owners, continued investment is needed to achieve and more importantly, sustain a co-design approach to cultural heritage management.

Supporting legislative reform

We are advocating for enhanced sector-wide cultural heritage management, seeking consistency with our internal standard.

We have heard the call from Traditional Owners, the National Native Title Council, the First Nations Heritage Protection Alliance and our investors, for us to play a greater role in the strengthening of State and Commonwealth cultural heritage protection and laws. The call is reinforced in the Dhawura Ngilan vision statement. **We know there is more work ahead to demonstrate our support for enhanced national cultural heritage protection standards. We remain committed to continued dialogue on this important issue.**

We support strengthening safeguards for cultural heritage at both State and Commonwealth legislative levels and have long supported constitutional recognition for Indigenous Australians, having backed the "Recognise" campaign, through to the Uluru Statement from the Heart, to where we stand today, with the growing momentum behind an Indigenous Voice to Parliament.

We welcome the recent announcement by the Australian Prime Minister for a referendum to include recognition in the Constitution and will be actively engaging with our employees to promote understanding and support for the issue.

We firmly believe a co-design process with Traditional Owners will strengthen cultural heritage management and protection to ensure it is valued and celebrated by current and future generations of Australians.

There are and will be differences in views on how this will be best achieved but we will continue to work in close consultation with Traditional Owners and their representative organisations to better understand and protect their cultural heritage and ensure mining is done the right way.



Seeds collected by Traditional Owners, which will be used for rehabilitation in areas post-mining. Weipa, Australia.

Traditional Owners' feedback on progress on our commitments

In July 2022, we asked Traditional Owners for feedback through our ongoing engagement to understand whether our progress on our commitments aligns with their expectations and to inform our future activities.

The responses included in this report were provided by the end of July 2022. We thank the groups who generously provided their thoughts and supported having them included in this document. We have presented all the Traditional Owner feedback in this report as it was provided, with only the names removed for anonymity. Ten Pilbara Traditional Owner entities were approached for feedback on four of our commitments (these were: commitment 2, a combination of commitments 6 and 7, commitment 7, and commitment 8) and asked the following four questions:

Q1. How well do you think we have progressed on this commitment?

Q2. How well do you feel you have been engaged on this commitment?

Q3. What have you seen over the last 12 months that demonstrates our progress on this commitment?

Q4. What suggestions do you have on how we can better partner, and work, with your Traditional Owner group?

The groups were asked to score the first two areas from 1–10 with 10 being the most positive and 1 being the least positive. The second two questions were qualitative with free text answers.

The groups chose independently how they answered the questions – and some were answered by Corporation employees, some by Traditional Owners and some were a combination of both.

Seven groups chose to respond to the questions and provided valuable comments. Three of the groups also responded to the questions for our 2021 disclosure, and we have included these scores.

Within our update below, we aim to fairly and transparently represent the breadth of scores and the intent of the feedback we received.



Roebuck Bay, Broome. Western Australia.

2. Partnering and working collaboratively with Pilbara Traditional Owners

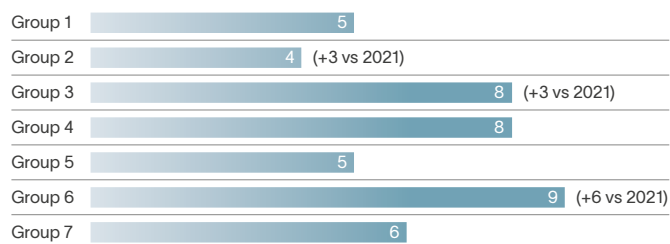
Summary

- We continue to actively engage with Traditional Owners in Western Australia to better understand existing and historic issues and define ways we can deliver more effective outcomes together.
- We are using more innovative ways to communicate complex mine planning ideas, so they are better understood.
- We are committed to working in partnership with Traditional Owners on mining activities on Country.
- We have communicated a set of principles to guide the agreement modernisation process which seeks to address confidentiality, exercise of rights, treatment of new information, more impactful realisation of economic and social benefits, and transparency.

Note: The question in the 2021 survey, *Partnering with Pilbara Traditional Owners in modernising and improving agreements*, has been broadened out to give more scope for Traditional Owners to comment on the partnership, which includes modernising agreements, and new co-designed ways of working, if applicable.

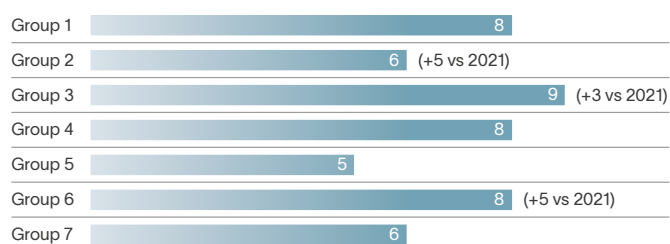
Q1. How well do you think we have progressed on this commitment with your group?

Traditional Owner group ranking



Q2. How well do you feel you have been engaged on this commitment?

Traditional Owner group ranking



Q3. What have you seen over the last 12 months that demonstrates our progress on this commitment?

- Revisiting sites.
- Co-design of a number of things such as Cultural Heritage Management Protection, protection areas.
- Rio Tinto facilitating engagement.
- Heritage protection deed (Unauthorised Cultural Heritage Impact Deed) drafting.
- Dislike the Australian Advisory Group, it is a watered-down version of what should have been done, disappointed that Rio Tinto did not stay the course with the original design of the Indigenous Reference Group.
- The Ranger program is a recent step change in funding from Rio Tinto and is a step in the right direction, however there is still a lot more that can be done together.
- Our Rio Tinto site manager contact has been fantastic, and the operational relationship is very good, as is support from the Rio Tinto team managing the Regional Framework Deed.
- Good support from Rio Tinto for the World Heritage Application and the Burrup Rock Art Strategy.
- There are still not as many tangible changes from Rio Tinto as we would like to see.
- Top-down initiatives to engage with Traditional Owner and Aboriginal Corporations (AC).
- Renewed focus on Regional Implementation Committees (RIC) and our Local Implementation Committee meetings, especially around Regional Framework Deed (RFD).
- There has been a noticeable commitment to progressing the matters important to Traditional Owners, that caused anxiety. In addition, there has been better on-the-ground resourcing and Rio Tinto is listening more.
- Increase in Traditional Owner rates for surveys, meetings etc.
- Very happy with progress, this has been very noticeable particularly in the last six months. The Agreement Modernisation process has been very positive, we have felt heard and valued. The willingness to join us on Country, respecting our people and culture and our interests and needs has been very noticeable. Rio Tinto is so far ahead of others in terms of consulting and informing us of what is going on. This is very pleasing, and it seems to be very genuine from all levels. It is great to have operational people at our heritage meetings, this is really good, improving understanding and awareness.
- There was a lack of clarity around the Agreement Modernisation scope (and this is still the case). The idea of co-design is problematic to start with and reflects the lack of understanding that Rio Tinto has about the unequal relationship between Traditional Owners and itself.

- Rio Tinto purports to want to “better understand existing and historic issues”. This is where Rio Tinto is stuck in talking, thinking and understanding. However, Traditional Owners want action. Action in this sense could be to get on the front foot and address historic injustices related to no mining compensation before 2006. It shouldn't be up to the Traditional Owners to have to drive this agenda if Rio Tinto has shifted its thinking and approach. The amount of goodwill that this proactive step would engender is enormous but Rio Tinto appears to have missed this.
 - We have a very capable Traditional Owner Engagement Lead. This hasn't always been the case. She plays her role very well in supporting our Prescribed Body Corporate to navigate the complex internal structures of Rio Tinto.
 - Despite a massive employee increase in Communities and Social Performance, Rio Tinto continues to fail on Regional Framework Deed commitments including reporting on them. No consequences or clear justification for this failure despite the document being a legal document.
- Q4. What suggestions do you have on how we can better partner, and work, with your Traditional Owner group?**
- Work on Rio Tinto priorities, work on Traditional Owner priorities that will demonstrate true Traditional Owner partnership and engagement.
 - Improve understanding, recognition, and flexibility of the “cultural time” that can affect the decision-making process and timelines.
 - Clear expectation management.
 - Funding for the Living Knowledge Centre. The Traditional Owner Group CEO believes that Rio Tinto has been slow and non-committal in our approach.
 - Another resource company have pledged and given their money.
 - We would like Rio Tinto to commit to a figure as a “foundation investor” to show stronger commitment in the project.
 - None at this stage – current focus areas are appropriate.
- The current focus is currently okay. Would suggest that Rio Tinto needs to start working towards better access to Country so that Traditional Owners can practice cultural activities.
 - Increasing Traditional Owners' access to Country will have positive benefits for Rio Tinto as well. The healthier the Traditional Owners are, both physically and mentally, from having greater access to Country, then the more likely it is that Rio Tinto will have access to the Traditional Owners, for the activities they require from them.
 - It may also potentially increase the number of cultural decision-makers, increasing the pool of Traditional Owners with these skills, which is of further benefit to Rio Tinto.
 - Continue the approach – ensure leadership supports this and Traditional Owners' engagement.
 - There is a fundamental structural issue to do with resourcing levels. Rio Tinto is well resourced compared to our Prescribed Body Corporate and this causes significant constraints on our ability to partner (meaning establishing and maintaining a dialogue) and to undertake a program of work. The resource constraints have meant that we have been reactive and unplanned, thus meeting Rio Tinto's needs and not our own. This highlights the imbalanced relationship outlined in Q3 above.
 - The Regional Implementation Committee continues to charge ahead at a time when there has been a shift in the environment reflected through agreement modernisation. The process is onerous, misdirected and weighed down through an approach that is focused on over-consultation. The reality is that Rio Tinto hasn't delivered on many commitments under the Regional Framework Deed and suddenly wants to get its house in order following the Juukan Caves destruction. The level of frustration around this agenda relates to the fact that Traditional Owners have been expressing concerns regarding performance and outcomes. Rio Tinto has teams of people who are recruited with the skills, knowledge and abilities to develop programs and initiatives that will drive Traditional Owner outcomes. The Regional Implementation Committee (RIC) should be focused on review and monitoring performance and outcomes, not designing Rio Tinto programs.



Polly Farmer Foundation, Follow the Dream Partnership, supporting Aboriginal education. The Pilbara, Western Australia.

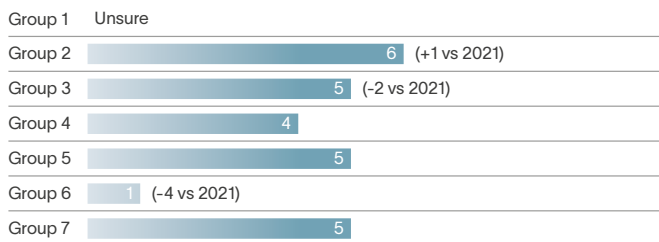
6. and 7.
Reducing
barriers to and
increasing
employment and
leadership in
Australia

Summary

- We know that a diverse workforce is an important factor in business performance. We are committed to Aboriginal and Torres Strait Islander people having a stronger voice.
- We have committed US\$50 million over five years to attract, retain and grow Indigenous leaders, and we have increased the number of Australian Indigenous leaders in our business nearly seven-fold since November 2020.
- We are partnering with Traditional Owners and local stakeholders to deliver initiatives that contribute to improving the pathways to employment for Aboriginal and Torres Strait Islander people, thereby increasing the number of employment opportunities and providing positive experiences for current and future Indigenous employees.
- We know there are barriers for Indigenous peoples. The recent *Everyday Respect Report* indicated that 39.8% of men and 31.8% of women who identify as Aboriginal or Torres Strait Islanders experienced racism.
- We are committed to creating a significant cultural change in our business and ensuring Indigenous peoples' views and perspectives are genuinely considered.

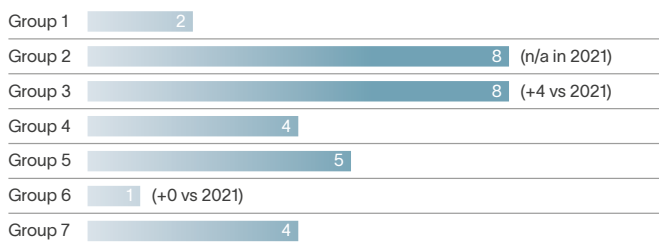
Q1. How well do you think we have progressed on this commitment with your group?

Traditional Owner group ranking



Q2. How well do you feel you have been engaged on this commitment?

Traditional Owner group ranking



Q3. What have you seen over the last 12 months that demonstrates our progress on this commitment?

- A few individuals within the Traditional Owner group have benefited over the last 12 months, but there is the potential for a lot more.
- Our CEO acknowledges that our Traditional Owner group is a little different to other Traditional Owner groups in the Pilbara so has less direct exposure to this matter. In general, however, our CEO believes that Rio Tinto still has a long way to go in doing what they say they are going to do.
- The message is coming from the top however the ability to implement real change through the middle management layer is not fast enough.
- Discussions at Regional Implementation Committee, our local Implementation Committee meetings and the Regional Implementation Committee Small Working Group (RIC SWG) around first two Regional Framework Deed (RFD) commitments, ie, Employment and training and Indigenous Business Development (IBD).
- Rio Tinto's employment process is too complicated for our group. Other organisations provide a more complete package, where Traditional Owners are able to more easily navigate through the process to gain employment. The perception is the Rio Tinto process is less supportive and more difficult to work through.
- Provide funds to us for key employment positions.
- Unfortunately, a lot of talk and no action. Rio Tinto not being where the people are, not trying different strategies to promote opportunities to the people. Too many barriers to employment, licences, housing, limited skills and schooling levels. We need to be more creative to help these people.
- This has been a disappointing outcome area and our group believe that the eight people [from our Traditional Owner group] who work for Rio Tinto would have secured employment despite all the focus and programs around Indigenous employment. Furthermore, many members of our community have worked for Rio Tinto and have negative experiences in the workplace which are reflected in the *Everyday Respect Report* which found that 37% of Indigenous employees had experienced racism. The reality is that our group, and other Traditional Owners through the Regional Implementation Committee, have been voicing these concerns and there has been a lack of responsiveness by Rio Tinto. There appears to be too much emphasis on recruiting and not enough on the receiving environment (viz Gari Yala: Speaking the Truth Report).

Q4. What suggestions do you have on how we can better partner, and work, with your Traditional Owner group?

- Potential to use the Prescribed Body Corporates to collaborate in this area, and as a conduit to members. Opportunity to look at how effective it is and how it can be done better, together.
- Same feedback as last year – Aboriginal Training and Liaison (ATAL) needs to be reinvigorated, it is a great foot in the door.
- However, the focus of an “ATAL 2.0” should be more so on providing a step up for the most disadvantaged within the local Indigenous population.
- Progress engagement on ATAL 2.0 and continue partnering to find workable solutions.
- Fundamentally, just take Traditional Owners out and expose them to the work environment and get them used to what employment is about. Doesn't have to be in mining or mining related. This needs to be done in a non-pressure environment.
- Furthermore, have a focus on providing support in locations where there are no resources. See what support can be provided in satellite communities, where there are no immediate programs, services and employment opportunities, and provide greater support in these communities.
- Career day at Aboriginal community locations.
- Need to have a presence in the town, regularly, so people will know. Need to build relationships with people so they feel comfortable seeking information and advice. Have seen another mining company do better here – they help people with barriers, they pay more, their process is quicker. Rio Tinto has a reputation of being slow and difficult.
- Our Prescribed Body Corporate provided substantial feedback at the March Regional Implementation Committee and we refer you back to that in terms of improvements. This is a well-researched area and Rio Tinto is heavily resourced to make improvements.

Give us more details about the whole strategy, not just dribs and drabs about Aboriginal Training and Liaison and when apprentices are being advertised. What are the General Manager targets? What is the Iron Ore target? What is the Australian target? What is the turnover rate? What is the level and grading and how does this compare to non-Indigenous people?

- Report to us quarterly.
- Improve data integrity and review terminology. For example, Pilbara Aboriginal Person is meaningless and should be replaced with Traditional Owner. The fact that it is in the Regional Framework Deed doesn't mean that we need to continue to use a term that no longer has relevance and doesn't convey any useful information. The distinction is most likely residential versus fly-in, fly-out.
- Review recruitment process for all roles.
- Set leadership targets against General Managers and functional leaders. Don't overthink it. Do it and they will comply, and you will create a massive shift.
- What is happening around talent management when you have only six Indigenous promotions in 2021. This speaks to institutional racism that ghettoises Indigenous employees into entry-level roles. The fact that you have to reactivate the Indigenous Talent Review (ITR), a process that you already had, implies that it wasn't important or for whatever reason, Rio Tinto dropped the ball. This shows the power of the dominant culture in organisations.
- Embed Indigenous employment resources into Human Resources where the locus of accountability is in a matrix organisation. They are ineffectual and sitting in the wrong function.
- Two-way mentoring places “cultural load” on Indigenous employees. Read Gari Yala. Just build the cultural proficiency of leaders to work with Indigenous peoples. The real benefit of mentoring is access to “relationship capital” or senior people who can vouch for and support Indigenous peoples to navigate careers when they don't have “friends in high places” like many non-Indigenous people do.



Employee at Gudai-Darri, Western Australia.

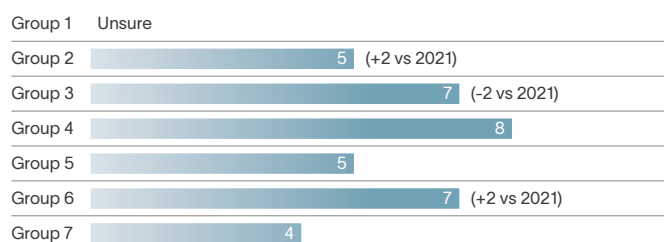
7. Developing cultural competency within Rio Tinto

Summary

- We are committed to building a more inclusive and diverse work culture, where people live our values and feel empowered to challenge decisions and speak up freely if something does not feel right.
- Rio Tinto leaders are required to take part in a two-day cultural awareness training programme, Cultural Connection.
- In Australia, all frontline staff within our product groups are undertaking e-learning or face-to-face training with Aboriginal and Torres Strait Islander peoples.
 - Cultural Awareness 101 is an entry-level cultural awareness programme using virtual reality as a tool for introducing employees and contractors to the Pilbara.
 - Cultural Awareness 102 is a more specific programme led by individual Traditional Owner groups using virtual reality tools as well.
- We have established an Australian Advisory Group that provides guidance on current and emerging issues that are important to both Australian communities and our broader business.

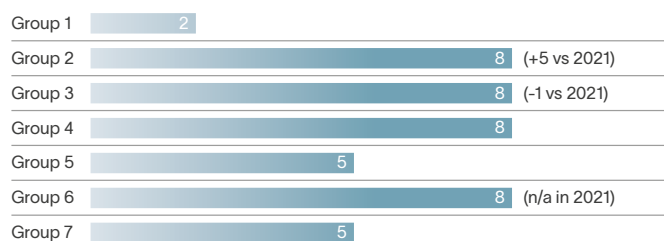
Q1. How well do you think we have progressed on this commitment with your group?

Traditional Owner group ranking



Q2. How well do you feel you have been engaged on this commitment?

Traditional Owner group ranking



Q3. What have you seen over the last 12 months that demonstrates our progress on this commitment?

- Haven't seen much, not well communicated outside of Rio Tinto.
- There is now lots of consultation, previously it had been hit and miss.
- The willingness to assist us in lots of different ways, for example, leaning in to provide technical advice on the design of new equipment that Rio Tinto has experience in.
- Cultural Awareness Training funding and assistance.
- Engagement with Traditional Owner groups has been filtered down through all levels of leadership/management.
- Recognition of NAIDOC.
- Rio Tinto appears to be putting the right people in the right roles.
- Allow Traditional Owners to lead meetings, acknowledgement to Country, visit Traditional Owners on Country, and attend sorry business.
- Really good significant efforts from Rio Tinto here. Commitment is evident, efforts very visible, seen and heard. Can definitely see that Rio Tinto have placed this as a priority and a high value to employees. This is a long-term strategy which will need long-term commitment. Good start and need to keep the journey going. Great leadership from the Rio Tinto General Manager, committed to all employees being educated and having an awareness of our culture. Great to see all levels of people across Rio Tinto participating in the Cultural Awareness Training sessions. There is so much people don't know though, so a long way to go to get to an aware and educated Australia. Very important we keep the commitment going.
- It is pleasing to see the Virtual Reality Cultural Awareness Training come to fruition.

Q4. What suggestions do you have on how we can better partner, and work, with your Traditional Owner group?

- More communication to groups on what is currently being done; and if the Prescribed Body Corporates aren't fully aware, are the Traditional Owners fully informed and able to contribute to development?
- Local context – get real about partnerships – use Traditional Owner groups for their Country, use multiple groups if need be to get the right balance but make sure the local Traditional Owner group is engaged if it involves their Country/land. The role of Indigenous Consulting Group in Rio Tinto is not favoured.
- How does Rio Tinto become more involved for groups or corporations to be sustainable while fitting in with their business?
 - Secondments into Traditional Owner organisation/group to help build and support policy and procedures.
 - More opportunities like the example above with providing technical advice on equipment.
 - Help with the "How to" and build capacity within the organisation/group.
- None at this stage, current initiatives are adequate.
- Get Traditional Owners back on Country so they can teach us their way. Give staff direct exposure to Traditional Owners, by allowing Traditional Owners better access to Country and developing on-Country programs.
- Traditional Owner group prescribed cultural awareness training.
- Continue the approach and commitment, continue the interactions, relationship building and partnerships.
- There needs to be a more evolved approach to cultural competency training that includes Traditional Owner opportunities. Where these can't be facilitated by Traditional Owners then they should go to external vendors.
- The Regional Implementation Committee (RIC) is not the right vehicle to progress consideration around cultural awareness training.



Cape Lambert. The Pilbara, Western Australia.

8. Establishing processes to better manage and protect cultural heritage

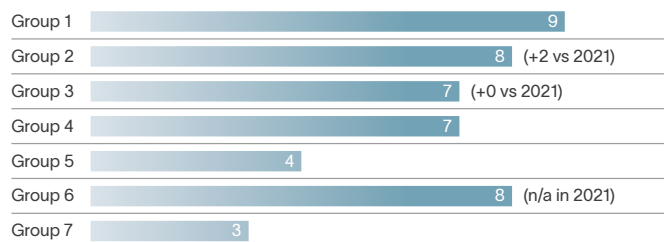
Summary

- We are increasing both the capabilities and resources of our Cultural Heritage teams to improve understanding and delivery of cultural heritage performance.
- We support the strengthening of cultural heritage legislation and advocate for more meaningful engagement, the protection of heritage values, strengthened agreement-making, and greater certainty for all stakeholders.
- We have increased engagement with Traditional Owners and other Indigenous peoples from senior operational leaders and teams.
- We are moving to a co-management of Country model, which will enhance protection of heritage and provide better outcomes for both Aboriginal and Torres Strait Islander peoples and our business.
- Our Integrated Heritage Management Process (IHMP) ensures heritage considerations are embedded throughout the mine development process from early resource planning and studies through to closure.

The question in the 2021 survey, *Establishing a process to redefine and improve cultural heritage management standards*, has been simplified to give more scope for Traditional Owners to comment on how we are better managing and protecting cultural heritage.

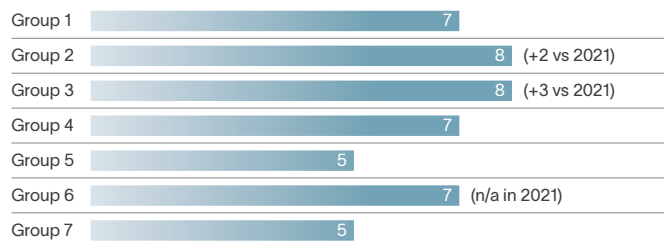
Q1. How well do you think we have progressed on this commitment with your group?

Traditional Owner group ranking



Q2. How well do you feel you have been engaged on this commitment?

Traditional Owner group ranking



Q3. What have you seen over the last 12 months that demonstrates our progress on this commitment?

- Revisiting sites.
- Co-design (of Cultural Heritage Management Plan (CHMP), Unauthorised Cultural Heritage Impact Deed (UCHID) and many other opportunities to co-design).
- Seeking, listening to, and acting on advice.
- Relationship with General Manager, and senior involvement in engagements is a good thing.
- It is believed from what has been heard, that there are improvements in processes but have not been involved in this.
- Access to Rio Tinto Iron Ore Chief Executive and Managing Director has improved – appreciate having access to the people in these roles. There used to be gatekeepers of the relationship, this has been broken down.
- Desalination Plant works, consultation has been very good.
- Contractor company support to allow Elders to visit the site, building on what Dampier Salt initiated for access to Country on the salt lease.
- Support Traditional Owner groups with initiatives (heritage mapping at pastoral stations).
- Engagement around survey (rail bridges).
- Funding of heritage and implementation officer demonstrates commitment.
- Generally, Rio Tinto appear to be more engaged.
- Effective delivery of ethno and social surrounds survey program.
- Recent efforts by the Cultural Heritage team fantastic, really positive to see we are getting what's important to us back on the agenda. Also important to have these conversations and meetings with Elders. Really have noticed a difference and improvement in communications since Juukan, before that we heard nothing. Re-developed the Heritage Advisory Committee which is great and giving our members opportunity to be involved in what they are passionate about.
- The past 12 months have been focused on re-work. The review of Section 18s has meant that we focused on Rio Tinto's needs and managing your risks in response to the Juukan Caves destruction. We have not had the opportunity to focus our efforts on community focused heritage work and this has been exacerbated by skills shortages discussed below.

- Our dealings with the team that support Ranger programs has been a major concern. We had a number of meetings to discuss funding support during which we were provided with advice and direction on how to secure funding. We confirmed in writing with Rio Tinto and submitted a funding proposal based on those discussions, only to be told that we were not successful for the funding. This is a most unsatisfactory process and outcome and is essentially a waste of our time and resources.
- Our experiences with senior leaders engaging have been variable. We have had an operational General Manager who was responsive and engaged well with our team and a highly competent Traditional Owner Engagement Lead.

Q4. What suggestions do you have on how we can better partner, and work, with your Traditional Owner group?

- Reducing the gap between those directly engaging with Traditional Owners and those officers in projects and operations on the ground. There is a risk that something that can happen on the ground that can undermine all the good work being achieved in co-design.
- Need to have our Rio Tinto General Manager more involved with the relationship.
- Organise a tour for Prescribed Body Corporates and Traditional Owners – open up access to Country.
- Assistance with land and sea Ranger program.
- Stop formalising Committee Structures in Agreements, as cultural heritage is not rigid. For example:
 - Regular ongoing dialogue is the first point.
 - Don't leave it to two Local Implementation Committee meetings, and then think that is all that needs to happen. Cultural heritage requires ongoing and regular conversations, not just two meetings a year.
 - There is enormous scope to better use technology to protect, monitor, and engage in culture. For example, teaching people how to use drones can assist with surveys, and mapping Country.
 - Geographical Information System mapping is important, and every square inch of Country should be mapped and recorded.
 - Have sensors near protected sites, that automatically detect and report vibrations for immediate reporting to help protect them.
 - Have satellite images that provide 3D maps.
 - Develop virtual reality programs for people who cannot physically access Country, to still be able to enjoy it from the comforts of their homes.
 - Technology has the ability to protect, preserve and provide access to Country for many people, whilst also being able to be used to educate the upcoming generations about culture (including but not limited to language, fauna, bush medicines, and many other practices).
 - Keep up the good work, continue heritage management and collaboration.
 - Rio Tinto's efforts to "increase both capabilities and resources" of Cultural Heritage teams has had a detrimental impact on the ability of Traditional Owner groups to recruit and retain cultural heritage professionals. We had a vacant Heritage Manager role for 12 months and this had a major impact on our ability to meet our needs and those of resource proponents.

Employee in Derby Community, The Pilbara, Western Australia.

A full-page background image showing a person in traditional blue Mongolian clothing and a hat riding a camel in the Gobi Desert at sunset. The sky is filled with colorful clouds in shades of blue, orange, and pink. The camel is in the foreground, and the rider is looking towards the camera.

In closing

Listening to and responding to feedback is invaluable as we work to improve our practices. We have passed on the comments received from Traditional Owners in the Pilbara as part of this report to the relevant leaders and, where appropriate, we are applying the lessons we learn to our other businesses operating on Indigenous land. In 2023, we will change the way we report on progress against our commitments and integrate this report into our full year reporting suite published in the first quarter of each year. We will continue to prioritise transparency and openness.

We know it will take time to rebuild relationships and regain the trust of Traditional Owners and the wider community. We remain focused on improving our engagement with Indigenous peoples and host communities and improving our internal practices and culture so we can better understand our partners' priorities and concerns, minimise our impacts, and manage cultural heritage responsibly.

Gobi Desert, Mongolia.



Rio Tinto plc
6 St James's Square
London SW1Y 4AD
United Kingdom

Rio Tinto Limited
Level 43, 120 Collins Street
Melbourne VIC 3000
Australia