Rio Tinto

Rio Tinto in

Australia

Acknowledgement of Country

Our Australian operations are located on land that has belonged to Indigenous Peoples for thousands of years. We respect their ongoing and deep connection to Country and recognise their vast knowledge of the land and waters.

Our Acknowledgement of Country is rooted in this understanding, which continues to develop as part of our commitment to genuine partnerships with Indigenous Peoples and communities. We pay our respects to Elders past and present and further acknowledge the important role that Indigenous Peoples, employees and partners continue to play within our business and the communities in which we live and work.

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Welcome

A message from the Chief Executive, Australia

Kellie Parker
Chief Executive, Australia

Australia is home to almost half of Rio Tinto's global business and employees, from the vast landscapes of Western Australia's Pilbara and Kimberley regions to Perth, from Weipa at the northern tip of Queensland to Brisbane, from Tasmania's Bell Bay to Gove in the Northern Territory.

I say this not to highlight Rio Tinto's size, but to acknowledge we don't exist on our own. Rio Tinto stands here after almost 120 years of ingenuity and perseverance by dozens of Australian communities, thousands of businesses and tens of thousands of employees, from one side of the country to the other.

To some, we're known for our contribution to Australia's iron ore exports, others for our end-to-end aluminium business, or our part in the country's production of solar salt. Perhaps less remarked on is that behind each operation, there are countless hardworking people who make it possible – our employees, contractors, and community partners. All of them united in their dedication to finding better ways™ to provide the materials the world needs.

We're grateful for their efforts and the trust Australians have placed in us to responsibly manage the country's natural resources.

In these pages we've woven together the threads of our diverse organisation to show you who we are, what we do, and why. As you read, you'll see how we contribute to communities across the country, understand our role in Australia's economy and meet some of the people behind our operations.

While many will know something about Rio Tinto, our aim is to share with you the human side of our work – the quiet courage, dedication, innovation, and community spirit that drive us every day.

I hope you enjoy the story of Rio Tinto in Australia.

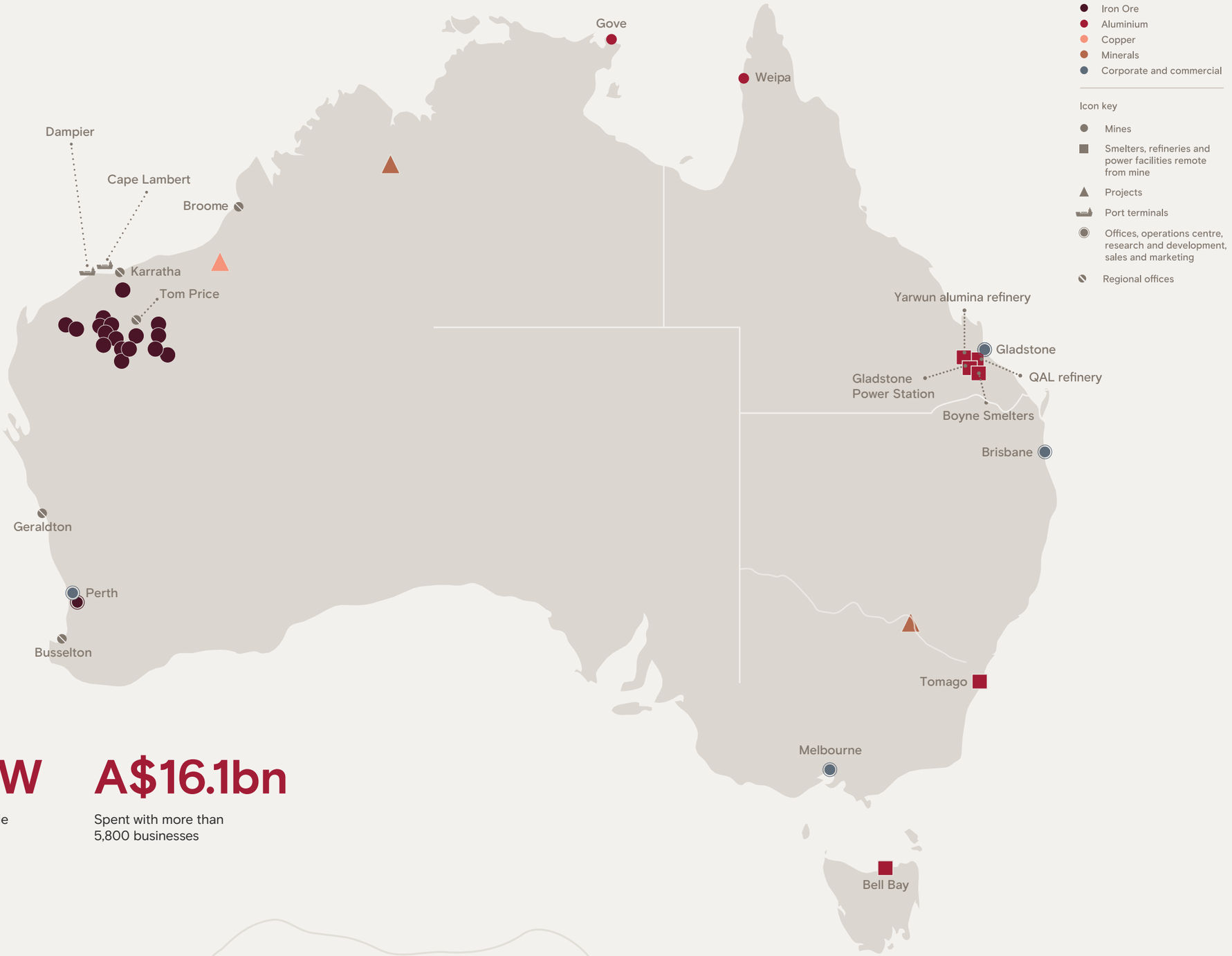
Kellie

At a glance

Rio Tinto across Australia

Our story begins in 1905 with a small, speculative zinc operation in the fabled Broken Hill resources province in the far west of New South Wales.

Today, Rio Tinto is in 35 countries, but Australia is home to almost half of our global business and employees.



24,000
Employees in Australia

2.2GW
Agreed renewable energy deals

A$16.1bn
Spent with more than 5,800 businesses

A modern miner

Drawing on history to face the challenges ahead

Australia has been a welcoming home to Rio Tinto for 120 years.

In 1905 a forerunner to the Rio Tinto we now know was formed in Melbourne, to extract zinc from the cast-off residue of mining at Broken Hill in the far west of New South Wales.

Today Rio Tinto is one of the world's largest, most modern miners. Our business spans the globe, from Dampier in Australia to Diavik in Canada, from Kennecott in the United States to Richards Bay in South Africa. We operate in 3 dozen countries, and Australia hosts almost half our business.

Our operational footprint in Australia has grown from that Broken Hill tenement to an area approaching something the size of the Australian Capital Territory. Our 24,000 people produce iron ore, salt, bauxite, alumina and aluminium. They responsibly close and rehabilitate mine sites. They bring copper and scandium projects to life. And they explore for materials the world needs for a low-carbon future.

At Rio Tinto, the way we work is founded on finding better ways™, by harnessing continuous improvement and innovation. That's as true today as it was in 1905.

In 2019 we launched AutoHaul™, the world's first fully autonomous heavy-haul long distance rail network. And in 2022 we opened Gudai-Darri in the Pilbara, our most technologically advanced iron ore mine where equipment and vehicles are operated remotely from a state-of-the-art control room in Perth, some 1,500km away.

We've put climate change at the heart of our strategy in Australia, as we have wherever we operate. We're investing in commodities like aluminium and copper that underpin the transition to cleaner forms of energy and we're decarbonising our own operations and supply chains.

We're researching low-carbon steelmaking and setting up solar, wind, and battery storage infrastructure to reduce our reliance on gas. In the Pilbara, we're piloting options to electrify our iron ore heavy vehicle fleet. On the other side of the country, we're on a path to repowering our Gladstone aluminium assets with renewable energy.

Many of our operations are on or near land that holds special significance, including for Indigenous communities. We work closely with our partners – Traditional Owners, towns, regulators and local councils – throughout the life of a project.

Success is a shared vision for the future of the lands and the communities nearby. Our Western Range iron ore project in the Pilbara will be our first co-designed mine, developed in partnership with the Yinhawangka Aboriginal Corporation to ensure we protect significant social and cultural heritage.

As with everything that we do, safety remains our highest priority. Nothing is more important than the health and wellbeing of our employees, contractors and communities. Caring for each other is another one of our values – it's part of who we are and the way we work, every shift, every day.

While we've changed a lot since 1905, we hope our founders would see in us the same early spirit they had - an insatiable curiosity to explore, and the courage to find better ways.

A journey through time

1905

Rio Tinto's origins in Australia date back almost 120 years when a forerunner – Zinc Corporation Ltd – was formed to produce zinc at Broken Hill in New South Wales.

1965

Iron ore export restrictions were relaxed in 1960 and CRA Chairman Sir Maurice Mawby seized the opportunity, securing a long-term contract to supply Japanese steel mills. By 1965, the newly formed RTZ develops our first iron ore mine in the Pilbara and a year later we make our first shipment to Japan.

1967

We construct the Gladstone Alumina refinery. Today it's Australia's longest continually-operated refinery.

1973

Rio Tinto deliver our first iron ore shipment to China's Shanghai No. 1 steel mill, now part of China Baowu - the world's largest steel producer.

1979

Rio Tinto geologists discovered one of the richest deposits of diamonds the world had ever seen in the East Kimberley region of Western Australia. Our Argyle diamond mine begins commercial production four years later and becomes the world's largest diamond-producing mine.

1995

When Chief Executive Leon Davis committed to working with Native Title legislation in Australia, CRA became the first mining company in the country to embrace Indigenous people's land rights.

RTZ and CRA merge to form a single company, Rio Tinto, dual listed in Australia and the United Kingdom.

2008

Rio Tinto unveils its Mine of the Future™ vision, encompassing automated trucks and drills and the AutoHaul™ train system.

2017

We divest Coal & Allied, becoming the first major mining company to stop producing coal.

2020

The tragic destruction of the Juukan Gorge rock shelters triggers the most comprehensive overhaul of management and culture in Rio Tinto's history.

2022

Gudai-Darri, our most technologically advanced iron ore mine in the Pilbara, begins operations.

2023

We sign a memorandum of understanding with Yindjibarndi Energy Corporation to explore opportunities to collaborate on renewable energy projects on Yindjibarndi Country in Western Australia.

2024

Rio Tinto agrees renewable energy deals for a combined 2.2GW of solar and wind power which will make the company the biggest industrial buyer of renewable power in Australia.

Rio Tinto in Australia

Putting a low-carbon transition at the heart of our strategy

Creating a climate for change

We're on the road to net-zero emissions from our operations by 2050.

If you're thinking that's ambitious, you're right.

We're not like other mining companies, which generate most of their emissions from extracting metals and minerals from the earth. About 80% of our emissions come from processing, mainly manufacturing aluminium. And here's the thing: not all of the equipment and technology to decarbonise aluminium manufacturing exists today at commercial scale.

We'll need new technology – real breakthroughs – to reach our targets for reductions in Scope 1 emissions (direct emissions we control, like burning fuel in our trucks) and Scope 2 emissions (more indirect emissions, like when we use electricity generated by someone else).

Of course, breakthroughs take time, effort and investment. They're hard to come by.

But we're making progress...

In early 2024, Rio Tinto signed Australia's largest renewable energy deal. We'll buy 80% of the power generated by Windlab's planned 1.4-gigawatt (GW) Bungaban wind project in central Queensland over 25 years.

Power from Bungaban will underpin a transition to renewable energy for our Gladstone production assets: the Boyne aluminium smelter, Yarwun alumina refinery and Queensland Alumina Refinery. It was the second renewable power deal for our Gladstone assets, after an agreement we made to buy the output from European Energy's planned 1.1GW Upper Calliope solar farm.

Another partnership, this one with the Australian Renewable Energy Agency and Sumitomo Corporation, is aimed at building a hydrogen pilot plant at Yarwun. The project involves a world-first pilot to test whether hydrogen can replace natural gas in the calcination stage of alumina refining (that's the part where alumina is heated to remove water). If successful, we could convert the entire Yarwun plant to hydrogen, reducing emissions by 500,000 tonnes a year — that's like taking 109,000 internal combustion engine cars off the road.

Electricity is Rio Tinto's biggest source of Scope 1 and 2 emissions, accounting for about 41% overall. Our partners are helping us there, too. Together with the Ngarluma Aboriginal Corporation, we're pursuing the development of an 80-megawatt (MW) solar farm project near Karratha to supply our iron ore operations in the Pilbara with renewable energy. As that's happening, our partnership with the Yindjibarndi Energy Corporation is exploring opportunities for renewable energy projects on Yindjibarndi Country.

Meanwhile, on the other side of Australia, we're building a new solar farm and battery storage to help power our Amrun bauxite operations near Weipa in far north Queensland.

Diesel is the main energy source for Rio Tinto's core mining operations, accounting for 12% of our total emissions in 2023. We believe the long-term solution for our mining fleet and equipment is electrification. Rio Tinto and another big Australian resources company, BHP, are together testing large battery-electric haul truck technology at iron ore mines in the Pilbara.

We also have plans to help our steelmaking customers meet their own decarbonisation targets. After all, steelmaking accounts for around 8% of all global carbon dioxide emissions and 66% of our Scope 3 emissions.

That's where our BioIron™ process could have a big role to play.

Converting ore into iron and iron into steel takes a lot of heat, and heat means energy and energy means emissions. BioIron™ uses raw biomass and microwave energy instead of coal to turn Pilbara iron ore to iron.

Our modelling shows that when combined with renewable power and rapidly regrown biomass such as agricultural by-products, BioIron™ has the potential to reduce carbon dioxide emissions by up to 95% compared with the current blast furnace method.

We have proven BioIron™ at a small pilot plant. Now we're investing A$215 million to develop a purpose-built research and development lab in Rockingham, south of Perth. The facility will include a pilot plant that will test the process on a semi-industrial scale. The plant has been designed in collaboration with University of Nottingham, Metso Corporation and Western Australian engineering company Sedgman Onyx and commissioning is expected in 2026.

Our BioIron™ project is an exciting challenge, especially when we think what it could mean for global decarbonisation and addressing climate change.

We've spoken a lot about reducing carbon emissions from our operations. That's our focus, but we're also investing in a portfolio of high-integrity nature-based solutions, projects that involve restoring and protecting nature in the regions where we operate. In 2023 we spent A$88 million on nature-based solutions and carbon credits. In Australia, we bought around 500,000 Australian Carbon Credit Units from Indigenous-owned carbon projects and we are discussing long-term partnerships with multiple Indigenous project developers.

These nature positive projects do not compete for capital with, or replace, our decarbonisation projects. Instead, they are standalone carbon investments that make a difference for people, nature and the climate.

331.5Mt

Pilbara iron ore production in 2023

~10,600

fly-in fly-out workers

Iron Ore

Unlocking the potential of Australia's great red dirt resource

We're Australia's largest producer of iron ore, the key ingredient in the steel used for everything from buildings to bicycles to bridges. While the scale of our business is enormous, one thing is for certain: we can't do it on our own.

Rio Tinto's first iron ore mine, in the Pilbara region of Western Australia, opened for business in the mid-1960s.

What began with a young man on a bulldozer, Dudley Wise, cutting roads through spinifex and rock mountains has grown into a network of 17 iron ore mines, 4 port terminals, 4 power plants and AutoHaul™, the largest privately-owned rail system in Australia.

Today our iron ore business employs more than 17,000 people in full-time and contract roles; some 1,100 of them, or more than 6%, are Indigenous Australians.

We rely on dozens of communities and thousands of suppliers, more than 2,400 in Western Australia alone, including 116 Indigenous businesses. When our partners do well, so do we, and vice versa.

Our partnership with Gemco Rail will bring local iron ore rail car manufacturing and bearing maintenance to the Pilbara region, an industry-first. We're investing A$150 million over 6 years to make 100 iron ore cars, most of them in a new plant at Karratha in Western Australia's north.

We have one of the most modern, technologically advanced iron ore businesses in the world. Our trains and about 8 out of every 10 haul trucks in the Pilbara are operated by remote control in Perth, some 1,500 kilometres away.

And, because we believe it's always possible to find better ways, we've made decarbonisation core to our business. Ngarluma Aboriginal Corporation and Rio Tinto are pursuing the development of an 80MW solar farm project near Karratha to supply our iron ore operations in the Pilbara. We're also exploring opportunities to work with the Yindjibarndi People on renewable energy projects. In 2024 we shared our plans to develop a research and development facility in Western Australia to further test the effectiveness of our low-carbon steelmaking process, BioIron™, which uses raw biomass and microwave energy instead of coal to convert Pilbara iron ore to iron.

A key advantage of BioIron™ is that it uses the parts of food that people can't eat, such as stalks, leaves and straws, meaning less waste. And we're doing research to make sure we only use sustainable sources of biomass.

Meanwhile, our development pipeline extends well into the next decade and beyond with new mines and projects including Western Range, West Angelas, Hope Downs 1, Greater Nammuldi and Brockman 4.

We're also studying development of Rhodes Ridge, which may one day become the biggest iron ore mine built in Australia. Rhodes Ridge could produce more than 100 million tonnes a year, underpinning our Pilbara operations well into the second half of this century.

Our Australia iron ore business has a bright, busy and long future ahead.

Aluminium

Making the most abundant metal in the world

Lightweight and infinitely recyclable, aluminium is found in everything from jet engines to electric vehicles to mobile phones. It's no surprise aluminium is one of the world's most in-demand major metals.

First, some basic geology: Aluminium is made from bauxite, or aluminium ore. Bauxite is the raw material that's refined into alumina, which is sent to smelters for processing into aluminium and then sold to domestic and international customers.

In Queensland, Rio Tinto manages the entire production chain from start to finish. We mine, refine and smelt.

Rio Tinto's mine-to-metal operations include 2 bauxite mines in Queensland's far north, 2 alumina refineries and one aluminium smelter in Gladstone, Central Queensland. All told, our business in the Sunshine State employs more than 5,500 people.

We're proud to claim a part of Australian manufacturing history through ownership of the Bell Bay aluminium smelter in northern Tasmania, the first in the southern hemisphere when it opened in 1955.

Our Pacific Operations aluminium portfolio also includes the Gladstone Power Station, the Tomago aluminium smelter in New South Wales, New Zealand's Aluminium Smelter (NZAS) and bauxite mining on the Gove Peninsula in the Northern Territory.

Gove has supplied the global aluminium industry with world-class bauxite for more than 40 years. Now the time has come to prepare for the day mining there will end, later this decade.

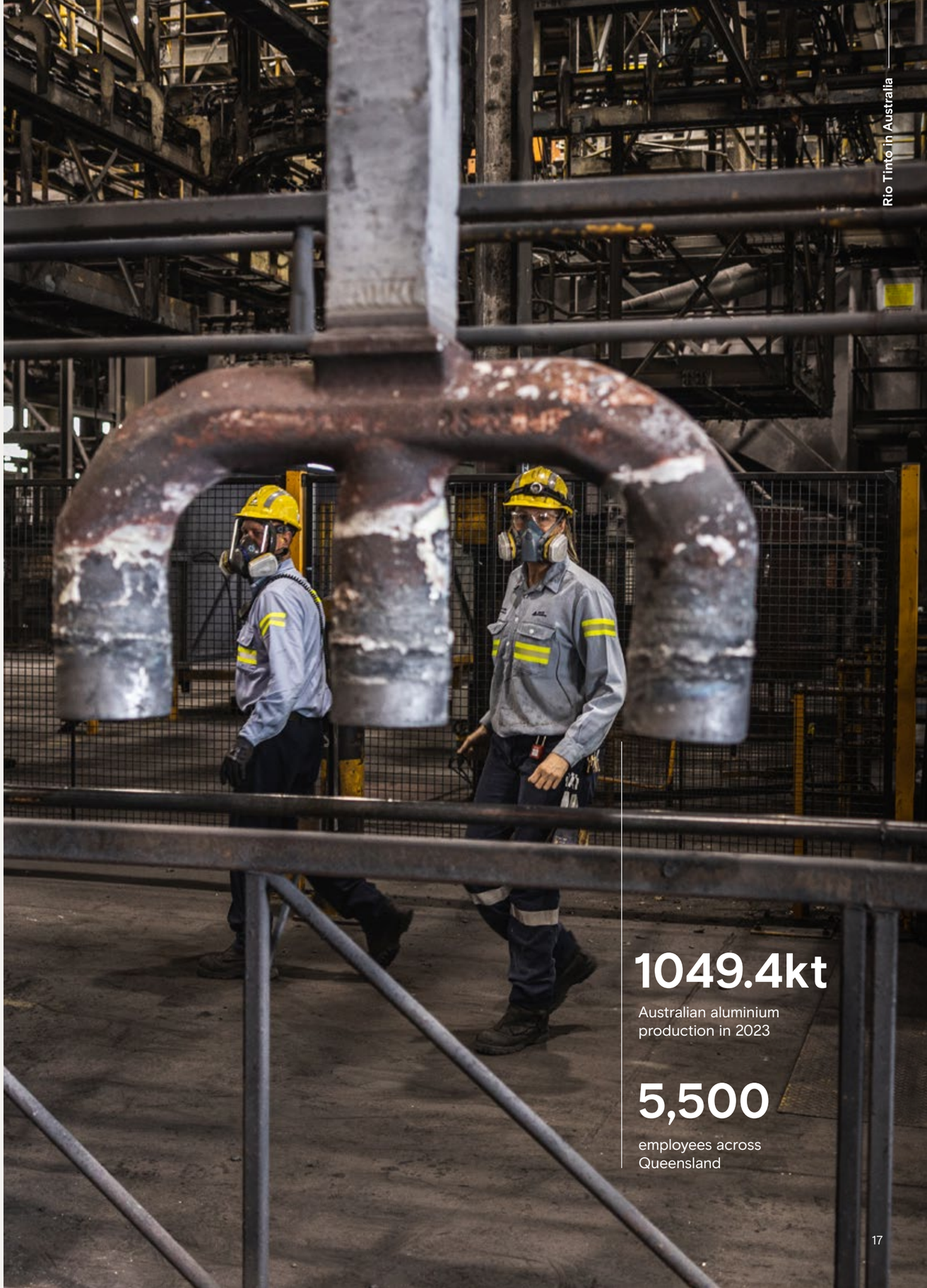
We're working with Traditional Owners and communities on a plan to close the mine, rehabilitate the land and set the region on a path to a bright, new future.

Decarbonisation is another priority for our aluminium business. Reducing emissions and repowering our refineries and Boyne Smelters in Gladstone with renewables will go a long way to underpinning a positive, sustainable future for regional manufacturing and the jobs and the towns the industry supports.

We've signed a combined 2.2GW of renewable power purchase agreements with Windlab and European Energy. These deals have the potential to lower carbon emissions by about 5 million tonnes per year. And once the projects are developed, Rio Tinto's share alone could generate the equivalent of 10% of Queensland's current power demand.

We're also in a partnership with the Australia Renewable Energy Agency and Sumitomo Corporation to build a hydrogen pilot plant at our Yarwun alumina refinery. If successful, it would mean removing one of the biggest sources of carbon emissions from alumina refining.

Meanwhile at Weipa we're developing our third solar farm with battery storage, which will provide renewable energy for our Amrun operations.



Rio Tinto in Australia

1049.4kt

Australian aluminium production in 2023

5,500

employees across Queensland

Copper

A commodity that's part of our DNA

Copper is a big part of Rio Tinto's history. Way back in 1873 when the company was founded, our very first mine was a copper mine on the banks of the Rio Tinto or "Red River" in Andalusia, Spain.

In Australia our copper team is focussed on the Winu copper and gold deposit in the remote northern reaches of Western Australia, on the edge of the Great Sandy Desert and approximately 320 kilometres east of Port Hedland.

Copper is an excellent conductor of heat and electricity. Today it is used in the wiring of homes, mobile phones, wind turbines and in electric motors and vehicles. As the world moves toward a low-emissions future, copper is another metal that's in demand.

Since the Winu discovery in 2017, Traditional Owners, other stakeholders and Rio Tinto have been working together to assess how to bring the project to life.

In December 2024 Rio Tinto signed a term sheet with Sumitomo Metal Mining to discuss a joint venture to deliver Winu. Under the agreement, Rio Tinto will continue to develop and operate Winu as managing partner and Sumitomo will acquire a 30% interest in the project.

A brand-new greenfield development, Winu would be the first mining operation on Nyangumarta Country. We're also working closely with the Martu People, on whose Country an airstrip is located.

Winu is another of our assets that will rely largely on solar and wind power.

Minerals

A global product offering

Rio Tinto's minerals operations around the world produce diamonds, borates, titanium dioxide and scandium, which are used in electric vehicles, batteries, laptops, jewellery, pacemakers, jets, solar panels and wind turbines.

In 2023 we bought a scandium deposit in Australia, the Burra project. Scandium is great for strengthening aluminium, while also lending flexibility and resistance to heat and corrosion. It's perfect when lightness, strength and manoeuvrability are needed. Think aerospace, lasers and electronics. Also, baseball bats and bicycle frames.

There's no question the world needs to decarbonise. The pursuit of a lower-carbon future is driving demand for critical minerals at a pace rarely seen in the resources industry's history. And scandium is a rare, versatile and useful mineral for the green economy and energy transition. It's considered a critical mineral by Australia, the United States, Canada and the European Union.

The Burra scandium project in central west New South Wales is based on a long-life, high-grade scandium resource. It has the potential to become Australia's first primary scandium operation.

Initial plans for Burra involve a shallow, open-cut operation with minimum footprint and no tailings dam or blasting. Mining will be carried out above the water table, meaning there will be no impact to the groundwater underneath. The project's small scale allows us to consider a fully electric operation, powered by renewables.

Australian scandium from Burra will help us supply and grow with the global scandium market, complementing our existing production in Canada.

Right now, we're working through the approval and permitting processes required for Burra. There's a lot to do, but we're looking forward to seeing our scandium business develop.

Rare and collectible

In 2020 our Argyle diamond mine in the East Kimberley of Western Australia produced its last diamond. Over 37 years, more than 865 million carats of rough diamonds were mined there, including extremely rare pink diamonds. Now we're rehabilitating the mine and returning the land to its Traditional Custodians.

Even though mining has ceased, Rio Tinto continues to manage the iconic Argyle Pink Diamonds™ brand through the sale of remaining inventory, secondary markets, product certification and creative collaborations with renowned national and international jewellers.

Salt

It’s more than a well-known food ingredient; salt is critical for many industries

Salt – it might not be the very first thing that leaps to mind when you think of Rio Tinto. But we’ve been mining it for half a century, and we have grown to become one of the world’s largest exporters of seaborne salt (which is salt produced by evaporating seawater).

No other part of Rio Tinto has our footprint – we’re responsible for 21,000 hectares across 2 sites in Western Australia’s Pilbara region: Dampier and Port Hedland.

To make salt, we pump seawater over evaporation flats, which soak up the sun’s rays and catch the breeze, leaving large salt crystals behind. The Pilbara’s hot, dry climate and low rainfall provide the perfect conditions. We collect the salt and ship it to customers in Asia and the Middle East, where it’s used to produce chemicals for the automotive, construction and electronics industries.

Solar salt is one of the more sustainable forms of mining. Some 99% of the energy we need comes from renewable sources: the sun and the wind. Also, the tonnes of seawater poured over our flats each day make for an important habitat for a variety of wading birds, including migratory shorebirds.

Dampier Salt has been in business for more than 50 years. We’re very proud of the strong relationships we’ve established with local Indigenous groups and our host communities, and the contribution we’ve made to local employment, Indigenous rights and community development.

21,000
hectares across 2 sites in Western Australia

99%
of the energy we need comes from renewable sources

Innovation, research and development

Our purpose relies on innovation to find new ways

At Rio Tinto we have a lot of people who just love solving problems.

There are about 150 of them in various teams across our Australian operations, with around 120 problem solvers at our Technical Development Centre in Bundoora, Melbourne. We have even more of them spread across Canada, France, the United States, the United Kingdom and China.

Remember how we've set an ambitious target of net-zero emissions from our operations by 2050? And that we said that some of the equipment and technology we need doesn't exist today?

Well, that's why we need our problem solvers.

Our people at Bundoora work with academia and global scientific institutions on projects to reduce carbon emissions. Not only that, they're working on improving health and safety, minimising impacts on the environment, growing our business and making us more productive.

Our team has 30 years of technical breakthroughs under its belt, across all our commodities. And they'll only get busier as resources become harder to find and develop, and society expects higher standards of performance from its mining companies.

ElectraLith is one of our recent investments. It's an Australian company developing an electro-filtration technology for lithium extraction and refining. They've made some great developments in the past year, producing lithium hydroxide directly from brine, leading to new patents being filed.

We're currently working with clean energy company, Graphene Manufacturing Group (GMG), on battery technology, or battery production, manufacturing and chemistry, to be more precise.

GMG's next-generation battery technology doesn't need lithium or copper. Instead, it uses aluminum and carbon (graphene), charging more than 10 times faster compared to lithium-ion batteries. This makes the GMG battery well suited to replacing diesel engines in mining fleets or for storing electricity generated by renewables, as just 2 examples. And since it's largely made of aluminium and graphene, the GMG battery is also very easy to recycle.

We're excited by the project, which is going well and hitting milestones.

Rio Tinto in Australia

Closure

When the end also means a new beginning

Eventually the time comes for all mines and assets to close. Some reach that stage quickly, for others it takes decades or longer. In either case, it isn't the end.

Often over the course of their lives, our assets become integral to host communities, whether for employment, economic prosperity, social services or fostering pride and a sense of togetherness.

As a modern miner we want to work with the community at every stage, through exploration, development and operations. And well before we close an asset, we ask our stakeholders what they expect, for the environment and life afterwards. Closing a mine responsibly and successfully means following through on our commitments and doing what we say we will do.

The Gove refinery and the Ranger rehabilitation project in the Northern Territory, as well as the world-renowned Argyle diamond mine in Western Australia are 3 of the closure projects we have underway.

Gove bauxite mine and refinery

While mining continues at our Gove bauxite operations in the Northern Territory, we are progressively closing the site. In 2023 we began the largest demolition project in the southern hemisphere. We've started shipping the equivalent of 3 Sydney Harbour Bridges in scrap steel for recycling. Works include decommissioning and demolition of the refinery and capping of bauxite residue disposal areas.

We also have planned 2 new 5.25 MW solar farms on Gumatj and Rirratjingu Country on the Gove Peninsula, projects which will help secure a more sustainable power supply for the region beyond mining.

Ranger Rehabilitation Project

In 2024 we entered an agreement to manage the Ranger Rehabilitation Project, located on the traditional lands of the Mirarr People in the Northern Territory. We will deliver the project on behalf of Energy Resources of Australia Ltd (ERA) with oversight from the ERA board. The agreement builds on ERA's existing rehabilitation work by adding our technical expertise in designing, scoping and executing closure.

Argyle diamond mine

The Argyle diamond mine ceased operations in 2020 after producing more than 865 million carats of rough diamonds over 37 years. Now we're removing operational infrastructure, rehabilitating the land and re-vegetating the area to re-establish a natural ecosystem.

The mine is located on the traditional lands of the Miriwoong and Gija People in the East Kimberley region of Western Australia. We operate there with an Indigenous Land Use Agreement that involves 7 families. We're listening to them about their needs, in particular opportunities for local businesses. Under our contracting strategy, we've increased work awarded to local Traditional Owner businesses, the total spend reaching A$33 million in 2023.

We've also removed 800 tonnes of old tyres and conveyor belts from the mine, in partnership with Queensland company Carroll Engineering. The rubber will be 'crumbed' at their Townsville facility so it can be used in new roads in Queensland, reducing waste and disposal to landfill. The initiative reflects the circular approach we take to waste management.

Managing end-of-life tyres and conveyor belts from mining is complex and challenging. We're applying what we've learned from this project at other sites.

Putting people first

It begins with care, courage and curiosity

At Rio Tinto our goal is to make our company a place where people come to do the best work of their careers.

There is no shortage of reasons to work at, and with, Rio Tinto. We have people playing roles in the clean energy transition, solving challenging technical problems and forging relationships with amazing host communities. And together, we're providing the materials the world needs.

We're working hard to make Rio Tinto even better. Since the Everyday Respect Report on our corporate culture was published more than 2 years ago, we've:

- Introduced new policies covering parental leave and leave for domestic violence.
- Upgraded site facilities, including improved lighting and new bathrooms, wellbeing spaces and cafeterias, and
- Launched programs such as CareHub, a resource to support people experiencing disrespect and harmful behaviours at work.

While the Everyday Respect Report has helped make Rio Tinto a better place to work, a progress review in 2024 did find examples of behaviour at odds with our values of *care*, *courage* and *curiosity*.

There's always more to do, and culture change is hard and takes time. But we're listening and learning.

Rio Tinto has always attracted caring, courageous and curious people because we offer interesting things to do. It would be great if people joined for the opportunities and stayed for their colleagues and the culture.

Working with Indigenous Australians

We're listening and learning to form closer ties with Indigenous communities

In the 1990s Rio Tinto was the first miner in Australia to recognise Native Title laws, paving the way for other companies to build partnerships with Indigenous communities.

But we've made mistakes, too. The destruction of rock shelters at Juukan Gorge in 2020 triggered the most comprehensive overhaul of management and culture in Rio Tinto's history, so such a thing could never happen again.

Since then, we've changed the way we partner with Indigenous Peoples, not just in Australia but everywhere we work. We try to better understand Indigenous culture and history. We listen more intently to Indigenous voices and incorporate them in planning and decision making.

This helps us better manage our impacts, contribute to social outcomes and preserve and protect heritage.

These are some of the ways we're engaging with Indigenous Peoples:

- Our Western Range iron ore project in Western Australia will be our first co-designed mine, planned in partnership with the Yinhawangka Aboriginal Corporation, a beneficiary group for the Yinhawangka People, to protect cultural heritage.
- We're working with local Indigenous People to preserve Murujuga rock art on the Burrup Peninsula and Dampier Archipelago in Western Australia.
- We've signed an agreement with First Nations Bailai, Gurang, Gooreng Gooreng, and Taribelang Bunda Peoples Aboriginal Corporation to provide more opportunities for Traditional Owners in Gladstone.
- We've introduced immersive cultural learning experiences for our employees. Through our partnership with Jawun, our people can take part in a 6-week cultural immersion secondment, supporting Indigenous organisations as they learn about Indigenous culture.
- Our Australia-wide Cultural Connection Program equips leaders and employees to engage better in a diverse and changing world.
- In 2023, we launched the Living Languages Living Cultures program, designed to preserve, revive, and celebrate Indigenous cultures in Australia. Our partners include:
  - **First Nations Media Australia:** The peak body's archiving project will help Indigenous media organisations in central Australia to digitise and preserve at-risk media from the 1970s to 1990s.
  - **Australian Institute of Aboriginal and Torres Strait Islander Studies:** The institute's Our Languages Keep Us Strong project is about supporting Indigenous languages locally and increasing understanding of their value nationally.

Supporting thriving communities

Wherever we operate, we try to be a good neighbour

We work with host communities across Australia, from Gove in the Northern Territory to Tom Price in the Pilbara of Western Australia, across to Gladstone in Queensland and down to Bell Bay in Tasmania, and many more towns in between.

In 2023, we invested more than A$74 million in community initiatives and partnerships in Australia. But our contribution goes well beyond financial support.

Our people share their time and expertise with the communities where they live and work. Through our RioGivers program, our employees volunteer, donate and fundraise individually or as teams. In 2023, more than 1,200 of our people provided $230,000 of in-kind support through team-based volunteering at the likes of Ronald McDonald House and Foodbank.

Just as we live local, we spend local. In 2023 we bought A$16.1 billion worth of goods and services from 5,800 businesses in Australia.

We're very proud of our partnerships with the iconic Royal Flying Doctor Service (RFDS) in Western Australia and Queensland.

The RFDS and Rio Tinto have worked together for more than 2 decades. Our latest A$10 million, 5-year partnership with RFDS in Western Australia supports emergency health care services across regional, rural and remote parts of the state with 3 Rio Tinto LifeFlight Jets.

Each year the RFDS covers some 9 million square kilometres in Western Australia, supporting 10,258 patients, or an average of 28 people per day. They're there for remote communities across the Pilbara and facilitate some 6,000 appointments through remote health clinics.

In the Northern Territory, we're investing in skills and education to equip the community for life after mining on the Gove Peninsula. We have committed A$4 million towards permanent and purpose-built spaces at Gunyangara in East Arnhem for a new college, community centre and cyclone shelter.

We have many wonderful partners doing inspiring work in communities across the country, like:

- The Clontarf and Polly Farmer foundations are improving the lives of young Indigenous students in Australia through education, leadership and life-skills.
- The Careers Department is investing in the development of an AI generated careers and skills platform as it helps link students and employers.
- The Pinnacle Foundation provides educational scholarships, mentoring and opportunities for young LGBTQIA+ Australians to realise their full potential.
- Athletics Australia, getting children involved in sports through their Rio Tinto Athletics for the Outback program.

We also support communities in times of need. In January 2023, we donated A$2 million to the Lord Mayor's Distress Relief Fund to support Kimberley communities left devastated by catastrophic flooding caused by an ex-tropical cyclone.

Contributing to Australia's economy

Helping unlock economic growth and prosperity for the country

As we've said, Australia has been a welcoming home for Rio Tinto for 120 years.

When the time comes to weigh our long history, how the scales tilt is for others to judge. We hope people will say they were proud to work with us, that we made a difference and that we found better ways.

This page shows how we contribute to Australia's economic growth and enduring prosperity. Of course, there's more to success than taxes and royalties.

Success is all our people getting home to their families every day because safety always comes first.

Success is a shared vision for the future of the lands on which we operate and the communities nearby.

Success is net zero emissions by 2050, plain and simple.

And when it's time to move on, success is leaving Rio Tinto and society in better shape.

24,000

People directly employed by Rio Tinto across Australia

A$10 billion

Taxes and royalties paid in 2023

A$727 million

Spent in 2023 with 168 Indigenous businesses across Australia, 29% more than in 2022

180,000

Australians who receive a robust dividend stream from owning Rio Tinto shares, and millions more who do so via their superannuation

A$81.7 billion

Taxes and royalties paid in the past 10 years (almost 80% of the taxes and royalties we pay globally)

A$16.1 billion

Spent with more than 5,800 businesses in Australia in 2023, an increase of 5% on 2022

All figures presented in this document are correct as at 31 December 2023

Australia-based

Executive and Board

Executive Committee

Kellie Parker
Chief Executive,
Australia

Simon Trott
Chief Executive,
Iron Ore

Sinead Kaufman
Chief Executive,
Minerals

Mark Davies
Chief Technical
Officer

Board of Directors

Dean Dalla Valle
Independent
Non-Executive Director

Susan Lloyd-Hurwitz
Independent
Non-Executive Director

Ben Wyatt
Independent
Non-Executive Director

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