



Inclusion & Diversity Policy

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1. The purpose of this Policy

This policy sets out Rio Tinto's expectations around the behaviours needed for an inclusive and diverse workplace. Rio Tinto is an equal opportunity employer and does not discriminate on grounds of age, gender, race, national or ethnic origin, language, religion, political beliefs, sexual orientation or physical ability.

Rio Tinto's commitment to inclusion and diversity aligns with our values - Safety, Teamwork, Respect, Integrity and Excellence; and is reflected in our global code of conduct - The Way We Work. It is also aligned with other Rio Tinto policies, including our Human Rights, Employment and Communities policies, our Environment, Social and Governance (ESG) framework and our People and Business strategy.

This policy is co-owned and supported by the Rio Tinto Board and Executive Committee (ExCo) and forms a key component of the culture at Rio Tinto that will support the long term sustainable success of our business.

2. Our commitment to inclusion and diversity

Inclusion is everybody's business.

At Rio Tinto we aspire for our people to stand by the values of our business, with inclusion and respect at our core. By doing this, we can seek to:

- Embrace and invite different perspectives, valuing diversity as a strength
- Ensure our processes are transparent, fair and free from bias wherever possible
- Ensure that our people can achieve their full potential and they have equal opportunity to participate, learn and grow
- Hire, promote and engage a diverse workforce
- Provide an environment where people feel safe to speak up when things are not right or others are excluded
- Develop strong and sustainable relationships with diverse stakeholders, including; shareholders, communities, employees, governments, customers and suppliers.

This is how we want to do business at Rio Tinto. How we seek to ensure every voice is heard, every idea is encouraged and everybody is supported to perform at their best.

3. Why inclusion and diversity is important

Inclusion and diversity is an imperative for the long-term sustainable success of our business, it is the right thing to do and enables us to:

- Deliver strong performance and growth by being able to attract, engage and retain diverse talent
- Support our people to reach their full potential by providing a work place where people are comfortable to be themselves and feel supported to perform at their best
- Challenge and innovate to achieve the best solutions and ideas by enabling us to tap into the diverse perspectives, experiences and knowledge of our workforce and wider stakeholders
- Optimise resources and manage risk by working collaboratively and eliminating structural and cultural barriers
- Protect and enhance our “licence to operate” by recognising, respecting and taking into account the needs and interests of our different stakeholders
- Adapt and respond more effectively to changing societal expectations and the market more broadly

4. How we support inclusion and diversity at Rio Tinto

We all play a role in supporting inclusion and diversity and taking personal accountability for our behaviour and contribution;

All of our employees, contractors and partners are responsible for:

- Acting with integrity and respect and otherwise in accordance with our company values
- Role modelling the behaviours through everyday actions
- Recognising our own personal biases that may cause us unintentionally to exclude and work hard to overcome them
- Actively supporting inclusion and diversity in our teams and work environments
- Acting as inclusion and diversity champions – advocating and supporting initiatives and programmes

- Contributing to creating an environment where everyone feels respected, valued and supported to perform at their best
- Speaking up if others appear excluded

In addition to the above, the Rio Tinto Board and Executive Committee will:

- Establish the Group's purpose, values and strategy and satisfy themselves that these are aligned to the Group's desired culture
- Establish and sponsor this Inclusion and Diversity policy
- Lead by example
- Guide the development of the Group's Inclusion and Diversity strategy and targets
- Fully consider the impact of diversity across every talent decision – hiring, promoting, developing etc. and actively build diversity into their teams
- Actively drive improvement and monitor progress against plan

Leaders at Rio Tinto will:

- Fully consider the impacts of diversity across every talent decision they make – hiring, promoting, developing etc. and actively build diversity into their teams
- Create an inclusive work environment where people feel respected, valued and supported to perform at their best
- Actively drive improvement and monitor progress against plan

Rio Tinto is an equal opportunity employer and does not discriminate on grounds of age, gender, race, national or ethnic origin, language, religion, political beliefs, sexual orientation or physical ability.

We work hard to develop systems and processes that are free from bias, enable flexibility and are designed to attract, retain and reward diverse talent and inclusive leaders. Wherever we operate, we are committed to developing and supporting productive, mutually beneficial and long-term relationships with local communities, suppliers and partners.

5. Our targets for inclusion and diversity

We set stretch targets to achieve an inclusive and diverse workplace and comply with international, national and local regulatory requirements in reporting our performance and progress.

Our Inclusion and Diversity objectives and targets are disclosed in our annual report, which includes the proportion of women on the Board, Executive Committee, Senior Management, Graduate population and total workforce.

We also measure the inclusiveness of our workplace in our bi-annual engagement survey and behavioural expectations are regularly evaluated as part of our performance and talent processes. This allows us to measure and consider not just “what” our people achieve (outcomes) but also “how” they achieve it (behaviours).

Individual Group businesses are encouraged to set measurable objectives that are relevant to their particular operating contexts.