

The image features a background of tall, golden-brown grass against a clear blue sky. The entire image is framed by a dark blue geometric shape that cuts diagonally across the frame. In the top left corner, there is a red rectangular box containing the company name. The title and subtitle are positioned in the bottom right corner of the dark blue area.

RioTinto

**Communities and
Social Performance
Commitments Disclosure**

Interim Report

September 2021

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A word from Jakob Stausholm, Chief Executive



The tragic destruction of the rock shelters in Juukan Gorge, in Western Australia, in May 2020 has had a deeply felt impact on the Puutu Kunti Kurrama and Pinikura (PKKP) people, other Traditional Owners of the lands on which we operate, Indigenous Peoples, as well as our own employees and other stakeholders in Australia and beyond. I am sorry for the pain and loss that this has created, and Rio Tinto is absolutely committed to listening, learning and showing greater care.

This is a top priority.

Over the past months, we have been working hard to rebuild trust and meaningful relationships with the PKKP people and other Traditional Owners. I know this will take significant time, but we are focused on improving our engagement with Indigenous Peoples and our host communities so that we can better understand their priorities and concerns, minimise our impacts, and responsibly manage Indigenous cultural heritage within our operations.

We have also been working on several actions to strengthen our cultural heritage approach, processes and performance more broadly and increase transparency.

As part of this, we have prepared our first report dedicated to sharing the progress on these actions, which amongst other things help us to better integrate social considerations into our business decision-making and build cultural capability and competency across our organisation. Importantly, we also present perceptions of our progress in the eyes of some of the Traditional Owners of the lands where we operate. Their feedback and perspectives are vital in shaping a process that is respectful, genuine and inclusive.

We know that we cannot change the past. But we can continue to seek out, listen to and respect different voices and perspectives, to ensure that in the future, cultural heritage sites of significance are treated with the care they deserve. And the changes we make should improve, over time, our engagement with Indigenous and First Nations communities in every region where we operate worldwide.

This is the legacy we aim to create, together.

A handwritten signature in black ink, reading 'Jakob Stausholm'. The signature is fluid and cursive, with a large initial 'J'.

Jakob Stausholm
Chief Executive

Introduction

Overview

Following the destruction of the Juukan Gorge rock shelters in May 2020, Rio Tinto took action to strengthen our processes and approach to cultural heritage management by revising internal practices, policies and governance. We are focused on listening to and building relationships with Traditional Owners so we can better manage cultural heritage.

In March 2021, as part of our efforts to improve transparency, we committed to augmenting disclosures of the work we are undertaking to enhance our Communities and Social Performance practices.

We have engaged with some global investors and investor groups¹ on providing additional disclosures on the specific points below, which are addressed in this document:

1. Progress against our own commitments and internal workstreams, external obligations, and recommendations.
2. How Traditional Owners' views are being sought and considered in shaping these commitments and Traditional Owners' perspectives on how successfully these commitments are being met.
3. The enhanced governance arrangements in place to oversee our progress against these actions.
4. How we are working to advocate for enhanced sector-wide cultural heritage management and how this is consistent with our internal standards.

This is Rio Tinto's first report on the progress made against our commitments while regular disclosures have also been made in other reports (please see our [2020 Annual Report](#), [2021 Second Quarter Operations Review](#) and our [2021 Half Year Results](#)).

While this report addresses our progress against the recommendations of the interim report from the Inquiry into Juukan Gorge by the Australian Government's Joint Standing Committee on Northern Australia, we also note that the final report from this Committee is due by 18 October 2021.

Feedback from Traditional Owners

We are committed to ensuring that the Traditional Owners of the lands on which we operate, contribute to and shape how we report in a genuine and respectful way.

To this end, during July and August 2021, we sought feedback from Traditional Owner groups in the Pilbara on our progress regarding some of the commitments made as part of the Rio Tinto Board Review of cultural heritage management. As a result, this report presents our progress as at the end of July 2021.

1. ACSI, AustralianSuper, Aviva Investors, Aware Super, Brunel Pension Partnership, CareSuper, Catholic Superannuation Fund, Cbus, Council of Ethics of the Swedish National Pension Funds, EOS at Federated Hermes, Equisuper, HESTA, IFM Investors, Local Government Super, LUCRF Super, M&G Investments, Telstra Super, UniSuper, USS Investment Management, Victorian Funds Management Corporation, Vision Super

Our commitments

1. Remedying

and rebuilding our relationship with the PKKP people

2. Partnering

with Pilbara Traditional Owners in modernising and improving agreements

3. Establishing

the new Communities and Social Performance model

4. Building

local capability and capacity to support the site General Manager

5. Improving

our governance, planning and systems where it relates to communities

6. Reducing

barriers to, and increasing, Indigenous employment

7. Increasing

Indigenous leadership and developing cultural competency within Rio Tinto

8. Establishing

a process to redefine and improve cultural heritage management standards

9. Establishing

an Australian Advisory Group

10. Elevating

external consultation

11. Elevating

employee engagement

We will provide an update on these 11 commitments throughout the report.

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. Remedying and rebuilding our relationship with the PKKP people

The destruction of the rock shelters at Juukan Gorge should never have happened. We are deeply sorry for our actions. We fell far short of our values as a company and breached the trust placed in us by the Traditional Owners of the lands on which we operate.

To rebuild our relationship with the Puutu Kunti Kurrama and Pinikura (PKKP) people, we have placed a permanent halt on mining in the Juukan Gorge area and work is under way on a remediation plan for the site in consultation with the Traditional Owners. Our primary focus is to support the healing of the PKKP people by completing the works at their direction in a timeframe that meets their wishes.

The Juukan Remediation Project has been established and co-designed with the PKKP people, their Corporation representatives and their independent technical advisers. The Juukan Sub-Committee, endorsed by the PKKP Board, provides direction to Rio Tinto on how all works shall proceed and the pace at which the work is undertaken. All meetings are held on Country, at the Juukan Gorge site, to best ensure mutual understanding. A Traditional Owner monitor is always on location overseeing the works.

The project consists of the following stages:

Stage 1: Remediation of an area to the west of Juukan Gorge

This was completed in May 2021.

Stage 2: "Make Safe" of the Juukan Gorge

This is to ensure safe access into the Gorge for geotechnical and structural assessment of the rock shelters, which are critical to informing remediation options. This work is currently under way.

Stage 3: Remediating the Juukan rock shelters

Based on the consultation with the PKKP people, data, information and advice received, options for the remediation of the rock shelters are being developed and will consider not only physical remediation of the area but also the restoration of a "sense of place", which helps remediate the cultural values of the area impacted. The Juukan Sub-Committee will determine the approach to be adopted and is overseeing all work at the site.

Other parts of the Gorge that were not impacted by the blast, including the Snake pool, will remain protected and their connection to the Juukan 1 and 2 rock shelters will be re-established.

In partnership with the PKKP people, we are focusing on understanding how, through the remediation of the Juukan rock shelters, we can re-establish a sense of place that recognises the exceptional cultural significance and connection of the Juukan Gorge area to past, current and future PKKP people, as well as their aspirations for future use and interaction with the place.

With the PKKP people, we have moved artefacts previously salvaged from the Juukan rock shelters to a newly designed and purpose-built facility at the Brockman mine site. We are continuing to engage with the PKKP people on their preferred options for a permanent keeping place.

We are also in discussions with the PKKP people to agree on a co-management model under which the PKKP people and Rio Tinto can work together to develop and manage Country as part of the agreement modernisation work. This will necessarily involve earlier and more detailed consultation, with increased sharing of information and greater involvement of PKKP representatives in Rio Tinto's operations throughout the lifecycle of the mine.

We are also continuing discussions with the PKKP people around reparation.

The indications from the PKKP people on the actions taken so far and the new approach are positive and moving in the right direction, though we both acknowledge that there is more work to be done.

2. Partnering

with Pilbara Traditional Owners in modernising and improving agreements

We aspire to change the way we work and engage with Traditional Owners. We are moving to a co-management of Country model, which will enhance protection of heritage and provide better outcomes for both First Nations Peoples and our business. Relationships are central to this partnership, and we are working hard to rebuild them. This will take time but will lead to a step change in the way we work together.

Preliminary discussions have been undertaken with ten Pilbara Traditional Owner groups and their representatives in relation to agreement modernisation. Our initial engagements have focused on listening to Traditional Owners to better understand existing and historic issues, and to further define ways of working so that we can jointly deliver better outcomes. During the engagements, we outlined the key principles Rio Tinto has identified for consideration in modernising agreements. These are:

- Not enforcing any clauses in the agreements that restrict the Traditional Owners from raising concerns about cultural heritage matters with anyone.
- Not enforcing any clauses in the agreements that restrict the Traditional Owners from applying for statutory protection of any cultural heritage sites.
- Introducing mechanisms into the agreements with the Traditional Owners to respond better to new information that may emerge about cultural heritage sites, including those affected by Section 18 approvals.
- Realising more impactful economic and social benefits.
- Seeking improved transparency of any revised agreement. We have committed to making these new agreements public, subject to the consent of Traditional Owners in Australia. We recognise that it may be necessary to maintain the confidentiality of certain aspects of our agreements, such as culturally sensitive information.

Beyond these principles, we want to improve the way we work together, and address areas where Traditional Owners have indicated that current agreements have not met the aspirations of partnership we mutually sought at the outset.

We will seek to agree on an appropriate mechanism in our revised agreements so that there is a clear pathway for resolution of any differences of view that may emerge. We will also continue to work with Traditional Owners to enhance the benefits that flow to their communities.

The agreement modernisation work will be undertaken at a pace suitable to the Traditional Owners. To date we have signed engagement protocols that provide a scope and framework of the modernisation work with four of the Traditional Owner groups.

Please refer to the section “Traditional Owners’ feedback on progress on our commitments” for perspectives from the Pilbara Traditional Owner groups on this commitment.

3. Establishing

the new Communities and Social Performance model

During 2021, we have been building social performance capacity and capability across Rio Tinto as we embed our new Communities and Social Performance (CSP) model. We now have more than 300 CSP professionals working on 60 sites in 35 countries (compared with 250 professionals in 2020).

Our new CSP model and dedicated CSP professionals are strengthening our approach to cultural heritage. Together with our operational leaders, the CSP teams are increasing engagement with Indigenous Peoples in all the countries where we operate. The CSP model also addresses a number of the Board’s broader recommendations on CSP governance and management.

A central CSP Area of Expertise has been established following the same model as the well-established Health, Safety, Environment and Security (HSES) function. A Global Head of CSP was appointed in April 2021 with the function reporting to the same member of Rio Tinto’s Executive Committee as the HSES function. This facilitates the management of social and heritage risk to be more aligned with existing, robust HSES systems and allows for escalation of risks and issues outside of line management, just as we do for safety.

All CSP senior leaders from the four product groups as well as Exploration, Projects, Closure, Indigenous Affairs and the Area of Expertise sit together on our CSP senior leadership team. Together, they set our global approach and drive improvements in priority areas, create a connected, learning environment within the function, and monitor our risks and performance.

The CSP Area of Expertise and the Indigenous Affairs team in Australia work collaboratively on Indigenous matters. The teams have deep experience in social sciences, economic development and human rights, with dedicated senior Indigenous Affairs roles in both Australia and North America.

The CSP Area of Expertise supports and complements our asset-based teams by monitoring external societal trends, developing standards, systems and risk and assurance processes, building capability, and providing strategic and technical subject matter advice. For example, the CSP Area of Expertise worked closely with our Iron Ore CSP team to establish a new engagement model with Traditional Owners and is reviewing our existing cultural heritage procedures. It also oversees internal assessments and reviews, including deep dives and operational reviews in conjunction with experts from the Group Risk function.

4 & 5. Improving Communities and Social Performance governance

We have strengthened our social performance governance, capacity and capability to enable our asset-based practitioners to be better integrated into the day-to-day operations of the business and to provide additional expertise from the CSP Area of Expertise.

Strengthening standards, risk management and assurance

During 2021, the CSP function has focused on revising standards, improving risk management systems and processes and strengthening our assurance processes. The Area of Expertise is leading an update of the global CSP Standard and the Australian Cultural Heritage Procedure, which are being informed by research on current trends and good practice, internal learnings and external engagement.

Group-level risk management enhancements include a revised risk taxonomy to better define the Group risk profile and a standardised set of controls to manage cultural heritage risks. In addition, our product groups have reviewed and updated their social risks globally and these were presented to the Sustainability Committee for discussion.

Assurance improvements include the appointment of a role to specifically manage CSP assurance globally and to identify and implement ongoing improvement opportunities. During 2021, we have increased our auditor competency through training and coaching, and expanded our CSP auditor pool.

An internal audit was conducted to assess our first- and second-line assurance of cultural heritage across Rio Tinto. Recommended actions have been identified and enhancements are currently under way to strengthen the design model. This includes building greater cultural heritage and audit capability, as well as standardising minimum cultural heritage management requirements and more systematic testing of cultural heritage critical control effectiveness across the Group.

In addition, to redefine best practice for cultural heritage management at Rio Tinto, we are conducting a third-party independent review of performance against the Cultural Heritage Group Procedure at all our Australian and non-Australian businesses. This work commenced in the second half of 2021 and is due to be completed by the end of 2022.

We are continuously monitoring the external environment and engaging with stakeholders to ensure we respond to emerging trends in practical and appropriate ways.

Empowering operational management

As a result of the restructuring of our global CSP function, line managers within the product groups (generally the General Manager of each mine site or operation) now have direct responsibility for building and maintaining relationships with host communities, including Indigenous Peoples. In our product groups, the product group Chief Executive has overall accountability for relationships with Indigenous Peoples and heritage matters.

In Iron Ore, Traditional Owner Engagement Leads support the mine General Managers by maintaining the day-to-day engagement with the Traditional Owner groups, ensuring our partnerships are fully embedded in our operational decision-making. To support operational management, we have increased capacity through additional resourcing and enhanced our in-house expertise through capability development across our CSP function, as well as upgrading CSP systems to provide improved, linked-up decision-making.

A Traditional Owner Partnerships Committee has been created in our Iron Ore business to provide a forum that regularly links up leadership and teams from the business to discuss Traditional Owner partnerships and opportunities to drive improvements and share learnings. The Committee meets monthly; it is chaired by the Vice President HSEC and attended by members of the Iron Ore senior leadership team and areas of the business that manage Indigenous partnerships.

Improved governance and Board oversight

The Sustainability Committee of the Board continues to oversee 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. This includes:

- The remedies with the PKKP and remediation at Juukan Gorge.
- The strengthening of the operating model and governance structure for our CSP function which now mirrors our Safety operating model. The committee reviewed the revised functional plan and priorities for the new CSP function and recruitment of new leadership roles in the CSP Area of Expertise.
- The strengthening of the CSP assurance model. Fourteen Business Conformance Audits to assess compliance with the CSP Standard are due for completion in 2021.
- The refresh of the CSP Standard and guidance for full implementation across Rio Tinto in 2022.
- Operational assurance of the integration of heritage considerations into mine planning and development. Immediately after the events of Juukan Gorge, Rio Tinto's Iron Ore product group implemented a new Integrated Heritage Management Process (IHMP) to ensure than an incident like Juukan Gorge could never happen again. The Sustainability Committee will monitor the global implementation, as appropriate, of the IHMP. The new process provides a pathway for the immediate escalation of approvals relating to any site of high significance to Rio Tinto's Chief Executive and if necessary, to the Board. To date, one approval has been escalated, related to the "Make Safe" work at Juukan Gorge as described above. Please refer to section 8 for more detail on the IHMP.

In addition:

- The Sustainability Committee has received six updates from our Iron Ore business on progress in improving heritage management within that business, including the ongoing engagement with the PKKP people and Traditional Owners generally, the agreement modernisation process, the governance enhancements introduced by the IHMP, and the rollout of updated cultural awareness training across the business.
- The Committee has also received six regular updates on the ongoing review of our global CSP risks to ensure we are identifying our key CSP risks and applying the lessons from Juukan across all our operations.

The Audit Committee of the Board will also ensure that relevant lessons are applied to all other risk management processes. Over the past year, a detailed review of the Group's overall system of risk management and controls has been conducted by Group Internal Audit and Group Risk Management, with oversight from the Audit Committee. The conclusions and recommendations from this review will be presented to the Board for approval in October 2021.

The Board has also conducted a joint exercise with the Executive Committee to learn the lessons from the destruction of the rock shelters at Juukan Gorge, and the Group's response to this crisis. In addition to strengthening crisis management and communications, the key learnings which the Board and Executive Committee are committed to addressing are: (i) promoting an inclusive, open and transparent culture that empowers people to raise and escalate concerns on operational and ethical issues; and (ii) applying a more values-driven approach to guide decision-making. A new set of values will be rolled out by the Executive Committee over the coming months to support these desired behaviours.

Four site visits by Board members have been made to review progress with Traditional Owners and on the ground in the Pilbara including visits by the Board Chair, Chief Executive and Chair of the Sustainability Committee.

Elevating Indigenous voices in the company

We have a dedicated Australian Indigenous Affairs team that is led and managed by a Chief Adviser, Indigenous Affairs reporting to the Chief Executive, Australia. This team is responsible for helping to shape and implement the lessons learned from Juukan Gorge, and for developing Rio Tinto's Australian Indigenous Affairs strategy, which includes the establishment of the Australian Advisory Group.

6. Reducing barriers to, and increasing, Indigenous employment

We are taking important steps to grow Indigenous leadership in Australia and have a dedicated programme to increase Indigenous leadership and employment in our business.

The US\$50 million investment to retain, attract and grow Indigenous professionals and leaders in our business has enabled us to nearly triple the number of Indigenous leaders in Rio Tinto over the past 12 months to 19 through internal promotion and recruitment, ahead of the original forecast. The 2021 target, therefore, has been revised to 50 Indigenous leaders. Indigenous university scholarships have also been awarded to students in the fields of environmental science and engineering.

Recruitment for the 2021 to 2022 graduate and vocation student programme has been finalised. This was our first Indigenous recruitment campaign to attract specifically Indigenous talent to Rio Tinto across Australia. It is part of our strategy to accelerate opportunities for Indigenous professionals, providing them with mentoring and opportunities for career growth.

We have more than 200 Indigenous employees across our Australian business enrolled in a professional leadership programme, as part of our commitment to developing Indigenous employees within our business. Our two-way mentoring programme for senior leaders and Indigenous employees is continuing, with 31 pairs completing the inaugural round and 45 more leaders and employees commencing in August 2021.

In July 2021, we launched our Australia-wide Indigenous employee networking programme, supporting positive relationship-building opportunities and a sense of belonging.

Building on the success and learnings from the Australian programmes we have established a steering committee in North America to develop a plan to lead, coordinate and boost Indigenous recruitment, inclusion and retention. As with other parts of the company we are also increasing cultural awareness training to create a more inclusive work environment in our North American operations.

Please refer to the section "Traditional Owners' feedback on progress on our commitments" for perspectives from the Pilbara Traditional Owner groups on this commitment.

7. Increasing

Indigenous leadership and developing cultural competency within Rio Tinto

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.

During 2021, we have been implementing cultural awareness training across our business globally.

In Australia, all frontline staff within our product groups are undertaking e-learning or face-to-face training with Indigenous Australians. The Board has also completed this training. The content delivered through this training has been developed in consultation with Traditional Owners.

During the second quarter of 2021, we commenced the delivery of a newly co-developed cultural awareness training programme via immersive virtual reality in our Iron Ore product group. As of mid-August, 84% of our 14,000 Iron Ore employees have completed the training. Development of regionally specific, Traditional Owner-led training on cultural awareness in the Pilbara is also under way and is due to be rolled out by the end of the year.

We have also commenced a cultural competency programme for our leaders in Australia. The Cultural Connection Programme aims to provide a consistent approach to cultural competency across Australia whilst complementing locally delivered competency training in our product groups. The programme will be pivotal in transforming our organisation and supporting our leaders to make better, more informed decisions and to improve relationships and outcomes for Traditional Owners as well as Indigenous communities and employees.

As part of our commitment to cultural change and the development of our leaders, we are undertaking a structured development programme targeted at our top 100 leaders across our global business to help create the working environment within our product groups and functions that ensures a tragedy such as occurred at Juukan Gorge is never repeated.

Please refer to the section “Traditional Owners’ feedback on progress on our commitments” for perspectives from the Pilbara Traditional Owner groups on this commitment.

8. Establishing

a process to redefine and improve cultural heritage management standards

We are increasing both the capabilities and resources of the internal cultural heritage teams to improve understanding and delivery of cultural heritage performance. Rio Tinto Iron Ore has almost doubled the size of its cultural heritage team to more than 60 people.

We have also increased engagement with Traditional Owners and Indigenous Peoples by senior operational leaders and teams.

Integrated Heritage Management Process

We are progressing the Integrated Heritage Management Process (IHMP), which involves embedding heritage considerations throughout the mine development process from early resource planning and studies to quarterly planning, operations and closure. Our aim is to ensure that over time, Traditional Owners are actively involved in the cultural heritage aspects of mine planning to inform this development process.

The IHMP has been resourced and rolled out to provide an increased level of governance around protection of cultural heritage and decisions made when operating in proximity to heritage sites where there is a risk of impact from mining and other activities. It involves systematic identification and risk assessment of all heritage sites that could be impacted by our activities and controls necessary to avoid and minimise potential disturbance. Where there may be potential for unavoidable direct disturbance, activities cannot proceed unless there is recent Traditional Owner consultation.

This ensures that we do not impact sites of exceptional cultural significance within our existing mine plans.

To date, we have reviewed 2,205 heritage sites through IHMP across different planning horizons. This includes all sites in the 2021 mine plans and 95% of the sites for 2022. Where there is any doubt about the potential impact, we have reclassified the relevant sites from “cleared for mining” to “protected” as a precautionary measure, pending further Traditional Owner consultation. The lessons from the IHMP will be implemented, as appropriate, across our business globally while considering local circumstances.

In the Pilbara we removed 54 million dry tonnes of iron ore from reserves in 2020 through this process, with the updated estimate to be provided later in 2021 through the standard reserves/resources reconciliation process. As a precaution, we have set up protective buffer zones for all sites of high cultural significance.

Any direct impacts to sites categorised as being of “high” or “very high” significance under the IHMP must also be approved by the Heritage Sub-Committee of the Executive Committee or the Board.

Please refer to the section “Traditional Owners’ feedback on progress on our commitments” for perspectives from the Pilbara Traditional Owner groups on this commitment.

9. Establishing an Australian Advisory Group

We are establishing an Australian Advisory Group (AAG), which will assume an expanded scope beyond our original commitment to establish an Indigenous Advisory Group.

The AAG will bring together a broader, eminent group of independent advisers to provide guidance on current and emerging issues, and better manage policies and positions that are important to both Australian communities and our broader business. The aim will be to introduce more diversity and breadth of views, including external perspectives, in decision-making. An expanded AAG will also help shape, influence, challenge and support Rio Tinto's position on critical issues impacting Australian communities and our business.

The AAG will provide direct input into our Australian Indigenous Affairs strategy and activities. This will support Rio Tinto's leadership in making informed and culturally appropriate decisions around cultural heritage, land management, agreement-making and guiding its Indigenous Peoples approach and engagement. The Sustainability Committee of the Board will also have access to this group.

Following recent community consultation, work to develop the Advisory Group is progressing with the terms of reference near finalised. The AAG will commence in the first quarter of 2022 and will be comprised of a minimum of 60% Aboriginal or Torres Strait Islander membership, with an Indigenous Australian Chairperson. Membership appointments will be subject to further announcement.

Please refer to the section "Traditional Owners' feedback on progress on our commitments" for perspectives from the Pilbara Traditional Owner groups on this commitment. Please note, when we engaged with the Traditional Owner groups on this commitment, we had not yet expanded the scope to the Australian Advisory Group. Additional face-to-face updates and feedback sessions occurred in the Pilbara, Kununurra and Gove in August and September. Further updates in other locations will continue throughout October.





10. Elevating external consultation

We are stepping up the number and frequency of our external engagements at the local, regional and national level to make sure we are truly listening to our stakeholders and getting their ongoing input as we progress these actions.

Kellie Parker was appointed Chief Executive, Australia on 1 April 2021. This role was created by Rio Tinto's Chief Executive, Jakob Stausholm, recognising that Australia is of utmost importance to Rio Tinto. Through external engagement, and by listening and learning, we aim to restore our connection to Australia and repair relationships, including with Traditional Owners, Indigenous Australians, governments and other key stakeholders. The role reports to Rio Tinto's Chief Executive and sits on the Executive Committee, ensuring perspectives from Australia are better understood and represented during strategy development and company decision-making.

As a result of the events at Juukan Gorge, we lost our Reconciliation Action Plan (RAP) partner status and are suspended from the programme. Our relationship with Reconciliation Australia is another important partnership that will take time to rebuild. We are engaging with Reconciliation Australia as we seek to earn our way back to the programme. In the interim we are developing an independent plan.

11. Elevating employee engagement

We are focused on transparent and meaningful communications to keep our employees informed of our commitments, and to increase cultural awareness in Australia and beyond. Some examples of this work include the following:

- Introduction of a quarterly Indigenous employee newsletter to better inform Indigenous employees in Australia of key updates, achievements and commitments as we continue to listen, learn and reflect.
- Development of an "Acknowledgement of Country" toolkit, which will help our people in Australia acknowledge and respect the significance of cultural connection and the heritage of Aboriginal people who have traditional ownership, custodial responsibilities and a continuing connection to the land and sea on which our business operates.
- Introduction of a dedicated Indigenous Leadership section on our Rio Tinto Connect employee app, which provides our people and potential external candidates with a way to find out more about our Indigenous Leadership programme, what a career with Rio Tinto looks like, and available opportunities.
- Global webcasts to update our people on our work to support our commitments and communities.
- Development of heritage shares to promote cultural heritage discussions amongst teams throughout the company.
- In North America, key cultural awareness raising events both internally and externally (and the development of an online cultural awareness training programme on Canadian Indigenous Peoples' history, culture and industry interaction).

Progress on best practice cultural heritage management

Rio Tinto is working to advocate for enhanced sector-wide cultural heritage management, ensuring consistency with our internal standards.

The Parliamentary Inquiry Interim Report recommended a moratorium on applications for new Section 18s under the *Aboriginal Heritage Act 1972 (WA) (AHA)*, by Rio Tinto and the industry until new legislation is in place, and a review of existing Section 18s.

Rio Tinto is not relying on Section 18s under the existing AHA but instead is re-consulting in relation to granted Section 18 approvals. Furthermore, Rio Tinto is only pursuing Section 18 applications where we have a letter of non-objection from Traditional Owners.

Rio Tinto supports the reform of the *Aboriginal Heritage Act 1927 (WA) (AHA)* and has advocated for legislative change that balances meaningful engagement and protection of heritage values with certainty for all stakeholders. In this regard, we support:

- The broadened definition of “heritage” proposed in the Aboriginal Cultural Heritage (ACH) Bill to reflect both tangible and intangible values in accordance with Aboriginal traditions and recognition of cultural landscapes and living heritage values, recognising the role and obligations that Traditional Owners and Traditional Custodians have in managing their Country and heritage.
- The proposal to recognise Traditional Owners as the custodians of Aboriginal cultural heritage and for secret and sacred objects to be in the custody of Aboriginal people as far as is practicable. We also support ancestral remains and secret and sacred objects (or any other items of cultural importance) in Australia being returned to Aboriginal people and repatriated to Country.
- Agreement-making as the primary means of determining heritage protection and mitigating the nature and extent of heritage impacts, where impact to Aboriginal cultural heritage is unavoidable. This will ensure the priorities of Traditional Owners and Traditional Custodians are at the forefront of cultural heritage protection and management.

- Traditional Owners’ aspirations to participate in due diligence investigations in the proposed ACH Bill to further capture and understand cultural knowledge and ensure certainty of heritage values. In our view, greater heritage certainty up-front will deliver certainty of land-use outcomes and approvals over the long term.
- Adequate resourcing of both Indigenous organisations and government departments with designated roles in the new ACH Bill will be critical to enable effective heritage protection and agreement-making, governance and compliance mechanisms. We are committed to assisting with capacity building within Traditional Owner organisations to support both the meaningful exercise of their expanded heritage protection rights and to ensure that they are appropriately resourced to discharge their responsibilities under the proposed ACH Bill.

Our cultural heritage management practices continue to evolve regardless of the pace of the heritage legislative reform.

We are engaging with external stakeholders – such as the Chamber of Minerals and Energy of Western Australia, the Minerals Council of Australia and the International Council on Mining and Metals – sharing the lessons that we have learned from Juukan Gorge. Key provisions of the new ACH Bill have also been informed by Rio Tinto’s detailed evidence to the Juukan Gorge Parliamentary Inquiry. In this regard, the reform contemplates that proponents will be required to consult with Traditional Owners about all feasible options to avoid or minimise impacts to cultural heritage when developing a project, to demonstrate informed consent to proposed activities. In addition, cultural heritage management plans must record agreed steps or procedures, in the event new information regarding heritage values comes to light post approval.

Traditional Owners' feedback on progress on our commitments

To better inform our activities and understand whether the progress we are making on our commitments is aligned with Traditional Owners' expectations, we sought direct feedback through our ongoing engagement. These responses were sought and provided in July and August 2021. We thank the groups who generously provided their thoughts and were supportive of us to include them in this document.

We have presented all the Traditional Owner feedback in this report as it was provided to us, with only the names removed to provide anonymity.

Ten Pilbara Traditional Owner entities were approached for feedback on five of our commitments and asked the following:

Q1. What do you think of the commitment?

Q2. How well do you think we are progressing on the commitment?

Q3. How well do you feel you have been engaged on this commitment?

Q4. Do you have any improvement suggestions?

Groups were asked to score each area from 1 to 10 (with 10 being the most positive and 1 being the least positive) and to provide further qualitative information.

Four groups chose to respond to the questions and provided valuable comments.



2. Partnering

with Pilbara Traditional Owners
in modernising and
improving agreements

Summary

- We committed to modernising agreements in the Pilbara with Traditional Owners.
- Our first step was to not enforce agreement clauses that restricted Traditional Owners from speaking out about cultural heritage (known as gag clauses) in existing agreements.
- The agreement modernisation team has now been established internally and is working with Traditional Owner groups.
- Please note, this summary refers to the status of IHMP as at the end of July 2021.

Q1. What do you think of the commitment?

TO Group Ranking

TO Group 1	TO Group 2	TO Group 3	TO Group 4
10	8	10	10

- The original Indigenous Land Use Agreements that exist between Rio Tinto and Pilbara Traditional Owners were not negotiated in the right spirit.
- [The group] are keen for modernisation primarily from a financial point of view. They are not yet internally ready for the process. Co-design of the process will be key for them.
- Happy with Rio Tinto's commitment to modernise the agreements. Very important. Safety for you, safety for us.
- Same agreement since 2013, so we don't fall into the same situation as Juukan Gorge – modernising is important.
- We have to agree on the definition of Modernisation. What we think, what Rio Tinto think and come together and agree. This appears to be the main point of concern raised consistently throughout the discussion. There is a general sentiment that our thoughts on modernisation have not yet been listened to.
- It's got to be better than it was – the “proof will be in the pudding”. How far is Rio Tinto willing to accept a new approach.
- There needs to be partnership changes – need to come to us first and work together.
- Need to revisit what modernisation agreement was before and get a clear picture of what we are proposing for modernising. Needs to be fluid and keep up with changing needs.
- Rio Tinto has a vision of where it's going and when; but need to be mindful of “What can you do for me?”. Turn conversation around. Should be “How can Rio Tinto support us?”.
- The commitment is admirable. But the proof will be in the breadth of the modernisation. We are not yet sure whether Rio Tinto is prepared to look at the entire agreement or whether they will try to restrict the scope?
- Modernisation is the single most important item on our agenda with Rio Tinto. The agreement is the bedrock on which the relationship between Rio Tinto Iron Ore and our Traditional Owner group is based.

Q2. How well do you think we are progressing on the commitment?

TO Group Ranking

TO Group 1	TO Group 2	TO Group 3	TO Group 4
1	5	3	4

- We believe that Rio Tinto is still doing the bare minimum required to recover its reputation.
- Current progress is appropriate for where we are at.
- There are two ratings for this answer. 10 rating for the Rio Tinto operations working with us, and 0 rating for Community working with us.
- Rio Tinto is divided internally. Need to get whole of Rio Tinto working together. Depending who we work with, the Rio Tinto operations team works with us well. The Community doesn't, and other parts of Rio Tinto not as good. Whole of our Traditional Owner group working with Rio Tinto – not just individual departments.
- Since 2013, we have come a long way, it had been weak but the last three years have been much stronger.
- Struggle with supporting our people, everything else is good.
- How far is Rio Tinto willing to go and accept new approach? If we were genuine, we would be more supportive of the way our group wants to grow.
- Progress is slow, however the group needed time to discuss the issues and reach consensus on the outcomes that it wants to achieve and how it wanted to go forward.
- The workshop approach proposed by Rio Tinto has not been accepted by the group (tired of talkfests). The involvement of lawyers in negotiations is also not appreciated. The engagement protocol proposed by Rio Tinto was also seen as overly legalistic and restrictive.

Q3. How well do you feel you have been engaged on this commitment?

TO Group Ranking

TO Group 1	TO Group 2	TO Group 3	TO Group 4
1	6	3	5

- Concerned that we are taking too long to take action and the impetus will be lost. History repeating itself.
- Current progress is appropriate for where our Traditional Owner group are at. Multiple touch points have been made.
- Feedback hasn't been inclusive until now.
- Our Traditional Owner group have strategy days in August ahead of meeting with Rio Tinto in September. Plus, we have two community days for our Traditional Owner group to have say on the modernisation.
- Proof will come in the next few months. We get the feeling that some people in Rio Tinto are resistant to change.

Q4. Do you have any improvement suggestions?

- We believe Rio Tinto should consider negotiating an agreement with us. Lack of visionary thinking. Still shackled to old ways of thinking.
- Co-design of process is key. Need to make sure as many of the different Traditional Owner groups are involved in process. Elder engagement will be critical.
- What can Rio Tinto do for the community? Not just for our people, but for our community more generally.
- There are five decades of lost opportunities. 50 years of our people not having opportunities and be built up [education].
- Aboriginal Training and Liaison (ATAL) building – work readiness program was good ten years ago. Need to do program again, focused on work readiness specifically, then jobs at Rio Tinto.
- Employment team – pathways lost opportunities.
- Employment feedback – Rio Tinto is quite helpful and support to get them back into employment. Rio Tinto employee two years ago went out of their way to help employees get their license. Good support to continue to remove barriers to entry, including licenses, literacy and numeracy, AOD (alcohol and other drugs testing), etc.
- We would like to see Rio Tinto address all of the matters/ outcomes discussed in more detail in our position paper that is about to be shared with Rio Tinto Iron Ore.
- We are hoping that Rio Tinto will come out and address these important issues (summarised into the headings of environment, heritage, relationship and financial). The agreement needs to demonstrate that Rio Tinto has a social licence with the Traditional Owner groups. As just one example – it is time for Rio Tinto to start paying royalties on all mines.



6 & 7. Reducing

barriers to, and increasing,
Indigenous employment and
leadership in Australia

Summary

- Rio Tinto has committed US\$50 million to attracting, retaining, and growing Indigenous professionals and leaders in the company. So far, we have grown the number of Indigenous managers from six to 19 across Australia.
- We have more than 200 Indigenous employees participating in a leadership development programme (called Leadership Success).
- We have implemented a two-way mentoring programme for senior Rio Tinto leaders to be matched with, and learn from, Indigenous employees (Indigenous employees also learn about becoming a senior leader within Rio Tinto).

Q1. What do you think of the commitment?

TO Group Ranking

TO Group 1	TO Group 2	TO Group 3	TO Group 4
10	8	10	6

- Employment is a key issue for us. Recognising the value of and investing in Indigenous leaders is a great symbol of respect.
- Yes – essential to pull down all barriers so First Nations can get into Rio Tinto.
- This commitment is fine. We believe it is something that Rio Tinto should be doing as a large, socially responsible mining company working on aboriginal land.
- Our view is that this commitment needs more of a Traditional Owner (Pilbara) focus. We think Rio Tinto could do more in pre-employment programs, providing community support and finding Pilbara Traditional Owners work outside of the mining industry. Making a difference to our people is our primary focus.

Q2. How well do you think we are progressing on the commitment?

TO Group Ranking

TO Group 1	TO Group 2	TO Group 3	TO Group 4
5	7	5	5

- The ATAL program that previously existed in Hamersley Iron is seen as the gold standard and we should recreate this to deal with career readiness.
- Some good progress.
- [Indigenous leadership] - Out of the 19 people across Australia – what position are the Indigenous people working in? Do they have a position of power? Can they make decisions? A lot of interest in ensuring better representation across all levels of Rio Tinto, particularly in decision making and influence roles.
- Rio Tinto must be careful. There is confusion as to why Rio Tinto do not celebrate or advertise the work they do with the communities. We asked the question whether Rio Tinto ashamed of their partners? Rio Tinto does not promote and tell positive stories about their partners. Partnerships are hand in glove. If Rio Tinto doesn't promote who they work with, then people will fill the void with assumptions and assumptions are not helpful. They cannot advocate for us if we are not advocating for ourselves.
- Pleased with appointment of Ben Wyatt to the Board. Generally, the mood of this response changed as we were able to talk about First Nations people in leadership roles more.
- Hard to say - most of the eight employees we have working at Rio Tinto have been with Rio Tinto for a number of years. We are not sure how many have benefitted from this Commitment.

Q3. How well do you feel you have been engaged on this commitment?

TO Group Ranking

TO Group 1	TO Group 2	TO Group 3	TO Group 4
n/a	4	1	2

- Internal engagement has been good. Not a lot of engagement with our Traditional Owner groups. Employment and Business Development workshops are being scheduled.
- Group was unaware of the commitment.
- We were not aware of the program and don't believe the program has been discussed with us.

Q4. Do you have any improvement suggestions?

- The perception remains that there is a glass ceiling for Indigenous employees in Rio Tinto and aspiring Indigenous leaders cannot progress upwards.
- Celebrating leadership success stories with Traditional Owner groups will be useful being conscious of sensitivities between different groups.
- Educational system – struggle to get basic numeracy and literacy, need a program to help our people. Just because they can't read and write doesn't mean they don't want to work and can't offer a valuable service.
- If we are modernising the agreement – how do we modernise the way we work/support Indigenous people? Can we include work readiness in the modernisation agreement?
- The pathway to employment is not working for us – but base model 3 “Cs” is working - Community, Culture, Commercial.
- We need the “right character” [Rio Tinto] who genuinely wants to work with our people. Rio Tinto need to employ people that want to work with Indigenous people not people with papers only [qualifications].
- Rio Tinto must turn it around - “What can you do for me to help our people become stronger?”
- Need to build up the community. New programs must be place based and focused to getting outcomes.
- STEM program in schools – build the relationship early. Where is the Rio Tinto presence at schools?
- In general, there is a view that the Rio Tinto programs are too general, we need to build more focused programs that create real outcomes. Place-based solutions are critical to success.



7. Developing

Cultural competency
within Rio Tinto

Q1. What do you think of the commitment?

TO Group Ranking

TO Group 1	TO Group 2	TO Group 3	TO Group 4
10	9	10	9

- Great engagement with Traditional Owner groups and great product. Being well received.
- All four programs (VR training, classroom training, camp, and online training) make up the ongoing commitments for our First Nation people.
- Very happy with the cultural immersion camps, being given an opportunity to teach Rio Tinto on Country about their culture and heritage.
- Cultural awareness programs are an important educational tool.

Q2. How well do you think we are progressing on the commitment?

TO Group Ranking

TO Group 1	TO Group 2	TO Group 3	TO Group 4
3	9	5	2

- The push towards digital solutions is not favoured.
- Rio Tinto Iron Ore needs to be more persistent to engage Traditional Owners for face-to-face cultural immersion.
- Great engagement with Traditional Owner groups and great product. Being well received.
- Group recognised the CAT 101 & 102 VR program and the success with the Cultural camps on Country, improving understanding of our Culture; and including recognising our land and place names with new signage along access road and proposed name change for the camp.
- There was also acknowledgment of recent school camps out on Country supported by the Operations to help build up kids.
- We were unaware of the CAT 101 program until it was referenced in your recent half year announcement. We then asked some questions about it. We wanted to know who had co-developed it and who had approved it (as we had not even seen it).
- We only recently became aware (from other sources) of the online CAT 102 program specific to us. This course has also not been approved by our Committee - this is both inappropriate and disrespectful. We recently asked to view the course, but this was not allowed as it breached contractual arrangements.

Summary

- 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 also believe that the CAT 102 course has photos and videos of people who have passed – this is not culturally appropriate, and we would like them removed.

Q3. How well do you feel you have been engaged on this commitment?

TO Group Ranking

TO Group 1	TO Group 2	TO Group 3	TO Group 4
3	9	n/a	1

- Up until now Rio Tinto has engaged more with one of our groups over the other, could look to work directly with our Corporation for cultural competency training.
- Great engagement with Traditional Owner groups and great product. Being well received.
- Rio Tinto must come to us. Make sure right words and spelling.

Q4. Do you have any improvement suggestions?

- Rio Tinto should be prepared to work directly with Traditional Owners regardless of the views/restrictions imposed by Prescribed Body Corporate representatives. This would absolve the problem of “we cannot access people”.
- Sharing “even better if” practices i.e. on Country experiences – I think this might be in “103”.
- Rio Tinto needs to build a Culturally safe workplace, which is also psychologically safe.
- Early engagement.
- Rio Tinto needs to be more in the community (in schools) – never been seen in schools. Then kids will start to recognise logos and remember for work readiness programs.
- Rio Tinto to get more involved in the Traditional Owner group community meetings – so the members/Elders don’t have to repeat everything in other meetings.
- Opportunity to have another camp/office offsite for our people to go and teach art/school/stop on their way to the cultural camps.
- NAIDOC celebrations – open it up to all of Rio Tinto, not just some operations and include the community too. Need to showcase what we do at NAIDOC, so others get full story.
- More support for the school – support the camps and sponsor them.
- All CAT 102 programs MUST have the approval of the Prescribed Body Corporate/Native Title Holder.

8. Establishing

a process to redefine and improve cultural heritage management standards

Summary

- We are increasing both the capabilities and resources of the internal cultural heritage teams to increase understanding and delivery of cultural heritage performance.
- Rio Tinto Iron Ore has increased its cultural heritage team size to over 60 people.
- We have reviewed more than 1,600 sites through an Integrated Heritage Management Plan (IHMP) and removed 54 million tonnes of Iron Ore from our reserves as a precautionary measure.
- We have increased engagement with Traditional Owners and First Nations people from senior operational leaders and teams.
- Please note, this summary refers to the status of IHMP as at the end of July 2021.

Q1. What do you think of the commitment?

TO Group Ranking

TO Group 1	TO Group 2	TO Group 3	TO Group 4
10	9	10	4

- Very important to the team. Still a lot of hurt from previous practices by industry
- It's a given - work with Traditional Owner groups. (Mentioning the above 60 people for team size) – Quality over quantity.
- The objective of re-defining and improving cultural heritage standards is supported. However, we are interested in outcomes, and improved approaches and behaviours. It is not clear how employing lots of new people will address this objective without fundamental changes to how Rio Tinto Iron Ore engages, approaches, and makes decisions. More people do not necessarily make for better results.
- We consider cultural heritage an asset. Rio Tinto Iron Ore consider cultural heritage to be a commodity. We will not be on the same page as Rio Tinto Iron Ore until they shift to align business to be heritage assets focused.

Q2. How well do you think we are progressing on the commitment?

TO Group Ranking

TO Group 1	TO Group 2	TO Group 3	TO Group 4
6	7	n/a	3

- Further room for improvement across Rio Tinto Iron Ore divisions.
- I know lots going on. Given relatively low impact from our perspective - not as involved in new processes as others.
- We can see Rio Tinto Iron Ore is placing most of its focus on recruitment and restructuring internally. Beyond that, we are yet to see any engagement or outcomes.

Q3. How well do you feel you have been engaged on this commitment?

TO Group Ranking

TO Group 1	TO Group 2	TO Group 3	TO Group 4
6	5	n/a	2

- Not a lot of engagement due to relatively low impact for us.
- We observe that Rio Tinto Iron Ore develops its ideas and initiatives to improve internally, and in isolation. There is no engagement on its objectives, the commitments and most importantly the approaches and mechanisms to improve. There is little information or details provided, and generally we are only informed of decisions after they have been made.

Q4. Do you have any improvement suggestions?

- Ranger funding for us is a good step forward but in the end we only committed to 50% of what we requested.
- Reframe instead how Rio Tinto reach into the communities – it should be how we can reach into Rio Tinto instead.
- Make simple but put us in control of discussions.
- Committed project on our Country. Rio Tinto needs to see the Country differently.
- Rather than employ more direct Rio Tinto employees, Rio Tinto could employ external people to help guide and advise on cultural heritage and social surrounds. This will help with proposed new changes in Aboriginal Heritage Act and relationship. Provide a genuine tick on social license to operate and FPIC.
- There needs to be genuine advocates and right skills inside Rio Tinto.
- Yes, open up and engage with us on what and how to change before rushing to action internally derived solutions that are untested. The problems that have built over the last 55 years have not been because Rio Tinto Iron Ore has too few employees.

9. Establishing an Australian Advisory Group

Summary

- An Australian Advisory Group (AAG) will be established to ensure Rio Tinto has a better understanding of Indigenous culture and issues in Australia.
- The AAG aims to introduce more diversity and breadth of views, including external perspectives, in decision-making.
- In line with our commitment, the terms of reference are under active development to ensure the group can help us manage policies and positions that are important to Indigenous Australia and our broader business.
- Please note, at the time of Traditional Owner engagement, the Australian Advisory Group was referred to as the Indigenous Advisory Group and had not yet assumed its expanded scope.

Q1. What do you think of the commitment?

TO Group Ranking

TO Group 1	TO Group 2	TO Group 3	TO Group 4
10	5	10	2

- Not seen as particularly important to our team. Potentially a risk if make up of board is “wrong”.
- Rating of 10 as it’s a “good idea” to improve. Never heard of this commitment before though...
- Do not agree with a high level, standardised approach to improve Board understanding. The Rio Tinto Board needs to engage directly with its Traditional Owner stakeholders. It is about establishing relationships. Show respect to the Traditional Owners of the Country that you are impacting and meet with them face-to-face.

Q2. How well do you think we are progressing on the commitment?

TO Group Ranking

TO Group 1	TO Group 2	TO Group 3	TO Group 4
1	5	1	1

- Great that feedback is being incorporated before final decisions are made.
- Not heard of this yet. We need more information about what Rio Tinto is planning and thinking on this advisory group.
- Who makes up the advisory group? Do we want Traditional Owners, who decides this group?

Q3. How well do you feel you have been engaged on this commitment?

TO Group Ranking

TO Group 1	TO Group 2	TO Group 3	TO Group 4
10	5	1	1

- We are not involved or engaged in this commitment.

Q4. Do you have any improvement suggestions?

- Rio Tinto needs to think of the IAG as a vehicle to improve our understanding of Indigenous issues, as opposed to seeking to keep all Prescribed Body Corporates happy.
- What is their responsibility? Rio Tinto must be careful. The Indigenous Advisory Group cannot speak on behalf of other Peoples' Country.
- Good to have high level group to speak to policy change to take to higher level Board and global level and not tokenistic. Need position of power to make change.
- Advisory Group needs to learn from the Traditional Owners and work together on this.
- The Regional Implementation Committee is the “Local” advisory group – made up by different Traditional Owners in our region and different language groups.
- The biggest money maker in Rio Tinto is the Pilbara so Pilbara region must have a voice.

Other feedback

- The Group was extremely supportive of Ben Wyatt and indicated their endorsement of his appointment. However, it was evident that [name redacted] was not respected and “must learn from Traditional Owners”. The Group expressed strongly that anyone appointed to the Advisory Group can’t just be for “popular people” but to help take Indigenous voice to higher place for real modernisation.
- We ask that this feedback gets to the highest level at Rio Tinto and take it seriously.
- Rio Tinto to provide feedback and come back to us on this survey.

In closing

We cannot change the past, but we are determined to apply the hard lessons we have learned from the Juukan Gorge tragedy to improve our performance and live up to our own, and others', expectations. We have strengthened our governance and assurance as well as increased social performance capacity and capability, to build more enduring relationships with Traditional Owners in the Pilbara. Over the coming months, we will also seek to take these important lessons beyond the Pilbara, to all our other businesses operating on Indigenous land.

Our objective is to work with Indigenous Peoples to implement meaningful change in the way Indigenous cultural heritage within our operations is managed.

We know it will take time to rebuild trust, but we are committed to building better relationships with Indigenous Peoples in the Pilbara and beyond, to create an improved legacy and a shared future.

