

Rio Tinto

in Australia



Rio Tinto



Acknowledgement of Country

Our operations are located on land and waters that have belonged to Indigenous peoples for thousands of years. We respect their ongoing deep connection to Country and recognise their vast knowledge of the land, water and environment.

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.

As part of this Acknowledgement, we pay our respects to Elders past and present. We further acknowledge the important role that Indigenous peoples, employees, and partners continue to play within Australian communities and our broader business.



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Australia Chief Executive message

For nearly 120 years, Rio Tinto has found a welcoming home in Australia.

Here, we've found a place for courageous people, dedicated to forging a strong resources industry in Australia and to finding better ways to provide the materials the world needs.

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

Today, we have operations spanning 35 countries. And yet, our roots in Australia run as deep as ever.

From Weipa, at the northern tip of Queensland, to Brisbane, from Tasmania's Bell Bay to Gove in the Northern Territory, and from Perth to the vast landscapes of the Pilbara and the Kimberley, Australia is home to almost half our global business and employees. More than 23,000 people work with us each day to produce iron ore, salt, bauxite, alumina and aluminium, to responsibly close and rehabilitate mine sites, to bring copper and scandium projects to life, and to explore the country for materials the world needs for a low-carbon future.

As one of the largest companies in Australia, we generate significant revenue for governments to invest in roads, schools and hospitals. And we work with regional and remote towns across the country, supporting their local businesses just as they support ours.

We do more than just produce metals and minerals. We also export home-grown ingenuity and innovation. Many of our talented people had their start in Australia before embarking on international careers. And the ground-breaking technology and processes we've developed here in Australia are shaping the modern global resources industry.

It's not in our DNA to stand still. Throughout our history, we have found ways to innovate and evolve, always alert to the world's changing needs. Today, we are contributing to the global energy transition by providing materials essential for a greener future.

Our story is rich with successes but also marked with painful mistakes. We've learned from both and start each day with the ambition of doing better than we did the one before.

Ultimately, how the scales tilt is for others to judge. But when it's time to weigh our long history, I do hope people will say they were proud to work with us.

This brochure tells our shared story: of one company and a wonderful country.

Thank you.

Kellie Parker
Australia Chief Executive

Rio Tinto in Australia: at a glance



Rio Tinto's origins in Australia date back almost 120 years



Australia is home to our largest operational footprint, spanning more than 1770km², not far off the size of the Australian Capital Territory



Almost half our global assets and half our employees are here, with over 23,000 people employed at Rio Tinto across the country



In Australia we produce iron ore, salt, bauxite, alumina and aluminium



In 2022 we invested more than A\$53 million in community initiatives and programs to support stronger, safer communities



We are one of Australia's largest taxpayers, contributing A\$12.3 billion in taxes and royalties in 2022

Rio Tinto today

We're finding better ways to provide the materials the world needs: aluminium for electric vehicles and solar panels; copper for smart phones and wind turbines; iron ore for the steel in our buildings, cars and infrastructure; and salt for glass and textiles. We're also progressing projects to provide lithium and other battery minerals for computers and smart phones.

We've come a long way since 1905 when one of our forerunners, Zinc Corporation, was formed in Australia. But if there's one thing that hasn't changed since those early days, it's our belief that it's always possible to find better ways.

Our newest mine is a good example. In 2022, we delivered first ore from our Gudai-Darri mine in the Pilbara in remote Western Australia. It is also our most technologically advanced mine, using automation – of trucks, trains and drills – and advanced data analysis to take safety and efficiency to a new level.

Innovations at Gudai-Darri include: autonomous water carts, a rotatable bucket wheel reclaimer, and a fully automated laboratory integrated within the mine. Gudai-Darri is the latest of our iron ore mines where equipment and vehicles are operated remotely from a state-of-the-art control room in Perth, some 1,500km away.

Gudai-Darri has set a new benchmark for the modern resources industry and is emblematic of the advances we have made since first setting up in this great country nearly 120 years ago.

It's just one of Rio Tinto's recent investments and initiatives in Australia.

We've entered a joint venture with China Baowu Steel Group – our largest customer globally – to invest US\$2 billion to develop the Western Range iron ore project in the Pilbara.



We have modernised our joint venture agreement for Rhodes Ridge in the Pilbara, providing a path to unlock one of the world's largest and highest quality undeveloped iron ore deposits.

Meanwhile, with an eye to the future, our Rio Tinto Exploration team, known as RTX, is scouring the country for new resources. Copper-gold mineralisation at the Winu project in the Paterson Province in Western Australia, 350km southeast of Port Hedland, is one of RTX's recent discoveries.

And this year we acquired the high-grade Platina scandium resource in New South Wales. A small investment as part of our overall portfolio but an important step in our – and Australia's – goal to grow the critical minerals sector as part of the global energy transition.

The Rio Tinto of today is dedicated to finding better ways, from automation to process innovation. Some of our other projects include renewable energy assets in the Pilbara, piloting the use of hydrogen at our

Yarwun alumina refinery in Queensland and investigating electrification of our fleets.

How we produce metals and minerals isn't the only area of our business that we've transformed.

We work closely with our partners – Traditional Owners, towns, regulators and local councils – throughout the life of a project to develop a vision for the future of the lands and the communities nearby.

The Western Range iron ore project is an example of this approach. It will be our first co-designed mine, developed in partnership with the Yinhawangka Aboriginal Corporation to ensure the protection of significant social and cultural heritage values.

And as temporary stewards of the land, we have an obligation to minimise our impact on the environment and communities from our operations. Over the decades, we've also found better ways to close our operations when they reach their end of life.

We have close connections with communities around the country – from the Pilbara, Paterson Province and East Kimberley in Western Australia, across to Northeast Arnhem Land in the Northern Territory, to the Cape York Peninsula and Gladstone region in Queensland, and down to Bell Bay in Tasmania.

No matter the town, city or state, we try to do the right thing by our host communities. But we know we haven't always been a good neighbour – there are some dark chapters in our history.

The tragic destruction of the Juukan Gorge rock shelters in 2020 was devastating to the Traditional Owners of the land, the Puutu Kunti Kurrama and Pinikura people and other stakeholders. It triggered the biggest overhaul of management and culture in our company's history.

We have made some significant changes to how we work with others, particularly Traditional Owners – to become a better partner, a better neighbour and a better employer.



Another significant change we've made in recent years is to put climate change and the transition to net zero at the heart of our business strategy.

The minerals and metals we produce are vital for the clean energy transition. At the same time, we're also finding ways for Rio Tinto, our customers and the broader industry to reduce carbon emissions.

We expect to invest US\$7.5 billion on decarbonisation across our business by 2030. The task is enormous.

Some of the technology we need to reach net zero by 2050 does not exist today. The transition will take time and will involve some hard decisions. No single solution and no single organisation can solve this challenge alone – which is why partnering with others is key.

Ultimately, the clean energy transition must work for everyone, balancing environmental and societal impacts while supporting global economic growth.

From 1905 to now

Pivotal moments that shaped Rio Tinto in Australia

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 NSW

1955

One of our geologists, Harry Evans, identified bauxite in the Weipa area and by 1963 we were producing commercial bauxite. Also in 1955, operations began at our Bell Bay aluminium smelter in Tasmania - the first aluminium smelter in the southern hemisphere

1962

International miner Rio Tinto Company merged with the Australian firm, known then as Consolidated Zinc, to form the Rio Tinto-Zinc Corporation (RTZ) and its main subsidiary, CRA (Conzinc Riotinto of Australia)

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 had developed our first iron ore mine in the Pilbara and a year later we made our first shipment to Japan

1973

Our first iron ore shipment to China was delivered to the Shanghai No.1 steel mill, now part of China Baowu, the world's largest steel producer

1967

We constructed Australia's first alumina refinery at Gladstone. It remains one of the largest alumina refineries in the world today

1979

Eureka! Rio Tinto geologists discovered one of the richest diamond deposits the world had ever seen in the Kimberley region of Western Australia. Our Argyle Diamond Mine began commercial production four years later and became 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 Australia to embrace Indigenous people's land rights

1987

Hamersley Iron and Sinosteel signed the Mount Channar iron ore project deal, heralding an important milestone in Australia's economic relationship with China

1995

UK-based RTZ merged with Australia-based CRA to create what was then the world's biggest mining company, with a dual-listing in Australia and the UK. In 1997, as a symbol of the company's singular unity, it changed its name from RTZ-CRA to Rio Tinto

2023

We extended our partnership with China Baowu to decarbonise the steel value chain, one of the biggest challenges facing the industry on the path to a cleaner future

2022

We signed a remedy agreement with the PKKP Aboriginal Corporation, which established the Juukan Gorge Legacy Foundation, and signed new agreements with the Yindjibarndi and Yinhawangka peoples

2022

We opened our most technologically advanced mine, the Gudai-Darri iron ore mine in the Pilbara

2022

We entered a joint venture with China Baowu Steel Group to develop the Western Range iron ore project in Western Australia

2020

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

2021

We launched the Safe Production System in 2021 to improve how we operate our assets, manage performance and help our people find better ways

2012

Eureka! (again). Australia's largest pink diamond - the 12.76 carat Argyle Pink Jubilee - was discovered at our Argyle Diamond Mine

1996

We made the bold decision to independently sell 100% of our Argyle diamond production on the open market, paving the way for Rio Tinto and Australia to become a major force in the global diamond industry

2017

We began divesting coal assets as part of plans to exit the commodity

2008

Rio Tinto unveils its Mine of the Future™ vision, encompassing automated trucks and drill systems, and Autohaul™ train system

2023

Rio gets behind the push to grow the critical minerals sector in Australia with the acquisition of the high-grade Platina scandium product in NSW

2022

Rio Tinto and Wright Prospecting modernise the JV covering the Rhodes Ridge project in the East Pilbara, home to one of the world's largest and highest quality undeveloped iron ore deposits

Climate change at the heart of our strategy

We're combining investments in commodities that enable the energy transition with actions to decarbonise our operations and value chains.



Our target
50% reduction in emissions by 2030

Underpinned by
US\$7.5 billion investment by 2030 to reduce the carbon emissions of our assets

Ultimately
We're committed to reaching net-zero emissions from our operations by 2050

The materials we provide are helping move the world closer to net zero: aluminium for lightweight cars; copper for the electrical wiring in homes and renewables; iron ore for the steel in our electricity infrastructure. We're also progressing projects to provide lithium and other battery minerals for electric vehicles and smart phones.

What are we doing at Rio Tinto to reduce our own emissions?

Our mines, smelters and refineries generate significant emissions. So, while we're producing the materials the world needs, we are also looking for ways to reduce emissions from our own business and support our customers to do the same.

We're aiming to reduce our direct and indirect emissions (Scope 1 and Scope 2) by 50% by 2030 and to reach net zero by 2050. We expect to invest US\$7.5 billion in decarbonisation by the end of the decade as we switch to renewable power at scale, electrify what we can and reduce our reliance on diesel.

Yet no matter how focused we are on finding better ways, we know we won't get there alone. That is why we are embarking on all kinds of collaborations and partnerships.

We launched a partnership with the Australian Renewable Energy Agency and Sumitomo Corporation Group to build a hydrogen plant at our Yarwun Alumina Refinery in Queensland. The project involves a world-first pilot to test whether hydrogen can replace natural gas in the calcination stage.

If successful, it would mean removing one of the biggest sources of carbon emissions from the alumina refining process at Yarwun.

We could convert the entire Yarwun plant to use hydrogen, reducing emissions by 500,000 tonnes a year — that's the same as taking 109,000 internal combustion engine cars off the road.

Meanwhile, on the other side of the country we've begun construction of the Western Range iron ore project in the Pilbara with China Baowu, the world's largest steel producer. Together we're working on low-carbon steelmaking research, exploring new methods to reduce carbon emissions, and improving environmental performance across the steel value chain.

We're also establishing solar, wind, and battery storage infrastructure to reduce our reliance on gas and pave the way for the electrification of our fleet.

And then there's diesel fuel. The diesel used in our mobile fleet and rail generates 13% of our total global emissions. Rio Tinto and its partners — including Komatsu, Caterpillar and Scania — are working on zero exhaust emissions haulage solutions and autonomous electric machines.

Our industry is on the cusp of a fundamental shift. Sometimes the changes will be large. But mostly, we will see incremental gains over the coming decades. We're certain about one thing though: if we work together, it's in our power to achieve net zero.

Iron Ore

Our operations in Australia



We are one of the world's leading producers of iron ore. It's the key ingredient in steel, which is used in everything from buildings to bicycles to bridges. Steel is the backbone of many industries and vital in the development of cities.

Steel is an emissions-heavy industry but also one that plays a crucial role in the world's transition to a cleaner, greener energy system. Wind turbines, solar panels and hydroelectric dams are all steel-intensive renewable energy infrastructure.

In the vast Pilbara region of Western Australia, we operate a network of 17 iron ore mines, four port terminals, four power plants and the largest privately-owned and operated rail system in Australia – stretching around 2,000 kilometres.

Our teams produce the world's most recognised iron ore brand, Pilbara Blend™. Known for its high quality and consistency, Pilbara Blend™ makes up around 65% of our portfolio.

Our advanced Operations Centre in Perth is the beating heart of our Pilbara operations. From this cutting-edge facility – some 1,500km from the Pilbara – we operate all the autonomous trucks, trains and drills across our mines, ports and rail systems.

Reducing our emissions in the Pilbara is core to our business strategy.

We're investing in Pilbara renewable energy assets; developing up to one gigawatt of solar and wind power; exploring lower emission methods; and working with Baowu – the world's largest steel maker – to accelerate decarbonisation of the steel industry.

We're also trialling the use of sustainable biomass and microwave energy instead of coal in the steelmaking process, in a potentially cost-effective option to cut industry carbon emissions.

And we're working with BlueScope to explore low-carbon steelmaking pathways, including replacing coking coal with clean hydrogen at BlueScope's Port Kembla Steelworks.

But success for us isn't just about business performance. It's also about building healthy, resilient communities and strong local economies. This year, for example, we launched a partnership to manufacture rail ore cars in Western Australia, bringing new jobs to the state. And we also recently announced plans to invest A\$75 million over ten years in the Shire of Ashburton and City of Karratha, as well as A\$600 million to build a seawater desalination plant at Parker Point.



“Rio Tinto Iron Ore has a fantastic business, with a deep resource base and world-class assets. We're setting ourselves up, by listening to and drawing on the ideas, talents and strengths of our people. It is a pivotal time for our business right now – what we achieve will have lasting impacts for decades to come.”

Simon Trott
Chief Executive, Iron Ore

322 million

Total tonnes of iron ore shipped in 2022 from the Pilbara to our customers around the world

1 million

Number of meals served every month across our 24 fly-in-fly-out (FIFO) workers' camps

17,500

Our iron ore team of full-time employees and relief contractors (including 6.5% Indigenous Australians)

20,000

Head of cattle across the six pastoral stations we own in the Pilbara

11,000

Number of guests in our villages every night

80%

Percentage of our haul trucks in the Pilbara that operate autonomously, controlled remotely from our operations centre in Perth

1st

The world's first fully autonomous (and largest) robot – our AutoHaul™ heavy-haul rail system

Aluminium

Our operations in Australia

Lightweight and infinitely recyclable, aluminium is a wonder metal. It can be found in a huge range of products: from jet engines and electric vehicles to mobile phones and solar panels.



As a global leader in aluminium, we have a unique opportunity to contribute to the world's transition to a greener future. We can do that by supplying a critically important commodity while also finding better ways to reduce the significant amount of greenhouse gas emitted during its production.

In Australia we run an end-to-end aluminium supply chain. Imagine assembling a complex jigsaw puzzle, with the pieces comprising bauxite mines, alumina refineries and smelters producing aluminium. By managing the process from start to finish, we can bring quality products to our customers reliably and efficiently.

Our mine-to-metal aluminium production chain in Queensland provides jobs for more than 4,500 people and supports the livelihoods of thousands of Australians.

It's worth noting too that our Bell Bay aluminium smelter – which began operating in 1955 – holds a special place in Tasmanian and Australian history as the first aluminium smelter in the southern hemisphere.

Some of our long standing operations are starting to prepare for closure. Our Gove site in the Northern Territory – which has been supplying the global aluminium industry with world-class bauxite for more than 40 years – will cease production later this decade.

We're working with Traditional Owners and communities on a plan to close the operation, rehabilitate the land, and help set the region up for a positive future after mining.



“At Rio Tinto, we’re working alongside our communities and partners to decarbonise our operations and provide the aluminium the world needs for the clean energy transition.”

Armando Torres
Managing Director
Aluminium Pacific Operations

Fastest growing

Aluminium is one of the most abundant metals in the Earth's crust and one of the world's fastest growing major metals industries

3 million litres

Our solar plants and battery storage at Weipa help provide cleaner power to our operations, and save almost 3 million litres of diesel each year

World-first

We launched a partnership with the Australian Renewable Energy Agency and Sumitomo Corporation Group to build a hydrogen plant at our Yarwun Alumina Refinery in Queensland. The project involves a world-first pilot to test whether hydrogen can replace natural gas in the calcination stage. If successful, it would mean removing one of the biggest sources of carbon emissions from the alumina refining process at Yarwun.

Copper

Our operations in Australia

As we move towards a greener future, the electrification of our everyday lives is gaining momentum. Electric vehicles, renewable energy systems, and countless other innovations rely heavily on copper. As a critical mineral, it is the lifeblood of the low-carbon revolution.

Today, our copper footprint is largely outside Australia, with our biggest operations in North America and Mongolia. In Australia, we announced in 2019 the discovery of the Winu copper and gold deposit in the Paterson region of Western Australia.

While we explore the broader region, we continue to work in partnership with the Nyangumarta and Martu peoples.

It's early days, but results from our copper exploration in Australia are encouraging.



“We aim to double our annual copper output by the end of the decade and accelerate Rio Tinto’s growth and decarbonisation by producing materials that enable a cleaner, greener future.”

Bold Baatar
Chief Executive, Copper

1.5-2.5%

Global demand for copper is set to grow 1.5% - 2.5% per year, driven by electrification and increasing requirements for renewable energy

6x

Electric vehicles need six times the amount of copper used to build a conventional car and just one 1MW wind turbine uses three tonnes of copper

1873

Our very first mine was a copper mine on the banks of the Rio Tinto river in Andalusia, Spain – bought in 1873 by a British-European investor group led by Scottish entrepreneur Hugh Matheson



Minerals

Our operations in Australia



Did you know Rio Tinto has a critical minerals presence on all continents except Antarctica?

What we mine, how we mine and who we partner with is changing. Today, technology and partnerships are key to developing the reliable supply of critical minerals that the world needs.

In early 2023, we acquired the Platina Scandium Project, a high-grade scandium resource in New South Wales. The project comprises a long life, high-grade scalable resource that could produce up to 40 tonnes per annum of scandium oxide for 30 years. Scandium is a critical mineral and high value commodity – production is measured in tens of tonnes, not millions of tonnes.

Scandium makes aluminium much stronger, more flexible and heat resistant. Today, scandium-infused aluminium is being put to work in aerospace, light-weight cars, modern sports stadiums and 3D printing.

Battery materials

Launched our new Battery Materials business in 2021 to help meet the growing global need for renewable power sources, electric vehicles, and home energy storage. We aim to build a leading battery materials portfolio, delivering tailored products to customers around the world

40x

Electric vehicles and battery storage will raise lithium demand more than 40 times by 2040

Double digit growth

Year-on-year double digit growth in lithium demand is forecast over the next decade

Our Argyle Diamond mine in Western Australia's East Kimberley region was the world's largest supplier of natural-coloured diamonds – including white, champagne, cognac, blue, violet, and the rare and highly-coveted Argyle pink and red diamonds.

In November 2020, the mine ceased operations – 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 may have closed but our commitment to preserving the unparalleled legacy of these diamonds lives on. We took the decision to keep the Argyle Pink Diamonds™ brand right here at Rio Tinto – so that we can protect this world-renowned symbol of Australian heritage.

Argyle Pink Diamonds™ is our only luxury consumer-facing brand. These rare and beautiful diamonds have captured hearts worldwide. To this day we have creative collaborations throughout the world with our diamond partners to maintain the status of one of the world's most exquisite wonders: rare, coloured diamonds.



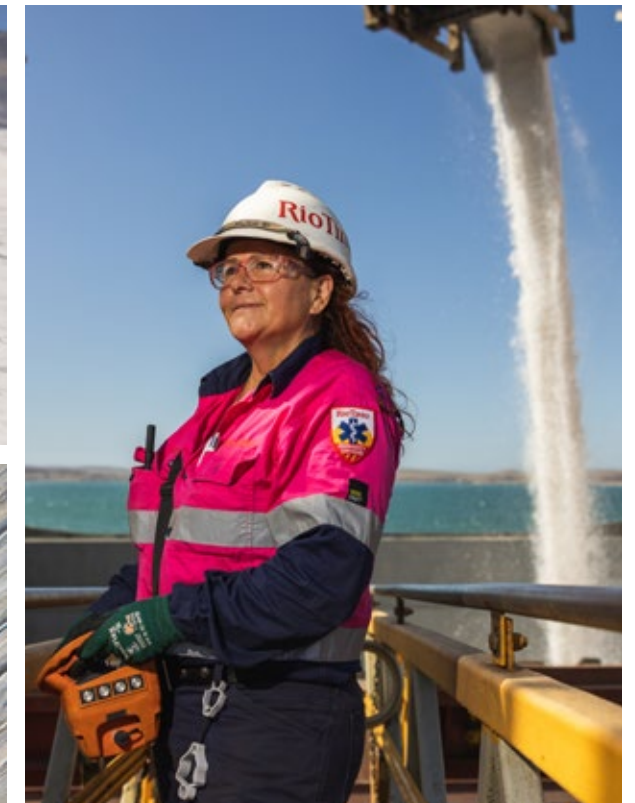
“The world needs to decarbonise. This is driving the demand for critical minerals at a pace that's rarely been seen in the history of the resources industry. The World Bank estimates that more than three billion tonnes of minerals and metals will be needed for wind, solar and geothermal power, as well as energy storage. I'm excited by the possibilities for our Minerals product group during what is a pivotal moment in time for the energy transition. We have the capability to make a difference.”

Sinead Kaufman
Chief Executive, Minerals



Salt

Our operations in Australia



Have you ever thought about how salt is produced?
It's one of the most sustainable methods of mining there is.

The Pilbara in Western Australia is home to Dampier Salt Limited (DSL), with three solar salt operations across Dampier, Port Hedland and Lake MacLeod. DSL is a joint venture between Rio Tinto (68%), Marubeni Corporation (22%) and Sojitz (10%).

Altogether, DSL's operations cover an area greater than 21,000 hectares, equivalent to 168,000 Olympic swimming pools.

We harness the power of the sun and the wind to make salt.

Our three evaporation flats soak up the sun's rays and catch the wind's

breeze, leaving large salt crystals behind. And our salt flats are more than just an operational site - they're also a habitat for various wading birds, including migratory shorebirds.

Of course it's still mining and has an impact. But the production process is as unique as it is sustainable. DSL has the capacity to produce more than 10 million tonnes of seaborne salt each year, making us the world's largest exporter of this commodity. Most of the salt we supply is used by customers in Asia to produce chemicals for the automotive, construction, and electronic industries.

Exploration

Our Exploration teams are passionate about what they do. They use advanced exploration technologies to explore some of the Earth's wildest terrains in search of new sources of minerals and metals.

With the transition to net zero at the heart of our strategy, we focus our exploration on commodities essential to the energy transition.

Our nearly 120 years of experience in Australia is a big asset. Our knowledge of the landscape and its geological features, our vast inventory of rock samples and data, and our relationships with Traditional Owners help us deliver opportunities for the future.

Our Winu copper-gold discovery in 2019 in the Yeneena Basin in Western Australia's Paterson Province is testament to the value of decades of cumulative expertise in our exploration team.

Science and technology

From being the first company in the world to have our aluminium certified as responsibly produced to building one of the world's largest robots, our drive for continuous improvement keeps us moving forward.

But we know we cannot tackle the world's greatest challenges alone. That is why we partner with technology companies, universities, local suppliers, governments, community groups, industry leaders, start-ups, and NGOs. We each bring something to the table and work together to find solutions.

Sometimes progress comes via big, meaningful innovation. Mostly, it comes from smaller, incremental steps that can collectively bring about change over time.

Home to more than 120 highly experienced technical and commercial experts, our Bundoora Technical Development Centre in Melbourne has been pioneering industry advancements for three decades, supporting exploration, development, and the way we close our operations.

We invested in ElectraLith to support their development of an electro-filtration technology for lithium extraction and refining. This has the potential to significantly reduce lithium production costs which could make onshore processing more competitive.

Rio Tinto, China Baowu and Tsinghua University are exploring ways to reduce the steel industry's carbon footprint, which accounts for 8% of the world's carbon emissions.

We contributed A\$6 million to Brisbane-based battery company GMG (Graphene Manufacturing Group) to accelerate the development and use of their Graphene Aluminium-Ion batteries in mining trucks and for grid energy storage.

We collaborate with universities and industry across Australia and around the world. Through world-leading research programs, we aim to continuously push the boundaries and shape the future of the industry. Future Tails, for example, is leading the way in global tailings management through our partnership with The University of Western Australia and BHP. Together we contribute to the thinking, research, training and education in tailings management, working towards a future with zero catastrophic tailings failures.





Valuing our people and culture

We want Rio Tinto to be a place for people who care about their work and colleagues, and who are courageous about finding better ways – whether it's reducing carbon emissions, working with partners, or providing the metals and minerals the world needs.

Everyday Respect Report

In 2022, we published a comprehensive external review of our workplace culture, with more than 10,000 people sharing their experiences.

The main findings of the review, by former Australian Sex Discrimination Commissioner Elizabeth Broderick, were alarming and did not reflect the Rio Tinto we want to be.

It wasn't easy to make a report like that public, one that lays bare the company's deep failings. But it was the right thing to do.

Chief Executive Jakob Stausholm said, "The findings of this report are deeply disturbing to me and should be to everyone who reads them. This is not the kind of company we want to be. I am determined that by implementing

appropriate actions to address the recommendations, and with the management team's commitment to a safe, respectful and inclusive Rio Tinto in all areas, we will make positive and lasting change and strengthen our workplace culture for the long term."

The report's recommendations are our roadmap for creating a workplace where everyone feels heard, valued, and respected.

We are also embedding a change in mindset and behaviours throughout the organisation, driven by the set of values we want embedded in Rio Tinto's future DNA – care, courage and curiosity.

For more information visit Everyday Respect (riotinto.com)

Working with Indigenous Australians

As a guest on Aboriginal land, we continue to learn from and form close ties with Indigenous communities right around the country.



To elevate Indigenous voices in our business we have increased the number of Indigenous leaders from 6 to almost 60 since 2020.

In the 1990s, we were the first miner in Australia to recognise native title laws, paving the way for other companies to build successful partnerships with Indigenous communities. Yet we cannot shy away from our mistakes. The destruction of the Juukan Gorge rock shelters in 2020 was a dark chapter. It was devastating to the Traditional Owners of the land, the Puutu Kunti Kurrama and Pinikura people, and other stakeholders. And it triggered the most comprehensive overhaul of management and culture in our company's history, aimed at making sure such a thing could never happen again.

We are making changes to the way we partner with Indigenous peoples – not just in Australia but in every country where we work.

Creating jobs and opportunities

Supporting local businesses, employing local people, buying local products and engaging local services – especially from Indigenous, small and regional businesses – is a key priority. Without suppliers, our business cannot exist.

Last year we spent more than A\$565 million with Indigenous businesses across Australia – an increase of 40% on the year before.

We also support the first 100% Indigenous owned and operated mine, Gulkula, in the northern most edge of the Northern Territory by buying and exporting the bauxite it produces.

Evolving how we engage with Indigenous communities

Together, we are developing co-managed ways of working to enhance our understanding and appreciation of Indigenous heritage and ensure Indigenous voices inform our planning and decision making.

In November 2022 we signed a remedy agreement with the PKKP Aboriginal Corporation and established the Juukan Gorge Legacy Foundation

We updated our agreement with the Yindjibarndi Aboriginal Corporation in November 2022 to strengthen ties and deliver improved social and economic outcomes for the Yindjibarndi people for generations to come

We are co-developing a social cultural heritage management plan with the Yinhawangka people as part of our proposed development of the Western Range iron ore mine in the Pilbara

Supporting thriving communities

Healthy, thriving communities and strong local economies are as important to us as running our business.

We are partners in a wide range of community initiatives that matter to people across Australia: from education and training to cultural heritage preservation and environmental conservation, from health and wellbeing to childcare.

In 2022, we supported community initiatives and partnerships across Australia, directly investing more than A\$53 million.

Our commitment goes well beyond financial support. Our people share their time and expertise with the communities where they live and work.

Our support for communities includes:

- Providing support to the iconic Royal Flying Doctor Service for over two decades
- Helping to empower future Indigenous leaders through our partnerships with the Clontarf Foundation and Polly Farmer Foundation
- Enabling school students across the country to learn about different career pathways through our support for The Careers Department
- Partnering with the Pilbara Cultural Land Management Project and three ranger programs in the Pilbara
- Equipping young people with the skills of the future by launching a TAFE qualification in drone aviation and autonomous operations

We're also involved in a range of programs developed to strengthen connections with communities through the power of sport, including:

- Partnering with the Queensland Rugby Union for over a decade to support its 'Future Indigenous Leaders' program
- Supporting Athletics Australia's 'Athletics for the Outback' and 'Raise the Bar' programs to increase opportunities for remote and Indigenous communities to participate in athletics and engage in education pathways
- Partnering with the Perth Lynx and Perth Wildcats to take WA basketball to the next level, support women's sport, and connect elite athletes with local communities
- Supporting the West Australian Football Commission as the principal partner of its Indigenous programs

Mining, by its very nature, has an impact on the environment and, at times, on the people who live near those operations. We strive to minimise that impact and operate in a way that respects Country.

Some examples of our environment activities and partnerships across Australia:

- Seed collection for rehabilitation near Weipa, Gove and Argyle
- Using excess water from our Pilbara mines to produce hay to feed cattle
- Sensitive rehabilitation work near Kakadu National Park
- Working with Indigenous partners to preserve the Murujuga rock art on the Dampier Archipelago
- Helping establish Australia's largest national park in the Kimberley



Contributing to Australia’s economic success

Our nearly 120 years in Australia has given us some incredible opportunities and in return we’ve helped unlock economic growth and prosperity for the country. Today our operations and partnerships generate substantial economic wealth, create jobs, provide higher wages, and drive investment and tax revenues that benefit both Australians and the national economy.

200,000 direct Australian shareholders

Robust dividend stream for about 200,000 Australians who hold shares directly in Rio Tinto and millions more who do so via their superannuation

23,000 employees

Directly employ more than 23,000 people across Australia

A\$250 million

We are a foundation partner in the West Australian Government’s Resources Community Investment Initiative – we will contribute A\$250 million over ten years for investment in infrastructure programs and community projects across the state

A\$77.6 billion

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

A\$15.3 billion

Spent with more than 6,200 Australian businesses in 2022, an increase of 9% on 2021

A\$12.3 billion

Taxes and royalties paid in 2022

A\$565 million

Spent in 2022 with Indigenous businesses across Australia, 40% more than in 2021



Australia-based Executive Committee 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



Susan Lloyd-Hurwitz



Simon McKeon AO



Ben Wyatt





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