



RioTinto

Progress with purpose

Listening, learning and changing



Many of our operations are located on land and waters that have belonged to Indigenous and land-connected Peoples for thousands of years. We respect their ongoing deep connection to, and their vast knowledge of, the land, water and environment. We pay our respects to Elders, both past and present, and acknowledge the important role Indigenous and land-connected Peoples play within communities and our business.

Leadership reflections: A commitment to communities

Our relationships with Indigenous Peoples and local communities are a priority – our success is deeply connected to theirs.

The destruction of the sacred rock shelters at Juukan Gorge in 2020 caused immeasurable pain to the Puutu Kunti Kurrama and Pinikura (PKKP) Peoples. It was a devastating breach of trust that challenged us to reflect on who we are and how we work.

Since then, we've listened, learned and made meaningful changes. We've strengthened our standards, elevated Indigenous voices and reshaped how we engage with communities. These steps are helping us rebuild trust and redefine our role as a business.

We understand that our responsibility goes beyond mining. It's about contributing to shared prosperity, protecting cultural heritage and fostering an environment where everyone's voice matters. These principles now guide how we develop projects, how we operate and how we close – across all our sites.

This is not a quick fix. It's a long-term commitment to doing better and being better. We're building a business grounded in respect, inclusion and shared success – shaped by the voices of those who have long cared for the lands where we operate.

Simon Trott
Chief Executive



Rio Tinto Chief Executive Simon Trott (left) with Pinikura Traditional Owner and Chairperson of PKKP Aboriginal Corporation Terry Drage.

Our journey

This publication is framed around the changes we've made since 2020 to improve social outcomes for Indigenous Peoples and host communities.

We know this is an ongoing journey and there will always be room for improvement. With the support of others, we continue to learn more every day and trust that the lessons learned will be enduring in Rio Tinto.

While the changes have been broad, they have been most profound in terms of learning, embracing, engaging, empowering and adapting. This publication shares examples of how these shifts are influencing our attitudes and culture, strengthening our standards and practices, and beginning to shape outcomes. We are grateful to our people, and to the community members and partners who have shared their experiences and stories.

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Learning

We are expanding our knowledge and appreciation of different knowledge systems and cultures and are deepening our understanding of, and respect for, people's rights and cultural obligations.

Engaging

We know our timeframes are often different to communities' and transparency is a driver of trust. We deeply value and invest in sustaining genuine relationships, being socially connected and creating space for open conversations.

Adapting

Along with broad societal shifts, the nature and scale of our work, we can impact communities. We understand our responsibility to work alongside communities to help navigate disruptive changes in a way that builds resilience, mitigates adverse impact and leverages opportunities.

Embracing

In our workplaces, we continue to work on improving cultural safety, addressing outcomes from the Everyday Respect reports. We are seeking to make more informed decisions by embracing diverse perspectives and voices.

Empowering

We are more considered and strategic in the role we play to support communities' social, cultural and economic ambitions and are strengthening capacity building for more enduring outcomes.

Workers from Biologic and Rio Tinto conducting environmental survey at Angelo River.





Juukan Gorge changed us

“Juukan was a wake-up call. It reminded us that mining isn’t just about resources, it’s about relationships. Real change starts when we listen with humility, act with integrity and walk alongside communities with respect.”

Melinda

Communities and Social Performance team

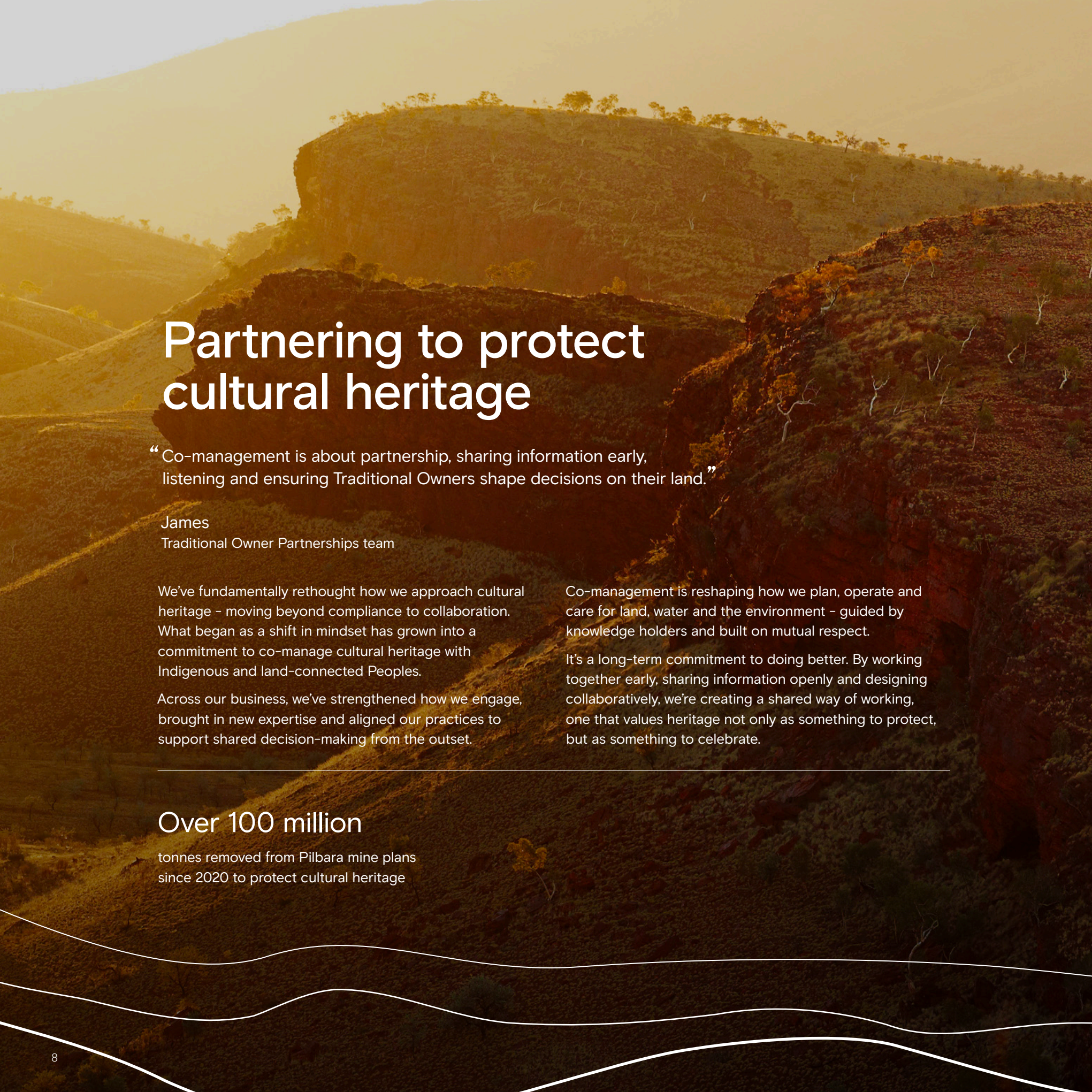
In May 2020, we destroyed two sacred rock shelters at Juukan Gorge in Western Australia, an ancient site of deep cultural and spiritual significance to the Puutu Kunti Kurrama People. It shook our foundations and had a profound impact on Indigenous Peoples, our workforce and communities around the world.

We couldn’t undo the damage. But we could choose how we responded. And we chose to change.

Since then, we’ve transformed how we work. We’ve taken steps to elevate our approach to Communities and Social

Performance and Indigenous Relations, and we’re working to embed respect more deeply into our processes and practices. We’re moving toward more genuine partnerships, supported by early and ongoing consultation with Indigenous Peoples where decisions are made together.

We know trust isn’t rebuilt overnight. But we’re committed to the journey. Juukan Gorge was a turning point – and today, we’re shaping a future defined by respect, inclusion and shared success.



Partnering to protect cultural heritage

“Co-management is about partnership, sharing information early, listening and ensuring Traditional Owners shape decisions on their land.”

James

Traditional Owner Partnerships team

We've fundamentally rethought how we approach cultural heritage - moving beyond compliance to collaboration. What began as a shift in mindset has grown into a commitment to co-manage cultural heritage with Indigenous and land-connected Peoples.

Across our business, we've strengthened how we engage, brought in new expertise and aligned our practices to support shared decision-making from the outset.

Co-management is reshaping how we plan, operate and care for land, water and the environment - guided by knowledge holders and built on mutual respect.

It's a long-term commitment to doing better. By working together early, sharing information openly and designing collaboratively, we're creating a shared way of working, one that values heritage not only as something to protect, but as something to celebrate.

Over 100 million

tonnes removed from Pilbara mine plans since 2020 to protect cultural heritage

A new chapter in co-management with the PKKP

“I think Rio now has a different outlook on mining and a different way they approach Traditional Owners about their Country and what happens on their Country.”

Terry Drage

Pinikura Traditional Owner and Chairperson of the PKKP Aboriginal Corporation

Our first co-management agreement was signed in May 2025 with the PKKP Aboriginal Corporation. This agreement, formed from listening and learning, formalises how we will work together into an agreed process.

The agreement is designed to provide certainty to the Puutu Kunti Kurrama Peoples and the Pinikura Peoples for the protection and management of their heritage. It also gives Rio Tinto confidence for its operations and development.

“The important thing for me about the co-management agreement is about preservation of our heritage, our culture, our Country, but also it’s about us, PKKP sitting at the table and having a say on what happens on our Country.”

“On this journey Rio has been very supportive. They’ve listened, they’ve learned from what happened. I look forward to the future and hopefully it continues,” Terry said.

Read more at

riotinto.com/comanagingcountry



Pinikura Traditional Owner and Chairperson of PKKP Aboriginal Corporation Terry Drage and Puutu Kunti Kurrama Traditional Owner and Director Sandra Hayes signing the co-management agreement with Rio Tinto Chief Executive, Simon Trott, in Karratha, Australia on 22 May 2025.



The hydroelectric reservoir as part of our BC Works operations in British Columbia, Canada, was formed by the construction of the Kenney Dam on the Nechako River and 9 smaller dams.

A shared future for the Nechako

“Resilient projects are built on resilient relationships.”

Doug Casimel

Manager, Toonasa Ne Keyah Stewardship Department, Stelat'en First Nation

In British Columbia, the relationship between Rio Tinto, the Nechako First Nations (Saik'uz, Stelat'en and Nadleh Whut'en) and Cheslatta Carrier Nation, has shifted from decades of conflict to a more collaborative way of working. While the Nations are focused on sustaining and revitalising salmon, the river's ecological health and cultural heritage, for Rio Tinto, it's about strengthening how we operate to meet long term responsibilities in a changing climate.

“When a corporation makes changes to align with our cultural values, that speaks volumes.”⁹⁹

Chief Priscilla Mueller, Saik'uz First Nation

“The Cheslatta Carrier Nation is proud of this partnership, which will finally address long-outstanding issues from the flooding of our territory.”⁹⁹

Chief Janet Whitford, Cheslatta Carrier Nation

Through continued conversations, we've come to understand how closely our goals align. Today, instead of working at odds, we move forward together under a memorandum of understanding signed in January 2025. It reflects a shared commitment to the Nechako River and Reservoir, and to building a stronger future for the communities who depend on it.

“Together, we are building trust, nurturing respect and strengthening our genuine engagement day by day. The relationships ground our work in purpose and remind us that true partnership is built through presence, listening and shared responsibility.”⁹⁹

Sébastien Ross, Managing Director, Atlantic Operations, Rio Tinto

New agreements across the Andes

At the Nuevo Cobre copper exploration project in northern Chile, a joint venture with state-owned Codelco, 5 Indigenous communities of the Colla Peoples have entered into framework agreements with us.

“The approach taken – both from us towards the company and from the company towards us – shows real respect. We truly value that and we hope to continue working together just as we are now.”

Pilar Cisterna

Colla Indigenous Community of Diego de Almagro

In Argentina, in the provinces of Catamarca, Jujuy and Salta, our projects are guided by framework agreements that support shared value creation, respect for communities and long term sustainable development.

In Catamarca, the Fénix and Sal de Vida lithium projects support social and economic development through workforce training, strengthened local supplier participation and targeted infrastructure improvements. These initiatives benefit neighbouring communities, who also engage in established consultation processes that promote ongoing dialogue, transparency and meaningful participation.

At the Olaroz lithium project in Jujuy, we have established agreements with Indigenous communities and traditional landowners that respect land availability, ancestral use and traditional ownership. Through robust consultation and engagement processes, we maintain open communication and support community participation, ensuring local perspectives are reflected in our decision-making.

In Salta Province, framework agreements are central to our engagement at the Rincón lithium project. Built on respect and transparency, they guide our relationships with Indigenous communities and create a foundation for future agreements. In 2025, this approach led to framework agreements with the Kolla Indigenous Community of Salar de Pocitos and the Atacama Indigenous Community of Catua – marking a shared step forward in a constructive, enduring relationship.

“The signing of the Framework agreement reflects a shared commitment to building future specific agreements that will help to maximise the benefits of Rincon’s presence for our Indigenous community,” said Juan Cruz, Coquena Indigenous Community of Catua.



The Colla Community of Diego de Almagro and Rio Tinto employees celebrating New Year near the Nuevo Cobre project.

Preserving Yinhawangka cultural heritage

“The opening of the Western Range mine represents a shift in how our heritage is being recognised and respected. This is a meaningful beginning – and we stand ready to walk forward together.”

Robyn Hayden (née Tommy)

Yinhawangka Aboriginal Corporation Board Chairwoman

In the Pilbara, we worked with the Yinhawangka Peoples to develop the Western Range iron ore mine. Guided by what matters most to the Yinhawangka People, we made changes to our mine design to protect and preserve cultural heritage.

“For Yinhawangka People, Country is everything – it holds our spirit, our Law and our deep responsibility to protect what was passed down to us,” said Robyn.

Together, we developed the Living Cultures Program to record, preserve and support intergenerational learning.

In 2025, we signed an Interim Modernised Agreement with the Yinhawangka Aboriginal Corporation, embedding a co-management approach and laying the foundation for a full modernised agreement. As a founding partner of the Yinhawangka Foundation, we support Yinhawangka-led outcomes that strengthen self-determination, cultural connection, and community wellbeing.

Read more at

riotinto.com/protectingheritage

Yinhawangka Elder and dancers, Western Australia.





Building cultural competency

“Building strong connections starts with listening. When we take the time to understand, we create space for relationships that are real, respectful and lasting.”

Chris
Indigenous Relations team

Improving our relationships with Indigenous Peoples and communities requires more than updating systems and processes. It calls for a deeper shift in mindset. That shift begins with recognising the profound connection people have to land, heritage and identity, and approaching that with care, humility and respect.

We're working to build cultural competency across our business through training, partnerships and lived experience, so our teams can

engage in ways that are thoughtful, informed and respectful. This isn't just about awareness – it's about creating the conditions for genuine connection and long-term partnership.

We know this work takes time, and we won't always get it right. But we're committed to learning alongside communities, understanding what matters most to them and honouring the stories, places and traditions that shapes who they are.

Visitors and employees at the Tiwai Point smelter deepening their understanding of the land and seas and its enduring significance to Ngāi Tahu.



Honouring the land and sea at Tiwai Point

In mid-2024, on the South Island of Aotearoa New Zealand, we introduced compulsory cultural induction for everyone who visits or works at our New Zealand Aluminium Smelter at Tiwai Point – deepening connections with the land on which we operate.

Through a short, immersive digital presentation, all employees and visitors gain insight into how the surrounding land and sea were historically used, and why they hold deep significance for the local Indigenous community. It's a meaningful way to foster respect and appreciation for the area, reminding us that the smelter is a temporary guest on the land – and with that comes a shared responsibility to care for and protect it.

The induction also reflects that the history of Tiwai is still alive today, with culturally significant artefacts continuing to be found in and around the site.

“The induction helps us see the land and sea through the eyes of those who’ve cared for it for generations. It’s a powerful reminder that we’re part of something bigger.”

Dion
NZAS team

The cultural induction was developed and implemented following the signing of a Memorandum of Understanding in 2022 with Ngāi Tahu, the primary iwi (Tribal group), with guardianship responsibilities over the Murihiku region where the smelter is situated.

Respect starts with understanding

“When people take the time to understand our culture, it changes the way they lead. It’s not just about knowledge – it’s about respect, connection and creating space for Indigenous voices to be heard and valued.”

Graham
Cultural Connection team

Our Cultural Connection Program in Australia is reshaping how our leaders engage with Indigenous culture, knowledge and communities. Developed in partnership with Indigenous leaders and educators, the program is designed as a transformational journey, one that deepens understanding, challenges assumptions and builds stronger, more respectful relationships.

Through immersive experiences, site-based engagement and online learning, the program equips teams to navigate complexity with empathy and insight. It’s not just about awareness – it’s about building cultural maturity and creating long-term social value through stronger partnerships.

Read more at
riotinto.com/empoweringindigenousvoices

80% of senior
leaders

have participated in the
Cultural Connection Program

100% of leaders

say they would speak up if they
witnessed racism

29% increase in
positivity

towards Aboriginal and Torres Strait
Islander Peoples

Graham helping colleagues deepen their understanding of
Indigenous culture and build more respectful relationships.



A photograph of two people, likely Indigenous, seen from behind. They are wearing traditional woven hats and fringed jackets. They are standing on a wooden boardwalk or dock, looking out over a calm lake towards a forested mountain range under a cloudy sky. The image has a soft, slightly blurred quality, emphasizing the landscape and the cultural attire.

Engaging with communities

“Trust doesn’t come from one conversation. It grows when we keep showing up, listening carefully and acting on what people share with us, even when it’s hard.”

Matt

Communities and Social Performance team

True engagement isn’t a one-time conversation – it’s a continuous practice. It means showing up consistently and creating space for honest, sometimes difficult, dialogue. It means actively seeking out diverse voices, especially those historically overlooked or at risk of being excluded.

To support this, we’ve built teams with deep expertise in community engagement, cultural heritage and human rights. These are not just technical specialists – they are thoughtful leaders who bring care, humility and a genuine commitment to partnership. Their work is central to how we operate today, helping us navigate complex issues, listen more deeply and respond in ways that reflect what communities are telling us.

We understand that trust and acceptance aren’t given, they’re earned. That’s why we’re focused on building stronger relationships by listening closely and following through on our commitments. It’s how we will build trust, reduce harm and support outcomes that reflect what matters most to the people who host us.



Community members touring our exploration project in Peru.

Turning doubt into dialogue

“You’re not afraid to show what you do, and that gives me peace of mind.”

Community member in Huánuco region, Peru

When early drilling began at a copper-nickel project in the Peruvian Andes, many locals, including Indigenous farmers, had questions about what our exploration team was doing on their land.

We held information sessions and answered questions, but realised the community needed to see for themselves. To build trust through transparency, our exploration team opened their camp for guided tours. Visitors saw core samples, met the team, had their questions answered and shared a meal.

“Allowing people to see the operations firsthand and engage directly with workers helped build trust in a way that PowerPoint presentations simply don’t,” said Jonas, a member of the Exploration team.

Building connections in Arizona

“It’s about bridging the past and the future, and I’m proud to be a part of that journey.”

Brad
Tribal Liaison team

In Arizona, United States, Brad, a proud member of the White Mountain Apache Tribe, is keeping Tribal communities informed about the progress of the Resolution Copper project. As part of the Tribal Liaison team, he works closely with Tribal leaders, young people and community members to build bridges between tradition and innovation, supporting initiatives in education, economic development, cultural preservation and environmental stewardship.

For Brad, this is more than just a job – it’s a way to honour his ancestors while building a brighter future for his community.

“My job allows me to give back to the communities that shaped me,” Brad explains.

“I feel privileged to work in a role that connects my heritage with opportunities for growth and progress,” he says.

Read more at
riotinto.com/honouringancestors



Brad at work in his community.



Local resident learning more about BC Works at one of our open house events.

Local Voices: Listening, learning and building trust

To better understand and respond to community perspectives, we've partnered with research company Voconiq to roll out Local Voices, a community perception monitoring program across our global operations.

Using a validated methodology, Local Voices helps us track trust and acceptance over time, gather direct feedback through confidential surveys and inform business decisions that reflect community priorities. Through the Voconiq Rewards Program, each completed survey generates a donation to a local group nominated by the participant – turning feedback into tangible support for the community.

Connecting with communities at BC Works

At BC Works in British Columbia, Canada, Local Voices revealed community's strong desire for more direct engagement. In response, we hosted open house events in Kitimaat Village, Terrace and Kitimat to create opportunities for meaningful conversations. Community members met our team, learned about our operation, and explored opportunities to work with Rio Tinto. The events were well attended and warmly received, reinforcing the value of face-to-face connection.

“When our industry partners take the time to connect with the public in this way, it strengthens local relationships – and we truly appreciate it.”

Laurel D'Andrea
Executive Director, Kitimat Chamber of
Commerce

Cultivating connection in northern Tasmania

At Bell Bay in Tasmania, Australia, Local Voices has strengthened our long-standing relationship with the Launceston and Tamar Valley communities. The program has delivered valuable feedback and supported local groups like the Low Head Community Garden – a place where people of all ages come together to grow, connect and belong.

Participation in Local Voices has helped the garden thrive, fostering connection across generations and cultures. It's also deepened our understanding of what matters most to the community, helping us support them now and into the future.

“At Low Head especially, there are quite a number of elderly people. Some of those often feel a bit lonely and it's good having somewhere to come to if they wish.”

Robert
Regular visitor to the garden

Read more at
riotinto.com/cultivatingconnection

14,000+

surveys completed since the
program's launch in 2023

Local residents showing Rio Tinto employees how the Local Voices funds have made a difference at the Low Head Community Garden.

Improving impact through insights

“To deliver meaningful outcomes, we need a clear picture of how our work affects those around us. We can then make better decisions and create lasting value.”

Kirsten

Communities and Social Performance team

Our operations have a real and lasting impact on the communities where we work. Understanding and acknowledging that impact – both positive and negative – is essential to building trust and delivering outcomes that reflect our responsibilities.

We regularly assess how our activities affect people, communities and the environment. This includes tools such as community perception surveys, cultural heritage management systems, Social Impact Assessments, cultural heritage reviews and Human

Rights Impact Assessments, which help us listen more deeply, identify risks and guide improvements.

These insights strengthen our accountability and help ensure our decisions reflect what matters most to those who host us. It's about learning continuously and acting with care so that communities consider themselves better for having partnered with us, not just during our presence but long after.





Guided by Country

As we assess the feasibility of the Winu copper-gold development in the northern Pilbara region of Western Australia, the Nyangumarta and Martu Traditional Owners are playing a vital role in shaping its development.

Through our social, environmental and cultural heritage assessments they have identified important dunes, songlines and water sources. With their guidance and support we have revised our plans to limit, avoid and offset impacts to Country at Winu.

“The Traditional Owners have a strong voice in this project; they are always our first point of contact when there’s a decision to be made or an update to share.”

Bernadette
Communities team

These assessments have also revealed the presence of important wildlife, including the night parrot – one of the world’s rarest birds. This native Australian species was feared extinct for more than a century, until we recorded its call in July 2024. We have worked closely with the Traditional Owners, environmental and mining regulators and other stakeholders, ever since the detection, to reduce the mine’s footprint, redesigning and relocating key infrastructure to protect this unique fauna and hopefully strengthen its prospects.

Read more at
riotinto.com/protectingthenightparrot



Turning insights into action

“Assessments help us understand what’s working, where we can improve and how our decisions affect people and communities. This understanding helps us respect human rights, supports better outcomes and can create more sustainable value over time.”

Karamoba
Simandou team

SimFer, part of the Simandou iron ore project in the Republic of Guinea commissioned an independent Human Rights Impact Assessment, the first of its kind to be completed by our business. Conducted by international consultancy Article One, the assessment identified 27 recommendations to help SimFer strengthen its approach to human rights risk mitigation. All the recommendations have either been implemented or are in progress.

This work reflects our commitment to transparency and continuous improvement – using assessments to guide better decisions and prevent harm.

Aissatou at our Simandou iron ore project in Guinea.



Investing in communities

“Social investment should be meaningful – not just generous. Our new approach is about listening to communities, investing with purpose and creating lasting impacts that make a real difference.”

Hannah
Social Investment team

We’ve always invested in the communities where we operate – through jobs, local partnerships and support for regional development. We are continually working to align our approach with what the community tells us they need most.

In 2023, we introduced a new global approach: Social Investment for Impact. Aligned with the United Nations Sustainable Development Goals, it’s designed to make our support more strategic, consistent and community-led, with a focus on long-term outcomes over short-term fixes.

We’re building capability across our teams, strengthening governance and rolling out tools to measure impact and guide decisions. The goal is clear: to invest with purpose, deliver meaningful change and support communities in shaping their own futures.

\$114.3M

voluntary global social investment
in 2025 (\$95.9m in 2024)

20%

of this investment focused on
benefiting Indigenous Peoples

23%

of this investment supported resilient
and healthy communities

A life-saving partnership

“This is a partnership built on genuine trust, a shared sense of purpose, and a strong commitment to delivering vital health care to some of the most remote parts of Australia.”

Judith Barker ASM

Chief Executive Officer, Royal Flying Doctor Service (RFDS) Western Australia

For more than 20 years Rio Tinto has supported the RFDS, initially in Western Australia and now in Queensland. What began as a sponsorship has evolved into an outcomes-driven collaboration, focused on improving access to care where it is needed most.

In 2025, we contributed A\$14.675 million to help the RFDS in Queensland improve access to essential health care in remote communities. Since 2004, we've contributed nearly A\$40 million

to the RFDS in Western Australia, funding three state-of-the-art Rio Tinto LifeFlight PC-24 jets that fly further and faster, significantly improving response times.

For Elle, from our Social Investment team, the impact is personal. Her 9-year-old daughter Bayleigh was flown by the RFDS for life-saving treatment – a powerful reminder of why this partnership matters.

Read more about Bayleigh's story at

riotinto.com/bayleighsstory



Bayleigh recovering in hospital after being flown in the Rio Tinto LifeFlight PC-24.



The PinkDrive mobile units in action.

Driving change, changing lives

“With Rio Tinto’s support, we’re not just filling a gap, we’re reaching the forgotten corners of South Africa with health care that would otherwise be out of reach and which can prolong lives.”

Noelene Kotschan

PinkDrive Founder and Chief Executive Officer

In South Africa, we’ve teamed up with PinkDrive NPC to bring vital cancer education and screening to rural communities that often go without.

With just 15.8% of South Africans covered by private health care – and some travelling up to 800 kilometres for care – PinkDrive’s mobile units are a lifeline. With the support from Rio Tinto, during the 2024–2025 community outreaches, PinkDrive delivered 935 mammograms, 1,767 Pap smears, 1,298 skin cancer checks, 2,267 lung screenings, 1,373 prostate-specific antigen tests, as well as thousands of general health assessments and educated tens of thousands of people.

Nomsa had always been afraid of Pap smears. But after hearing a nurse speak “like a sister, not just a health worker”, she found the courage to be screened.

“When they found something, I was shocked but also grateful. If I hadn’t gone, I wouldn’t have known,” said Nomsa, who is now receiving follow-up care.

This partnership reflects our commitment to community-led initiatives that deliver meaningful, measurable long-term impact.

Read more at

riotinto.com/earlydetection

Combining cultural knowledge and technology for a better future

In Western Cape York, Australia, a unique collaboration is blending Indigenous knowledge with emerging technology to preserve culture, protect the environment and inspire future careers.

We've partnered with Indigital and the communities of Weipa, Aurukun, Napranum and Mapoon to co-design Caring for Country, a cross-generational program in which traditional knowledge and stories shared by Elders are brought to life by younger generations using immersive technologies like augmented and virtual reality, strengthening cultural continuity and responsibility for Country.

"The program places Indigenous voices and expertise at the centre," says Indigital CEO Mikaela Jade.

"It's also building capability for employment, entrepreneurship and new industries, while strengthening community-led stewardship of Country."

Now entering its next phase, the program will explore advanced conservation technologies – including AI, LiDAR and environmental sensors – to support water conservation and ecosystem monitoring.

Mining has shaped these communities, but it won't stay forever. Caring for Country is about preparing for what comes next – combining cultural knowledge and digital innovation to build a sustainable, self-determined future.

Read more at

riotinto.com/caringforcountry

"The future needs you and me to create equality across all levels of humanity. This is Australia's future for all of us with honour and integrity."

Uncle Richard
Thanakwith Traditional Owner

Thanakwith Elder, Uncle Richard at Weipa Masterclass learning about Virtual Reality.





On Country with APN rangers in Aurukun as they explore new ways of mapping using Lidar Scanning.



Supporting local economies

“It’s not just about contracts – it’s about connection. When we invest in Indigenous and local businesses, we’re investing in people, in culture and in long-term community strength.”

Matthew
Indigenous Procurement team

Many of our assets are located in remote regions where economic activity can be limited. Through Indigenous and local procurement, we invest directly in regional economies, supporting business growth, creating jobs and building lasting capability.

But this is more than a commercial transaction. It’s about respect, opportunity and enduring impact. By partnering with Indigenous and

local businesses, we help foster economic independence and strengthen community wellbeing – creating pathways that extend beyond the life of the mine.

Together, we’re working to build regional economies that thrive long after our operations end – grounded in local leadership, cultural knowledge and shared success.

In 2025, we spent more than

A\$1.13 billion

with Indigenous business across Australia – a 22.5% increase from 2024

We also invested more than

US\$213.9 million

with Indigenous suppliers in Canada and the US

Supporting local economies

A children's playground built at Galba Park in Khanbogd by the Catalyst Fund.



Catalysing community-led development in Khanbogd

In Mongolia's South Gobi, Khanbogd soum is evolving into a vibrant, modern town. Located near Oyu Tolgoi, it's home to many employees and families who've lived in the region for generations.

To support this transformation, Oyu Tolgoi launched the Catalyst Fund in 2022 – a five-year, US\$50 million commitment shaped by community voices and aligned with the Khanbogd Development Master Plan. The fund supports infrastructure, education and enterprise, with every major initiative co-created with residents.

Since its launch, Khanbogd's population has grown by 1,000 people. In 2025 alone, 53

new businesses were registered, nearly matching the previous year's total.

“With loans, training and mentorship, businesses like mine are growing stronger. It's filling the gaps our town has been missing for years.”

Ariuntsetseg Ariunbold
Owner of Friends Coffee & Bakery

Education is also thriving. Pilot programs have reached over 1,000 students, and several have earned scholarships to study abroad, including the first Khanbogd student accepted to a top-tier US university.

“It's filling the gaps our town has been missing for years. Young people here now believe global education is within reach,” said Tamir Myagmarsuren, a local teacher.

“It's transformed the way they see their future.” From upgraded roads and parks to youth-led initiatives and hospital improvements, the Catalyst Fund is helping Khanbogd grow with purpose, investing not just in projects, but in people.

Read more at
riotinto.com/catalystforgrowth

An alliance shaping the future

“Each job created represents a story of pride and autonomy within our community.”

Pascal Gingras
Co-founder of Sciages GP

In Mashteuiatsh, a community in the Saguenay–Lac–Saint-Jean region in Canada, a partnership began 3 years ago between local Indigenous-owned sawmill, Sciages GP and Rio Tinto. The goal was to build wooden skids to transport aluminium ingots around the world.

This collaboration gave momentum to Kuessilueu – an agreement in principle signed in 2022 between the

Pekuakamiulnuatsh First Nation and Rio Tinto. It marked the beginning of a renewed innovative and sustainable alliance.

With support from Rio Tinto and Développement Pékukami Innuatsh, a limited partnership of the Mashteuiatsh band council, Sciages GP secured one of the region's largest ever contracts awarded to an Indigenous business, worth millions of dollars over five years.

The partnership has created 12 permanent jobs, enhanced local prosperity, and met Rio Tinto's business needs. Known for its flexibility and unique approach, the sawmill is thriving in a niche market for custom wood pieces and plans to keep growing.

“By investing in local talent and respecting our values, we're building a sustainable future for generations to come,” says Pascal.

Read more at
riotinto.com/whenwoodmeetsaluminium



Sciages GP Co-founder Steeve Gringas.



Elevating Indigenous voices and representation

“True leadership is about creating space for others to rise. Increasing Indigenous representation isn’t just about numbers – it’s about embedding cultural knowledge, lived experience and community values into the way we lead and make decisions.”

Ben Wyatt

A Yamatji/Noongar man and Rio Tinto Director

Indigenous voices are shaping the way we lead and build a stronger business. Since 2020, we’ve committed to increasing Indigenous participation and leadership – not just by attracting new talent, but by investing in the growth and development of our people.

Indigenous Peoples bring unique strengths such as resilience, cultural knowledge and deep community connection, qualities that enrich our leadership and decision-making. We’re supporting Indigenous leadership through internal promotions, targeted recruitment and long-term career pathways designed to foster growth and opportunity.

We know there’s more to do. But every step forward, every voice elevated and every leader empowered brings us closer to a future where Indigenous leadership is embedded at every level of our organisation.

71 Indigenous leaders

have graduated from the internationally recognised RioInspire Global Indigenous Leadership Program, delivered in partnership with the University of New South Wales to strengthen Indigenous leadership capability.

Bridget operating the communications system at our Resolution copper mine in Arizona, United States.



Bringing Indigenous perspectives into our work

“Being Indigenous isn’t something I leave at the door. It’s part of how I approach every conversation, every engagement and every decision.”

Lucy
Kennecott team

Lucy grew up in Kenai, Alaska, deeply connected to her Alaska Native heritage and the communities that shaped her. Today, she brings that perspective to her role as Native American Engagement & Cultural Heritage Senior Advisor at our Kennecott operation.

Lucy works at the intersection of mining operations and Indigenous communities, helping build respectful relationships with Tribes and ensuring cultural heritage is thoughtfully considered in how the business operates. Whether delivering cultural awareness training, shaping engagement approaches or spending time on the ground in communities, Lucy believes trust is built through presence, listening and respect.

For Lucy, being Indigenous is not just part of her identity, it’s a strength she brings to her work every day. “Being Indigenous is a skillset,” she says. “It brings knowledge, perspective and relational understanding that’s incredibly valuable in our industry.

I’ve seen how my voice has changed outcomes, and I want other young Indigenous professionals to know that their voices matter too.

A role model for the community

“It’s about ensuring our young people can thrive in this business and carry our progress forward.”

Kane
Indigenous leader

Kane, a proud Ngarluma man and Senior Indigenous Support Advisor for East Pilbara Operations and Perth, is helping pave the way for a more inclusive future in mining – one that is grounded in cultural safety, career development and community connection.

Driven by a deep sense of purpose, Kane strives to be a role model for his community and for other Aboriginal and Torres Strait Islander Peoples, showing that with determination and support, anything is possible.

His journey is one of leadership and impact. Through his work, Kane is helping create pathways for Indigenous employees to thrive – building confidence, capability and connection across the business.

Kane’s story is a powerful reminder of the importance of Indigenous leadership in shaping a respectful, inclusive and forward-looking industry. His dedication continues to inspire the next generation to lead with pride and purpose.

Read more at
riotinto.com/indigenourolemodel



Embedding Indigenous voices at the highest level

“We’re not just here to inform Rio Tinto, we’re also here to ensure that we’re speaking up on the rights and interests of Indigenous Peoples, and that the voices of Traditional Owners and other community groups are heard and respected.”

June Oscar AO

Chairperson of the Rio Tinto Australian Advisory Group

We’re embedding diverse perspectives into our decision making with our Australian Advisory Group. Formed in 2022, the Australian Advisory Group brings together eminent independent advisers to provide guidance on current and emerging issues that are important to both Australian communities and our business operations.

With a majority Aboriginal or Torres Strait Islander membership, and an Indigenous Australian Chairperson, the Australian Advisory Group meets to provide support to our executive team and board in making more inclusive decisions, particularly in relation to Indigenous matters. Their insights encourage us to think differently, act responsibly and remain accountable for the choices we make.



The Rio Tinto Australian Advisory Group, October 2025. Back row (L-R): Cris Parker, Nigel Browne and Dr Teagan Shield. Front row (L-R) Djawa Yunupingu, June Oscar AO and Nyadol Nyuon OAM.

Embedding human rights

“To create lasting value, we must put people at the centre of our decision making – that's the foundation of our commitment to respect human rights.”

Kylie
Human Rights team

Respecting human rights is central to how we operate. It's about how we treat our employees, contractors, communities and everyone affected by our activities and relationships.

As our culture has evolved, we've worked to strengthen awareness and accountability across the business. Every person at Rio Tinto has a role to play in respecting human rights, and our approach is focused on avoiding harm, fostering respect and ensuring people feel safe and empowered.

We've embedded human rights into our safety culture and decision-making, supported by tools such as Human Rights Risk Assessments, grievance mechanisms, community perception surveys and cultural heritage reviews. These help us identify risks, understand potential impacts and take proactive steps to prevent harm.

Getting this right is essential to building trust and delivering outcomes that reflect our responsibilities and values.

21
human rights risk self-assessments
completed in 2025

384
third-party due diligence reports
escalated for human rights review
between 2024 and 2025



Human rights in practice

In 2024, we launched Human Rights in Action, a global learning program designed to help employees navigate complex human rights issues and foster a stronger speak-up culture.

Targeted at those in higher-risk human rights roles, the program equips teams to identify risks, understand potential impacts and take proactive steps to prevent harm.

The program is already making a difference. We've seen a marked increase in the quality of human rights risk assessments, helping asset teams prioritise their efforts and respond more effectively.

Human rights is also now embedded in our group-wide Code of Conduct learning, helping build broader awareness and accountability across the business.

“Identifying issues isn't a sign of failure – it's a sign of a functioning and effective due diligence process. It shows we're asking the right questions and helps us take action where it's most needed.”

Simon

Human Rights team

Championing women's rights in Guinea

In the Republic of Guinea, we're working to break down barriers that limit women's access to education, employment and leadership.

Recently, we welcomed girls from nearby communities to see women in action – as engineers, safety professionals and skilled operators. For many it was the first time they had seen women in technical and leadership roles.

A powerful moment came when a young girl realised she could see a future for herself in this industry – not just as a follower, but as a leader.

“When I came here, I discovered that women work in the offices, or on the sites, just like men,” said Angeline.

“This gives me the courage to focus on my studies so that in the future I can work here.”

Read more at

riotinto.com/womensrightsguinea



For International Day of the Girl Child, we invited young girls from nearby communities to experience life at our Simandou site.

Supporting seafarers at sea and on land

“Life at sea can be tough – being far from home for months at a time takes a toll. Having a place to rest and reconnect makes a real difference.”

Ace

A seaman on one of our chartered vessels

With 2,700 voyages a year, we rely on seafarers to transport our products around the world. Their rights to safe, fair work conditions matter – on land and at sea.

To support the 26,000 crew members passing through our Dampier and Cape Lambert ports annually, our Marine team partner with the Mission to Seafarers. As part of a global network, these centres offer a safe, welcoming space to rest, recharge and reconnect.

“Isolation from family, friends and support networks is a challenge all seafarers face,” says Reverend Steve Combe, Port Chaplain.

“Our centres remind them they are not alone – they are valued and cared for.” Each month, hundreds of seafarers visit the centres, accessing Wi-Fi, snacks, quiet spaces – and most importantly, community.

Read more at

riotinto.com/supportingseafarers



Seafarers enjoying the Mission to Seafarers centre at Port Walcott.

A bauxite shipment from our Amrun mine in Queensland, Australia, ready for departure.

450

seafarers trained in marine-specific human rights awareness and support pathways (2024-2025)





Partnering for clean energy

We live on a planet that's changing fast. The energy transition is an urgent, global challenge – and it calls for more of the metals and minerals we produce. That presents us with a significant opportunity, but also a responsibility: to supply those materials in ways that reduce harm and create shared value.

To support this transition, we're increasing production of key materials like copper, lithium, aluminium and high-quality iron ore. These are essential for building renewable energy infrastructure, powering electric vehicles and enabling energy storage solutions. At the same time, we're working to reduce emissions across our operations and have developed a robust, risk based due diligence process to help ensure we are sourcing renewable energy responsibly.

Partnership is central to this effort. We're collaborating with Indigenous communities, governments, industry and suppliers to develop clean energy solutions that support both decarbonisation and community development. Together, we're helping shape a more sustainable future.

50% by 2030 and
net zero by 2050.

– our targets for reducing Scope 1
and 2 emissions

\$1–2 billion

– our estimated investment in
decarbonisation projects

Powering change together

Collaboration is central to our climate strategy. In Western Australia's Pilbara region, we're partnering with Traditional Owners to deliver renewable energy projects that support both decarbonisation and community development.

We're working with the Yindjibarndi Energy Corporation on a 75MW solar project located approximately 55km south of Karratha on Yindjibarndi Country. It's the first initiative under a broader agreement to explore renewable energy opportunities.

In July 2024, we also announced a partnership with the Ngarluma Aboriginal Corporation to progress a proposed large-scale solar project on Ngarluma Country, near Karratha.

Read more at

riotinto.com/pilbararenewables

Strengthening water security in the Pilbara

Through a 50:50 joint venture with the Western Australian Government, the Dampier Seawater Desalination Plant will deliver ~8GL of climate-independent water each year. Once completed, the project will help relieve reliance on groundwater sources that hold environmental and cultural significance for Traditional Owners, while supporting a more secure and sustainable water future for communities and industry.

Solar facility at our Diavik Diamond Mine in Northwest Territories, Canada.



Sun and snow powering Diavik Diamond Mine

In Canada's Northwest Territories, renewable energy is thriving – even in Arctic conditions. At our Diavik Mine, a 6,600 panel solar facility and four wind turbines are supplying 25% of the site's power during closure.

Installed in 2024, the double-sided solar panels harness sunlight from above and reflected light from the snow below. Cold temperatures boost efficiency, with the system generating 15% more energy at -25°C than at $+25^{\circ}\text{C}$.

But this project goes beyond reducing emissions. Built in partnership with the local community, 30% of the construction workforce were Tłıcho citizens. The solar panels have been designed so that when the mine closes they can be relocated and reused – helping ensure the benefits of Arctic solar power continue.

Clean energy in action at our Kennecott copper operation in Utah.

Powering progress in the Salt Lake Valley

At our Kennecott copper operation in Utah, a new 25-megawatt solar plant is now helping power our operations while delivering lasting benefits for the communities around us. Built alongside our existing 5-megawatt on-site solar facility, the project strengthens local energy resilience and reduces reliance on the regional grid.

“This solar plant reflects what responsible mining looks like today,” said Ryan Perry, Manager, Communities and Social Performance at Rio Tinto Kennecott.

“By generating clean energy on site, we’re reducing emissions while investing in the long-term health of the communities where we live and work.”

The facility also supports North American supply chains, with many of the panels enabled by tellurium produced at Kennecott – a critical mineral used in solar technology and refined locally in Utah.

More than an energy project, the solar plant represents a shared commitment to cleaner air, stronger infrastructure, and a more sustainable future for the Salt Lake Valley.

<71,000 new solar panels
30MW of total on-site solar capacity
now operating at Kennecott

~20,000
metric tonnes of CO₂e avoided each
year

~4,400
cars removed from the road annually
(equivalent impact)

Planning for closure with communities

“We’ve long known how to define physical closure – safe, stable, non-polluting. But when it comes to the social aspects of closure, the goal of a ‘positive legacy’ remains elusive for the industry. Who defines legacy, how we measure it, and when we assess it are still open questions. What’s clear is that communities must have real influence over the process.”

Professor Deanna Kemp
University of Queensland

Transitioning from an operating mine to a post-mining future is one of the most complex challenges we face. It’s not just technical – it’s deeply social, requiring thoughtful engagement, long-term planning and genuine collaboration.

Closure goes beyond environmental rehabilitation. It requires a deep understanding of cultural, social and economic aspects to inform future planning.

Communities have an important role in defining what a future legacy looks like – because they are the ones who live with the outcomes.

By working together with communities and Indigenous partners, we’re helping shape futures that reflect local priorities and create opportunities for generations to come.





Managing closure with Indigenous communities in Canada's Northwest Territories

“Monitoring and seeing with our own eyes is key. If we see with our own eyes, we see things accurately.”

Indigenous Elder

At Diavik Diamond Mine, we are working alongside communities and Indigenous Governments and Organisations to co-develop a Traditional Knowledge Monitoring Program (TKMP) – a collaborative approach to evaluating the success of our closure, rooted in Indigenous perspectives.

Building on over a decade of Traditional Knowledge work, the TKMP focuses on monitoring caribou, water, fish, vegetation and wildlife, and aligns with community priorities and closure goals including safe land and water, and support for traditional use and landscapes.

Shaping a post-mining future in the Gove Peninsula

“It's all governments. It's all mining and it's all Traditional Owners. We all have a part in closure.”

Klaus Helms

Chief Executive Officer, Gumatj Corporation

As mining winds down in the Gove Peninsula, we're working with Traditional Owners, governments and community partners to plan a sustainable future for Nhulunbuy and the region.

The Gove Peninsula Futures Reference Group (GPFRG) brings together key stakeholders, including Gumatj Corporation and Rirratjingu Aboriginal Corporation, to navigate the complex transition and identify sustainable, long-term opportunities.

The GPFRG ensures Traditional Owners and local residents have a strong voice in shaping what comes next. The goal is clear: to ensure the Gove Peninsula remains a vibrant, sustainable place to live, work and connect to culture – long after mining ends.





Our progress will not be defined by milestones alone, but by the quality of our relationships and the integrity of our actions. Throughout this report, we've reflected on the shifts we're making – towards deeper listening, more respectful partnerships and a stronger sense of shared purpose.

This process is not linear, and trust is earned over time. We must continue to show up: with openness, with care and with a commitment to learning. By staying grounded in our values and guided by Indigenous voices, we hope to contribute to a future that is more inclusive, more thoughtful and more enduring for everyone.

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