



## Employer statement 2024-2025

Insights from our latest WGEA submission  
and internal analysis

**RioTinto**



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# Welcome message

from Georgie Bezette, Chief People Officer



## Our commitment to fair & equal pay at Rio Tinto

**Fairness and equity are at the heart of how we approach pay at Rio Tinto, ensuring people with similar skills, experience, and contributions are paid equally for the same work.**

We're committed to creating an inclusive organisation that reflects the societies and communities we're part of – one where everyone's skills, experience and contributions are valued and recognised.

I'm proud to share that our equal pay gap – comparing men and women performing the same work in the same location – remains less than 1.5% in favour of men. This is a strong endorsement of our commitment to pay equity and transparency, and it places us well ahead of industry standards.

Our latest submission to the Workplace Gender Equality Agency (WGEA) also shows our average base salary pay gap is 1.3% in favour of men, compared with 16.4% across the mining industry. We are making meaningful progress in narrowing our total remuneration gap too, supported by increasing the representation of women in operational roles.

These results reflect the strength of our pay equity strategy. We continue to invest in transparent pay practices, annual reporting and ongoing Pay Health reviews to ensure people doing the same or comparable work are paid equally. This strategy is central to how we support fairness across the organisation.

We know diverse teams make better decisions and deliver better outcomes – so we're focused on creating a culture where creativity thrives and every voice is welcomed, heard and respected. Our annual reporting to WGEA is one of the ways we hold ourselves accountable as we continue to improve.

As one of the world's largest mining companies we are determined to lead the change by building a more respectful and inclusive workplace. Through strong leadership, education, listening, and career development we're removing barriers and ensuring everyone has the opportunity to bring their best.

A major milestone for Rio Tinto in 2024 was achieving global Living Wage Employer accreditation. This means every Rio Tinto employee in every location worldwide is paid an income that supports a decent standard of living – well above minimum wage requirements. It's a significant achievement that sets us apart as an industry leader and reinforces our commitment to fair pay, employee wellbeing and social progress. Our accreditation is independently verified and regularly reviewed, ensuring we continue to meet the highest standards of fairness, transparency and pay equity.

I invite you to join us on this journey, one where we champion equitable pay, celebrate diversity and build a culture where everyone feels valued, respected, and fairly treated.

**Georgie Bezette**  
Chief People Officer



## How we set fair and equitable pay

Our approach to pay at Rio Tinto is guided by the principles of fairness, equity, and competitiveness.

Each year, we undertake a comprehensive base pay review, which consists of two key components: a General Increase and a Pay Health investment.

The General Increase is determined by projected movements in key economic factors such as wage inflation, Consumer Price Index (CPI), industry salary trends, our business context and affordability, and the pay practices of peers we compete with for talent. This ensures our pay remains competitive and responsive to market conditions.

Following this, we conduct a Pay Health assessment to ensure our base salaries are not only competitive and equitable but also support employee growth and development. Our annual Pay Health investment enables tangible progression through our salary bands and provides a mechanism to address any unintended pay gaps, including those related to gender.

Beyond the General Increase and Pay Health investments, we also consider broader remuneration components such as performance-based pay. This includes rewarding what our people achieve and how they demonstrate our core values and behaviours. We continually monitor our salary setting outcomes to ensure they remain fair and equitable for all employees.

We participate in reporting and disclosures across multiple industry and legislative standards at local, regional, national, and global levels. By comparing external benchmarks with internal relativities and peer groups, we can identify and close pay gaps, ensuring our pay practices remain robust and transparent.

Together, these strategic initiatives provide a comprehensive framework that helps us address any unintended anomalies and ensures our pay is managed fairly, equitably, and appropriately - supporting our commitment to an inclusive and high-performing workplace.



## How we measure pay equity

At a Group level, we report annually on two key measures. These metrics provide distinct perspectives to track progress and are published annually in our Annual Report and Sustainability Factbook.

### Equal pay gap

Measures if men and women in the same location and performing work of equal value receive the same pay.

### Gender pay gap

Measures the difference between the average earnings of women and men across the Group (excluding incentives), expressed as a percentage of men's earnings.

In our 2025 Annual Report, we reported:

- **Equal pay gap:** Less than 1.5% in favour of men
- **Gender pay gap:** Less than 1% in favour of women

### Workplace Gender Equality Agency (WGEA)

In addition to our Group-level pay equity disclosures, Rio Tinto also participates in country-specific reporting, such as the Workplace Gender Equality Agency (WGEA) in Australia. The WGEA's methodology differs from our Group-level approach and is disclosed in four different ways:

- Differences in average and median base salary between all male and female employees.
- Differences in average and median total remuneration, including wages, higher duties, superannuation, bonuses, allowances, back pay, workers compensation payments, penalty rates, shift loadings, commissions and other benefits.

The WGEA reports submissions from over 7,800 Australian employers, with a lag between data submission and disclosure. The current WGEA report reflects data submitted in 2025. While not directly comparable to our Group-level disclosures due to timing and methodology differences, both provide valuable insights into our fair and equal pay practices.

# Our 2024-2025 WGEA data

## Base salary pay gap

- Our WGEA average base salary pay gap is 1.3% in favour of men, compared to the mining industry average pay gap of 16.4% in favour of men.
- While we expect to see small shifts year on year, our 2024/2025 outcome reflects a neutral pay gap and reinforces our commitment to fair and equal pay setting.

	Rio Tinto	Mining Industry
	March 2026*	March 2026*
Average Base Salary	1.3% + Men	16.4% +Men
Median Base Salary	3.1% + Men	17.3% +Men

\*For the 2024/25 reporting year, published in March 2026

## Total remuneration pay gap

Our WGEA average total remuneration pay gap is 7.2% in favour of men, compared to the mining industry average gender pay gap of 18.9% in favour of men.

	Rio Tinto	Mining Industry
	March 2026*	March 2026*
Average Total Remuneration	7.2% + Men	18.9% +Men
Median Total Remuneration	11.8% + Men	20.4% +Men

\*For the 2024/25 reporting year, published in March 2026

## What does this mean?

Our base salary gap is within WGEA's "neutral" category (+/- 5%), reflecting fair pay for comparable roles.

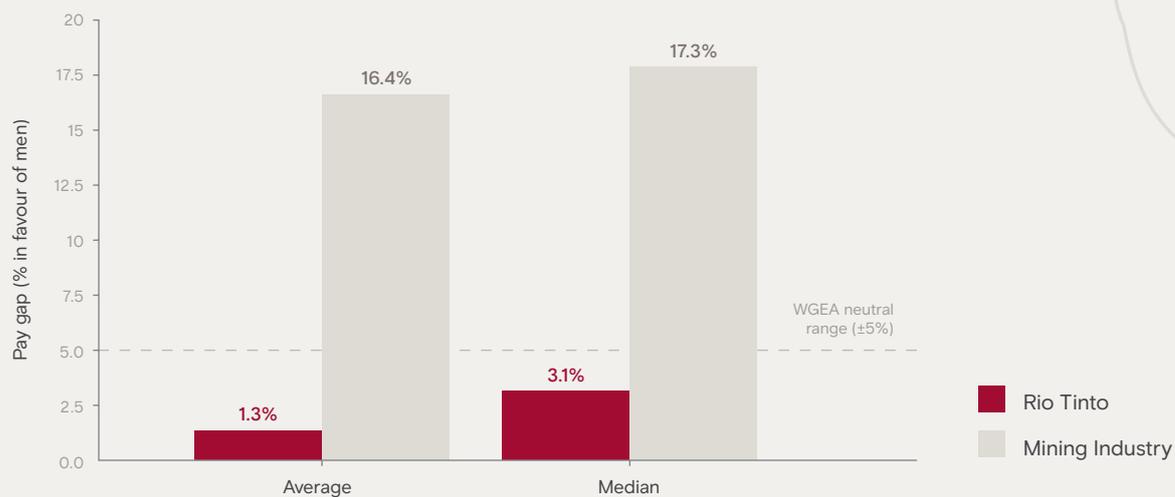
Our total remuneration gap is largely attributed to the underrepresentation of women in operational roles, which attract higher allowances for hardship. Around 80% of men in our workforce work on-site, compared with

just over 50% of women. Encouragingly, both our average and median total remuneration gap have narrowed as more women were hired to site-based roles.

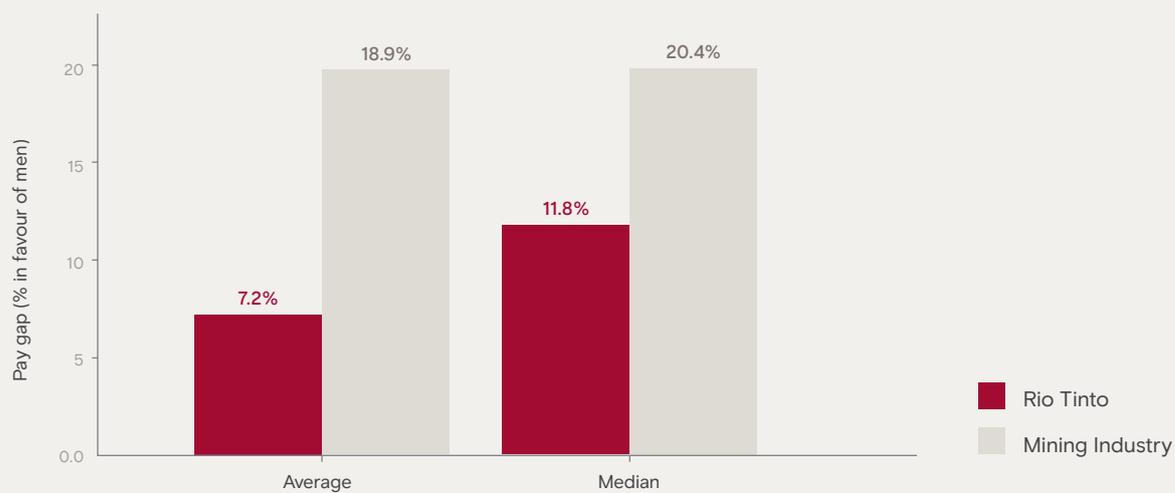
### Industry comparison:

Rio Tinto's pay gaps are significantly lower than the mining industry average, reflecting our leadership in pay equity. Increasing the representation of women at every level remains critical and is embedded as a performance metric on our group scorecard, linked to year-end incentives (STIP). We continue to monitor and report gender pay gaps and invest annually in Pay Health to address and eliminate inequity.

### Base salary gender pay gap (WGEA 2025/2025)



### Total remuneration gender pay gap (WGEA 2025/2025)





# Why do pay gaps exist?

Pay gaps are influenced by a range of structural, demographic, and operational factors.

## Base salary gap: Recent trends and drivers

While our base salary gap remains within the “neutral” range, recent data shows a modest shift towards men. This change is influenced by several workforce factors.

### Gender intake and role level

While we are hiring more women than ever before, many are joining at junior levels with lower starting salaries. This increases overall representation but does not immediately close the pay gap, as senior and higher paid positions continued to be male-dominated.

### Entry disparities

Men often enter the organisation with greater sector experience resulting in higher starting base salaries. Prior experience, qualifications, and the nature of roles filled contribute to an initial gap that can persist over time.

### Talent loss and attrition

Women who leave Rio Tinto frequently hold higher-paid positions. This turnover impacts the average pay data for women, as those remaining are more likely to be in lower-paid roles. Retaining women in senior and operational positions is essential for narrowing the pay gap.

## Total remuneration gap: Understanding the factors

Our WGEA average total remuneration pay gap is 7.2% in favour of men, compared to the mining industry average of 18.9%. The median total remuneration gap is 11.8% in favour of men, also significantly lower than the industry average of 20.4%.

The total remuneration gap is largely attributed to the underrepresentation of women in operational roles, which attract higher allowances for hardship. Around 80% of men in our workforce work on-site, compared with just over 50% of women. As more women are hired into site-based roles, both our average and median total remuneration gaps have narrowed the average gap decreasing from 7.7% in favour of men in 2024 to 7.2% in 2025, and the median gap narrowing from 12.2% to 11.8% over the same period.

This reflects our commitment to recruiting and promoting women into higher-paid positions, and our ongoing efforts to review and improve our practices.



## Living Wage Accreditation

In 2024, Rio Tinto achieved global Living Wage Employer accreditation from the Fair Wage Network, confirming that every employee is paid at or above a living wage across all locations where we operate.

In 2025, we successfully maintained this accreditation for a second consecutive year, demonstrating the sustainability of our approach and the effectiveness of the pay systems that support it.

This accreditation recognises that our pay supports a reasonable standard of living, covering essentials such as housing, education and healthcare. It is particularly significant given the global scale of our operations and the fact that a substantial portion of our workforce is based in developing markets, where living wage benchmarks are materially higher than government minimums.

It reflects our commitment to fair pay, employee wellbeing and ensuring a decent quality of life for our people and their families.

Aligned with our core value of care, the benefits extend beyond our workforce to families and communities worldwide.

Being a Living Wage Employer is a cornerstone of our pay equity strategy and a strategic pillar of our fair pay approach. It also places Rio Tinto among a very small group of organisations globally to demonstrate a consistent, independently verified commitment to living wages across all markets.

For Rio Tinto, this accreditation is a clear measure of progress toward building a more inclusive and sustainable future.



# Embedding equity

## Our approach and actions

At Rio Tinto, we're committed to leading in pay equity and living wage standards by linking fair pay practices with a culture of respect and inclusion.

Our approach is built on regular Pay Health reviews, competitive salary adjustments, and transparent reporting – ensuring fairness and equity for all employees.

We drive progress through targeted actions that support every stage of the employee journey:

- Recruitment and representation: Focused campaigns and entry pathways to increase women's representation at all levels, especially in mining and operational roles.
- Inclusive policies: Gender-neutral parental leave, flexible working arrangements, and bias reduction in recruitment and talent management.
- Development & retention: Mentoring, career development programs, and ongoing investment in leadership capability to support advancement and retain talent.

- Safe and respectful workplaces: Facility upgrades, a respect and inclusion module embedded into mandatory Code of Conduct training for employees and contractors, and initiatives like Stop for Respect to foster allyship and inclusion.
- Continuous monitoring: Regular analysis of salary setting, contribution assessments, and attrition trends, plus collaboration with joint ventures to address pay gaps and align remuneration philosophies.

By integrating these actions into our overall strategy, we ensure our pay practices and workplace culture support respect, inclusion, and long-term success for all.

# Looking ahead

Strengthening inclusion and representation remains a top priority for Rio Tinto, and our commitment to these values is unwavering.

We're making real progress where leaders are taking focused, sustained action – such as using diverse hiring panels, supporting new-to-mining programs, apprenticeships, and traineeships, and learning from stay and exit interviews to improve the employee experience. Initiatives like Leadership Reviews and Stop for Respect are helping to foster a culture of respect and allyship, making inclusion part of our everyday workplace.

Gender representation is also embedded in our performance metrics and annual scorecard.

Respect and inclusion are critical to building a high-performing business that truly reflects the communities we serve. With hiring volumes steady, we're prioritising actions that build leadership capability, ensure fair and transparent processes, and enhance the employee experience so we can keep up our momentum into 2026 and beyond.

Looking ahead, new government requirements mean Rio Tinto will set and report on three gender equality targets from 2026, with measurable progress expected within three years.

We're excited about the journey ahead and remain committed to creating a workplace where everyone can thrive.

## Find out more

For further information on the median gender pay gap data, please refer to the Data Explorer on [www.wgea.gov.au](http://www.wgea.gov.au)

## Other resources

[Rio Tinto Annual Report](#)

[Rio Tinto statement – WGEA Gender](#)

[Everyday Respect](#)





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