

Our operations are located on land and water that have belonged to Indigenous Peoples for thousands of years. We pay our respects to Elders, both past and present, and further acknowledge the important role that Indigenous Peoples continue to play within communities and our business.

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

- How well do you think we have progressed on this commitment with your group?
- How well do you feel you have been engaged on this commitment?
- What have you seen over the last 12 months that demonstrates our progress on this commitment?
- What suggestions do you have on how we can better partner, and work, with your Traditional Owner group?

Groups were asked to score the first two areas from 1-10 with 10 being the most positive and 1 being the least positive.

The second two questions were qualitative with free text answers.

Within our update below, we seek to fairly and transparently represent the breadth of scores and the intent of the feedback received.

Please note:

- Groups chose independently how they answered the questions, so some were answered by Corporation members, some by Traditional Owners and some were a combination of both.
- Six groups chose to respond to the questions and provided valuable comments.
- Four groups completed the survey in 2021, six groups in 2022 and six groups in 2023.
- The questions in the 2022 and 2023 survey are the same. The question in the 2021 survey, “partnering with Pilbara Traditional Owners in modernising and improving agreements”, was broadened out in 2022 to give more scope for Traditional Owners to comment on the partnership, which includes modernising agreements, and new co-designed ways of working.

Commitment 1: Partnering and working collaboratively with Pilbara Traditional Owners.

Rio Tinto summary statements

- We have changed the way we engage with Indigenous communities.
- We are progressively working more closely in partnership with Indigenous Peoples across our operations to preserve and protect cultural heritage.
- We continue to work to regain the trust of Traditional Owners and the wider community. We are actively engaging with Traditional Owners in Western Australia to understand existing and historic issues better and find ways we can deliver more effective outcomes together.
- We are moving to a model of co-management to ensure Indigenous voices are heard as part of our decision making.
- We have developed a set of principles to guide the agreement modernisation process which seeks to address areas where current agreements have not met the Traditional Owners' aspirations of partnership.

Q1 How well do you think we have progressed on this commitment with your group?

Ranking

	Traditional Owner group 1	Traditional Owner group 2	Traditional Owner group 3	Traditional Owner group 4	Traditional Owner group 5	Traditional Owner group 6	Traditional Owner group 7
2021		4	1	5		3	
2022	5		4	8	6	9	8
2023	6.75*	5	7	5	4	6	

Q2 How well do you feel you have been engaged on this commitment?

Ranking

	Traditional Owner group 1	Traditional Owner group 2	Traditional Owner group 3	Traditional Owner group 4	Traditional Owner group 5	Traditional Owner group 6	Traditional Owner group 7
2021	-	5	1	6	-	3	
2022	8		6	9	6	8	8
2023	5.75*	7	8	8	6	7	

No feedback received from Traditional Owner group

* average score from two Traditional Owners in the same group

Q3 What have you seen over the last 12 months that demonstrates our progress on this commitment?

- At a middle management level there seems to be a commitment from Rio Tinto to engage with Prescribed Body Corporates in a more meaningful way, and on a mining General Manager level this is also true. But at an executive level within Rio Tinto Iron Ore there is a lack of engagement with Prescribed Body Corporates on this commitment.

- Intention is clear from Rio Tinto through communication and engagement. There is discoordination and lack of knowing how to go about doing this collaboratively on both sides not just Rio Tinto.
- It is good we have been having meetings providing opportunity to have conversations, to receive information and for Rio Tinto people to listen to our people and our concerns.
- We appreciate the support provided for our remote communities, working together to address areas of need. Communications has been a critical issue with our people unable to get help when they need it – we appreciate the support Rio Tinto has been providing to work through telecommunications issues.
- Meetings with relevant Rio Tinto General Managers.
- Contribution to Ranger funding.
- Support for Symposium 2023 (financial and in-kind).
- Ongoing support for the R&D Projects.
- Genuine effort to assist Traditional Owner Group in exploring accommodation solutions.
- Visit and discussions with Social Investment Team regarding the Traditional Owner Group Tourism Program.
- Brief on relevant research programs supported by Rio Tinto.
- Involved Traditional Owner Group in high-level feasibility on blue carbon.
- Consideration of Draft Business Case for new Traditional Owner Group vessels.
- Progressed negotiations in regard to access to Online Cultural Induction.
- Often Rio Tinto seem dismissive of the Traditional Owner Groups
- This has been a mixed bag on two levels. The CSP Commitment specifically states that “We are actively engaging with Traditional Owners in Western Australia to understand existing and historic issues better and find ways we can deliver more effective outcomes together” and ensuring “Indigenous voices are heard.” We do not believe that Rio Tinto has listened to our concerns about the impacts of historical mines and mining on our Country despite a Truth Telling session and engagement with Traditional Owners at a community meeting. Rio Tinto asserts these commitments, but this does not translate into action or a change in corporate stance. Our people have clearly and repeatedly expressed our desire for Rio Tinto to address the past, but it refuses to do so. We have spoken about the lack of Free, Prior and Informed Consent in terms of engagement and decision-making related to key elements in the Participation Agreement, particularly related to the approval for water extraction that we opposed, and for mining to continue at operational mines without the payment of compensation. Despite our challenges to Rio Tinto to address these historical wrongs, we have had to deal with a company that we do not believe lives up to its values of care, curiosity and courage. To care for and respect us and our cultural places and responsibility. We are the owners and custodians of the Country on which you are our guest. To listen with curiosity to our perspective and to learn. To have the courage to change based on what we say, and to do what is right. In relation to this commitment, we are dissatisfied with Rio Tinto.
- We have also experienced issues where commitments have been made and substantially progressed, only to have them not fulfilled. For example, Rio Tinto Iron Ore made substantial progress for a Rio Tinto cultural heritage practitioner to be seconded to our group to address our critical skills shortage in our Country and Culture team only to have the commitment rescinded at the eleventh hour. Subsequently, Rio Tinto provided us with a further candidate (external to Rio Tinto), who was neither based in Western Australia, nor able to relocate or travel due to family commitments.
- On the other hand, in relation to dealings with operational leaders, we have made progress at working cooperatively on several initiatives. The relationship has been focused on working together to address a history of poor outcomes. We have focused on creating a step change in

employment; exploring business development opportunities; reinvigorating cultural competence training; and cultural heritage management. We have good lines of communication and meet regularly to progress these initiatives. We feel that the team is committed to achieving outcomes and have been receptive to advice, feedback and making things happen.

- Very good we have had a positive experience through the agreement modernization process.
- Still issue with people being employed – needing to take leave for cultural purposes – need to see this sorted.
- We feel supported and recognized as Traditional Owner Group people and it is important we still need to recognize birth places, and make sure right people, right Elders can speak for the area.
- Traditional Owner Group Agreement model going well – very project driven – starting to see benefits for Traditional Owner Group people.
- Land access – still restricted, only have one key, lot more fences now, we used to be able to access a lot of areas and now we can't.
- Modernisation – new agreement more funds, big commitment, big difference what we can do to our people. Recent in-kind support assisting with accommodation at Rio Tinto Village for the recent hearings on Country. Use of the grader for grading road has been critical in making places on Country more accessible. The funds are being put to achieving positive outcomes for our people with the development of homelands providing places on Country for Traditional Owner Group people.
- Need land access- very important Country for our people, working with varying Departments at these sites and needing Rio Tinto support to allow access.
- We feel supported and are communicated with well by Rio Tinto representatives who work with us. We can see and feel effort being put in by these people.

Q4 What suggestions do you have on how we can better partner, and work, with your Traditional Owner group?

- More interactions with senior level decision makers/more engagement at a senior level. More resourcing and effort in this area with respect to the serious issues we're wanting to address. Engaging in a proactive approach at an executive level to Traditional Owner concerns, especially legacy issues and compensation that we're wanting to resolve.
- Dedicating time to work on this together, noting overlap with Agreement Modernisation in this area. A committee to work together on what are the collaborative projects together. An understanding that there is openness to do this, by putting things on the table to really do partnering together – Renewables and Water for example.
- The recent site meeting was quite rushed with limited time and capacity to understand heritage impacts when visiting sites. More site visits and meetings with more time allowed for discussions.
- It would be helpful if we had an independent heritage adviser to assist us in understanding and communicating our concerns.
- Trust is still an issue, and it seems there is a lot of fear across both Rio Tinto and Traditional Owner Group. Are communications truly transparent? – we need to be having real conversations. A current issue is not helping and to date we feel the process has not been managed well and feel that we have not been understood or supported well though the communications. This has been a very challenging situation for us to deal with and trying to ensure we are adequately informed to do the best we can for our members.
- Traditional Owner Group is an incredibly busy organisation with many exciting opportunities especially over the next 2 years. We believe a Traditional Owner Engagement Lead dedicated to

Traditional Owner Group would be justified and would assist in achieving significant win/win outcomes.

- Engage in a frank and honest manner, where we engage with honesty and equality. Rio Tinto speak of 'a partnership'. There is very little partnership, merely a relationship that is very heavily weighted in Rio Tinto favor.
- We have expressed a willingness to want to build a better partnership with Rio Tinto but we think there are a number of impediments to this:
 - Rio Tinto needs to assess how to partner with Traditional Owner groups. They operate through a Western terms of reference, lack insight into Aboriginal ways of working, and these relationships are clearly transactional at best.
 - There needs to be a shift from intent to impact for our people and this needs to be linked to Key Performance Indicators of individuals. There doesn't appear to enough organizational drive to do better.
 - Rio Tinto is bureaucratic, slow to address issues, and has too many layers of approval that mean things aren't actioned quickly.
 - Rio Tinto does not appear to have a clear plan around its Traditional Owner Engagement and is inflexible in its approach to matters.
- Invoicing is a bit clunky; the process seems to be quite complicated and bureaucratic.
- Heritage surveys are going well, and it is great to have Rio Tinto employees along from rail operations who explain the need and purpose of maintenance works.
- Understand the importance of land access – allowing our people to get onto Country and to visit cultural sites. Providing reasonable access to sites with limited controls.

Commitment 2: Developing Cultural Competency within Rio Tinto.

Rio Tinto summary statements

- We are committed to building a more inclusive and diverse work culture, where people live our values and feel empowered to challenge decisions and speak up freely if something does not feel right.
- We have a program of work in progress that focuses on advancing respect for the Peoples and cultures on whose land we live and work, which links closely to the work we are doing as part of the Everyday Respect initiative.
- Rio Tinto leaders are required to undergo a two-day cultural awareness training program, Cultural Connection.
- In Australia, all frontline staff within our product groups are undertaking e-learning or face-to-face training with Aboriginal and Torres Strait Islander people.
 - Cultural Awareness 101 is an entry level cultural awareness program using virtual reality as a tool for introducing employees and contractors to the Pilbara.
 - Cultural Awareness 102 is a more specific program led by individual Traditional Owner groups using virtual reality tools as well.

Q1 How well do you think we have progressed on this commitment with your group?

Ranking

	Traditional Owner group 1	Traditional Owner group 2	Traditional Owner group 3	Traditional Owner group 4	Traditional Owner group 5	Traditional Owner group 6	Traditional Owner group 7
2021		2	1	9		5	
2022	-		5	7	4	7	8
2023	7	6	6	7	7	5	

Q2 How well do you feel you have been engaged on this commitment?

Ranking

	Traditional Owner group 1	Traditional Owner group 2	Traditional Owner group 3	Traditional Owner group 4	Traditional Owner group 5	Traditional Owner group 6	Traditional Owner group 7
2021		1	3	9		-	
2022	2		8	8	5	8	8
2023	7	5	6	7	9	5	

No feedback received from Traditional Owner group

Q3 What have you seen over the last 12 months that demonstrates our progress on this commitment?

- Opening of the Yarning Circle including cultural dancers. There is a plethora of requests that we receive regularly wanting to engage our group in this commitment, which is a sign of positive intent.
- Very hard to comment on this section given narrow/limited exposure in this area.

- I understand Rio Tinto offer Senior leaders' opportunity for cultural connections training which is very good and there is a commitment across the organization to increasing awareness. This is really good and provides for a more diverse and richer workforce. I saw recently that the Rio Tinto RAP was out of date and needed a review, this is important to be updated.
- The Indigenous Support Advisor position has been vacant at Mining Area for some time – this has not been good for Indigenous employees, there needs to be more effort to keeping these positions filled and supported. Without this position Indigenous employees are very vulnerable and may put up with situations that are not appropriate or reasonable and may be putting themselves at risk.
- Appointment of a Rio Tinto staff member into a Traditional Owner Engagement Lead position.
- Rio Tinto staff undertaking face-to-face cultural inductions.
- I am not privy to your policy, and it would be unfair to comment.
- After being given the run around for 2 weeks when we initially commenced work on this on Cultural Awareness Training, we found a highly competent contact. He has actively supported us in re-establishing our Cultural Competence Programs including:
 - Reviewing our Virtual Reality;
 - Face to face classroom;
 - On Country experience
- Our commercial arm is now a vendor, and we are operationally ready to deliver these programs after a hiatus.
- For our groups, Cultural Competence Training has been a bright spot.
- Not really sure – can't comment.
- It is good that Rio Tinto supports the cultural camps which provides Rio Tinto employees with exposure to cultural experiences on Country.
- Participation on cultural camps.
- Use of the VR video – which was endorsed by Traditional Owner Group people.
- Rio Tinto have reached out to Traditional Owner Group to provide Cultural awareness training through the camps and events like NAIDOC.

Q4 What suggestions do you have on how we can better partner, and work, with your Traditional Owner group?

- What Rio Tinto is doing, is good. On Country with Traditional Owners is really positive.
- Ensure the Reconciliation Action Plan is current and is driven by leaders – and should be the strategic intent. The workforce should align with the cultural capability through clear systems and processes.
- Roll-out of Traditional Owner Group's online cultural induction to all staff working on Traditional Owner Group's Country
- I am not privy to your policy, and it would be unfair to comment.
- We think this piece is well managed by Rio Tinto and we have been well supported by the Leadership Team who has participated in the on-Country experience.
- Whilst Rio Tinto is engaging with us on positive cultural awareness initiatives, the business has a long way to go to address cultural competency and its direct connection to racism. It is unclear what Rio Tinto's strategy is to eradicating racism within its organisation and fostering a more inclusive and culturally competent work environment at all levels.
- Work with other Country specific knowledge holders within the group to ensure cultural awareness programs are representative of the local culture.

Commitment 3: Reducing barriers to and increasing employment and leadership in Australia.

Rio Tinto summary statements

- In 2020, we made a US\$50 million investment to fast-track Indigenous Australians into professional and leadership roles to ensure that we have a stronger representation of diverse voices at our decision-making tables across all our businesses in Australia.
- We have increased the number of Australian Indigenous leaders in our business seven-fold since November 2020.
- We are partnering with Traditional Owners and local stakeholders to deliver initiatives that contribute to improving the pathways to employment for Aboriginal and Torres Strait Islander people, increasing the number of employment opportunities and providing positive experiences for current and future Indigenous employees.
- We know there are racism barriers for Indigenous people. The Everyday Respect report indicated that 39.8% of men and 31.8% of women who identify as Aboriginal or Torres Strait Islanders experienced racism.
- We are committed to creating a significant cultural change in our business and ensuring Indigenous Peoples views and perspectives are genuinely considered.

Q1 How well do you think we have progressed on this commitment with your group?

Ranking

	Traditional Owner group 1	Traditional Owner group 2	Traditional Owner group 3	Traditional Owner group 4	Traditional Owner group 5	Traditional Owner group 6	Traditional Owner group 7
2021		5	5	7		5	
2022	-		6	5	5	1	4
2023	-	1	7	n/a	5	5	

Q2 How well do you feel you have been engaged on this commitment?

Ranking

	Traditional Owner group 1	Traditional Owner group 2	Traditional Owner group 3	Traditional Owner group 4	Traditional Owner group 5	Traditional Owner group 6	Traditional Owner group 7
2021		1	-	4		1	
2022	2		8	8	4	1	4
2023	-	1	7	n/a	6	5	

No feedback received from Traditional Owner group

Q3 What have you seen over the last 12 months that demonstrates our progress on this commitment?

- Very hard to comment on this section given narrow/limited exposure in this area through our engagement with Rio Tinto Aboriginal employment and staff.
- Not a lot – still think numbers are very low of Indigenous people working at our Mining Area. There is still a lot of work needed to ensure workplaces are appropriate for Indigenous people, ensuring Indigenous Support Advisors are suitable and appropriate to ensure support is available.
- It is important to look at opportunities outside of traditional mining roles also.
- Supported the Traditional Owner Group Symposium which was led by Traditional Owner Group and was an important step towards securing World Heritage Listing.
- Funding support for our ranger program is helping to grow our leaders/Elders of the future.
- I cannot comment on this aspect as I am removed from this topic.
- We continue to be disappointed with Rio Tinto's approach to Traditional Employment. We raised concerns with senior leaders regarding Indigenous employment on the back of issues raised in the Regional Implementation Committee. We were initially told that we had no members progress through to offer in the 2023 Traineeship Intake. After raising concerns with the CEO, we were advised that there was indeed one member who was successful.
- We believe that Rio Tinto's approach is not fit for purpose from a Traditional Owner perspective. Rio Tinto does not engage with Traditional Owners or the Corporation very well and its recruitment processes do not deal with barriers that see Traditional Owners drop out of the process. Rio Tinto's "integrated approach" delivers Rio Tinto efficiencies, but it hasn't delivered outcomes for our members.
- In response to this, we have dealt directly with the operational leaders and run our own specific recruitment campaign. We had 34 Expressions of Interest for these roles; 16 applicants attend the engagement centre (versus 4 for the 2023 Traineeship Campaign); and 10 are in the process of being offered roles (at the time of writing).
- For us, this is a significant achievement on top of work we have led at improving the identification our Traditional Owners and capturing this information with Rio Tinto's dataset. These efforts have seen our employment increase from 6 (recorded by Rio Tinto) to 18. Two new starters are being onboarded now and if all 10 new to industry new starters commence with Rio Tinto, we will sit at 30 members working for Rio Tinto.
- Rio Tinto has also contributed funding to our Ranger Program. This has resulted in 4 members now inducted and working in this team.
- Need more effort don't see employment Rio Tinto representatives engaging with our people.
- Having no drivers licence still seems to be an issue, need resources to make sure people are supported as our people need one to one support. Other mining companies able to take people on board a lot quicker, Rio Tinto needs to change its perspective on requirements and conditions around Indigenous employment, need opportunities for all levels, for all ages.
- Young people are not always ready to go and there seems to be too many hurdles to get through. Rio Tinto need to change approach to employing Aboriginal people, being more flexible, looking more broadly than just mining operations.
- Directors of Traditional Owner Group can't attend cultural responsibilities – why is this not valued by Rio Tinto. We want to see Rio Tinto providing support for Indigenous people to be able to perform cultural leadership activities whilst maintaining employment and their leave arrangements with Rio Tinto. Indigenous employees are using their annual leave to fulfill cultural leadership obligations.

- Aboriginal and Training Liaison (ATAL) – looking for more information on what it offers and hoping it offers different programs for a range of people as it needs to be more diverse not so male focused.
- Lot of support needed for Indigenous employees, also need to assist them to know how to deal with racism in the workplace.
- Is Rio Tinto able to conduct Training programs out in communities using existing facilities?

Q4 What suggestions do you have on how we can better partner, and work, with your Traditional Owner group?

- Need to have dedicated people to work with interested applicants – they need support to understand and work through the process. It is important to continue to grow Indigenous people employed offering opportunities for advancement and career development.
- Ongoing support for projects related to tourism, aquaculture, and carbon reduction which will provide our members with access to a diverse range of employment options while also assisting Rio Tinto in meeting its objectives.
- In general, this may refer to those that are a bit older and had problems at school and were unable to complete to a suitable level to be proficient in the 3 Rs. Perhaps a bridging course of some kind, being unable- to read or write is a very paralyzing feeling and often leaves the person feeling inadequate and embarrassed.
- We have raised many points of concern with Rio Tinto about its approach to Indigenous employment. From an external perspective, there appears to be some structural impediments between the Traditional Owner Engagement Lead, Talent Acquisition, Indigenous Employment Team and Operations. This contributes to a lack of clarity around communications – this is sometimes via the Traditional Owner Engagement lead, sometimes it is the Indigenous Employment team and sometimes we find out via other Prescribed Body Corporates or social media.
- It is unclear the level at which Rio Tinto understands the barriers to employment for Indigenous Australians and Traditional Owners in particular:
- How does implicit bias impact the recruitment process;
 - What strategies are in place to deal with racism and discrimination through the recruitment process and while in role;
 - the digital divide – how does Rio Tinto expect Traditional Owners to engage with low level of access to information technology and varying levels of digital literacy and often households where it may be difficult to attempt or complete online assessments?
 - stereotype threat is a common psychological barrier that leads minority groups to under-perform in social settings. The Engagement Centre model that sees Indigenous candidates compete against non-Indigenous candidates creates an un-even playing field. Refer to the extensive work on this subject by Claude Steele;
 - socio-economic disadvantage results in lower levels of education attainment, health status, contact with the criminal justice system that require adjustments in Rio Tinto’s approaches to recruitment, development and retention;
 - psychological barriers including shame.
- It is not clear to us that Rio Tinto fully appreciates these issues and how its approaches are tailored to address them.

- Other observations are that there are a number programs, however, little insight into the total offering, eligibility criteria of each, and timings for advertising and onboarding.
- Finally, there is lack of Aboriginal people in senior positions. Rio talks about Indigenous leaders within the business however they all appear to be at the lower end of the organisation. Rio Tinto promotes its increase by seven-fold, however, it appears only two at a senior level. What is Rio Tinto's definition of a leader and particularly what ability do they have to influence business culture and better support Traditional Owner and Indigenous outcomes?
- None of this is supported by a clear strategy/framework that can be shared with Traditional Owner Groups.
- Need someone in our town every week, all talk no action, need to resource this area to enable people to be on the ground. We have been requesting a presence of Rio Tinto employment people in our town for 1 day a week for over a year now – and still not happening. We need people in our community, offering guidance and support to Traditional Owner Group people and being available at a regular day, time and place. With a regular occurrence Traditional Owner Group people will get to know this is available and this will help to support who are interested in gaining employment.
- Elders can be great mentors – it is important to get the next generation learning and taking on leadership roles and learning how to be a Director and be leader.
- Don't do for us – do with us – community clean-ups need to use opportunity for employment and training for all ages, involve young and Elders.
- Tickets can only be obtained through jobs – what about people who want to better themselves who don't have the employment. Need more training opportunities to build job readiness.
- Need to address Indigenous employees who have cultural obligations leave arrangements – so they are not having to use all their personal leave for cultural obligations. Looking for more flexibility here allowing more paid leave to Indigenous employees carrying out cultural obligations.

Commitment 4: Establishing processes to better manage and protect cultural heritage.

Rio Tinto summary statements

- We have strengthened our social performance governance, capacity and capability to better integrate our asset-based practitioners into the business's day-to-day operations.
- In our Iron Ore business, our Cultural Heritage team provides specialist support to our operations and the broader business. This includes listening to and learning from Traditional Owners and ensuring cultural values are understood and incorporated into our operational practices.
- We have increased engagement with Traditional Owners and other Indigenous people from senior operational leaders and teams.
- We support the strengthening of cultural heritage legislation and advocate for more meaningful engagement, the protection of heritage values, strengthened agreement-making, and certainty for all stakeholders.
- Our Integrated Heritage Management Process (IHMP) ensures heritage considerations are embedded throughout the mine development process from early resource planning and studies through to closure.

Q1 How well do you think we have progressed on this commitment with your group?

Ranking

	Traditional Owner group 1	Traditional Owner group 2	Traditional Owner group 3	Traditional Owner group 4	Traditional Owner group 5	Traditional Owner group 6	Traditional Owner group 7
2021		3	6	7		n/a	
2022	9		8	7	3	8	7
2023	7	5	7	n/a	7	7	

Q2 How well do you feel you have been engaged on this commitment?

Ranking

	Traditional Owner group 1	Traditional Owner group 2	Traditional Owner group 3	Traditional Owner group 4	Traditional Owner group 5	Traditional Owner group 6	Traditional Owner group 7
2021		2	6	5		n/a	
2022	7		8	8	5	7	7
2023	7	5	7	n/a	7	7	

No feedback received from Traditional Owner group

Q3 What have you seen over the last 12 months that demonstrates our progress on this commitment.

- On an operational level it is working quite well, we are not experiencing breaches and notices as frequently. Traditional Owner monitors on site, and cultural input through Cultural Values Mapping etc.
- Willing to listen and act on concerns of Elders, particularly in engagements demonstrates willingness and desire to protect Country and environment. This is being given considered time in engagements to deliver outcomes – we have an opportunity to input into Rio Tinto mine plans and concerns are listened to and acted on. Current sentiment from Rio Tinto is that they are not acting without consent from Elders which is positive.
- There is more dialogue now than previously and we are getting timely responses to our requests. The intent is well spoken about from Rio Tinto – it will take time to see if this makes a positive impact.
- Information provided in meetings is helpful however our capacity internally is limited so having guidance from heritage and environment experts is important.
- Willingness to communicate with Traditional Owner Group on matters related to our Country but also transparency on matters impacting Aboriginal people elsewhere in the Pilbara.
- Without knowledge of RT current policies, it would be unfair to comment.
- There have been improvements in this space, although we have experienced several site disturbances and blast exceedances. We are not happy with the length of time that it took to undertake these investigations and believe that more effort needs to go into turning around responses like this.
- There have been improvements in the timeliness of the provision of information for our Heritage Advisory Committee meeting after we raised ongoing concerns with the same. The materials are better prepared and easier to use for the Traditional Owners.
- We have made improvements in the internal governance of our Prescribed Body Corporate between the Board, the Trust, and Heritage Advisory Committee. The lack of connectivity between the Life of Mine Planning and the Board together with turnover of key cultural heritage personnel in our corporation has resulted in a lack of visibility by the Board of future mining plans. We have raised these concerns with Rio Tinto.
- We have been happy with number of surveys and the support to coordinate and manage the surveys.
- Rio Tinto has certainly tightened their belts and made effort to come and engage with Traditional Owner Group, better than what it used to be. We feel and see the commitment from Rio Tinto representatives and appreciate their engagement.
- We see Rio Tinto representatives listening to our people and taking on board concerns or suggestions and making changes.

Q4 What suggestions do you have on how we can better partner, and work, with your Traditional Owner group?

- On key negotiations, Rio Tinto Iron Ore seemed to be a bit slow and not ready to come to the party on addressing legacy impacts. For example, putting own business needs before what would have been best for the Traditional Owner's in the proposed way forward. There is still no proactive engagement on conversations around compensation.
- Any commitment not to invoke an S18 application would be a very strong signal of goodwill, particularly in the context of operating under the old legislation and the significant pain of section

18s in the past. That kind of commitment would demonstrate true partnership with Traditional Owners.

- Rio Tinto needs to be more transparent, more site visits with independent expertise to ensure we are adequately informed and have an independent expert to speak with.
- Share heritage database information with Traditional Owner groups ensuring they have access to all the information.
- Ensure Traditional Owner Group members are consulted with – the challenges are with multiple groups having interest over the Agreement area. One group should not hold Rio Tinto to ransom and cause the exclusion of other Traditional Owners having opportunity to participate in heritage management decisions. Our members have important and significant cultural knowledge which needs to be included when considering the protection of cultural heritage sites.
- Dedicated Traditional Owner Engagement Lead so communication, which is already good, will continue to improve.
- Without knowledge of RT current policies, it would be unfair to comment.
- Rio Tinto Iron Ore's plans on our Country clearly targets areas that, coincidentally, are of high Cultural Heritage Value. Rio Tinto Iron Ore heritage staff and long-term managers and residents on our Country, would understand any places along rivers are particularly sensitive. Rivers are the cultural and geographic features that are vitally important for our group. Any ground/water disturbing works along major rivers and tributaries have serious cultural and psychosocial implications for our people. Damage is irreparable, and our people who permit damage risk cultural punishment.
- If Rio Tinto Iron Ore is genuine in its aims to better manage and protect cultural heritage, it will know that our people do not want these places mined and explored, and they do not want water removed from their precious, life-giving aquifers. Not now, and not ever.
- Need to make sure Elders are present when on Country, ensure the right people are involved and that they have authority to speak for that Country.
- Waste management project – e.g. rail sleepers, needs to be supported at high level, – rail operations keen to sort this out which needs to be adequately resourced. This is another opportunity for Indigenous employment to clean up.