

Everyday Respect at Rio Tinto Progress Review

Content Warning

We wish to advise that this report contains personal stories of those who have experienced bullying, sexual harassment and racism. As a reader, you may experience a range of emotions, particularly if you have directly experienced or witnessed these types of harmful behaviours yourself. Please use your available support networks.



Contents

Guide to this Progress Review Report	3	4. Areas of progress, continuing challenges and opportunities to accelerate change	41
Executive Summary	4	4.1 Impact of the release of the Everyday Respect Report	41
Introduction and context	4	4.1.1 Progress	41
Methodology	4	4.1.2 Continuing challenges	42
Key take-aways from the Progress Review	5	4.1.3 Opportunities to accelerate change	44
Conclusion	6	4.2 Speaking up about Everyday Respect	45
1. Introduction and Context	7	4.2.1 Progress	45
1.1. Context for the 2024 Progress Review	7	4.2.2 Continuing challenges	46
1.2. The 2022 Everyday Respect Report	8	4.2.3 Opportunities to accelerate change	47
1.3. The 2024 Progress Review	8	4.3 Leadership on Everyday Respect	48
1.4. Methodology	9	4.3.1 Progress	48
1.5. The case for change	10	4.3.2 Continuing challenges	49
1.5.1. Everyday Respect improves the capability, productivity and innovation of the business and improves safety	10	4.3.3 Opportunities to accelerate change	50
1.5.2. Everyday Respect benefits everyone	10	4.4 People leadership capability	50
1.6. Everyday Respect is a multi-year journey	12	4.4.1 Progress	50
2. Assessment of progress in implementing Everyday Respect Report recommendations	14	4.4.2 Continuing challenges	51
3. Snapshot of survey data on harmful behaviours	23	4.4.3 Opportunities to accelerate change	52
3.1. Perceptions of improvement and confidence in further change	23	4.5 Workforce diversity and inclusion	53
3.2. Sexual Harassment	26	4.5.1 Progress	53
3.3. Bullying	28	4.5.2 Continuing challenges	57
3.4. Racism	30	4.5.3 Opportunities to accelerate change	60
3.5. Witnessing of sexual harassment, bullying and racism	33	4.6 Understanding of harmful behaviours	61
3.6. Reporting	34	4.6.1 Progress	61
3.6.1. Sexual Harassment	34	4.6.2 Continuing challenges	62
3.6.2. Bullying	36	4.6.3 Opportunities to accelerate change	64
3.6.3. Racism	38	4.7 Reporting and resolution processes	65
3.7. Reporting experiences of harmful behaviours	40	4.7.1 Progress	65
		4.7.2 Continuing challenges	66
		4.7.3 Opportunities to accelerate change	67
		4.8. Engagement with contractors	68
		4.8.1 Progress	68
		4.8.2 Continuing challenges	68
		4.8.3 Opportunities to accelerate change	69
		4.9. Facility upgrades	69
		4.9.1 Progress	69
		4.9.2 Continuing challenges	70
		4.9.3 Opportunities to accelerate change	70
		5. Conclusion	71
		Annex A:	
		Methodology and engagement in the Progress Review	72
		Annex B:	
		The online survey methodology	74

Guide to this Progress Review Report

This Report is structured in the following manner:

Chapter 1

Sets the context for the Progress Review, the methodology and why Everyday Respect matters.

Chapter 2

Provides an assessment of progress in the implementation of the Everyday Respect Report recommendations. It also details the actions taken by Rio Tinto to implement the recommendations.

Chapter 3

Provides a snapshot of the survey data on harmful behaviours and reporting with comparisons to 2021 where possible.

Chapter 4

Outlines areas of progress, key challenges and opportunities to accelerate change, drawing on insights from the listening sessions and survey.

Chapter 5

Sets out the concluding observations for this Progress Review.

1

2

3

4

5

Executive Summary

Introduction and context

Rio Tinto is one of the world's largest and most successful global mining companies operating in 35 countries with approximately 57,000 employees. As part of improving capability, boosting innovation and enhancing safety, the Everyday Respect agenda is now core to business strategy.

In March 2021, Rio Tinto launched its Everyday Respect taskforce and engaged Elizabeth Broderick & Co (EB&Co) to conduct an independent review into its workplace culture. In February 2022, the findings and recommendations of the review were published in the Everyday Respect Report. Since that time, there has been a strong focus on embedding a healthy, safe and inclusive culture across the global enterprise; one that will enable more consistent and safer operational performance, and a culture where everyone, irrespective of personal characteristics, can thrive.

In December 2023, in line with Recommendation E4 of the Everyday Respect Report, EB&Co was engaged by Rio Tinto to undertake this Progress Review. This Progress Review is underpinned by the understanding of cultural transformation as a complex multi-year journey that begins with raising awareness of the need for change, followed by a series of intentional actions that will start to yield early impacts. Cultural transformation progresses by navigating differences and ultimately integrating new ways of working to achieve a shared collective improvement. A guiding principle of the Progress Review is to assess change from the viewpoint of observing 'progress, not perfection'. This Review assesses the status of the implementation of each recommendation, identifies progress that has been made and suggests areas of focus to further accelerate change. It provides insights to inform the ongoing implementation of Rio Tinto's cultural evolution.

Given the scale of Rio Tinto's operations, the growing and dynamic nature of the workforce, and the diverse roles and complex working environments, it is a significant undertaking to embed Everyday Respect in all parts of the business.

Two years on from the findings of the 2022 Everyday Respect Report, progress is evident and there is an ongoing commitment to the work.

In complex global environments, measuring positive change requires a nuanced approach. Progress will not present as a simple upward trajectory. While the survey data shows improvement in some areas, not unsurprisingly, it shows no change in others, and in one case a decline. This should be understood within the broader context of change, where resistance is evident and may be contributing to a rise in harmful behaviours in some areas. It is anticipated that with sustained focus, this will adjust over time. Continuing effort will be essential to ensure resistance and backlash lessen, and that the understanding of the case for change is embedded everywhere, particularly with frontline leaders (superintendents, supervisors and crew leaders). The Progress Review identifies areas that require continuing attention.

Methodology

The findings presented in this report are derived from the integration of qualitative and quantitative data to provide a comprehensive assessment. Relying on one data source alone does not capture the full picture. EB&Co maintained consistency of methodology by adapting the same research methods as for the initial 2022 Review with the addition of site visits across Rio Tinto operations including Mongolia, Montreal, New Zealand, Pilbara, Saguenay, Salt Lake City, Kitimat, Kennecott and Weipa. Further details on the survey methodology, including the comparability of the data are available at Annex B.

The Progress Review engaged a total of **1,318 employees** through virtual or in-person listening sessions (available in 7 languages), **10,056 individuals** through the survey (available in 13 languages) and **342 individuals shared written contributions** (in 13 languages).

Key take-aways from the Progress Review

- ▶ The recommendations of the 2022 Everyday Respect Report have been largely implemented. Out of 26 recommendations, 17 have been implemented and for the remaining 9, implementation is underway.
- ▶ Harmful behaviours remain a challenge, particularly for women and marginalised groups. The comparison of survey data between 2021 and 2024 reveals a mixed picture. As Rio Tinto is only 2 years into its cultural transformation, this survey data is a lagging indicator, suggesting that the full benefit of the changes made over the past 2 years are yet to be fully experienced by the Rio Tinto workforce. The data should also be viewed within the broader context of change, where resistance to change is present and may be manifesting in increased harmful behaviours in some contexts or among some cohorts.
 - Approximately half of survey respondents reported an improvement in relation to bullying, sexual harassment and racism at Rio Tinto
 - **50% perceived improvement in relation to bullying** (22% said it's a lot better and 28% said it's a little better, 24% said no change, 4% said it's a little worse, 4% said it's a lot worse and 15% said they were unsure),
 - **47% perceived improvement in relation to sexual harassment** (26% said it's a lot better, and 21% said it's a little better, 22% said no change, 1% said it's a little worse, 1% said it's a lot worse and 26% said they were unsure), and
 - **46% perceived an improvement with regard to racism** (23% said it's a lot better and 23% said it's a little better, 24% said no change, 2% said it's a little worse, 2% said it's a lot worse and 24% said they were unsure).
 - Around two thirds of survey respondents were at least quite confident that Rio Tinto would make a meaningful difference in each area in the next two years (57% for bullying, 67% for sexual harassment and 63% for racism)
- Overall, 7% of survey respondents have experienced sexual harassment in the last 12 months (same as in 2021). Women are more likely to experience sexual harassment in the last 12 months when compared to men (16% compared to 4%) and this has remained consistent from 2021
- Overall, 39% of survey respondents had experienced bullying in the last 12 months (compared to 31% in 2021). In 2024, women were more likely to have experienced bullying in the last 12 months than men (50%, compared to 36% of men) as well as in 2021 (36%, compared to 29% of men). Generally, while reports of bullying increased across all genders, the largest increase between 2021 and 2024 was against women. This change can be explained by a range of factors including increasing retaliation in the form of gendered bullying as a response to Rio Tinto's efforts to promote gender diversity and inclusion.
- Overall, when comparing racism behaviours to those included in the 2021 survey, 7% of survey respondents have experienced racism in the last 12 months (same as in 2021).
- Overall, 40% of respondents witnessed bullying, sexual harassment or racism in the past 12 months, with 46% of people saying they had taken action in response, and 45% of people saying they hadn't.
- Among those who had experienced sexual harassment over the past 12 months, 13% made a report or complaint about the sexual harassment (similar to 2021). Among people who experienced bullying over the past 12 months, 31% made a report or complaint about the bullying (similar to 2021). Among people who experienced racism over the past 12 months, 12% made a report or complaint. Comparisons to 2021 are not possible.

10,056

individuals completed the survey

1,318

employees through virtual or in-person listening sessions

342

confidential written contributions

- ▶ Insights from the listening sessions and online survey point to several key areas of progress driven by actions taken by Rio Tinto:
 - The public release of the Everyday Respect Report has been a significant catalyst for change in the organisation and for employees
 - People are more empowered to speak up and Everyday Respect is part of the everyday conversation
 - Leaders are stepping into their roles as champions for Everyday Respect
 - Leaders have grown their people leadership capability
 - The workforce is increasingly diverse
 - There is a multi-faceted approach to education and training, including Purple Banners
 - There is more visible accountability for harmful behaviours
 - Contractors have been heard across many sites
 - Facility upgrades are making a difference for people
- ▶ The Review also highlights a number of challenges and identifies a focus on the following areas to further accelerate change:
 - **Building greater buy-in** by listening and engaging with those who are resisting the change agenda, particularly men
 - **Continuing to increase diversity** across all areas and roles by improving the attraction and retention of women and diverse groups, including through more ambitious targets
 - **Supporting everyone to thrive equally** by strengthening the focus on inclusion for all groups
 - **Deepening the connection** between senior leaders and the workforce
 - **Equipping front line leaders** as change agents with deeper engagement and training
 - **Elevating psychosocial safety** in the Rio Tinto safety agenda
 - **Dealing with harmful behaviours early** to prevent escalation
 - **Reviewing reporting and resolution processes** so as to increase trust and improve the experience for people
 - **Continuing with efforts to improve** facilities and engage contractors.

Conclusion

Rio Tinto is progressing in its multi-year Everyday Respect journey, and is already seeing promising signs of improved culture, innovation, productivity and performance. While the business had been actively working on diversity and inclusion prior to the launch of the original Review, the public release of the Everyday Respect Report was the catalyst for a significant increase in awareness, action and investment. It has also driven broader change throughout the industry.

There is a strong appetite among the workforce for these gains to be sustained, and a genuine desire to continue the momentum of Everyday Respect. The process adopted by this Progress Review, including many hundreds of conversations about culture, participation in the survey and site visits, has acted as a further accelerator of change, building a new wave of positive momentum. Indeed, the level of participation has been significantly higher in 2024 than in the 2022 Review, suggesting increased engagement by Rio Tinto employees in the cultural change process. Several challenges have been identified in the Progress Review which require a sustained effort to continue the implementation of the original recommendations, as well as further focused action to accelerate impact.

Ultimately, Rio Tinto has demonstrated significant courage to commission a deep examination of its culture and to publish the findings. The release of the original Everyday Respect Report had a ripple effect across the industry and has helped to shape collective action. The publication of this Progress Review report is another opportunity for Rio Tinto to join with others to guide unified action across the mining and resources sector globally. It is also a further example of Rio Tinto living its values of care, courage and curiosity.

In the words of one Rio Tinto employee, the key takeaway from this Progress Review is:

“ Change is definitely happening, and it will get hard at times. We can't back away ... I'm here at Rio Tinto because I want to see through this change. We need to stay the course. ”

1. Introduction and Context

1.1. Context for the 2024 Progress Review

Rio Tinto is one of the world's largest and most successful global mining companies, operating in 35 countries with approximately 57,000 employees. The organisation works to find "better ways to provide the materials the world needs" with a portfolio that includes iron ore, copper, aluminium and a range of other minerals.¹ Rio Tinto has a significant global profile that extends well beyond the resources sector, with its people working in diverse and varied environments across the globe, often in challenging and high-pressure contexts.

As part of improving capability, boosting innovation and focusing on safety, the Everyday Respect agenda is now core to business strategy. A respectful and inclusive workplace culture lays the foundation for ongoing global success, linking the lived experiences of Rio Tinto's people with the performance of the organisation. The greatest organisational successes occur when human dignity meets corporate prosperity. This is where the values of care, courage and curiosity become not just moral imperatives but also strategic advantages. Rio Tinto is making significant strides in this multi-year undertaking.

Since the release of the Everyday Respect report in early 2022, there has been a strong focus on embedding a healthy, safe and inclusive culture across the global enterprise; one that will enable consistent operational performance, and a culture where everyone, irrespective of personal characteristics, can thrive. The Everyday Respect initiative provides an enabling environment for all the organisation's activities, from resource exploration and extraction to environmental rehabilitation and decarbonisation.

Rio Tinto recognises that creating and maintaining a culture where everyone can deliver their best requires sustained effort. Two years on from the findings of the Everyday Respect Report there is much positive momentum and a renewed commitment to the work.

While this change is being led by the Board and Executive Committee, cultural transformation will not happen without the involvement of all.

In Rio Tinto's 2023 annual report, its Chair, Mr Dominic Barton, emphasised Rio Tinto's ongoing commitment to the safety of its people stating:

“ We recognise that creating and maintaining a culture where everyone can be at their best requires constant effort but, two years since we started learning from the findings of the Everyday Respect Report, there is positive momentum. Our executive team is driving this change, with the full support of the Board, reinforcing the importance of mindsets and behaviours that ensure everyone, everywhere in our operations feels safe, valued and empowered.

Given the scale of Rio Tinto's operations and the diverse roles and complex working environments that comprise Rio Tinto's workplaces, it is a significant undertaking to embed Everyday Respect in all parts of its activities. The growing and dynamic nature of the workforce also presents a challenge for driving cultural change.

The ultimate goal is to foster attitudes and actions that enable all individuals, in every location, to feel safe, valued and empowered. This report documents the progress that has been made and identifies focus areas to accelerate impact.

¹ Rio Tinto, Annual Report (2023) 1 <https://www.riotinto.com/en/invest/reports/annual-report>

1. Introduction and Context

1.2. The 2022 Everyday Respect Report

In March 2021, Rio Tinto launched its Everyday Respect taskforce and engaged Elizabeth Broderick & Co (EB&Co or the Team) to conduct an independent review into its workplace culture. This initial review occurred at a pivotal time for Rio Tinto. Workplace dynamics were shifting as a result of the pandemic and against the backdrop of #MeToo, Black Lives Matter and other global movements.

These movements were bringing attention to women's experiences of sexual harassment and discrimination; experiences of racial inequality for people of colour; and experiences of exclusion and discrimination for people from a range of marginalised communities. Rio Tinto also understood the need for increased transparency given broad investor concerns about corporate culture.

In February 2022, the findings and recommendations of the review were published in the [Everyday Respect Report](#). The Everyday Respect Report was informed by extensive listening sessions across the global operations of Rio Tinto, an online survey and a review of relevant policies, processes and data. The Review was conducted in multiple languages (10 languages for the online survey and 7 languages for the listening sessions). The findings and 26 recommendations of the report drew on the lived experience and insights of Rio Tinto employees and provided a roadmap for cultural transformation across the organisation. Due to COVID-19 constraints, the original Review did not allow for the EB&Co team to visit sites outside of Australia.

The decision of the Rio Tinto Board, CEO and Executive Committee to publicly release the report along with the public collective commitment to implementing all recommendations demonstrated a strong and bold intent to drive change.

1.3. The 2024 Progress Review

In December 2023, in line with Recommendation E4 of the Everyday Respect Report, EB&Co was engaged by Rio Tinto to undertake this Progress Review. The Team has had unfettered access to documentation, sites and personnel so as to carry out its work in a comprehensive manner. The process adopted by this Progress Review, including many hundreds of conversations about culture, participation in the survey and site visits, has acted as a further accelerator of change, building a new wave of positive momentum. Indeed, the level of participation has been significantly higher in 2024 than in the 2022 Review, suggesting increased engagement by Rio Tinto employees in the cultural change process. EB&Co commends Rio Tinto for maintaining its commitment to listening to its people, continuous learning and improvement, and the proactive approach taken.

This Progress Review is underpinned by the understanding of cultural transformation as a complex, multi-year journey. As such, a guiding principle has been to assess change from the viewpoint of observing "progress, not perfection". This report assesses the status of the implementation of each recommendation, identifies progress that has been made and suggests areas of focus to further accelerate change. It provides insights to inform the ongoing implementation of Rio Tinto's cultural evolution.

This report is based on qualitative and quantitative data collected through extensive listening sessions and an online survey, as well as a desktop review of key documents and data provided by Rio Tinto (see section 1.4 on Methodology).

The Progress Review did not investigate or make specific findings about individual incidents or allegations concerning any Rio Tinto employees, but rather focused on an assessment of overall progress since the initial review.

The EB&Co Team expresses its sincere gratitude to all individuals who participated in the Progress Review. Your openness, honesty and courage in sharing personal, and sometimes distressing, experiences have profoundly shaped the understanding and actions contained in this Report.

1. Introduction and Context

1.4. Methodology

EB&Co maintained consistency of methodology by adapting the same research methods as for the initial 2022 Review with the addition of site visits across Rio Tinto operations including Mongolia, Montreal, New Zealand, Pilbara, Saguenay, Salt Lake City, Kitimat, Kennecott and Weipa.

The scope of the Review included Rio Tinto's employees globally. Former employees had the opportunity to contribute through written contributions. During a number of the site visits, EB&Co engaged with contractor companies.

The Progress Review engaged a total of **1,318 employees** through virtual or in-person listening sessions (available in 7 languages), **10,056 individuals** through the online survey (available in 13 languages) and **342 individuals** through written contributions (in 13 languages).

The methodology encompassed:

- 1. Group listening sessions:** These sessions provided an opportunity for in-depth discussions to provide broad observations about progress, barriers to change, challenges and suggestions for acceleration, as well as a deeper understanding of issues experienced by specific cohorts. Gender-specific sessions were conducted to create a psychologically safe environment for participants. Employees were also provided the option to participate in multiple languages (7 languages) and different time zones to accommodate the global locations of Rio Tinto's operations.
- 2. One-on-one Interviews:** Confidential one-on-one interviews were conducted with individuals to explore their experiences, observations and suggestions for change. The confidential nature of these interviews created a safe environment for those who preferred to express their views one-on-one rather than in a group setting.
- 3. Online Survey:** A survey, based on the survey that was administered in 2021 for the original review, was conducted to collect quantitative data and gather insights on experiences of the culture and the prevalence of harmful behaviours. While the survey data is presented in this report in terms of the experience of 'survey respondents', the data is representative of Rio Tinto employees. Employees were also provided options to complete the survey in 13 languages. (Further detail on the methodology, including the comparability of the data, is provided below and in Annex B.)
- 4. Written contributions:** Employees and former employees were invited to submit written accounts of their experiences and perspectives in their own language.
- 5. Review of Rio Tinto documents, policies and data:** Existing policies, documents and other relevant data were examined to assess progress and identify ongoing gaps in driving cultural transformation.
- 6. Literature review:** A comprehensive review of relevant recent contemporary academic literature and research was conducted to enhance the understanding of broader industry trends, best practices and potential solutions.
- 7. Briefings and meetings:** Several preparatory sessions were conducted with each Product Group and Function across Rio Tinto, as well as with other key stakeholders, to inform the methodology and areas of inquiry.

All participation in the Progress Review was voluntary. Multiple avenues for participation allowed individuals to choose if, when and how they engaged in the review process, ensuring confidentiality and promoting an atmosphere of trust. The information provided by employees was confidential, allowing employees to speak openly and honestly to the Team about their experiences and observations.

Further details on the engagement levels are available at Annex A. Further details on the survey methodology are available at Annex B.

10,056

individuals completed the survey

1,318

employees through virtual or in-person listening sessions

342

confidential written submissions

1. Introduction and Context

1.5. The case for change

1.5.1. Everyday Respect improves the capability, productivity and innovation of the business and improves safety

There is a strong, positive relationship between diversity and inclusion and organisational performance. Workforce diversity is associated with higher rates of employee retention, more and better innovation, greater adaptability, and – over time – improved financial performance.² Longitudinal data published in McKinsey’s most recent *Diversity Matters* report (December 2023), demonstrates the holistic impact of diversity, with companies with more diverse workforces and inclusive cultures experiencing an uplift across multiple domains, including financial and operational performance, organisational capability, the health of the workforce, capacity to deliver for customers and social and environmental impact. These impacts are particularly strong in companies with diverse executive teams and boards.³

Conversely, harmful and disrespectful behaviours undermine team and organisational performance by eroding trust, reducing collaboration and impeding effective communication. When individuals engage in harmful behaviours it creates an atmosphere that is more likely to be characterised by conflicts and decreased morale which negatively impacts both individuals and teams by increasing stress and reducing job satisfaction.⁴ This can result in a breakdown of team cohesion, as members may become less willing to contribute ideas, suggest improvements or support each other.⁵ This is a particular concern for Rio Tinto’s safety agenda, which is dependent on people being able to speak out.

In addition to driving positive impact on the business’s capability and performance, the Everyday Respect initiatives have also made a positive contribution to Rio Tinto’s social licence to operate.

1.5.2. Everyday Respect benefits everyone

The Everyday Respect actions taken across Product Groups and Functions have laid strong foundations for the diversification of the Rio Tinto workforce. In particular, there has been an increase in women employees across the globe (see Table 1). A number of Product Groups and sites have reported an increase in Indigenous or First Nations employees, culturally diverse employees and employees with disability, however global Rio Tinto data is not available for these groups as the data is not consistently collected across the board. EB&Co notes that Rio Tinto is approaching a go-live for implementation of Workday which will support a global approach to demographic data collection and reporting (within the guidelines of data privacy, local legislation and employee safety).

While a proportion of those new to Rio Tinto have been drawn from other mining and resources companies, others are new to the mining sector. Regardless, these new employees have brought new skills, new ways of thinking and new ways of working to Rio Tinto.

Table 1: Progress on women’s representation across Rio Tinto globally

Indicator	2022 <i>(source: Rio Tinto annual report)</i>	2023 <i>(source: Rio Tinto annual report)</i>	2024 <i>(Data accurate as at June 2024)</i>
Women as % of total population	22.9%	24.3%	25%
Women as % of total senior leader population	28.3%	30.1%	30.9%
Women as % of total operational and general support roles	16.2%	17.7%	19.4%

In the listening sessions, participants observed that having more diverse teams and a more respectful environment enabled better problem solving and a safer work environment and also strengthened the overall culture.

² Rocio Lorenzo et al, *How Diverse Leadership Teams Boost Innovation* (Web Page, 23 January 2018) <https://www.bcg.com/publications/2018/how-diverse-leadership-teams-boost-innovation>; Rose D’Almada-Remedios and Jane O’Leary, *Inclusion@Work Index 2021-2022: Mapping the State of Inclusion in the Australian Workforce* (2021) https://www.dca.org.au/wp-content/uploads/2023/06/synopsis_2021-22_inclusionwork.pdf.
³ McKinsey & Company, *Diversity matters even more: The case for holistic impact* (5 December 2023) <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-matters-even-more-the-case-for-holistic-impact>.
⁴ Pauline Schilpzand, Irene De Pater and Amir Erez, ‘Workplace incivility: A review of the research and directions for future research’ (2016) 42(1) *Journal of Management* 171–198.
⁵ Christine Pearson, Lynne Andersson and Christine Porath, ‘Workplace Incivility’ in Benjamin Schneider and Karen M Barbera (eds), *The Oxford Handbook of Organizational Climate and Culture* (Oxford University Press, 2020).

1. Introduction and Context

1.5.2.1. Creating new solutions to old problems

Diverse teams have a competitive edge in innovation and complex problem solving. This is because, in environments where there is sufficient psychological safety for individuals to share their experiences and insights, diverse teams have access to a broader range of perspectives and ideas than more homogenous teams.⁶

One Rio Tinto leader described the ways in which having a more diverse team had helped an operational crew find innovative solutions to some of their daily challenges:

We've worked hard to have a mixed team – we are getting close to 50% female operators in the team and you can really see the difference that having the women in the team makes. Let me give you an example. Back in the day, it was an all-male team and people would be lugging 50kg weights around the place. That doesn't happen these days, but even now you would see men moving 30kg pieces of equipment by themselves. That might be alright for the young blokes but it's not something you want to be doing into your 40s and 50s. Your back just can't stand up to that kind of thing. As young female apprentices have come into the team, it just hasn't been possible for them to lift those kinds of weights and so they have found a new way of doing it. They've worked out a system where they can connect the weight to a piece of machinery and the machinery can do the heavy lifting. Of course it's good for the women, but in the long run it helps us all – none of us need to be lifting those kinds of weights. It reduces an unnecessary risk of injury so it's a win all round.

A young woman from that same team reflected on the benefits that come with having diverse teams:

The reality is, we are not as strong, our bodies don't cope (with lifting heavy things) the way that a bloke's does. I really think we are an asset to the team – we work harder because we are working our way around (the things that we can't do manually). We are finding new ways of doing things.

1.5.2.2. Diverse teams think about safety in different ways and help make the workplace safer for everyone

Diverse teams often have a more expansive view of safety, with a stronger orientation towards psychological safety. A leader at another site described how important psychological safety and an inclusive culture are to team communication and avoiding accidents on site:

It's a bit of a generalisation but we find women think about safety in slightly different ways to the men. Some of the things we have to do on site are inherently risky and teams have to be in constant communication – I'm doing this here, make sure no one is below, that kind of stuff. Women tend to think really carefully about safety and speak up on different stuff to what the men do. We've had to work hard to make the women feel comfortable speaking up, but it's good for the team to have a mix of those perspectives.

1.5.2.3. Diverse teams have strong culture and performance

Several leaders told the Review Team they have observed that sites with a diverse workforce, or individual teams with a greater proportion of women, Indigenous or First Nations, Black, or culturally diverse employees, tend to have a strong, positive culture and excellent performance.

Leaders and their teams at the newly established mine site in Weipa (Australia, Aluminium Product Group) spoke with pride about the positive culture that has been established in recent years due to the focus on diversity:

When we first got set up, the first two years at Amrun were a hard slog, we would give a job to anyone who was willing to work here. The work was hard, knee deep in mud. And the culture wasn't great. After about two years, we realised that that was not sustainable, and we shifted to a real focus on team and site culture. Now, 39% of our workforce are female and 30% are Aboriginal and/or Torres Strait Islander. As you can see, we have a significant number of women in leadership roles, including our General Manager.

⁶ Amy Edmondson, *The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth* (Wiley, 2018) 51–150.

1. Introduction and Context

We've changed the way we think about leadership – we have got leaders who bring strong people leadership skills, so that they are able to help individuals to make their best contribution to the business and provide care for individual staff members. We've tried to shift the superintendent roles so that people have a smaller span of responsibility and can have more direct relationships with members of their team. It makes it easier to spot if things aren't going well for a person or for a team. In the beginning, we were narrowly focused on outputs at the expense of people and culture, but it wasn't sustainable. Our work over the past four years has shown that we can hit the KPIs without burning the furniture. By which I mean, without harming people and without trashing culture. It's a much better place to be, and we are still hitting our KPIs.

Leaders and employees at other sites made similar observations about diverse teams contributing to positive, productive and sustainable cultures:

I definitely see an improvement in the workforce by having diversity – from a site perspective, now that we are more like the population, we are getting exposure to all the perspectives and lives that are in the community. The 'caring about people' aspect of work is different now. We celebrate birthdays and bring cakes; we have better conversations and there's more laughter. The young ones, both women and men, bring something we haven't seen for a long time. It makes us more honest with ourselves. Sometimes they challenge us, sure. But that's a good thing.

There is more focus on gender and cultural diversity. This is in terms of recruitment and retention and a focus on a language change around creating a culturally safe and inclusive workforce. There's also a clear promotion of Purple Banners and more structure around promoting our core values and behaviours. We have become a lot more people focused than production focused.

1.6. Everyday Respect is a multi-year journey

Although Rio Tinto is only two years into its Everyday Respect cultural transformation, the business is already beginning to experience some of the benefits of a more diverse workforce and a more inclusive culture. Across the Review, Rio Tinto's employees have shared examples of new approaches and new solutions being generated by diverse teams, including new solutions to safety issues, as well as improvements in culture and performance associated with diversifying workforces. Many of Rio Tinto's employees believe deeply that over time, these changes will benefit all of Rio Tinto's people and ultimately benefit the business's performance.

Rio Tinto's actions have also shaped the industry and sector more broadly. In recent years, members of the International Council on Minerals and Mining have made a collective commitment to '*improving diversity, equity and inclusion in the industry and positively influencing the communities that we are part of.*'⁷ Members of the Council are now committed to collectively taking action to eliminate all forms of harassment and unfair discrimination from workplaces; achieve gender equality and the participation of all peoples; and recognise the importance of psychological safety alongside physical safety and health.

Cultural transformation at the scale and complexity of Rio Tinto's global operations is a long term process; one that unfolds in a non-linear fashion. Unlike short-term initiatives, effective cultural transformation involves shifts in deeply ingrained values, behaviours, and practices, which can take several years to fully realise.⁸

Successful cultural change is a gradual process involving continuous reinforcement and adaptation. Evidence shows that leaders need to consistently model desired behaviours, align organisational systems and structures with new cultural norms, and engage employees at all levels to embed these changes.⁹

⁷ International Council on Minerals and Mining, *Diversity, Equity and Inclusion: Position Statement* (27 June 2023) 1 https://www.icmm.com/website/publications/pdfs/mining-principles/position-statements_dei.pdf?cb=59898.

⁸ Kim Cameron and Robert Quinn, *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework* (Wiley, 2021) 1–7.

⁹ Edgar Schein, *Organizational Culture and Leadership* (3rd ed, The Jossey-Bass Business & Management Series, 2004); Pierre-Marc Leblanc, Vincent Rousseau and Jean-François Harvey, 'Leader Humility and Team Innovation: The Role of Team Reflexivity and Team Proactive Personality' (2022) 43(8) *Journal of Organizational Behavior* 1396–1409.

1. Introduction and Context

In any cultural change process, there will be a natural resistance to change and some people feeling left out. This is a common experience in businesses that undertake any major change process, whether it is diversification, mechanisation or other change. Research indicates that there will typically be a spectrum of responses to such changes, from those who embrace the social and business case for change, to those who are sceptical, to those who resist the change, to outright backlash against the change.¹⁰ Evidence shows that such resistance is a sign that significant systemic change is occurring, rather than incremental tweaks.¹¹

Resistance should not be a reason for backing away from the change agenda. Instead, it should be a motivation to stay the course and strengthen communication about the “why” and the impact of the Everyday Respect work in a way that people can relate to in their everyday work.

Ongoing evaluation and feedback mechanisms are crucial to ensure that the changes are being effectively implemented and to make necessary adjustments. Continuing to embed Everyday Respect over time will enable Rio Tinto to attract and retain the workforce that it needs now and for the future, and to truly leverage the capabilities of that workforce (see Table 2). The overall change process can be summarised into five phases guided by the Rio Tinto values of care, courage and curiosity.

Table 2: Stages of cultural change

Awareness	Early Action	Early impact, early responses	Leading across differences	Integration and collective uplift
<ul style="list-style-type: none"> Rio Tinto has identified that it is missing opportunities to recruit top talent, and aspects of its culture are not aligned with its values and obligations. 	<ul style="list-style-type: none"> Rio has implemented a program of activities to diversify its workforce and strengthen inclusive team, site and organisational cultures. 	<ul style="list-style-type: none"> There have been positive signs of early impact, with more diverse teams, practices to create inclusion and examples of innovation and productivity. Many Rio Tinto employees understand the rationale and have embraced the changes. Some do not understand the rationale or are fearful of the impacts and express scepticism or resistance. 	<ul style="list-style-type: none"> Rio Tinto continues to implement Everyday Respect initiatives, including diverse and inclusive workplaces. Maintains support for champions and those leading change. Leans into resistance and backlash as a source of learning. Develops tailored responses to resistance and backlash, including leadership and communications. Addresses gaps in targeted initiatives e.g. men’s health including mental health. 	<ul style="list-style-type: none"> Resistance and backlash lessen over time as there is greater shared understanding of the business case and social case for change. As gaps in initiatives are addressed, the benefits and progress of Everyday Respect for all will be more visible and felt by everyone.

¹⁰ Our Watch, *Understanding, Monitoring and Responding to Resistance and Backlash* (2022) 24–48 <https://www.respectvictoria.vic.gov.au/sites/default/files/documents/202208/Understanding%20Monitoring%20and%20Responding%20to%20Resistance%20and%20Backlash%20-%20Respect%20Victoria%20%281%29.pdf>.

¹¹ Placida Gallegos, Ilene Wasserman and Bernardo Ferdman, ‘The Dance of Inclusion: New Ways of Moving With Resistance’ in Kecia Thomas (ed), *Diversity Resistance in Organizations* (Routledge, 2020) 165, 166.

2. Assessment of progress in implementing Everyday Respect Report recommendations

The Everyday Respect Report contained 26 recommendations organised around five principles:

- A:** Caring, Courageous and Curious Leadership
- B:** Creating a positive onus to prevent bullying, sexual harassment, racism and all forms of discrimination
- C:** A caring and human-centred response to disrespect and harmful behaviour
- D:** Ensuring appropriate facilities for all as a precursor to dignity and safety at work
- E:** Embedding, sustaining, monitoring and evaluating progress of cultural reform

Against this background, the following table provides an assessment of implementation of the recommendations based on information provided by Rio Tinto and the data gathering process of the Progress Review. The information to inform the assessment is accurate as at 31 August 2024. The Review Team notes that implementation is ongoing for several recommendations. The assessment shows that the recommendations have been largely implemented.

◆ Implemented ◆ Implementation underway ◆ Not implemented

Recommendation	Status	Actions taken	Accelerating change
CEO, Board and Exec. Oversight (A1)	◆ Implemented	<ul style="list-style-type: none"> ▶ There is a clear governance structure which sets out the cascading responsibilities of ExCo/the Board, the ERT SteerCo and Business Sponsors. ▶ ExCo and the Board own the culture change program and have the primary role to set and share the vision, establish business priorities, oversee implementation of the program and monitor its progress. ▶ Metrics on culture change and progress are included in the company's short term incentive program measures for the last three years. ▶ ERT SteerCo provide regular and documented progress reports to ExCo/the Board and the People and Remuneration Committee. 	Continue actions as implemented, including the continuation of the ERT or similar governance structure
Exec. Signed Commitment (A2)	◆ Implemented	<ul style="list-style-type: none"> ▶ ExCo has published a statement of commitment (including on the staff intranet). That Statement: <ul style="list-style-type: none"> – commits to a safe and inclusive workplace, including addressing sexual harassment, bullying, racism and other forms of discrimination in the workplace – outlines the case for change and their commitment to implement the recommendations in this original review report – includes their personal reflections on stories contained in the Everyday Respect Report. 	Continue actions as implemented

2. Assessment of progress in implementing Everyday Respect Report recommendations

◆ Implemented ◆ Implementation underway ◆ Not implemented

Recommendation	Status	Actions taken	Accelerating change
Informed, Accountable and Capable Leaders (A3)	<p>◆ Implemented</p>	<ul style="list-style-type: none"> ▶ Implementation of a global training package for all leaders to focus on building leader capability in Everyday Respect – <i>Everyday Respect Leader Training</i>. At the time of this Progress Review, approximately 99% of all Rio Tinto leaders have completed this training. The training is mandatory and standardised across all Product Groups and Functions. Since 2022, 7,743 leaders have completed the training globally. ▶ Development of a new program for frontline leaders – <i>Leadership Fundamentals</i>. This includes three modules specifically covering respect and psychosocial hazard topics including Building Trust and Psychological Safety, Building Respect and Inclusion within My Team, and Supporting team psychological health and wellbeing. ▶ Development of <i>Psychosocial Hazard Awareness for Leaders</i> training. ▶ Conducted a review of Safe Production System (SPS) development programs for consistency with Everyday Respect values, skills and mindsets, with particular focus on the development of leaders. ▶ Facilitation of global leader calls in 2022 to discuss the Everyday Respect Report and develop strategies for supporting teams and their skills as an Upstander. ▶ Completed a comprehensive review of internal and external leadership practices to introduce a new approach of <i>Leading the Rio Tinto Way</i>. It refreshes leadership expectations of Rio Tinto leaders by leadership level and reinforces requirements for leaders to create an environment where everyone is physically safe and feels included, respected and can speak up. ▶ A number of Product Groups and Functions have introduced Purple Banners to build understanding of harmful behaviours and support leaders to lead team discussions. ▶ A range of Product Groups and Functions implemented coaching and conversations-based programs for leaders to build capability on Everyday Respect. ▶ Developed and released the <i>Leader Guide to Creating Psychological Safety</i>, a prevention focused guide for leaders. 	<p>See Chapter 4: <i>People leadership capability and Leadership on Everyday Respect</i></p>

2. Assessment of progress in implementing Everyday Respect Report recommendations

◆ Implemented ◆ Implementation underway ◆ Not implemented

Recommendation	Status	Actions taken	Accelerating change
Leader Recruitment and Promotion (A4)	◆ Implementation underway	<ul style="list-style-type: none"> ▶ Refresh of Rio Tinto’s talent management processes to reduce subjective assessments for leadership potential; increase transparency; improve career investment and shared ownership of career development. Talent practices are being expanded to cover middle management roles by Product Group and Function and regional talent practices. ▶ Introduced <i>Career Conversation</i> approach – commenced phase 1 rollout in 2024 with launch of approach, tools and resources to remainder of Rio Tinto employees to occur in Q1 2025. ▶ Talent practices approach implemented for succession planning for senior roles based on values-based performance over three years. This will be supplemented with <i>Leading the Rio Tinto Way</i> expectations for each role level. Selection of senior roles use this same framework for assessing candidates. Succession pools are monitored for diversity. ▶ Developing an approach for the standardised assessment for the selection of leaders based on the <i>Leading the Rio Tinto Way</i> around the criteria of “Creates an environment where everyone is physically safe and feels included, respected and can speak up”. 	See Chapter 4: <i>People leadership capability</i>
Structural Barriers to Leadership Diversity (A5)	◆ Implementation underway	<ul style="list-style-type: none"> ▶ Development of a multi-phased program, including: <ul style="list-style-type: none"> – A ‘felt experience survey’, relating to the global recruitment process. – An expert panel, where 10 global industry experts shared their experience and insight into structural barriers within organisational recruitment and promotion practices. – Subject Matter Expert workshops and consultations to identify opportunities to address structural barriers relating to recommendations A4 and A5 of the Everyday Respect Report. – A roadmap for the next three years detailing the initiatives developed to address structural barriers. ▶ Group Internal Audit and the Everyday Respect Taskforce conducted and published a review into the experience of accessing parental leave. Guidance materials were developed for employees and leaders to better support parental leave. ▶ Creation of <i>Employee Resource Groups</i> to elevate the voices of under-represented groups. Three groups have been implemented in early 2024 and a further four are in preparation for launch. In 2023, an Australian based ERG, the Elevating Voices Network, was launched to elevate the voices of Rio Tinto’s Indigenous or First Nations employees. ▶ Review commenced of the accessibility and inclusion features of ServiceNow and Workday (new human capital software platforms) to remove structural barriers and/or to avoid creating new structural barriers. 	See Chapter 4: <i>Workforce diversity and inclusion</i>

2. Assessment of progress in implementing Everyday Respect Report recommendations

◆ Implemented ◆ Implementation underway ◆ Not implemented

Recommendation	Status	Actions taken	Accelerating change
Senior Leader Purposeful Storytelling (A6)	◆ Implementation underway	<ul style="list-style-type: none"> ▶ A number of employees were identified by EB&Co during the initial Everyday Respect discovery exercise as having been impacted by harmful behaviours and having restorative justice/healing needs that would be positively served by participating in purposeful storytelling. ▶ Rio Tinto organised for EB&Co to facilitate purposeful storytelling with the employees and selected RT executive leaders. This was completed in 2021 and 2022. A high-level guide was created for future use. ▶ In the future, the Business Conduct Office will implement purposeful storytelling as a method for healing, resolution and learning by end of 2024. 	Continue actions as implemented
Global Standard Alignment (B1)	◆ Implementation underway	<ul style="list-style-type: none"> ▶ The <i>Way We Work</i> (Code of Conduct) has been revised to provide updated conduct expectations for employees and leaders related to equity, diversity and inclusion, preventing harm (bullying, harassment, sexual harassment, racism and workplace violence) and reporting/raising concerns including myVoice. ▶ Updated mandatory training for all employees on the updated <i>Way We Work</i> went live in July 2024. ▶ Rio Tinto has approved a Policy Proposal which commits to: <ul style="list-style-type: none"> – Updating the Group Equity, Inclusion and Diversity policy so that it reflects best practice and strengthen coverage on respect and harmful behaviours. – The refreshed Group Equity, Inclusion and Diversity Policy will act as a global baseline for all local policies relating to equity, inclusion and diversity and workplace behaviour. Local policies will only exist where local legislation requires a higher standard or specific provisions. 	Focus efforts on finalising the Global Standard alignment as proposed in the Policy Proposal dated May 2024
Risk Controls Framework (B2)	◆ Implemented	<ul style="list-style-type: none"> ▶ The <i>Risk Evaluation Scheme</i> has been updated to include hazards and risks associated with harmful behaviours. This includes the Consequence Scheme, now part of the global risk management system. It aligns with Rio Tinto's renewed values and supports learnings from the Everyday Respect Report. ▶ Rio Tinto has developed a psychosocial risk framework including critical controls for psychosocial hazards. ▶ A Leader Guide to Creating Psychological Safety has been rolled out. 	Continue actions as implemented
Employee Active Bystander and Response Training (B3)	◆ Implemented	<ul style="list-style-type: none"> ▶ Everyday Respect Training has been implemented globally for all employees. The training is mandatory and standardised across all Product Groups and Functions. At the time of writing this Report, the completion rate for this training was 99.3% of employees. Completion of this training by contractors is not globally mandated. However, a number of business have made it mandatory for contractors or are in the process of doing so. 	See Chapter 4: <i>Understanding of harmful behaviours</i>

2. Assessment of progress in implementing Everyday Respect Report recommendations

◆ Implemented ◆ Implementation underway ◆ Not implemented

Recommendation	Status	Actions taken	Accelerating change
Operational and Technical Trainer Capability and Accountability (B4)	◆ Implementation underway	<ul style="list-style-type: none"> ▶ Implementation of <i>Safe Learning Campaign</i> to set company-wide expectations for training experiences consistent with Everyday Respect Review values. This includes the publication of posters, learning professional and leader commitments, videos and trainer success profiles. ▶ Development of a review of Rio Tinto's operational and technical trainer capabilities to ensure that operational and technical trainers understand their responsibilities to prevent harm and have the skills and behaviours to create a safe physical and psychological learning environment. By end of 2024, Product Groups and functions will implement improvements for the selection, development and performance management of operational and technical trainers across the global footprint and improve the safety of learning environments. Improvements include: <ul style="list-style-type: none"> – Operational and technical trainer commitments and learning leader and direct leader commitments – Success profiles incorporating trainer psychological safety requirements incorporated into trainer selection, onboarding, development, coaching and performance management – Psychological safety evaluation questions incorporated into learner feedback mechanisms – Number of sites are revisiting trainer qualifications requirements and ensuring topics on psychological safety are included in their mandatory qualification requirements. 	Continue actions as planned
Diverse Deployment Support (B5)	◆ Implemented	<ul style="list-style-type: none"> ▶ Development of diverse deployment support guides for leaders and employees. This has been embedded in the onboarding stage, with the intent of building a safe, inclusive and respectful onboarding experience, aligned to Rio Tinto's core values, for all operational sites. ▶ Proposal to extend the project to include the development of best practice guidance for businesses on diverse deployment, including cohort selection and onboarding. ▶ Further development of the Aluminium Women in Leadership Program. ▶ Iron Ore support for new to mining, seasoned and high potential women and Indigenous or First Nations candidates via their Balance Boost and Leadership Boost Programs. 	See Chapter 4: <i>Workforce diversity and inclusion</i>

2. Assessment of progress in implementing Everyday Respect Report recommendations

◆ Implemented ◆ Implementation underway ◆ Not implemented

Recommendation	Status	Actions taken	Accelerating change
Apprentice, Trainee and Graduate Mentor Panels (B6)	◆ Implemented	<ul style="list-style-type: none"> ▶ Development of the 'Early Career Network' (ECN), where: <ul style="list-style-type: none"> – Graduates, apprentices and trainees have access to a network of trusted and diverse ECN supporters to raise questions or concerns about their lived experience in the workplace, including with respect to harmful behaviours. – ECN supporters are outside the immediate reporting hierarchy to mitigate the impact of any power imbalance and are people of influence. – Supporters build a relationship with the early career employees, creating a safe space where they feel comfortable sharing about harmful behaviours if they occur. They offer non-judgemental and confidential support, are accessible and can connect them to support and available resources when needed. They observe themes and are able to bring these to light to business leadership to influence change. ▶ Product Groups and Functions own and manage their respective Early Career Network. Continuing focus on the safe integration of apprentices into their work teams. 	Continue actions as implemented
Re-Employment Probity Checks (B7)	◆ Implemented	<ul style="list-style-type: none"> ▶ Development and implementation of <i>Sanctions Guidance Note</i> which sets out a standard process to ensure the consistent capture of sanctions and improved information for re-hire decisions when people exit the business. ▶ Development and implementation of the <i>Re-hire Checks and Assessment Guidance Note</i>, which sets out a standard process for recruiters to check for prior sanctions or dismissals and, where identified, provides an assessment framework and relevant approvals process for HR to follow prior to re-hire. 	Continue actions as implemented
Contractor Everyday Respect (B8)	◆ Implementation underway	<ul style="list-style-type: none"> ▶ Implementation of a Listening Session exercise and survey with contracting companies across the Product Groups/ Functions. This focused on collecting qualitative data on the lived experience of contractors across Rio Tinto's various workplaces. ▶ A review of global themes has been completed. Product Groups and Functions will take action based on the data from their respective workforce. One Product Group remains outstanding in finalising their listening surveys/sessions and findings. 	See Chapter 4: <i>Engagement with contractors</i>

2. Assessment of progress in implementing Everyday Respect Report recommendations

◆ Implemented ◆ Implementation underway ◆ Not implemented

Recommendation	Status	Actions taken	Accelerating change
Contractor Mutual Data Sharing (B9)	◆ Implemented	<ul style="list-style-type: none"> ▶ Review of contract templates. This ensured all barriers were removed which prevented mutual sharing of harmful behaviour data and that the templates included an expectation that harmful behaviour is shared and part of ongoing contractor management discussions. ▶ Development of guidance to support the increasing maturity of harmful behaviour data and support contractor managers and decision makers to engage in best practices for sharing behaviour data with employees and contractors. The guidance is finalised but not yet approved. 	Continue actions as implemented
Discrete Specialist Unit (C1)	◆ Implemented	<ul style="list-style-type: none"> ▶ Development and recent global implementation of Care Hub. ▶ In addition to myVoice, Care Hub provides additional channels to raise concerns, access wellbeing support and explore resolution options. Care Hub provides options to resolve reports of harmful and disrespectful behaviour via alternative resolution and early intervention, where appropriate, rather than a formal investigation. Support partners facilitate specialised care, guidance and resolution options for workers. They also support leaders, Human Resources, respondents and witnesses. ▶ To improve employee and leader experiences of the global support and reporting system for harmful behaviours (spanning the Care Hub, Business Conduct office and Human Resources), the Business Conduct Office and Care Hub have continued to implement improvement processes including: <ul style="list-style-type: none"> – Updating the Spectrum of Conduct in partnership with HR and HSEC to ensure local management of cases where appropriate. – Further embedding of the Stand Down Guidance – Implementation of education campaign to support business stakeholders to achieve a greater understanding of Care Hub and the Trauma informed, people centric principles. – Introduced a Care Hub survey to support ongoing understanding of participant experience. – A Kaizen continuous improvement project commenced in July 2024 focused on finding ongoing ways to improve the experience for employees, leaders and other involved parties. 	See Chapter 4: <i>Reporting and resolution processes</i>

2. Assessment of progress in implementing Everyday Respect Report recommendations

◆ Implemented ◆ Implementation underway ◆ Not implemented

Recommendation	Status	Actions taken	Accelerating change
Trauma Informed Investigations (C2)	◆ Implemented	<ul style="list-style-type: none"> ▶ Transition to a single, global team for Business Conduct Office Investigations with all leadership positions filled. The investigations team also received training in a trauma informed approach and recognising trauma. ▶ Development and implementation of a new Investigations Manual incorporating a trauma informed and people-centric approach. ▶ Development and implementation of the new <i>Triage and Assessment Manual</i>. ▶ A group <i>Internal Audit of the Investigations Manual</i> was completed in early 2024, which confirmed that the new Manual is in line with expected industry practice and includes people-centric and trauma informed considerations, which apply across Rio Tinto. There is now more regular stakeholder engagement and further opportunities for simplification and improvement have been identified. 	See Chapter 4: <i>Reporting and resolution processes</i>
Facilities Guidelines (D1)	◆ Implementation underway	<ul style="list-style-type: none"> ▶ Development of the <i>Safe and Inclusive Facilities Principals and Guidance</i> note for global implementation in 2024. ▶ All Product Groups and Functions have applied a self assessment tool to assess facilities, this was an input into the <i>Safe and Inclusive facilities Principals and Guidance Note</i>. 	Continue actions as implemented
Urgent Facilities Rectification (D2)	◆ Implemented	<ul style="list-style-type: none"> ▶ A self-audit tool was developed that allowed sites to carry out a gap analysis on their facilities against centrally defined criteria and develop a rectification plan. Urgent safety items were to be rectified by the end of 2022. ▶ In January 2023, Rio Tinto conducted a spot check on eight sample sites across the Product Groups, including sites and villages. The sample check found that urgent safety rectification actions had been implemented by the end of 2022. The sample check considered evidence arising from physical inspections, virtual inspections, desktop review, photos and videos. 	See Chapter 4: <i>Facility upgrades</i>
Facilities Audit and Upgrade (D3)	◆ Implementation underway	<ul style="list-style-type: none"> ▶ A self-audit tool was developed which allowed sites to carry out a gap analysis on their facilities against centrally defined criteria and develop a rectification plan. All rectifications planned for 2023 were completed. Continued investments and focus will be required to progressively implement remaining improvements. 	See Chapter 4: <i>Facility upgrades</i>

2. Assessment of progress in implementing Everyday Respect Report recommendations

◆ Implemented ◆ Implementation underway ◆ Not implemented

Recommendation	Status	Actions taken	Accelerating change
Leading in Residential Environments (D4)	◆ Implementation underway	<ul style="list-style-type: none"> ▶ A specialist coaching offering for residential general managers and their leadership teams is under development. Available on demand, coaches with appropriate qualifications will provide additional psychosocial support to ensure health in residential environments. ▶ The Leader Guide to Creating Psychological Safety will be supplemented with a section for residential leaders with additional considerations for their environments. A second release of the Guide in 2024 will follow to promote this content. 	Continue actions as implemented
Establish Camp Councils (D5)	◆ Implemented	<ul style="list-style-type: none"> ▶ Village councils have been set up at each site. ▶ Development of <i>Village Council Playbook</i> to guide those involved in the management of villages and camps, setting out the importance of village councils and their role in creating a safe, respectful and inclusive workplace. ▶ Ongoing work about educating the workforce on the purpose of the camp council, with a focus on the diverse needs of the workforce. 	Continue actions as implemented
Everyday Respect Taskforce Design, Implementation and Governance (E1)	◆ Implemented	<ul style="list-style-type: none"> ▶ The <i>Everyday Respect Taskforce</i> has a clear and documented governance structure and has been working with Product Groups and Functions and various stakeholders to implement the 26 recommendations from the Everyday Respect Report since 2022. 	Continue actions as implemented, and establish an ongoing mechanism to ensure continuing cultural evolution
Everyday Respect Taskforce Tracking and Reporting Progress (E2)	◆ Implemented	<ul style="list-style-type: none"> ▶ The Everyday Respect Taskforce report to the SteerCo every 6 – 8 weeks. ▶ In 2022, following the release of the Report in February there were 2 updates to the Board. In 2023 and 2024, reporting to the Board occurred 3 x per year, with additional updates to the Chairman on adhoc basis as required. ▶ The Business Conduct Office reports regularly on key metrics related to harmful behaviour reporting and resolution to the Board and Global Ethics and Compliance Committee. 	Continue actions as implemented
Re-administer Everyday Respect Survey (E3)	◆ Implemented	<ul style="list-style-type: none"> ▶ EB&Co was engaged to conduct a Progress Review, including readministering the survey across Rio Tinto's various Product Groups and Functions, two years after the release of the Everyday Respect Report. This is now complete. 	
Independent Review of Implementation (E4)	◆ Implemented	<ul style="list-style-type: none"> ▶ EB&Co was engaged to conduct a Progress Review, including a desktop review, online survey, and listening sessions across Rio Tinto's various Product Groups and Functions, two years after the release of the Everyday Respect Report. This is now complete. 	

3. Snapshot of survey data on harmful behaviours

The survey data outlined in this Chapter is a lagging indicator of change. Rio Tinto is only 2 years into its multi-year cultural transformation. The comparison of survey data between 2021 and 2024 reveals a mixed picture. This must be viewed within the broader context of change, where resistance is present and may be manifesting in increased harmful behaviours (see Chapter 4 for a discussion of gendered bullying). We would expect this to correct over time. Despite this, the survey data does underscore the need for continued effort and attention and regular monitoring to ensure these harmful behaviours are reducing over time.

Respondents were asked about their experiences over the prior 12 months to ensure contemporaneous data that illuminates their current experience at Rio Tinto.

Please see Chapter 1 and Annex B for a detailed explanation of differences in survey methodology between the 2021 and 2024 surveys and subsequent limitations on comparability between the two surveys.

Participants were asked for demographic information, and survey responses were weighted to the employment profile of Rio Tinto, including gender, age, product group, location, how long they have worked at Rio Tinto and employment status (i.e. employee v contractor).

3.1. Perceptions of improvement and confidence in further change

Survey participants were asked whether they perceived an improvement at Rio Tinto in relation to bullying, sexual harassment and racism. As outlined in Figure 1, overall, approximately half of survey respondents reported an improvement in relation to bullying, sexual harassment and racism at Rio Tinto.

- ▶ **50%** perceived improvement for bullying (22% said it's a lot better and 28% said it's a little better, 24% said no change, 4% said it's a little worse, 4% said it's a lot worse and 15% said they were unsure),
- ▶ **47%** perceived improvement in relation to sexual harassment (26% said it's a lot better and 21% said it's a little better, 22% said no change, 1% said it's a little worse, 1% said it's a lot worse and 26% said they were unsure), and
- ▶ **46%** perceived an improvement with regard to racism (23% said it's a lot better and 23% said it's a little better, 24% said no change, 2% said it's a little worse, 2% said it's a lot worse and 24% said they were unsure).

Importantly, survey respondents who were already working with Rio Tinto prior to the release of the Everyday Respect Report (prior to February 2022) were more likely to report a meaningful and positive difference in relation to bullying, sexual harassment and racism than those who had joined more recently, as detailed in Figure 2.

Survey respondents were also asked about their confidence in change over the next two years in relation to bullying, sexual harassment and racism. Around two thirds of respondents were at least quite confident that Rio Tinto would make a meaningful difference in each area in the next two years (57% for bullying, 67% for sexual harassment and 63% for racism), as shown in Figure 3.

Those that joined Rio Tinto after the public release of the Everyday Respect Report (February 2022) were more optimistic about change, while those that had worked at Rio Tinto for longer were cautiously optimistic, as shown in Figure 4. This is an interesting juxtaposition, with those who had worked for Rio Tinto longer and had seen the company make progress (Figure 2) being more cautious about expectations of future change.

3. Snapshot of survey data on harmful behaviours

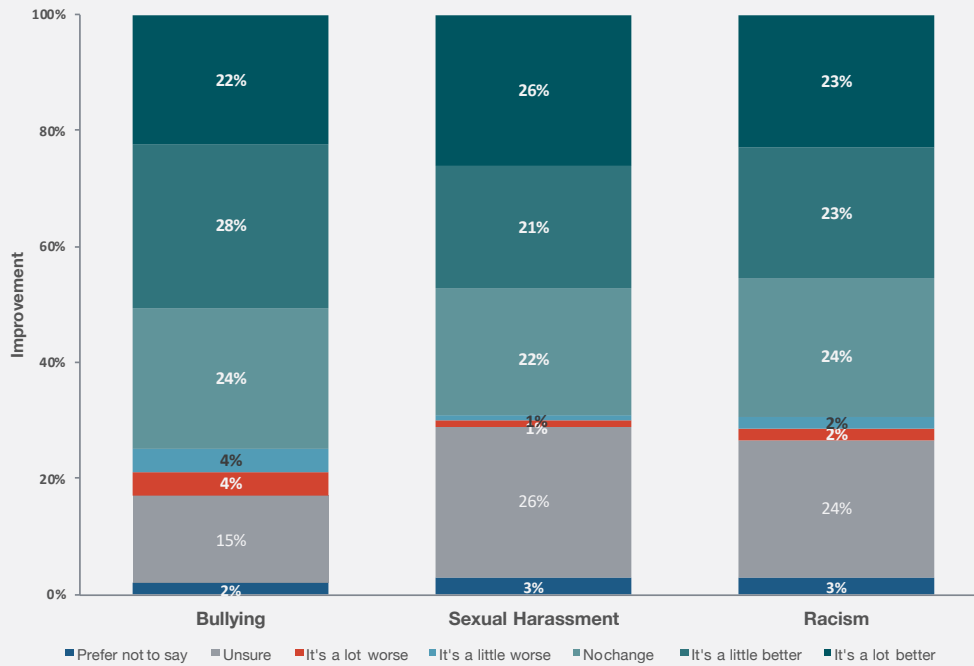


Figure 1: Perceptions of improvement (%)

Q: Thinking about the last two years / Thinking about the time you have been working at Rio Tinto / the business, have you observed a meaningful and positive change at Rio Tinto / the business in relation to the following areas? Base: All respondents

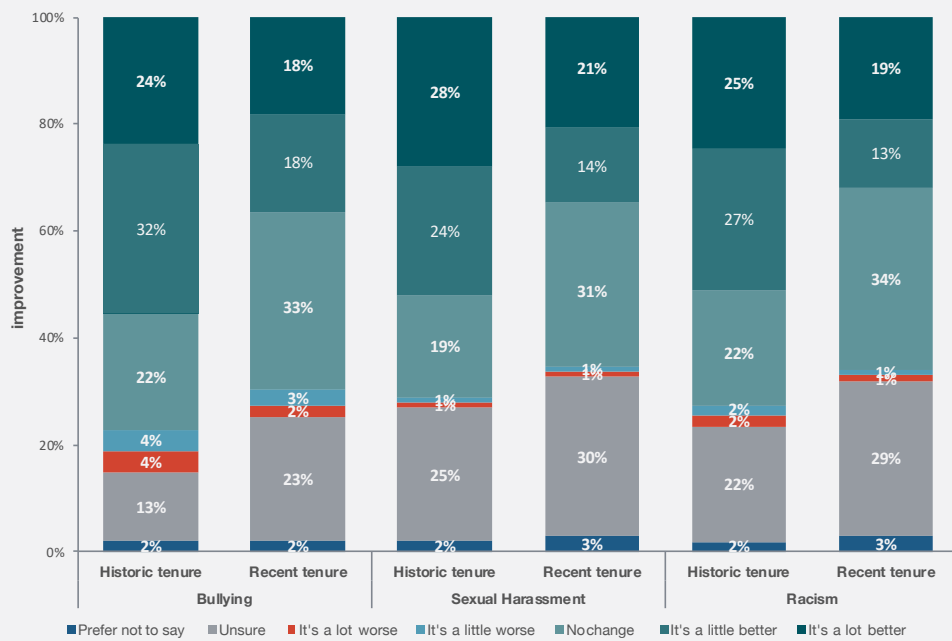


Figure 2: Perceptions of improvement by employee tenure (%)

Q: Thinking about the last two years / Thinking about the time you have been working at Rio Tinto / the business, have you observed a meaningful and positive change at Rio Tinto / the business in relation to the following areas? Q: The previous Everyday Respect Report was published in February 2022. Did you start working for Rio Tinto / the business...? (After/before the last report publication) Base: All respondents

3. Snapshot of survey data on harmful behaviours

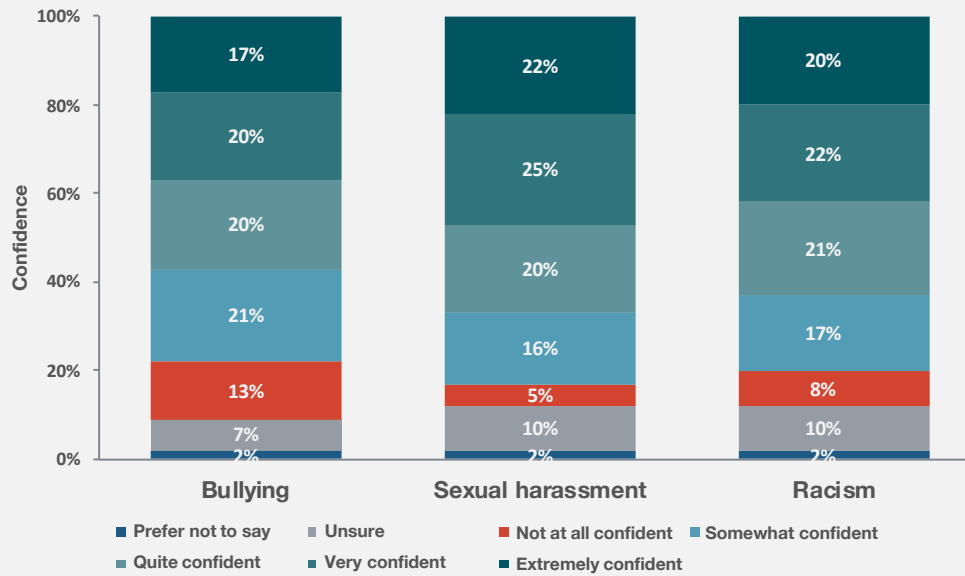


Figure 3: Confidence in change at Rio Tinto in future (%)

Q: What is your level of confidence that Rio Tinto / the business will make a meaningful difference in addressing each of the following areas in the next two years? Base: All respondents

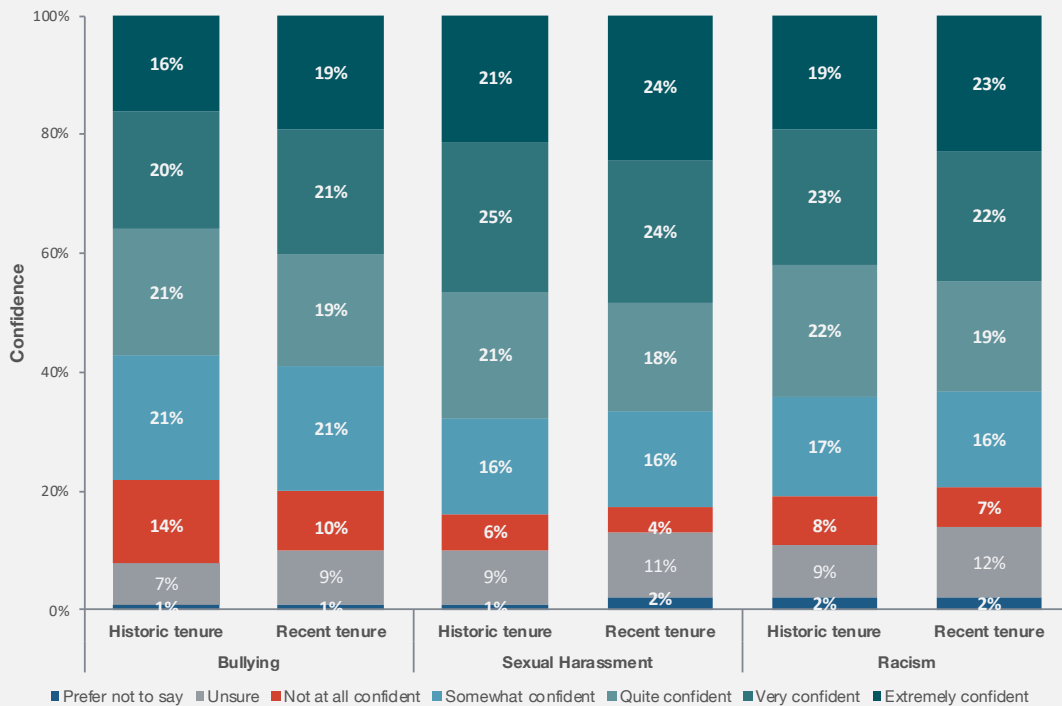


Figure 4: Confidence in change at Rio Tinto in future, by employee tenure (%)

Q: What is your level of confidence that Rio Tinto / the business will make a meaningful difference in addressing each of the following areas in the next two years? Q: The previous Everyday Respect Report was published in February 2022. Did you start working for Rio Tinto / the business...? (After/before the last report publication) Base: All respondents

3. Snapshot of survey data on harmful behaviours

3.2. Sexual Harassment

Overall, 7% of survey respondents have experienced sexual harassment in the last 12 months (same as in 2021). Women are more likely to experience sexual harassment in the last 12 months when compared to men (16% compared to 4%) and this has remained consistent from 2021.

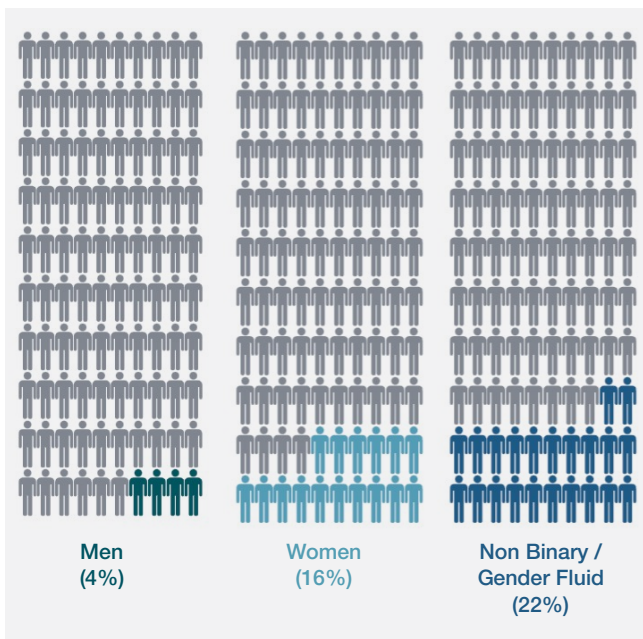


Figure 5: Experience of sexual harassment at Rio Tinto in the last 12 months by gender (%)

Q: In the last 12 months, have you personally experienced sexual harassment by somebody at Rio Tinto / the business? Q: In the last 12 months have you experienced any of the following at Rio Tinto / the business? Base: All respondents (Not shown due to small sample size: Different identity)

People who identified as non-binary/gender fluid were more likely (22%) to experience sexual harassment, however this figure should be treated with some caution due to the small sample size.

As shown in Figure 6, across product groups, those working in Iron Ore (9%) and Copper (10%) were more likely to have experienced sexual harassment in the last 12 months with Copper showing an increase from 5% in 2021 to 10% in 2024. Those located at a FIFO or DIDO (9%) were more likely to report experiencing sexual harassment in the last 12 months, as was the case in 2021 (9%).

Slightly fewer of those in Graduate roles experienced sexual harassment in the last 12 months in 2024 (13%, compared with 16% in 2021) however graduates remained more likely to have experienced sexual harassment than those in other roles, as were people in Operator roles (13%). People based in Mongolia were also more likely to have experienced sexual harassment in 2024 (10%, compared with 5% in 2021).

Other population groups who were significantly more likely than others to report having experienced sexual harassment in the last 12 months include:

- ▶ People who identify as being neurodistinct (14%, no comparison available in 2021);
- ▶ People who have a disability (14%, compared to 11% in 2021);
- ▶ People identifying as someone who is an Indigenous or First Nations person (10%, compared to 7% in 2021);

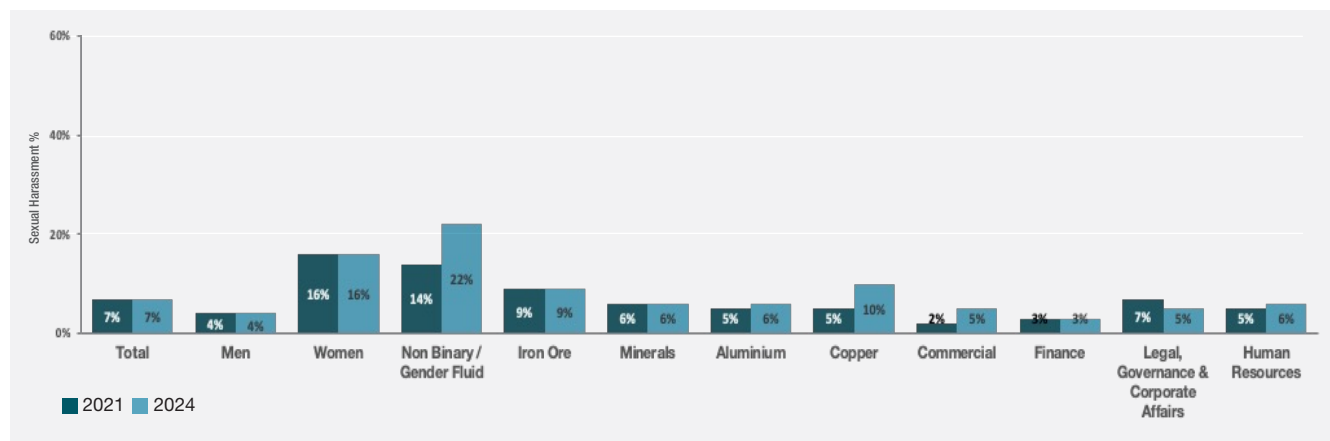


Figure 6: Experience of sexual harassment at Rio Tinto in the last 12 months 2021 to 2024(%)

2024 Q: In the last 12 months, have you personally experienced sexual harassment by somebody at Rio Tinto / the business? 2024 Base: All respondents (Not shown due to small sample size: Different Identity)

3. Snapshot of survey data on harmful behaviours

- ▶ People with ‘another ethnic or racial background’ (11%, no comparison available in 2021); and
- ▶ People working in the lowest seniority roles (operators and general support workers) (8%, compared to 8% in 2021).

As outlined in Figure 7, there were few changes in the sexual harassment behaviours experienced in the last 12 months between 2024 and 2021. The most common behaviours were:

- ▶ Intrusive questions about your private life or comments on your physical appearance that made you feel offended (4% in 2024 and 3% in 2021)
- ▶ Sexually suggestive comments or jokes that made you feel offended (3% in 2024 and 2021)
- ▶ Inappropriate staring or leering that made you feel intimidated (2% in 2024 and 2021)

Eight survey respondents reported experiencing actual or attempted sexual assault or rape (compared with 5 people in 2021), and 32 survey respondents reported experiencing pressure or requests for sex or sexual acts (37 people had experienced this in 2021). The majority of these respondents were women. Note, as shown on Figure 7, the prevalence of these behaviours is rounded to 0%.

Most sexual harassment perpetrators were men (64%).

Most sexual harassment incidents involved direct peers, and this was consistent across genders and with the experiences reported in 2021. Women were more likely than men to report having been sexually harassed by a contractor. However the proportion of women who reported they were sexually harassed by a contractor declined in 2024 (15%) compared to 2021 (22%).

	2021	2024
Unwelcome touching, hugging, cornering, or kissing	1	1
Inappropriate staring or leering that made you feel intimidated	2	2
Sexual gestures, indecent exposure, or inappropriate display of the body	0	1
Sexually suggestive comments or jokes that made you feel offended	3	3
Sexually explicit pictures, posters, or gifts that made you feel offended	0	0
Repeated or inappropriate invitations to go out on dates	1	1
Intrusive questions about your private life or comments on your physical appearance that made you feel offended	3	4
Indecent phone calls, including someone leaving a sexually explicit message on voicemail or an answering machine	0	0
Sexually explicit comments made in emails, SMS messages, or on social media	0	0
Repeated or inappropriate advances on email, social networking websites, or internet chat rooms	0	0
Sharing or threatening to share intimate images or film of you without your consent	0	0
Inappropriate physical contact	1	1
Being followed, watched, or someone loitering nearby	1	1
Requests or pressure for sex or other sexual acts	0	0
Actual or attempted rape or sexual assault	0	0
Any other unwelcome conduct of a sexual nature	0	1

Figure 7: Sexual harassment behaviours at Rio Tinto in the last 12 months 2021 and 2024 (%)

Q: In the last 12 months have you experienced any of the following at Rio Tinto / the business? Base: All respondents

3. Snapshot of survey data on harmful behaviours

3.3. Bullying

Respondents to the survey were asked about their experience of workplace bullying in the last 12 months. Overall, 39% of survey respondents had experienced bullying in the last 12 months (compared to 31% in 2021).

In 2024, women were more likely to have experienced bullying in the last 12 months than men (50%, compared to 36% of men) as well as in 2021 (36%, compared to 29% of men). People who identified as non-binary or gender fluid were also more likely to have experienced bullying (48%) although this figure should be treated with caution given the small number of people who identified as non-binary or gender fluid. Generally, while reports of bullying increased across all genders, the largest increase between 2021 and 2024 was bullying experienced by women.

A range of factors should be considered when interpreting the finding that bullying at Rio Tinto is reported to have increased since 2021. One hypothesis is that the increased reports of bullying may be due to increased education and awareness efforts by the organisation helping people recognise bullying when it occurs and feeling safer to share their experience than in 2021.

As noted above, women have experienced the most significant increase in bullying and also were more likely to have experienced a higher volume of bullying, with 30% recording the most recent experience of bullying has occurred three to five times and 11% recording the most recent experience of bullying has occurred six to ten times in 2024 (compared to men who were more likely to have experienced a one-off incident of bullying in the last 12 months in 2024 (28%) as well as in 2021 (26%)).

This aligns to insights from the qualitative data that shows that women are experiencing increasing retaliation in the form of gendered bullying due to Rio Tinto's efforts to promote gender diversity and inclusion.

As shown in Figure 9, across different product groups, those working in Iron Ore (44%) were more likely to have experienced bullying in the last 12 months.

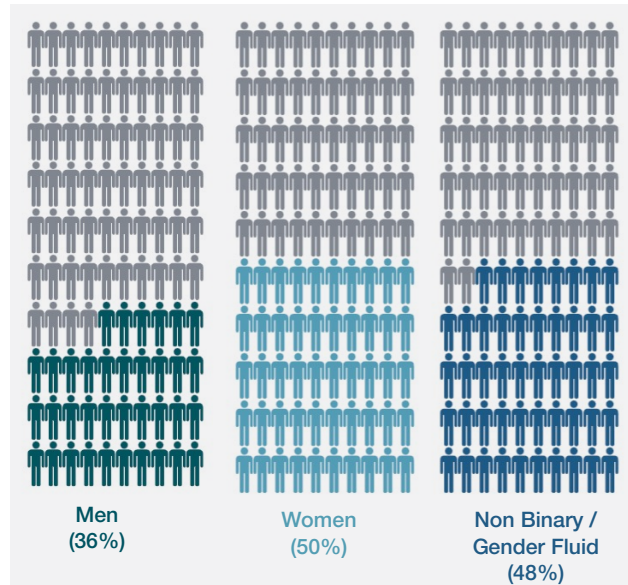


Figure 8: Experience of bullying at Rio Tinto in the last 12 months by gender (%)

Q: In the last 12 months, have you personally experienced bullying by somebody at Rio Tinto / the business? Base: All respondents (Not shown due to small sample size: Different Identity)

Women working in Iron Ore (54%), Minerals (47%), Aluminium (53%) and Copper (47%) were more likely to have experienced bullying than men in these groups.

When examined by role, those who identified as 'operators' were more likely (49%) to report experiencing bullying in the last 12 months in 2024 (37% in 2021, an increase of 12%), compared to those in other roles. Women operators were particularly more likely to have experienced bullying, with 60% of female operators compared to 46% of male operators having experienced bullying in the last 12 months.

Other population groups who were more likely than others to report having experienced bullying in the last 12 months in 2024 included:

- ▶ People with a disability (57%, an increase of 9% from 48% in 2021);
- ▶ People who identify as being neurodistinct (53%, no comparison possible to 2021);
- ▶ Young people aged 25–34 years (43%, an increase of 13% compared with 30% in 2021);

3. Snapshot of survey data on harmful behaviours

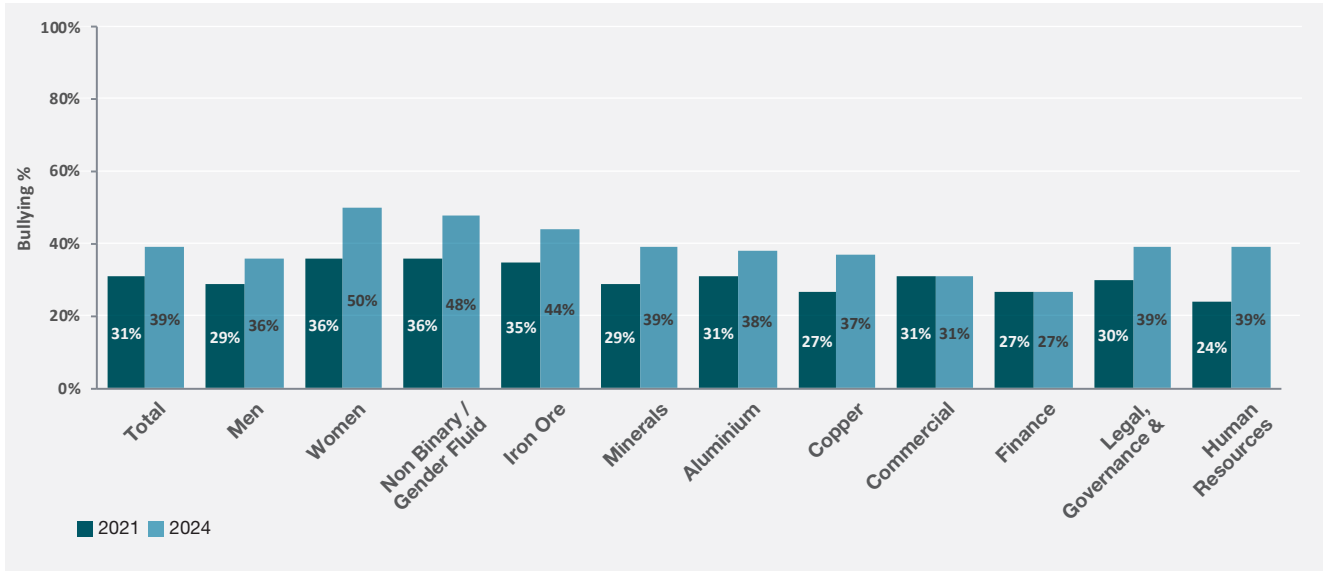


Figure 9: Experience of bullying at Rio Tinto in the last 12 months 2021 to 2024 (%)

2024 Q: In the last 12 months, have you personally experienced bullying by somebody at Rio Tinto / the business? Base: All respondents (Not shown due to small sample size: Different Identity)

The most common bullying behaviours experienced in last 12 months in 2024 were:

- ▶ Psychological harassment including intimidation and belittling or humiliating comments was reported at 18% and 13% respectively for 2024 and 2021, showing a 5% increase in the behaviour overall.
- ▶ Limiting career progression despite strong performance was also reported at 18% in 2024 and 13% in 2021, showing a 5% increase in the behaviour overall.
- ▶ Continued dismissal of your contributions was reported at 17% for 2024 and 12% in 2021, indicating a 5% increase in the behaviour overall.
- ▶ Deliberately holding back information you need for getting your work done properly was reported at 15% in 2024 and 11% in 2021, indicating a 4% increase in the behaviour overall.

The most common bullying behaviours in 2024 were largely the same as those most reported in 2021, however the prevalence of some of these behaviours was seen to have increased in 2024.

A summary of the specific bullying behaviours experienced in the last 12 months by gender is presented in Figure 10.

When looking at the perpetrator of the bullying, a man or multiple men were the most common perpetrators of bullying in 2024 (49%) and 2021 (57%). In comparison, 19% and 15% of respondents were bullied by a woman or multiple women in 2024 and 2021 respectively. Men were likely to have experienced bullying from a man or multiple men (51% in 2024 and 60% in 2021) while women were more likely to have experienced bullying from a woman or multiple women (29% in 2024 and 27% in 2021).

When looking at the role(s) of the perpetrator, overall, the bully was most likely to be somebody senior but not a direct leader (36% in 2024 and 35% in 2021) or a peer (34% in 2024 and 35% in 2021). Encouragingly, there was a significant decrease in the reports that the bully was a direct leader (28% in 2024 and 34% in 2021). Women were more likely to have experienced bullying by a peer in 2024 (39%) as well as in 2021 (42%).

3. Snapshot of survey data on harmful behaviours



	2021	2024
Repeated hurtful remarks or attacks, or making fun of your work or you as a person (including any aspect of your identity)	8	12
Excluding you or stopping you from working with people or taking part in activities that relate to your work	8	13
Psychological harassment including intimidation and belittling or humiliating comments	13	18
Deliberately holding back information you need for getting your work done properly	11	15
Pushing, shoving, tripping or grabbing you	1	1
Initiation of hazing - being made to do humiliating or inappropriate things in order to be accepted	1	2
Verbal or written abuse, including via email or social media	5	6
Continued dismissal of your contributions	12	17
Limiting career progression despite strong work performance	13	18
Making of vexatious allegations against you	5	9
Spreading of offensive and/or inaccurate rumours about you	7	11
Aggressive conduct including threats or attacks	4	5
Victimisation and retaliation, including for making reports about the behaviour	4	8
Any other form of bullying	1	8

Figure 10: Bullying behaviours at Rio Tinto in the last 12 months 2021 and 2024 (%)

Q: In the last 12 months have you experienced any of the following at Rio Tinto / the business? Base: All respondents (NB minor wording changes between some 2021 and 2024 behaviours)

3.4. Racism

Overall, when comparing racism behaviours to those included in the 2021 survey, 7% of survey respondents have experienced racism in the last 12 months (same as in 2021).

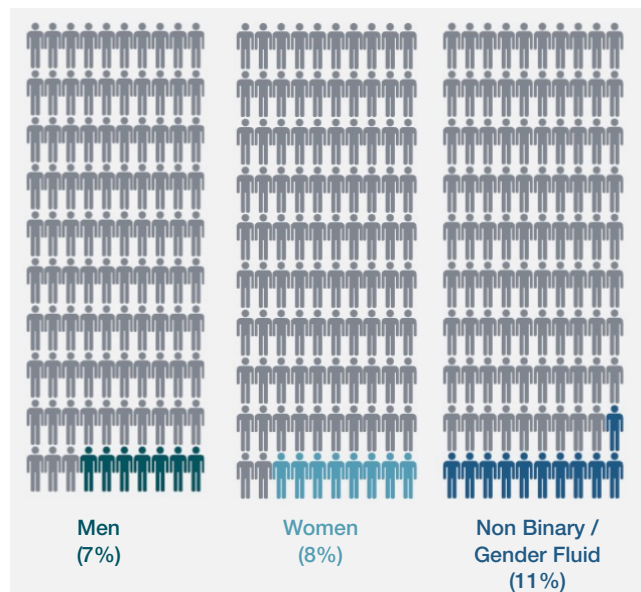


Figure 11: Experience of racism at Rio Tinto in the last 12 months by gender (%)

Q: In the last 12 months, have you personally experienced racism by somebody at Rio Tinto / the business? Q: In the last 12 months have you experienced any of the following at Rio Tinto / the business? Base: All respondents (Not shown due to small sample size: Different Identity)

Additional racism behaviours were added to the 2024 survey to reflect the types of racism behaviours reported by 2021 survey respondents in the 'other (please specify)' field of the survey question related to racism behaviours. With these additional behaviours included, 11% of survey respondents reported experiencing racism in 2024, compared to 7% in 2021. The inclusion of these additional racism behaviours likely accounts for the higher percentage of survey respondents reporting that they have experienced racism in 2024.

Given methodological differences between the sections of the survey addressing racism in 2021 and 2024, further comparative analysis is not possible between the two waves of the survey.

3. Snapshot of survey data on harmful behaviours

Therefore, only 2024 data, based on the full set of racism behaviours asked in 2024, is reported from here. Please see Annex B for further details on the methodology.

As detailed in Figure 12, people who identified as being of Asian heritage (17%), Black African (18%), Latino (19%), ‘another ethnic or racial heritage’ (28%), or Indigenous or First Nations (20%) were more likely to experience racism in the last 12 months compared to those that identified as Caucasian (8%).

Indigenous and First Nations people experienced racism at a greater rate than other racial and ethnic groups,

in particular in Australia (39%), Canada (26%), New Zealand (Maori) (24%) and USA (24%). Other groups that experienced higher rates of racism included people born in Mongolia (32%) and Black Africans in the US (43%).

People working in Iron Ore (12%) and Minerals (14%) are more likely to report that they experienced racism in the last 12 months, while those in Aluminium (7%) and Development & Technology (7%) were less likely to report experiencing racism in the last 12 months, as shown in Figure 13. Significant contributing factor to the percentages may be based on their geographic footprint and consequential workforce demographic.

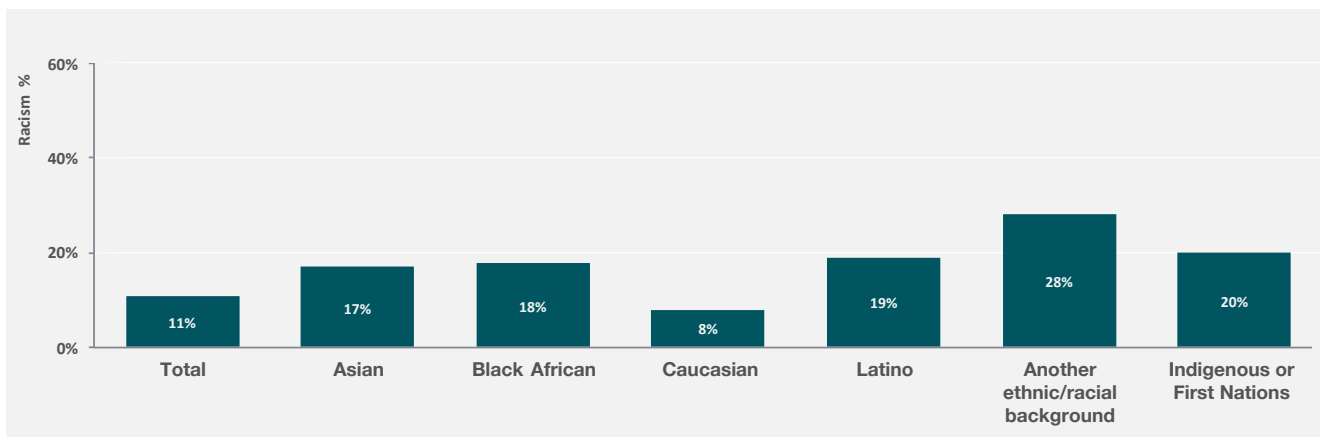


Figure 12: Experience of racism at Rio Tinto in the last 12 months by Heritage (%)

Q: In the last 12 months, have you personally experienced racism by somebody at Rio Tinto / the business? Q: Do you identify with any of the following ethnic/racial backgrounds? Base: All respondents

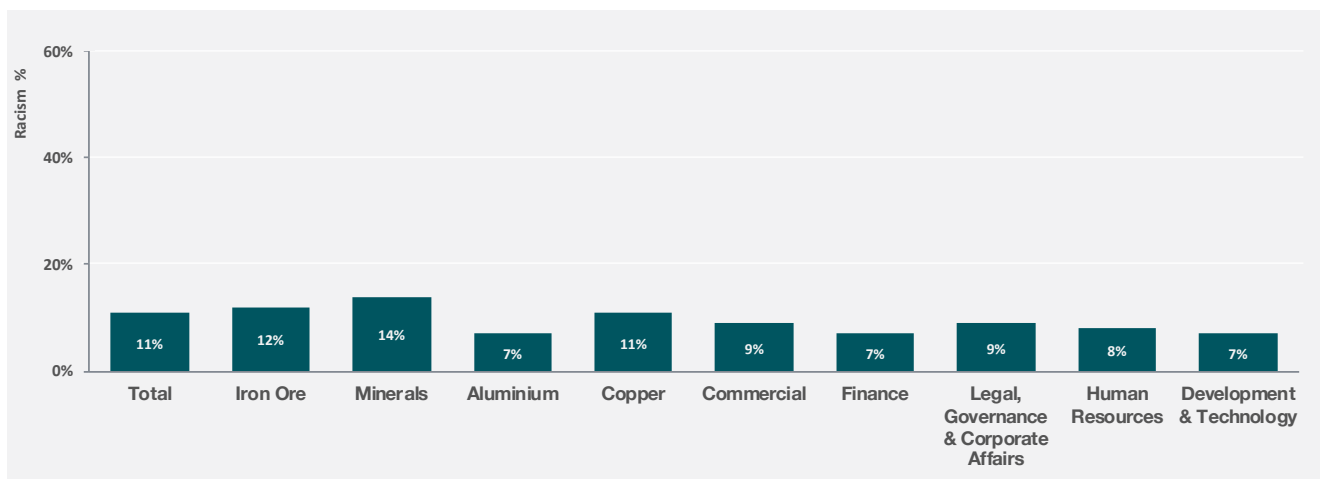


Figure 13: Experience of racism at Rio Tinto in the last 12 months by group (%)

Q: In the last 12 months, have you personally experienced racism by somebody at Rio Tinto / the business? Q: Which part of the business do you work in? Base: All respondents

3. Snapshot of survey data on harmful behaviours

The most common racism behaviours experienced in the last 12 months were:

- ▶ Recruitment decisions about you were unfairly influenced by your racial or ethnic background (3%)
- ▶ Racist jokes have been used to insult you (3%)
- ▶ Your view or point was dismissed because of your racial or ethnic background (3%)
- ▶ You were denied workplace opportunities including training because of your racial or ethnic background (3%)
- ▶ Your appointment to a role or capability for the role was questioned because of your racial or ethnic background (3%)
- ▶ Any other form of racism (3%)

People were more likely to experience racism from those who were a different race / ethnicity to them (44%). This was notably more likely among people who identified as Latino (63%) or another ethnical / racial background (54%). Among Caucasian people, it was more likely the perpetrators of racism were the same ethnic background (15%) or a mix of ethnic backgrounds (10% mainly the same and 17% a mixture of racial or ethnic backgrounds). People who experienced racism were most likely to report the perpetrator as being a direct peer (39%) or somebody more senior to them (38%), but not a direct leader.

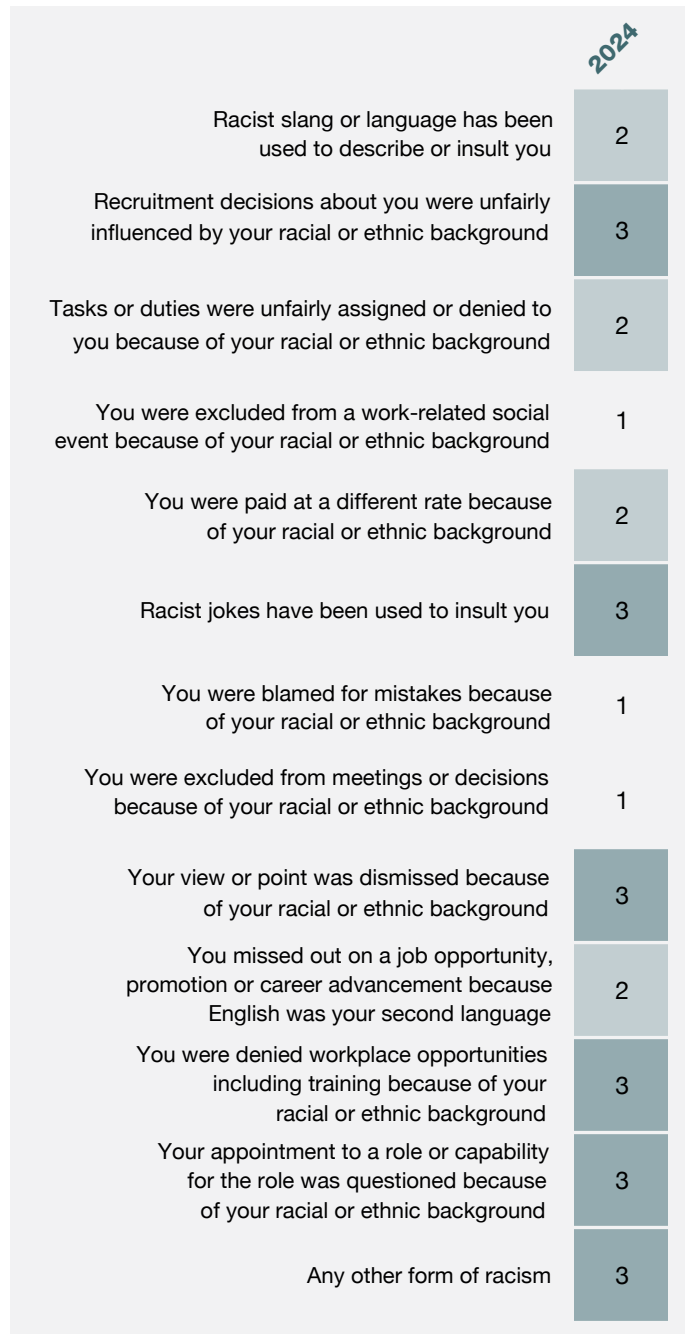


Figure 14: Racism behaviours at Rio Tinto in the last 12 months (%)

Q: In the last 12 months have you experienced any of the following at Rio Tinto / the business? Base: All respondents

3. Snapshot of survey data on harmful behaviours

3.5. Witnessing of sexual harassment, bullying and racism

Respondents were asked if they had witnessed sexual harassment, bullying or racism towards another person in the last 12 months. This included witnessing or observing the incident themselves and hearing about it from the person involved. Due to differences in methodology with the first survey (including a change from a five year to 12 month timeframe), data across the surveys is not comparable. Given the work undertaken by Rio Tinto to build awareness by widely sharing examples of harmful behaviours through Purple Banners and similar strategies, the survey data only asked employees to share experiences of either directly witnessing the sexual harassment, bullying or racism, or hearing about it directly from the person involved.

Overall, 40% of respondents witnessed bullying, sexual harassment or racism in the past 12 months (3% were unsure and 1% preferred not to say). The most prevalent experience people witnessed was hearing about an incident from a person who was bullied (21%), followed by observing or witnessing another person being bullied (16%). This aligns with the higher prevalence of bullying experiences being reported by survey respondents.

If respondents reported they had witnessed or heard about a problematic behaviour, they were asked if they took action following the most recent incident. This was split relatively evenly, with 46% of people saying they had taken action and 45% of people saying they hadn't.

People working in Iron Ore were more likely to have taken action (50%), as were people working in Human Resources who saw or heard about an incident from a colleague (66%). Meanwhile people working in Minerals were less likely (38%). People working in Director, Manager, Principal Advisor (64%), General Manager, Chief Advisor, Chief Counsel (74%) and Superintendent, Senior Advisor, Senior Professional (53%) roles were all more likely to take action.

When asked what actions were taken, key steps were:

- ▶ Talked with or listened to the victim about the incident (58%)
- ▶ Offered advice to the victim (45%)
- ▶ Reported the bullying / sexual harassment / racism to a leader (38%)

When asked what outcomes occurred following steps taken, it was encouraging that 57% of people who took action reported there were no consequences for them. 12% reported they received positive feedback for making a complaint, though 11% said they felt they were labelled a troublemaker. Only 10% indicated the bullying / sexual harassment / racism had stopped.

- ▶ Men were more likely to say the bullying / sexual harassment / racism stopped following the complaint (12%)
- ▶ Women were more likely to say they felt they were labelled a troublemaker (15%) or that there were other consequences for them (10%)

Almost half (45%) of people who witnessed or heard about a problematic behaviour directly from the person who experienced it, didn't take action following the incident. To understand the barriers, respondents were asked why they decided not to take action.

Key reasons were:

- ▶ Being worried about the negative impact that taking action might have on me, such as my career or safety (26%)
- ▶ I didn't think it would make a difference (25%)
- ▶ I knew that other people were supporting and assisting the person (23%)
- ▶ Other reasons (19%)
- ▶ I didn't want to make things worse for the person who was being bullied / sexually harassed / treated in a racist way (18%).

3. Snapshot of survey data on harmful behaviours

3.6. Reporting

Survey respondents who reported they had experienced sexual harassment, bullying or racism in the last 12 months were asked if they made a report about the most recent incident. Following is a summary of the data with comparisons to 2021 data where possible.

3.6.1. Sexual Harassment

Among those who had experienced sexual harassment over the past 12 months, only 13% made a report or complaint about the sexual harassment. Overall reporting levels for sexual harassment are substantially lower compared to reporting bullying, however they are similar overall to 2021 numbers, in which 12% of people who experienced sexual harassment made a report.

As shown in Figure 15, survey respondents who made a report about the experience of sexual harassment typically made the report to their direct leader (52%) or another leader (43%). This had declined from 2021 (65% and 31% respectively) as more people in 2024 had taken up reporting through the internal formal reporting channel (12% in 2024 compared to 3% in 2021). Although there is a way to go, this suggests there is an increasing preference to use formal reporting systems such as myVoice when reporting experiences of sexual harassment.

Sexual harassment report outcomes

The survey shows that there has been an improvement in employee satisfaction with the outcomes of their report of sexual harassment since the Review in 2021 with survey respondents more likely to say they are extremely satisfied with how their report of sexual harassment was addressed in 2024 (35%) compared to 2021 (23%).

	Men 2021	Women 2021	Men 2024	Women 2024
Your direct leader	63	68	45	56
Another leader	29	33	31	50
A Human Resources team member	22	21	26	19
A union or employee representative	3	0	0	1
Peer Supporter	12	14	7	8
Reported it under the internal formal reporting process (e.g. myVoice, Care Hub, etc)	0	3	12	12
A lawyer or legal service	0	0	0	4
A formal external agency or group	0	2	0	0
The Police or law enforcement agency	0	0	0	3
Somewhere else	2	8	9	13
Prefer not to say	0	5	0	0

Figure 15: Who a report was made to regarding sexual harassment by gender 2021 and 2024 (%)

Q: Did you make a formal or informal report / complain about the most recent incident of sexual harassment you experienced? Q: To which of the following did you report the incident to? Base: All respondents (Not reported due to small sample size: Non-binary/ Gender fluid and Different identity)

3. Snapshot of survey data on harmful behaviours

Further improvement includes:

- ▶ the proportion of survey respondents who said they did not face any negative consequences as a result of making a report increased from 49% in 2021 to 56% in 2024
- ▶ the proportion of survey respondents who said no action was taken on their report of sexual harassment reduced from 10% in 2021 to 4% in 2024
- ▶ the proportion of survey respondents who said they were unsure or didn't know the outcomes of their report reduced from 22% in 2021 to 14% in 2024.

The decision not to report sexual harassment

Survey respondents who experienced sexual harassment but said they did not make a report were asked why they chose not to make a report. As shown in Figure 16, the main reasons that people chose not to seek support or make a complaint were:

- ▶ I didn't think it would make a difference (29% in 2024, 30% in 2021)
- ▶ It is normalised where I work and accepted (27% in 2024, 32% in 2021)
- ▶ I believed there would be negative consequences for my reputation (26% in 2024, 35% in 2021)
- ▶ I believed there would be negative consequences for my career (21% in 2024, 28% in 2021)
- ▶ I thought it would make the situation worse (20% in 2024, not available in 2021).

Though the frequency of the reasons above declined generally from 2021, there is still a way to go in making employees feel comfortable in reporting sexual harassment. Reporting can be further complicated by the social and cultural norms prevalent in the regions where Rio Tinto operates making the decision to report more difficult.

	Men	Women
I didn't know who to talk to or how to make a complaint	9	7
It is normalised where I work and accepted	32	23
I was advised not to by family or friend/s	1	2
I was advised not to by a colleague or colleagues	1	3
I didn't need to because I made the sexual harassment stop	11	20
I didn't need to because I no longer had contact with the people/person that sexually harassed me	1	14
I didn't think it would make a difference	28	29
I believed there would be negative consequences for my career (e.g. impacted opportunities for promotion, risk of my employment ending)	19	21
I believed there would be negative consequences for my reputation (e.g. that I would be blamed or not believed or thought to be over-reacting)	21	28
I believed I would be ostracised by my colleagues	21	14
A bystander intervened and the sexual harassment stopped	1	3
I thought making a report would be embarrassing or difficult	15	16
I was too scared or frightened	3	8
I was concerned about lack of confidentiality and how many people would find out	16	19
I thought I would not be believed	12	11
I thought it would make the situation worse	18	23
Some other reason	17	19
Unsure	7	3
Prefer not to say	7	3

Figure 16: Reasons for not reporting sexual harassment by gender (%)

Q: Did you make a formal or informal report / complain about the most recent incident of sexual harassment you experienced? Q: People decide not to seek support or make a complaint for many different reasons. What are the reasons you did not report the sexual harassment? Base: All respondents (Not reported due to small sample size: Non-binary/ Gender fluid and Different identity)

3. Snapshot of survey data on harmful behaviours

3.6.2. Bullying

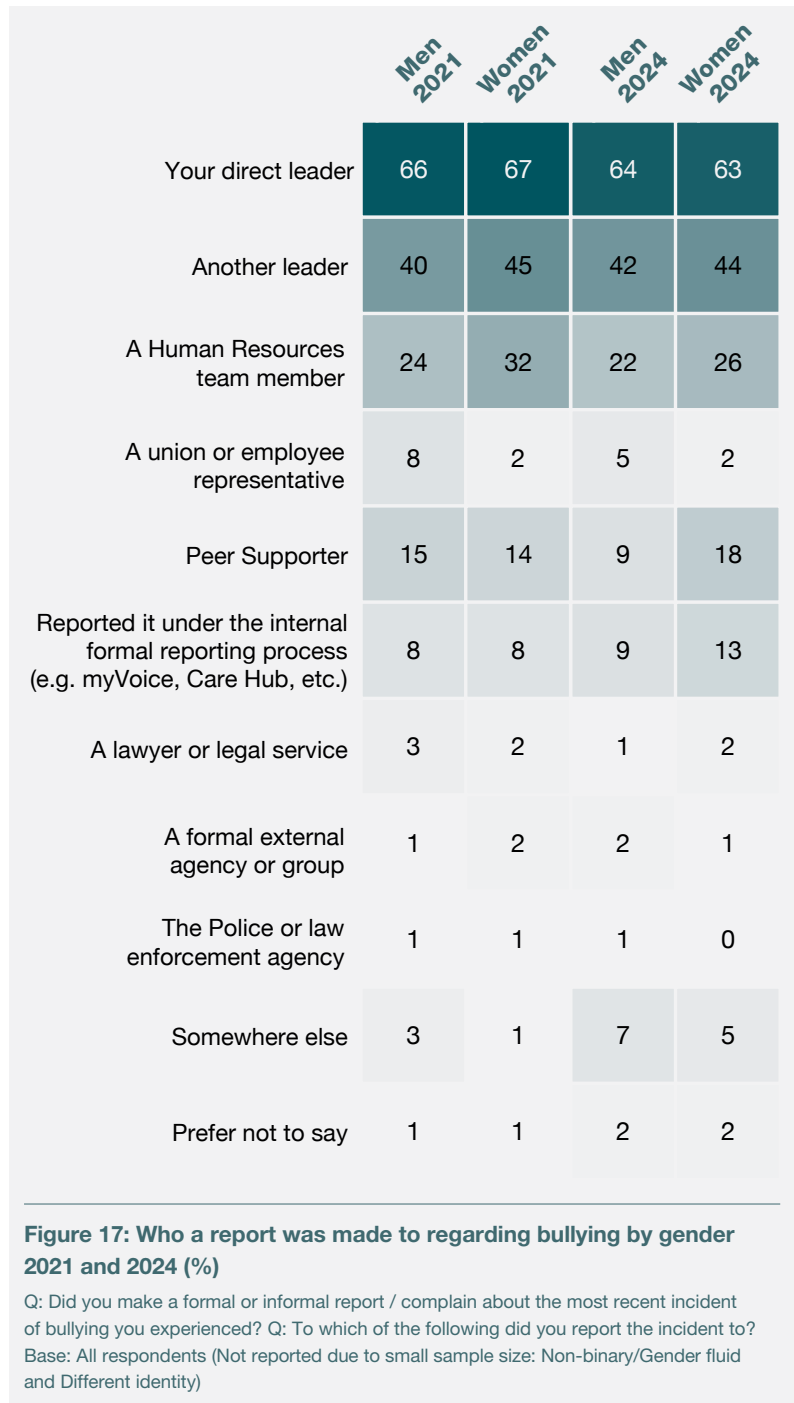
Among people who experienced bullying over the past 12 months, only 31% made a report or complaint about the bullying. This is similar overall to 2021 numbers, in which 31% of people who experienced bullying made a report or complaint.

As shown in Figure 17, survey respondents who made a report about the experience of bullying typically made the report to their direct leader (64%) or another leader (43%). This is consistent with reporting behaviour in 2021, though the proportion reporting to a union or employee representative was previously higher (7% in 2021 compared to 4% in 2024). Women appeared to be more comfortable reporting bullying to a peer supporter compared to men (18% compared to 9% respectively).

Bullying report outcomes

Satisfaction with the outcomes of their report of bullying was generally divided, with 24% of people with finalised complaints responding that they were not satisfied at all, while 20% of people with finalised complaints said they were extremely satisfied. When asked about the consequences that occurred for the bully following the complaint, the main outcome that people were aware of was the bully being informally spoken to (24%). This however was followed by the person not being sure if any action had been taken (16%) and no consequences occurring for the bully (14%).

Survey respondents were also asked if they experienced any negative consequences as a result of making the report. While the majority of people in 2024 did not experience negative consequences from making their report (50%), 33% reported that they did. This is a small decrease from 2021 (36%).



3. Snapshot of survey data on harmful behaviours

Among those who experienced negative consequences, the key consequences were:

- ▶ Mental health impacts (82% in 2024, 80% in 2021)
- ▶ Impacts on professional relationships (65% in 2024, 61% in 2021)
- ▶ Employment or career progression impacts (61% in 2024, 66% in 2021)
- ▶ General wellbeing impacts (60% in 2024, 64% in 2021).

The decision not to report bullying

Those who had not made a report or complaint about the most recent incidence of bullying gave a range of reasons for not reporting. As shown in Figure 18, the main reasons people chose not to seek support or make a complaint were:

- ▶ I believed there would be negative consequences for my career (44% in 2024, 48% in 2021)
- ▶ I didn't think it would make a difference (40% in 2024, 41% in 2021)
- ▶ I believed there would be negative consequences for my reputation (36% in 2024, 41% in 2021)
- ▶ I thought it would make the situation worse (32% in 2024, not available in 2021).

	Men	Women
I didn't know who to talk to or how to make a complaint	8	10
It is normalised where I work and accepted	23	27
I was advised not to by family or friend/s	3	3
I was advised not to by a colleague or colleagues	5	5
I didn't need to because I made the bullying stop	12	10
I didn't need to because I no longer had contact with the people/person that bullied me	6	9
I didn't think it would make a difference	37	46
I believed there would be negative consequences for my career (e.g. impacted opportunities for promotion, risk of my employment ending)	44	43
I believed there would be negative consequences for my reputation (e.g. that I would be blamed or not believed or thought to be over-reacting)	34	42
I believed I would be ostracised by my colleagues	12	15
A bystander intervened and the bullying stopped	2	1
I thought making a report would be embarrassing or difficult	10	13
I was too scared or frightened	4	8
I was concerned about lack of confidentiality and how many people would find out	21	28
I thought I would not be believed	9	14
I thought it would make the situation worse	29	37
Some other reason	15	15
Unsure	3	2
Prefer not to say	3	1

Figure 18: Reasons for not reporting bullying by gender (%)

Q: Did you make a formal or informal report / complain about the most recent incident of bullying? Q: People decide not to seek support or make a complaint for many different reasons. What are the reasons you did not report the bullying? Base: All respondents (Not reported due to small sample size: Non-binary/Gender fluid and Different identity)

3. Snapshot of survey data on harmful behaviours

3.6.3. Racism

Due to notable changes between the 2021 and 2024 survey, data from the original wave is not comparable to 2024 and have been excluded from this section.

Among people who experienced racism over the past 12 months, only 12% made a report or complaint about the racism and only 4% made a formal report or complaint internally. This is the lowest incidence of reporting compared to both bullying and sexual harassment (though only slightly lower than sexual harassment).

Women were more likely to make any kind of report or complaint (20%) and women working in Iron Ore more so (29%). As shown in Figure 19, most reports were made to direct leaders (59%) or another leader in the business (45%).

Racism report outcomes

People who made a report that had been finalised were then asked how satisfied they were with the action taken following their report. The majority of people were not at all satisfied (48%), though almost a quarter responded they were extremely satisfied (23%).

When asked about the consequences for the racist person following the complaint, the main outcome that people were aware of was the racist person being informally spoken to (23%) or that there were no consequences for the racist person (21%).

	2021	2024
Your direct leader	56	59
Another leader	45	45
A Human Resources team member	33	26
A union or employee representative	7	3
Peer Supporter	16	12
Reported it under the internal formal reporting process (e.g. myVoice, Care Hub, etc.)	8	11
A lawyer or legal service	3	3
A formal external agency or group	3	7
The Police or law enforcement agency	0	0
Somewhere else	3	7
Prefer not to say	3	1

Figure 19: Who a report was made to regarding racism 2021 and 2024 (%)

Q: Did you make a formal or informal report / complain about the most recent incident of racism you experienced? Q: To which of the following did you report the incident to? Base: All respondents (Not reported due to small sample size: Non-binary/Gender fluid and Different identity)

3. Snapshot of survey data on harmful behaviours

When asked if they experienced any negative consequences as a result of making the report, the majority of people did not experience negative consequences from making their report (49%) while 38% reported that they did experience negative consequences. Among those who experienced negative consequences, the key consequences were:

- ▶ Mental health impacts (82%)
- ▶ Impacts on professional relationships (70%)
- ▶ General wellbeing impacts (67%)
- ▶ Impacts on personal relationships (61%)

The decision not to report racism

As shown in Figure 20, the main reasons for people who chose not to seek support or make a complaint about racism were:

- ▶ I didn't think it would make a difference (40%)
- ▶ I believed there would be negative consequences for my career (37%)
- ▶ I believed there would be negative consequences for my reputation (32%)
- ▶ It is normalised where I work and accepted (27%)

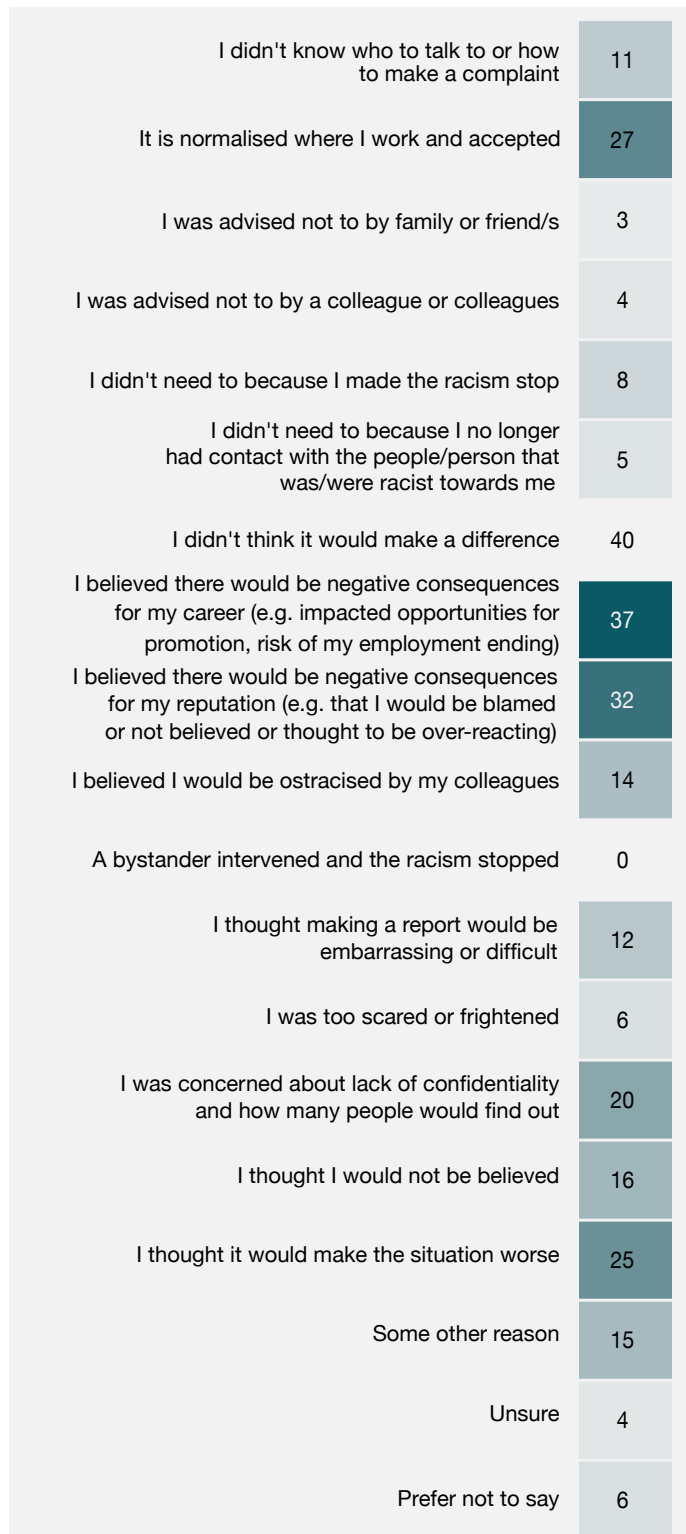


Figure 20: Reasons for not reporting racism by (%)

Q: Did you make a formal or informal report / complain about the most recent incident of racism you experienced? Q: People decide not to seek support or make a complaint for many different reasons. What are the reasons you did not report the racism? Base: All respondents (Not reported due to small sample size: Non-binary/Gender fluid and Different identity. 2021 Racism data is not reported due to changes in question wording) (see methodology for more detail)

3. Snapshot of survey data on harmful behaviours

3.7. Reporting experiences of harmful behaviours

Of those who made a report about bullying (31%), sexual harassment (13%) or racism (12%) they had experienced in the last 12 months, survey respondents were asked about their satisfaction with the outcomes as well as if they experienced any negative consequences as a result of reporting.

The survey shows that there has been an improvement in employee satisfaction with the outcomes of the reporting process for sexual harassment since the Review in 2021. As shown in Figure 21, survey respondents are more likely to say they were extremely satisfied with how their report of sexual harassment was addressed in 2024 compared to 2021. The satisfaction with the reporting process in relation to bullying in 2021 and 2024 was roughly the same. A comparison between 2021 and 2024 is not possible for racism but the data does show that survey respondents who made a report of racism in 2024 are less likely to be satisfied with the outcomes of their report than those who made a report in relation to bullying or sexual harassment.

Survey respondents were asked if they experienced any negative consequences as a result of making a report in relation to their experience of bullying, sexual harassment or racism. Encouragingly, the majority of people said they did not experience any negative consequences as a result of making the report of bullying (50% compared to 40% in 2021), sexual harassment (56% compared to 49%) and racism (49%¹²) representing an important improvement.

Further, the proportion of survey respondents who said no action was taken on their report of sexual harassment reduced from 10% in 2021 to 4% in 2024, as did those that said they were unsure or didn't know the outcomes of their report from 22% in 2021 to 14% in 2024. Smaller improvements can also be seen in relation to bullying with 16% saying they are unsure/don't know if anything happened as a result of their report compared to 19% in the 2021 survey. Some 6% of survey respondents said no action has been taken on their report compared to 5% in the 2021 survey.¹²

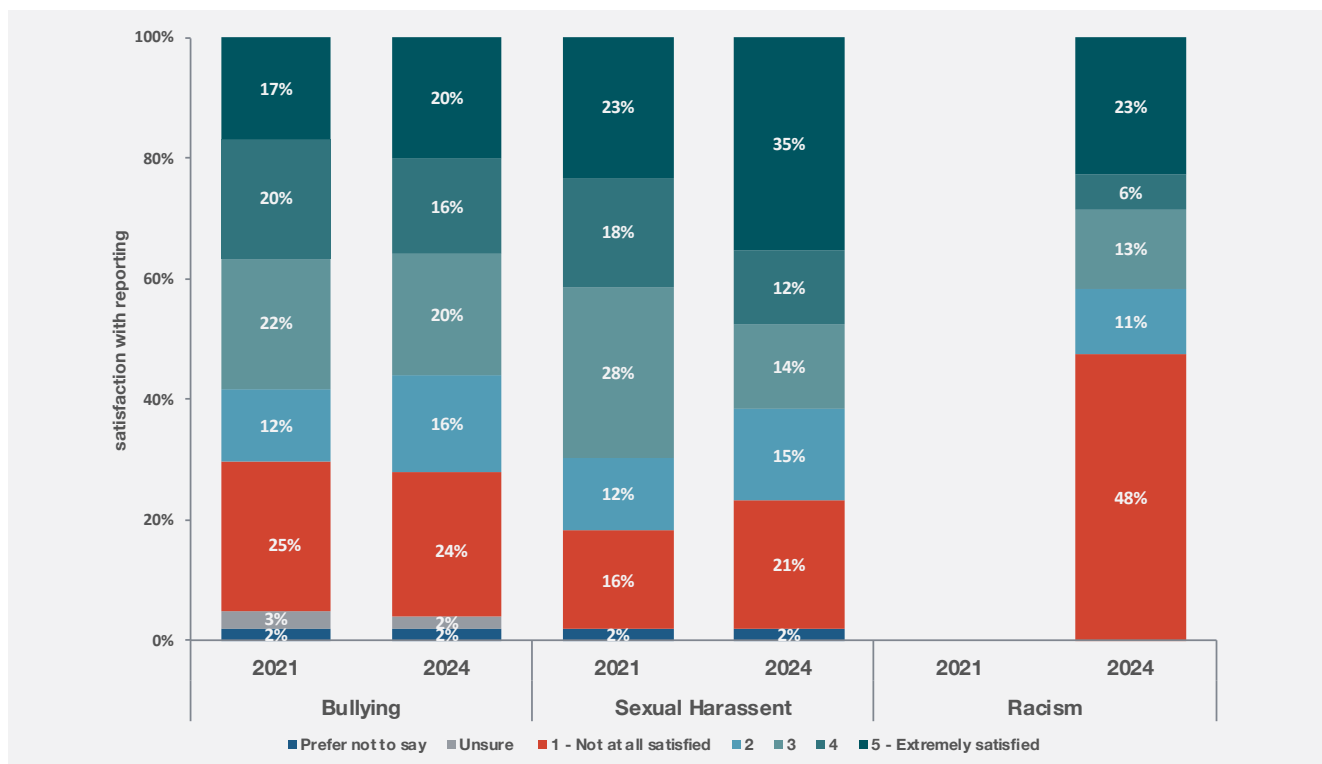


Figure 21: Satisfaction with reporting 2021 to 2024 (%)

Q: Did you make a formal or informal report / complain about the most recent incident of bullying/sexual harassment/racism you experienced? Q: On a scale of 1 to 5, where 1 means not at all satisfied and 5 means extremely satisfied, how would you rate the action taken to address your complaint? (Racism in 2021 not shown due to between waves)

¹² Comparison to 2021 data is not possible due to differences in methodology. See Chapter 1 and Annex B for details.

4. Areas of progress, continuing challenges and opportunities to accelerate change

The completion of the original Review, the public release of the Everyday Respect Report, the program of activity to implement the 26 recommendations, and the actions of Rio Tinto leaders and employees across the globe have led to early indications of positive cultural change within the business.

This Chapter identifies key areas of progress since the release of the Everyday Respect Report establishing a crucial foundation for Rio Tinto's continued efforts to create and sustain healthy, safe and inclusive cultures across all sites. As with any cultural evolution in a complex global operation, the listening sessions and online survey also point to several continuing challenges and barriers. With the implementation of the recommendations of the Everyday Respect Report largely on track, the key imperative for Rio Tinto is to stay the course and continue to build on the actions that are underway. To this end, this Chapter also identifies opportunities for action to accelerate change on Everyday Respect.

4.1 Impact of the release of the Everyday Respect Report

4.1.1 Progress

Employees of Rio Tinto identified the public release of the Everyday Respect Report as a critical catalyst for change both within the business and for them personally. People who had worked for Rio Tinto prior to the release of the Report believed that the report had contributed to a greater shared understanding of the lived experience of Rio Tinto's workforce, particularly the experience of women, Indigenous or First Nations people and people from culturally and linguistically diverse backgrounds. The Report also served as a powerful symbol for those considering working for Rio Tinto: a symbol of transparency and of a shared commitment to improvement.

Employees of all genders told the Team that they felt mixed emotions reading the Report, experiencing both distress about the negative experiences of some Rio Tinto employees, and pride in Rio Tinto's commitment to transparency and cultural change.

Participants commented:

I re-joined Rio ... just before the report came out. I was shocked and upset by the report, but it also made me proud that we were calling this out. I knew this was the first step on the road to recovery.

[Before the report came out] I thought 'nothing happens in Rio, it's all great'. Anything talking about harmful behaviours in the mining industry is referring to another company, not to Rio. After the report, people started talking about it. Team members have asked for a monthly conversation about Everyday Respect.

Awareness has really been raised for people and the business about what is not right. I have challenged behaviours in the past and haven't had a good response. Now leaders are much more aware of the impacts of their behaviours on others. The Purple Banners have made a big difference because they have started showing the impact of different behaviours and the action the company is prepared to take.

“ The report has taken us a significant step forward. None of this was properly talked about before. This has been a clear step in our cultural evolution.

The Team heard from many men and women who felt more empowered to speak up and more empowered to respond to situations differently, following the release of the Report.

When I first started, the men would ... make me put out the garbage for everyone. After the report came out, I felt empowered to call it out. That happened because I am a woman, that's it, just because I am a woman.

There has been an evolution [past] some of the [negative] experiences that I had as a graduate and that makes me feel good.

4. Areas of progress, continuing challenges and opportunities to accelerate change

Participants told the Team that the Everyday Respect Report had positively affected their employment decisions: some existing employees feeling more committed to Rio Tinto and new employees attracted to Rio Tinto due to the business's visible commitment to transparency and to addressing those aspects of the business that do not align with its values. Participants commented:

I felt compelled to stay in Rio because they were addressing the systemic issues, and I wanted to be part of the change.

I joined Rio recently. I was attracted to Rio because of the transparency to publish the Everyday Respect Report. I read the whole report before I took the job. It was bold and courageous and a conviction of taking action.

Making the Everyday Respect Report public has created ripples of change within Rio Tinto, sending a powerful message about the business's commitment to transparency and learning from the lived experience of employees. For many – although not all – Rio Tinto employees, this has contributed to their sense of commitment to the business, and their willingness to be an upstander. The completion of this Progress Review likewise provides Rio Tinto with a further opportunity to deepen the Everyday Respect conversation, including an opportunity to reach those who have not yet been involved in, or felt connected to, the cultural change transformation.

The release of the Everyday Respect Report has also had a ripple effect across the sector and helped to shape collective action. For example, the Iron Ore Product Group has collaborated with BHP and FMG to design and develop the Building Safe and Respectful Workplaces training program, raising awareness of the impact of sexual harassment, bullying and racism. The program has been made freely available to the Australian industry sector. Iron Ore's mandatory induction week for new starters now provides the Building Safe and Respectful Workplaces training alongside Cultural awareness training and LGBTIQA+ learning modules. The training will be rolled out to all existing employees.

In Canada, as a member of Towards Sustainable Mining (a globally recognized standard from the Mining Association of Canada (MAC)), the Minerals Product Group contributed to the development of the Equitable, Diverse, and Inclusive Workplaces Protocol, sharing learnings of the Everyday Respect report. IOC (Rio Tinto in Canada) was the first mining company to complete the self-assessment, and had it externally verified in 2023, which was 3 years ahead of the MAC requirement. This protocol will help advance diversity and inclusion measures at IOC. In 2024, both Diavik and RTIT Quebec Operations also completed the protocol self-assessment, including external verification ahead of time.

4.1.2 Continuing challenges

While the positive momentum from the release of the Everyday Respect Report was widely observed, the Team also heard across all contexts that there has been resistance to the Everyday Respect agenda. Resistance is a natural part of any change agenda and is seen across all efforts to advance cultural change in different contexts. Resistance can be a sign that people either don't understand or don't believe in the case for change. It takes many forms, including outright anger or passive resistance and fear. It can also present as a sense of fatigue about the change agenda.

The Team heard from both men and women who voiced their resistance to the Everyday Respect agenda. From men, resistance was primarily located in the sense of being undervalued or overlooked due to the perceived stronger focus on gender balance and diversity, with some expressing their view that there was reverse discrimination and that women were being hired who were not suitably qualified. There was specific resistance towards programs and strategies targeted at women and other marginalised groups, such as leadership programs.

As a white heterosexual male, I feel as though my thoughts and feelings aren't worth expressing any more. There is so much talk and acknowledgement surrounding women, Indigenous and LGBT communities that my thoughts just get squashed. The female general manager held a 'Female Only' meeting late last year. I can only imagine the uproar if a male manager held a 'Male Only' meeting.

4. Areas of progress, continuing challenges and opportunities to accelerate change

I personally support women to work in the mining industry, but in some, most cases, it has been observed that our policy to support women is excessive, sometimes even appointing a person with no qualifications or experience.

The felt experience of men on site is that they are being overlooked. This is not truly the case at the moment, but I would hate it if this was the case. But there are some cases where HR has refused to sign a recruitment decision because it's not a woman – this doesn't help.

I just feel absolutely bloody worthless. If I apply for a job with 30 years of experience, but there is a lady there who is fresh, they will take her. I apply for a supervisor role. I have done all this training. There's a chick that is only a couple of years experienced over me. How do you compare 30 years in mining over a chick with a couple of years? Experience has got to override everything else.

Male participants also shared their fear of being labelled as sexist or a perpetrator if they said or did the wrong thing or did not agree with the Everyday Respect agenda. This led to a silencing of men. Such concerns are also reflective of broader societal shifts including increasing backlash against progress on gender equality. Other men shared their concerns that men's needs, such as mental health, were being neglected by the organisation, and that Rio Tinto's engagement efforts were not connecting with the struggles men face day to day.

“ Because women have been a really intense focus for the company for a number of years now, speaking as a man, I almost feel like men and mental health has kind of taken a back seat and you feel like you have become the forgotten demographic in the company. Never once is there any acknowledgement of men and men's health issues in the company. Men are their own worst enemies around bottling things up.

As a male, you feel like you are a perpetrator when you have got nothing to do with it. It is an implied guilty by chromosome. If you are not out there literally holding a placard, you are guilty by lack of voice. People find that hurtful.

We need to take everyone along on the journey and not leave some people in the lurch. We know that suicide rates among men are high. Nothing is really spoken about there. It's a disappointment. We need to talk about health and masculinity too. It's not a competition. Every demographic has a long way to go in terms of ideal conditions. You don't solve things overnight but you are leaving one group behind, not giving that group full attention and full support.

Several women also shared their concerns about cultural change, pointing to the ways in which the focus on gender equality and diversity has undermined women's credibility in the workplace because of the perception of special treatment. Some women shared that they are regularly told that they only got their roles because they are women and are not qualified for the role.

The focus on females has been good. But it hasn't been cascaded or communicated well. Bringing more women in is the right thing to do, but the way we've explained it to men hasn't been the best approach.

“ Because men feel like they are losing something, women are upset because they want to be treated as a person, not a gender. We need to do a lot more to explain the why.

Operators don't understand why we are doing Everyday Respect. We hear from them that women are being 'forced on us', 'this work is not suitable for women', 'we are scared about where we fit in', we are giving the red carpet to women – we are lowering the standard.

This has been the most challenging place I've worked with regards to gender. There's an assumption that I don't know what I'm doing. I came through a women in leadership program and wish I never had.

4. Areas of progress, continuing challenges and opportunities to accelerate change

4.1.3. Opportunities to accelerate change

The Team heard from some men that the Everyday Respect agenda had given them the opportunity to reflect on their behaviour and step into the role of an ally and act as role models for other men. Others shared their reflection that the changing nature of the workplace disrupted their sense of being the primary breadwinner or provider, noting that the change in societal expectations of men (as well as women) takes time to understand and accept. Some also reflected that they had started to think differently about gender equality with the arrival of their daughters into the workplace.

Unconscious bias still comes out and requires a lot of coaching. For example, people telling women to not get knocked up and not understanding it is a problem. I have to have conversations with guys all the time on how things are evolving and how to be 'today's man', not 'yesterday's man'.

I always think about my daughter being in trades and would I want her to experience this behaviour? That's how I talk to the guys – would you want your wife or daughter spoken to in that way? Then why is it okay in the work environment?

“ When I look back at my career and how I've treated women, I'd like to think I was respectful, but when I think about it maybe I wasn't? I can sometimes be too much, and I need to be told two or three times before I stop my behaviour. I don't think I've been better than any other men.

“ The report helped me to see that.

Evidence shows that resistance often happens when something acts to disrupt norms, practices and structures that are perceived to be, or understood as, 'traditional', 'normal', 'natural' or 'the way things have always been done'.¹³

Advancing gender equality, cultural diversity and Everyday Respect can challenge deeply held beliefs, norms and ideologies. While the research reveals that resistance and backlash to social change is inevitable¹⁴, it also supports the proposition that resistance can be viewed positively, as a confirmation that change is taking place:

It is no longer a question of what to do 'if' resistance occurs but rather how we prepare ourselves to be intentional and mindful with our responses 'when' it happens. We have found that significant change invariably involves generating resistance and that its absence often indicates that only incremental or minimal real change is happening in the organisation.¹⁵

While most employees noted that it is critical for Rio Tinto to stay the course on Everyday Respect they also spoke of creating space for all people, particularly men, to safely share their views. There were several positive examples shared of leaders working at the team level to create psychological safety to facilitate these nuanced conversations about cultural change, fear and loss.

“ The men worry about being left behind. Divorce, suicide, depression. Rio could offer things like a lunch or a men's shed. Once a quarter, come down, get a food van, have a conversation. It doesn't take much for a bloke to open up, but they don't feel supported.

There is a need to listen to, engage with and learn from those who resist the change agenda. Engaging with men across the workforce and co-designing with them initiatives that consider men's lives and identities, including men's mental health, will be important. There is also an opportunity to simplify the case for change by providing tangible positive examples of the impact of Everyday Respect at the team level and explaining why differential treatment is necessary to level the playing field for all. Progress in this area could be measured through questions that assess workforce attitudes towards gender equality, diversity and inclusion.

¹³ Our Watch, Understanding, monitoring and responding to resistance and backlash (2022).

¹⁴ Michael Flood, Molly Dragiewicz and Bob Pease, 'Resistance and backlash to gender equality' (2020) 56(3) Australian Journal of Social Issues, 1.

¹⁵ Placida Gallegos, Ilene Wasserman and Bernardo Ferdman, 'The Dance of Inclusion: New Ways of Moving With Resistance' in Kecia Thomas (ed), Diversity Resistance in Organizations (Routledge, 2020) 165, 166.

4. Areas of progress, continuing challenges and opportunities to accelerate change

4.2 Speaking up about Everyday Respect

4.2.1 Progress

Participants in the listening sessions considered that Everyday Respect is increasingly becoming embedded in workplace conversations and in ways of working together, and there is greater psychological safety to speak up about Everyday Respect. Individuals said that they had noticed the changes among their colleagues and leaders, as well as the changes within themselves. They attributed this to a range of factors, including increased individual and collective awareness, a common language for talking about respect, the growing link between Everyday Respect and Rio Tinto's safety agenda, and clearer and more consistent expectations and accountability in relation to Everyday Respect.

The biggest change I've seen is that we now talk about Everyday Respect. There's a lot of references and it's consistent. I have it front of mind when I'm engaging with people. I'm much more aware of how people are treated and now I feel more empowered to have conversations with people. For me, there's also a lot more support and resources to help me to deal with these issues.

Sunlight is the best disinfectant. Everyday Respect really created the opportunity to open these discussions. At the beginning, some were uncomfortable. These conversations made people see that Everyday Respect is not going away. But now, people are becoming more comfortable to speak up, they are not accepting bad behaviour. If someone is disrespecting people, then they get coaching and they either take it on or need to find another job.

“ There's a huge amount of work happening around psychological safety. We have had Safe Production Systems rolled out to us. There is a lot of education around speaking up, showing courage, respectfully challenging people.

Many people commented that Rio Tinto employees and leaders now have a common language and that this enables the conversation about Everyday Respect. One person commented:

It's being talked about, being brought out into the open, there is a common language, a permission to say something, to call out stuff when it happens.

Participants spoke about a greater willingness to 'call things out' and greater confidence in being an upstander.

“ I have seen a huge shift in the way that things are communicated. There's more openness in 'coming clean'. When an incident happens, no matter how serious, it is being expressed.

When I first started, there were constant derogatory comments about women (get back in the kitchen etc.) but now they are being called out. So, it's no longer as frequent. Peers and other colleagues standing up and calling out the behaviour plays a big role.

Across the listening sessions, the Team heard that there has been a deepening sense of shared responsibility and shared empowerment for building and sustaining a values-based culture. Many people – including technical and administrative employees, frontline supervisors and more senior leaders – commented that creating the culture is no longer the sole responsibility of leaders and managers, but rather the collective responsibility of every Rio Tinto employee.

As the conversation within Rio Tinto has grown, to some degree, people have felt more empowered to act on inappropriate behaviour. This is particularly apparent in relation to sexual harassment, where the survey found that there had been a significant increase in people reporting their experience of sexual harassment through the internal formal reporting process, myVoice (3% in 2021 compared to 12% in 2024). It is also reflected in the increased number of reports received by myVoice.

4. Areas of progress, continuing challenges and opportunities to accelerate change

Promising practices:

- ▶ The Iron Ore Product Group have introduced a 'pause' for culture/respect which is a 'tools down' moment for all leaders and employees to reflect both on the importance of Everyday Respect for their teams and on the actions they can take to drive change.
- ▶ In New Zealand, Everyday Respect has been embedded into daily Toolbox Talks where each crew reflects on the behaviours of the previous shift and on priorities for creating a respectful environment for the shift ahead.
- ▶ To address the hesitancy and fear around tackling Everyday Respect conversations, the Copper Product Group provided an abbreviated 1-day Crucial Conversations training for approx. 200 leaders, including the Oyu Tolgoi senior leadership team. Plans to expand the training and incorporate it as part of the Leadership Development training are in place, such as in Resolution Copper where this has already been done.
- ▶ The Minerals Product Group Boron Inclusion Council leads monthly 'Inclusion Walks'. The team goes to meet colleagues in different work areas to get ideas to improve site facilities and the environment in which they work.
- ▶ The Iron Ore Product Group has rolled out the MATE Bystander training to 97.9% of employees. The MATE (Motivating Action Through Empowerment) is an education and intervention program teaching our people to be leaders in the prevention of violence and problematic behaviours.
- ▶ Everyday Respect and care for employees is embedded in the Future Finance Roadmap and influences the approach to work across the Function Group. This has been supported through ER training, wellbeing initiatives and everyday conversations about respect, all of which have contributed positively to the felt experience of employees.

4.2.2. Continuing challenges

While the team heard that there was greater psychological safety to speak up about Everyday Respect, participants also shared that harmful behaviours are not recognised as a key safety concern to the same degree as physical safety. They shared that there was limited awareness of the connection between psychosocial safety and physical safety, for example where harmful behaviours create a context for physical safety breaches.

“ We have such a journey ahead of us. I think a lot of people thought we would be further than where we are.

We spend so much time coaching for physical safety, but we don't focus on mental and psychological safety. It should be a role at each site. We need investment here. We need to take all the celebrations and learning and systems of physical safety and apply it to mental safety.

With us, culturally, psychological safety comes second, physical safety comes first. Employees tend to focus on physical and not psychological safety. We think that mining is just a rough business, that kind of rough language. A lack of gender equity is accepted, and we just accept that mining is male dominated. We don't look at how we can change this through a focus on psychological safety.

We need rigorous routines around safety and cost. We need the same rigor for psychological safety as we do for physical safety. The training we did with psychologists made such a huge difference about how we felt at work and home.

In operations, men don't listen to women. I tried to help a man who didn't know what he was doing, showing him the problem. He got aggressive and angry and said 'what are you doing here?' We are meant to look after each other. He was in a full rage. Then I said, 'no, I'm here to help you'. Then he started throwing things around ... It was dangerous and toxic.

4. Areas of progress, continuing challenges and opportunities to accelerate change

We don't talk about the correlation of mental health and death by suicide. We will receive an orange banner – it is always associated with a physical risk. When someone passes by suicide, that doesn't come into it, we don't ask ourselves, do we have a relationship with the sequence of events? It will take courage to look at that with a psychological safety view – to ask, was there a link to the workplace?

Participants also shared that the experience of psychological safety was dependent on their leader.

“ Strong crew leaders make a difference – there's loads of crew leaders who don't have the discussions or focus on the daily shifts to have impact. We need more training for crew leaders on how to have the conversations on Everyday Respect in the daily toolboxes, so it isn't a tick and flick. Not all leaders are good at picking up comments, and we need to build that ability to take advantage of those talks.

I am a person who leans into those spaces. I take the lead. I am happy to support it. But I find that this is not duplicated evenly across the other managers in my group. It really comes down to the individual and how much they are willing to lean in, put in and give. Sometimes it becomes something that people talk about, what are they actually doing to make it psych safe or eradicate harmful behaviours. If you are not leaning in, being an advocate, it's not really anything. Because I lean in, then sometimes other people use it as an excuse to lean out.

4.2.3 Opportunities to accelerate change

As identified in the Everyday Respect Report, Rio Tinto has a unique opportunity to leverage its world class safety infrastructure to drive change on Everyday Respect. Participants highlighted specific opportunities, for example more explicitly linking the Safe Production System and Safety Maturity Model frameworks with Everyday Respect and replicating and expanding existing practices that normalise Everyday Respect in safety discussions, such as daily toolbox talks. Participants also highlighted how some of the important lessons from addressing physical safety could be applied to psychosocial safety and the potential benefits for Everyday Respect.

Our safety maturity program has shifted as a result of the Everyday Respect report. We now have women on every assessment team, we also do a female focus group and we do a contractors working group. We also make sure we have someone who understands the culture on the visit to understand safety on site.

We hear psychological safety talked about a lot. For some of us it has been pushed into our skill matrix. In our team we have a psych risk register.

Rio has been on a huge journey with physical safety – what can we take and adapt from physical to psychosocial risk?

To build on the progress that has been made in speaking up on Everyday Respect, there is a need to strengthen the integration of Everyday Respect into the Safe Production System program roll out and approach, as well as the Safety Maturity Models. There is an opportunity to build on efforts to date and further elevate psychosocial risks and hazards in site-based safety processes and strategies, including tool-box talks, safety spotlights, training and reviews. Identifying the lessons Rio Tinto has learnt on its physical safety journey and systematically evaluating their appropriateness for managing psychosocial risk will also accelerate change in this area.

4. Areas of progress, continuing challenges and opportunities to accelerate change

4.3 Leadership on Everyday Respect

4.3.1 Progress

Many leaders within Rio Tinto have embraced the opportunity to shape the business's culture and improve the lived experience of their teams. The Team heard many examples of leaders actively working to shift the culture, including through making personal statements of commitment to Everyday Respect, wearing Everyday Respect coloured PPE in operational environments, embedding Everyday Respect in team meetings, toolbox talks and shift starts, calling out behaviour that does not meet Rio Tinto's expectations, and building awareness of their own role and impact as a leader.

Participants commented:

Change starts from the top and now we have some strong role models. Some senior leaders have shared that they have behaved badly in the past. That takes vulnerability and there are now more role models, some great advocates [and examples like] all employee townhalls, mirror walks, understanding that we need to invest more in middle management.

I want to share a great example of a manager I had [who was] really on board with Everyday Respect. In front of the entire team, they made a commitment to us and said 'Everyday Respect is a non-negotiable and I'm going to support this relentlessly for this company, and if you're not with me in this, then this isn't the right place for you.'

I've seen a change in our leadership. Everyday Respect is spoken about at most department meetings. Our leader has spoken to me personally about a few things and is always willing to listen. The Purple Banners are always a good discussion point.

The management team are trying really hard to improve. They are an older generation and they are trying to unlearn and relearn – they are engineers, so they need to hold it gently. They believe in the Everyday Respect – these men are trying to lean into the conversations, and they take it very seriously.

Several participants commented that it has been important to see both senior and frontline leaders take up their role in setting expectations and calling out behaviour that does not meet Rio Tinto's expectations. Many people reflected that they now experience senior leaders within the business as being more committed to, or more vocal about, Everyday Respect.

One person commented:

“ The senior leadership team are doing it – empowering individuals to be inclusive.

Another person commented that their leader has successfully combined use of data and stories to raise awareness about the importance of Rio Tinto's work on Everyday Respect:

My leader is incredible. She will open up a session with some stats. It just blows your mind away. [For example] up until 1990, it was still illegal in Tasmania to be homosexual. How the hell is that even possible? It feels like we have come so far and then you hear things like that. Profound and moving things are shared now. I have worked for this company for 15 years and never come close to hearing that stuff before. Having a leader share stuff like that is very provoking and it helps people to grow.

Others highlighted the role being played by supervisors and superintendents, with one person commenting:

“ Superintendents are calling out the behaviours – sending a message about what is acceptable and what isn't. That really makes a big difference.

4. Areas of progress, continuing challenges and opportunities to accelerate change

Promising practices:

- ▶ Everyday Respect principles have been integrated into new and existing leadership development programs, talent management and culture change initiatives for the Minerals Product Group in Quebec, to help leaders create psychologically safe and inclusive environments. Inclusion is now part of the leadership skills matrix and associated behaviours are measured.
- ▶ The Copper Product Group held a series of facilitated reflection sessions with senior leaders and middle management about Everyday Respect. Across Copper assets the senior leaders wrote and shared their personal commitments. This helped leaders across the business understand the 'why', feel equipped to better role model and drive change. To support managers to understand their role in driving cultural change, Copper piloted and shared digitally a set of simple 'pocket books' to offer guidance based on global best practices and research on a range of topics.
- ▶ Mirror Walks are part of the Safe Production System (SPS) deployment approach. A mirror walk is a half-day workshop where the results from the culture diagnostic are presented to the site leadership team. Run by the Mindsets and Behaviours Coach, leaders are given time to reflect on key themes and cultural interferences and provided with tools to develop a personal and team commitment plan. Similarly, Gallery walks are an interactive session where employees at a site are taken through the cultural diagnostic findings, including the commitments made by leaders and a path forward for the SPS deployment. Similar to town halls, they bring employees together to discuss topics as a group.

4.3.2 Continuing challenges

Senior leaders play an outsized role in shaping culture by modelling expected behaviours and setting the tone, championing Everyday Respect, and driving accountability. This requires them to be connected to their workforce, particularly those in frontline roles, to build trust and a deeper understanding of the lived experience of the workforce. In the context of Rio Tinto, senior leaders refer to site-based senior leadership teams, Product Group and Function senior leadership teams and ExCo.

The Team heard that in many cases the operational workforce felt disconnected from senior leaders at the site and Product Group level. Employees in frontline roles shared that senior leaders from their site did not regularly engage with them at an operational level, and this made it difficult to connect with the Everyday Respect agenda. Employees shared that senior leaders needed to better understand their front-line jobs and the reality of their day-to-day work.

We need more senior leadership presence walking around the office to understand what everyone 'does' to have human chats and conversations with people. This sets the tone. It enables connections. If we want to shift culture, we need [them] to be physically present.

“ It is very clear that if we do not have the cohesiveness of all levels of leadership, Everyday Respect is not going to happen.

Participants also shared that, at times, there were mixed messages from senior leaders about the prioritisation of Everyday Respect.

There is currently a disconnect between senior leaders and people in operational roles. The messaging here is getting lost.

“ The cultural shifts are just not cascading to the frontline. We need to do more.

4. Areas of progress, continuing challenges and opportunities to accelerate change

On the one hand we've got people saying this is important, then on the other hand senior leaders are saying that there are other priorities. We don't have enough of our senior leaders, particularly men, talking about this. They do at the key times when outside eyes are on them, but not enough in a way that cuts through and trickles down to frontline leaders

4.3.3 Opportunities to accelerate change

Employees across Product Groups noted the positive effects of senior leaders getting proximate to the cultural issues, being more visible, listening and understanding the impact harmful behaviours have on the frontline. Building greater trust and connection between senior leaders and the broader workforce not only has the potential to drive more cohesiveness on Everyday Respect but will also bring people along on the cultural transformation.

We did a number of sessions where we talked to the workforce to normalise Everyday Respect conversations. I was surprised at the high level of engagement. There was curiosity from people to know about the experience of people with different backgrounds. I was happy to feel and see the general care from a couple of senior leaders. They were genuinely interested to participate in our sessions. I could see some progress in terms of people feeling able to speak.

You can see the difference in the teams that have invested in people leadership capability. It is top down though and led closely by senior leaders. The extent to which people leadership matters depends on who is in charge.

To build on the progress made in leadership on Everyday Respect, there is a need to deepen the connection between senior leaders and the workforce to accelerate cultural change. This involves senior leaders actively listening and having conversations across the workforce to understand the lived experiences of employees, especially regarding Everyday Respect and the realities faced by those in operational roles.

To gauge the success of these efforts, regular people engagement surveys should include questions that assess how effectively senior leaders are connecting with and understanding the particular issues of the broader workforce.

4.4 People leadership capability

4.4.1 Progress

The Team heard that there has been a growing emphasis on people leadership as an essential capability for every leader. This has been supported by investment in developing both the skills and mindsets required to lead and manage employees. Many participants commented positively on the shifts they were observing in leaders, highlighting both increased self-awareness among leaders as well as greater skills in engaging with employees:

I was in a meeting and a leader, out of frustration, snapped at a team member. The point needed to be made but the way it was done was inappropriate. It was hard to be an upstander and call it out, but as the meeting progressed the leader called it out themselves, admitted [they were] wrong and apologised. That took courage, vulnerability and self-awareness, to see it and change it. That wouldn't have happened before the report.

One leader commented on the personal growth that they have experienced in more fully taking up their leadership role:

“ It's been a bit of a journey for me. I find fixing machines easier than fixing people. Having hundreds of people working for me, what comes to you are the people problems. I learned to be a better person for it, but (I had to learn a lot) – before I was a supervisor, the only thing I had managed was the cat!

4. Areas of progress, continuing challenges and opportunities to accelerate change

Promising practices:

- ▶ Rio Tinto has completed a comprehensive review of internal and external leadership practices and will introduce a new approach of 'Leading the Rio Tinto Way', which will define best practice leadership expectations to give clarity to leaders and simplify and align leadership expectations from the 50+ leadership 'asks' to three core practices. *Leading the Rio Tinto Way* is proposed to be integrated into the operating system program of work and eventually be integrated into existing people cycle activities, learning and communications.
- ▶ Rio Tinto is developing, empowering, and investing in senior leaders through the Rio Tinto Safe Production System and the Voyager development program. The Voyager leadership program is offered to all senior leaders to support them to lead authentically with care, courage and curiosity. This program has now been completed by 79% of senior leaders.
- ▶ The Iron Ore Product Group has developed a Mental Health Strategy that has supported leadership training across the workforce. The strategy includes upskilling of leaders so they can play a role in supporting their people and help them to identify psycho-social risks.
- ▶ Development and Technology has taken a whole of Function Group approach to Everyday Respect. In late 2022, D&T released a Culture Strategy which translated the Everyday Respect principles and recommendations into the specific context of D&T. A key priority was strengthening leader mindset, behaviours and capability to support Everyday Respect, including through the development and delivery of the 'Impactful Conversations' training and mentoring package and the ongoing Community of Practice.

4.4.2 Continuing challenges

The Team heard consistently across all sites that frontline leaders play a crucial role in setting expectations of behaviour, modelling behaviour and managing and responding to harmful behaviours when they happen. Employees shared that they have the most contact with their immediate supervisors and that these individuals play a substantial role in shaping their experience of the workplace.

Participants shared that there is often a varied level of commitment among frontline leaders when championing Everyday Respect, leading to what was described as the 'leadership lottery'. Further, the Team learned that not all frontline leaders are modelling expected behaviours, causing a disconnect between the organisation's messaging and the day-to-day experiences of workers. The survey data also shows that there has been little change between 2021 and 2024 in people's trust to report harmful behaviours to their manager.

A lot of your experience of respect is dependent on who your leader is and who your direct crew is.

It comes down to your team. It is so team and leader dependent.

“ If the leader follows the policies and is consistent and fair to everybody, then respect flows from the leader.

The main problem is the leadership lottery.

What matters the most is who your leader is, and do they care.

I have a lot of supervisors under me who decided to leave because they weren't supportive of this agenda. It's the frontline leadership level where I've seen most of the disconnect. It's up to the more senior leaders to stay on top of this and let people know if they are not part of the journey there is no place for them in the company.

Everyday Respect has not trickled down to Supervisor and Superintendent levels. They have no people skills and they are not empathetic.

4. Areas of progress, continuing challenges and opportunities to accelerate change

The 'why' we are doing it is not getting through to the people on the floor. I still see some leaders behaving like that. Like they don't get the why.

The visibility of the issues has changed hugely. This is a step up. It's not enough though. At the leader level, there is still some active discrimination around gender (e.g. referring to women as bitches) and concerning attitudes (she's got the job because she's a chick).

It was recognised that frontline leaders have many competing priorities in a high-pressure environment, and that for some there was a capability gap in being able to lead effectively on Everyday Respect. The lack of support for frontline leaders was also raised as a concern.

“ There's a real capability gap at the supervisor level – we don't have the skills to have in-the-moment conversations. We're not coached through how to have the conversations we need to have to be effective supervisors.

I think one of the biggest challenges we have is our frontline leaders – we know that our frontline leaders have the biggest impact on employees, given that majority of our workforce are in operations or maintenance.

“ Our leaders can't fit in all of the people activities – they are juggling operations, upskilling, training, getting up to speed on new initiatives, breakdowns, issues and manage the day to day tasks – and the really important parts of the role which focus on the employee, their wellbeing and their development, often gets left behind.

Historically, you could be a really good operator, come through the ranks, [but] just because you are an expert operator does not make you a good people leader. Historically this is what we have done. And then we throw people into it.

The higher ups are not pulling people up. The supervisor is not trained to support people. If you don't have all the tools in your tool kit, you can't do the job.

4.4.3 Opportunities to accelerate change

There is an opportunity to deepen support for frontline leaders to lean into the conversations on Everyday Respect. Employees shared examples of where this had happened, for example with the Purple Banners, and noted that more support and focus on frontline leaders would have an outsized impact on culture. Purple Banners are a critical tool in elevating psychosocial safety on par with physical safety and enabling leaders to have real-world conversations with teams about Everyday Respect and harmful behaviours. Building capability in relation to people management, cultural change and responding to harmful behaviours in the moment enabling early intervention, would make a significant difference.

“ Managers should be promoted based on their people leadership capability, not just technical expertise. They need to have capability to have difficult conversations.

Anyone who has people management responsibility should do mandatory cross-cultural training, including in operations. There should be a focus on building the capability, people management skills and cultural understanding of middle management.

We need to look at emphasising people leadership as a key attribute for crew leaders, rather than time served. We do have some really capable crew leaders who we need to invest in. Safety and making metal has been the big focus. But our people's mental safety really matters.

4. Areas of progress, continuing challenges and opportunities to accelerate change

It should be a fundamental requirement for leaders to know how to understand complaints and what to do when they get them in a respectful and mature way. They need to be facilitating change not doing further harm. This is critical.

Many frontline leaders identified that they were eager to play their part in driving cultural change and would like to have greater agency and ownership over measures to make the workplace safer and more inclusive:

“ Rio Tinto imposes things on us rather than talking to us about what can make us safer. Lack of consultation with frontline workers is a real problem. We have ideas for how to make things better and we would like to be part of the solution.

As crew leaders we just feel like, with all these changes, Rio should do it with us, not to us.

They should have told us why they were making certain changes, such as to our shifts and ‘no more than 4’. And they should ask us how the changes that have been made have worked to prevent incidents from happening. That part of the education, especially for supervisors, is really important.

To build on the progress made in strengthening people leadership capability across the organisation, there is a need to deepen engagement with frontline leaders so as to inform site-based strategies to advance Everyday Respect. This could include providing regular opportunities for crew leaders, supervisors and superintendents to provide feedback and solve problem issues. Building on the positive progress in training and education, ensuring the modules on Everyday Respect are delivered to all frontline leaders (through the Leadership Fundamentals Program) will assist in addressing the leadership lottery.

The training’s effectiveness should be regularly assessed to ensure that all frontline leaders are equipped with the skills to promote Everyday Respect by fostering psychological safety and navigating crucial conversations with confidence.

4.5 Workforce diversity and inclusion

4.5.1 Progress

Rio Tinto has implemented several initiatives to increase the diversity of their workforce, particularly to increase the number of women (see Chapter 1 for trend data on women’s representation). Rio Tinto has global targets for representation of women at all levels. There is work underway to set targets to 2030. In December 2023, Rio Tinto formalised its ambitions to increase representation of ethnic minorities setting a global target of 18% ethnic minority representation within the senior leadership population (Executive Committee and Executive Committee direct reports) by the end of 2027. This was published in the 2023 Rio Tinto Annual Report. As outlined in Chapter 1, Rio Tinto employees have identified significant advantages to increased diversity.

Women employees spoke positively about having opportunities for economic participation and professional development as a result of their roles at Rio Tinto.

“ Many more women are applying for jobs. I didn’t see myself working in the smelter, but here I am. I came from a steel mill where we had no female PPE. The fact that women’s uniforms and maternity PPE exist here at the Smelter makes a difference. It gets women in.

Participants commented positively about initiatives such as the Early Career Networks, ‘New to Mining’ initiatives and Transferable Pathways as effective approaches to grow and sustain diverse talent pools across different roles and leverage the benefits of relevant expertise across different industries and sectors:

Transferable pathways is great...Our company is fast moving, you can put someone in a role and give them coaching. If we waited, we might never fill a role.

4. Areas of progress, continuing challenges and opportunities to accelerate change

“ I came into Rio through the Transferable Pathways and it has been amazing. I was working [in an unrelated field] but had a lot of leadership and management experience. Rio was looking for people who are people leaders and I feel like I've been able to bring all my skills and past experience to a new field.

I felt very alone as an intern and grad. I felt that I didn't really have a peer network. But now we have the Early Career Network, that's been a really important infrastructure change. I have made quite a few friends through that. I feel a lot more supported. We've worked hard to set up regular networking events for interns and grads, so that has improved the experience.

Many men at Rio Tinto also commented positively on the impact of the increasing representation of women across the business, including leadership roles, and highlighted the benefits (to teams and to the business as a whole) associated with greater gender diversity:

Now we see a lot more women in leadership positions. Walking into (the site where I work) there always was a huge female representation. My GM (is a leader in this space). She's incredible and has stood up an amazing team. I have never worked for an organisation where it feels like everyone is an equal, there is no majority men in roles [in my area]. It just feels like a representation of what society is like.

“ Having more women in leadership roles helps a lot. (Name) is one of our leaders and is obviously well respected among our leadership team. She has a strong voice, she can hold her own, it's really good to see. Very even.

Current Rio Tinto employees shared a hope that Rio Tinto will create opportunities for the next generation of young people (including young women and young men), and that Rio Tinto needs to continue working on safe inclusive cultures in order to attract its future workforce.

“ Most of us have daughters and nieces – we've got a vested interest in the industry. We're concerned about the future generation. You want them to [come and work for Rio] and you want to know that they will be safe working here.

I found I changed my behaviours when my kids started coming on site. I wanted my kids looked after by my colleagues and I wanted to look after my colleagues' kids well. I realised we were responsible. It's a dangerous place and there's not too many places where you might die on site. We know everyone here. We've had three generations of the same family here.

While not as progressed as the work on gender, there have also been positive shifts in increasing the cultural diversity of Rio Tinto employees and making the business more inclusive of and culturally safer for Indigenous or First Nations employees. For example, the rate of Indigenous or First Nations participation in the workforce in Weipa is currently over 30%. Indigenous or First Nations people working for the business described having mixed experiences, with some highlighting the opportunity that working for Rio Tinto represents:

Growing up, seeing uncles working for Rio and then coming back to the community, as we started working they talked to us about working here. If you want to dream big and get something big, you need to come here.

4. Areas of progress, continuing challenges and opportunities to accelerate change

For some Indigenous and First Nations people, working for Rio Tinto has been a positive experience. They attribute this in part to the Indigenous or First Nations employees (in some sites) they work alongside, as well as to the work that the business has done to strengthen cultural safety and inclusivity. Indigenous or First Nations employees commented:

“ There is so much Blak excellence in Rio.

“ The Blak community in Rio is energising.

Rio has come a long way – it used to be really bad.

Out of all the places I have worked, I think this is the most Aboriginal people I have worked with.

Some people of colour also commented positively on the changes that have occurred in Rio Tinto in recent years, including the increased visibility of people of colour in leadership roles. One person of colour commented:

“ Everyday Respect has really driven awareness and the education of leaders regarding the Indigenous population, and awareness regarding our minority populations. There is more diversity now. And there are important conversations that are taking place in the organisation.

The Team heard that Rio Tinto has made progress on improving inclusion and the lived experience of people with disability across the workforce. There appears to have been some particularly positive progress in improving the experience of people who are neurodiverse.

Some participants shared the positive reflections of LGBTIQ+ inclusion:

The types of conversations have shifted. The language that is used has changed. The responsibility for having to call out issues is not just sitting with us [LGBTIQ+ people].

I liked the ‘stand by me’ and allyship training. We ran our entire division through it. The feedback was really impactful, hearing everyone’s different experiences. It’s led to a bit of a vibe change.

The efforts to support diversity have been further supported by the creation of the Employee Resource Groups. These groups – focusing on gender equality, the experience of LGBTIQ+ people, Indigenous or First Nations and Neurodiverse people – are made up of employees with lived experience and allies and bring together changemakers across various product and functional groups at all levels of seniority. These networks have been largely well-received, with one person commenting:

One of the positives has been the Inclusive Voices networks (Employee Resource Groups). We’ve got three and a half [groups] now and they will soon be expanded [by] another 3 groups. These are not leader driven but a groundswell of activism. I’m very excited about this.

Overall, the increase in the number of women and other diverse groups employed within Rio Tinto has been a welcome shift. Accompanying the numerical shift, however, there are signs of cultural change, with some women sharing that they no longer feel like they need to ‘be one of the boys’ to fit in. This shift is making it possible to leverage the capability of a diverse workforce and offer higher levels of inclusion.

“ When the Everyday Respect report came out, it felt like a boy’s club at [the site]. The conversations were all about camping, fishing and footy. Now there’s more emphasis on diverse conversation and different experiences.

4. Areas of progress, continuing challenges and opportunities to accelerate change

Since the Everyday Respect Report came out, I feel less pressure to be one of the boys.

While the overall improvement in diversity has been welcome, many participants also shared the need to double down on efforts to accelerate progress towards a truly diverse workforce that reflects the broader population. Participants also noted that a challenge for the Employee Resource Groups was the reliance on volunteer capacity to drive impact, and that greater senior leadership and championing of the networks would be beneficial.

Promising practices:

- ▶ The Aluminum Product Group's Women in Leadership Program developed women into operational leadership roles by attracting new talent and developing internal emerging leaders. In all, 58 women have commenced the program since 2021 across Pacific Operations sites. In 2024 the program has been expanded to the Women in Aluminum program with 17 women due to start the program in September 2024, in both Developing Superintendent and Planner/Scheduler roles across Pacific Operations.
- ▶ Iron Ore's Balance Boost Program aims to quickly accelerate the number of women and Indigenous or First Nations people in site leadership. The program brings diverse team members into our business in cohorts. Balance Boost has previously focused on new to mining and seasoned women and Indigenous or First Nations candidates. Upcoming intakes called Leadership Boost will focus on high potential women and Indigenous or First Nations candidates to accelerate development and promotion. Iron Ore also established 'new to mining' training hubs to radically overhaul the way they recruit outside the mining industry for transferable skills. They are doing this by recruiting at scale, providing a consistent level of intense training in safety and technical competencies and deploying talent in cohorts. This approach is being expanded over 2024.

Promising practices:

- ▶ Between 2021 to 2024 the Copper Oyu Tolgoi site (Mongolia) has increased representation of women in operational roles across the open pit (from 54 to 116 women), underground operations (from 80 to 226) and concentrator (from 35 to 83). These changes have been driven by gender diversity targets set as 50/50 by 2030 and specific actions including changes to recruitment processes, ensuring 70–80% women in all talent pipeline programs including graduates, apprentices and trainee programs, and the work of the Women in Mining Resources Mongolia NGO such as the pink shirt movement and provision of free sanitary pads in the female bathrooms of those remotely located work areas. The focus on employing people from the local South Gobi region through partnerships with educational institutions has also been a successful lever for change.
- ▶ Recruiting diverse employees, including local and Indigenous or First Nations employees, has been a high priority for Development and Technology. Delivering on this has required diagnosis of, and response to, specific local and contextual factors. For example, in one site, D&T identified inadequate literacy as a potential barrier to employing local residents (as the established approach to induction and safety training was heavily reliant on written materials). In response, the team has developed innovative approaches to training, including textless training courses and assessments. This has removed a key systemic barrier to creating economic opportunities for local people.
- ▶ Retention of a diverse workforce is a key priority for the Rio Tinto Exploration (RTX) team. Recognising that isolation on site was a potential barrier to retention, RTX has modified the approach to rostering so that, where possible, Indigenous or First Nations or female team members are scheduled on site together. This has strengthened peer support and connection when working in remote sites.

4. Areas of progress, continuing challenges and opportunities to accelerate change

4.5.2 Continuing challenges

The Team heard that while there has been a clear and consistent drive to increase the diversity of the workforce, particularly gender balance, this has not always been accompanied by measures that support people to succeed in their roles and progress their careers. The development and retention of women and diverse talent was raised as a continuing concern across the organisation.

The Team heard frustration, particularly from women, that progress on gender equality was not happening fast enough, and that the Rio Tinto gender equality targets were not ambitious enough to motivate women to join the organisation or see a future for themselves.

The lack of ambition on the targets makes me think that cultural change agenda is not at the top of priorities for the leaders. The targets are shameful. We should have more of a stretch target.

The targets on diversity and inclusion are not bold or stretch enough. We need to ask ourselves what the possibilities really are?

“ I have observed a competition within Rio Tinto to take women from one area to another, but we aren't increasing the overall pool. We need to be bolder and deliberate around hiring for diversity.”

Participants pointed to the male-dominated culture as a key barrier. As noted above, the backlash against women and diverse talent which positions them as 'diversity hires' also has an impact on the progression and retention of women and all diverse groups.

The biggest question for me is how can we retain women? We are bringing women in, but not retaining them. Women leaders are leaving. Many appointments of women are tokenistic. We are trying with diversity, but not inclusion. The boys all go out for drinks, and I'm not invited. The boys message separately in a group chat during team meetings. Managers need the training to manage these situations.

There's definitely a culture problem in my team. There's definitely been exclusion. I feel very excluded. There has been a lot of sexist shit. I have had my training tampered with, some people refuse to work with me because they don't want to work with women. The boys that I am friends with have spoken up about it. Just after the Everyday Respect training was done, members of my team were heard talking about ways that they could set me up to fail. I am worried that if I say too much, I will get pushed back more and more. They are trying to set me up to fail.

At the end of the meeting there's a question, who's going to send out the updates and they all look at you. Just because I have a uterus I am not the note taker.

“ We are seeing a more diverse workforce but still yet to see that move up through the ranks.”

From a diversity perspective, Rio is trying to make changes. We need to reflect the broader community. There has been a lot of change with a focus on increasing diversity. But we are struggling to retain those people. If we look at this place, it's still like a Rugby House. Women still have limited space.

While most participants recognised the importance of a strong focus on gender balance and gender equality, the Team also heard that there were some groups who continued to be marginalised in the workplace, particularly where they experienced exclusion on multiple and intersecting factors, such as gender and race.

“ We don't understand inclusion here. We need to expand beyond needing diversity to fit into a particular mould. We have to work on this. Diversity doesn't just mean women.”

Is inclusion just about gender or is it more than that? We need to work on diversity beyond gender.

4. Areas of progress, continuing challenges and opportunities to accelerate change

“ My feeling is that at the start, we kind of looked at the demographic that was impacted most: gender. But we need to look more broadly at diversity now.

I am passionate about people with special needs, it can't just be about some groups. If we make the focus broader, the workforce will accept it more.

I'm very passionate about this topic. I was part of the listening sessions in the early process sharing my experience as a visible minority female. I spend time at the assets and I see some difficult experiences of females who are also of a racial minority.

The Team heard that while there has been an effort to improve inclusion overall, some groups continued to feel invisible in the organisation or less of a priority. For example, Indigenous or First Nations employees in Australia and New Zealand shared their continued sense of exclusion and lack of appreciation of their culture and history in the workplace.

As an Indigenous person, when you come in, you are sold the story that Rio wants to change. Then you realise that the team have no intention of changing, and no knowledge of how to do that. There's no focus on long term development or promotions.

A lot of Indigenous people don't put their hands up for leadership roles because there are not enough Indigenous leaders and mentors, not enough Indigenous senior mentors. It would be good to talk stuff through with someone. If we don't like the way that someone speaks to us, to talk it through.

First Nations peoples, communities and our matters are not valued in the same way as gender issues.

“ Token efforts are made to support the employment of First Nations peoples and there is no effort to understand the history of Australia and the relationship of mining to First Australians.

There is no understanding of First Nations history, First Nations peoples and employees, or the toll the cultural load takes on First Nations employees.

“ There's a focus on bringing more women in, but not the same focus on Māori.

When I say hello in Māori people respond and say 'that's a bit much isn't it?' I'm too worried to introduce Māori practices because I'll be laughed at. It's not a welcoming environment to be Māori.

While some LGBTIQ+ employees shared positive experiences of inclusion in their teams, others shared that they experienced exclusion, and this was particularly amplified for transgender women across sites. LGBTIQ+ people shared their experience of invisibility in the organisation and the lack of senior role models who champion LGBTIQ+ inclusion.

The mentoring program which was introduced to support LGBTIQ+ employees was noted as a promising practice that could be expanded. The team also heard from site managers who were grappling with how to ensure the equal inclusion of transpersons in operations and facilities. The existence of discriminatory laws in contexts where Rio Tinto operates was also raised as a serious concern for the safety and inclusion of LGBTIQ+ people.

I want to talk about my life with the woman I am in a relationship with. It must be nice for these men to talk about their wives, their families. I am trying to earn respect with these men, if I say my girlfriend, will I lose respect. This part of me, is like code switching. I have my personality at work and my personality at home. I just freeze up, is it safe to keep talking about this?

In a meeting, someone said he didn't understand why people would be LGBTQ+. There's no acceptance. Nobody is openly LGBTQ+.

4. Areas of progress, continuing challenges and opportunities to accelerate change

The experience of exclusion of LGBTIQ+ people is not always well understood – your experience will depend on your team and manager.

There's no compulsory LGBTIQ+ training in the organisation. There's no leadership training that covers LGBTIQ+ issues.

A company driven approach is important, one that starts at the top and is cascaded down to all levels. We shouldn't be reliant on individual employees.

“ We can't just have LGBTIQ+ people supporting this – we need senior leaders and allies to be supportive and championing.

Everyone wants to show they are an LGBTIQ ally. People want rainbow badges and shoelaces. But what is more difficult is that our transgender community is still being bullied. Transgender colleagues don't want to be open in the workplace because of the bullying that they experience.

I've been put in a position where I've felt forced to share my lived experience. It's expected that you would be open and share your own experience so that others can learn.

I am also thinking about dialling back how much of myself I'm willing to give. You end up taking a lot to be a member of the community advocating for change in the community because you want it to work. You give so much. It's not our day job.

The Team heard from neurodiverse employees and employees with disability about the struggle to be equally valued and included. While neurodiverse employees acknowledged that the establishment of the new network was an important step to increase awareness of neurodiverse experiences in the workplace, more needed to be done to be truly inclusive.

My initial thoughts are that changes that are happening are not just about Rio Tinto, but more about larger societal discussions happening around neurodiversity. The Employee Resource Group focus on neurodiversity has brought some focus on the issues. It's early days though. There's something about the content that's a bit condescending. My creativity has always been part of me and now I'm starting to appreciate how this has been a superpower for me.

I was glad that the focus on neurodiversity is happening. I'm still tentative to see how it plays out. The communications are a bit condescending – either a message about turning the lights down to be inclusive, or an empowering message that you can do excel spreadsheets in your sleep. You are either broken or seen to be like 'Rainman'.

Even if your leader seems like a safe person who will be understanding of your neurodiversity they will have their own way of thinking about how they will support you. Sometimes your leader will limit your opportunities rather than support you. A proper understanding is not really there for leaders.

Employees with disability shared that on occasion they felt excluded in the workplace due to stigma and discrimination. Some shared that in their locations there were access barriers such as doors not staying open long enough to move through; poor access to ramps and accessible toilets; poorly integrated assistive technologies; security and emergency alerts only being available as a sound alarm, which excludes people with hearing impairments, or being excluded from emergency drills because of the difficulty in carrying wheelchairs.

“ As a person with a mobility disability, it is difficult to have lunch in the dining room when there are chairs everywhere and no space for a wheelchair. Also it is very difficult to reach the microwave.

When there are fire drills, I am sometimes asked to work from home.

4. Areas of progress, continuing challenges and opportunities to accelerate change

Participants expressed their frustration that many of the inclusion initiatives for under-represented cohorts relied on their volunteer time, observing that creating and sustaining change would require specific funding, resources and programs.

4.5.3 Opportunities to accelerate change

There is an opportunity for the organisation to set a bolder target to improve the attraction and retention of women. Several participants highlighted effective measures to support retention including initiatives such as the 'early career networks', 'new to mining' support initiatives and mentoring and sponsorship programs. A key insight emerging from newly recruited women who see a future for themselves at Rio Tinto, is the importance of achieving a critical mass of women to shift the dominant culture and the need for support from supervisors and leaders of all backgrounds. Visible role models across a diverse range of leadership roles are also key to retention of diverse talent.

When more women are part of management it will be easier to speak out. When more women are promoted, there is more collective action, and women find it easier to speak. We have to have women promoted, and we need to make sure they stay.

“ My experience (of those older men) has been really positive, I have never felt that because I am female they don't welcome me. They want to share information with me but they are over run with work so [they] don't get an opportunity to pass on that information.

Building a more comprehensive approach to diversity and inclusion, including a focus on intersectionality, will amplify the positive impacts. Building greater understanding of the lived experience of different groups and the need for visible champions of diverse groups at the senior level is a priority.

Understanding intersectionality of diversity is an issue. Without inclusion it is very difficult for minorities to speak up. There's a lot of gaslighting of under-represented groups. This is a major risk for the company. Leadership has no understanding of this.

“ Diverse people may have diverse thoughts and insights, and we need to talk with them and support the different groups here equally.

There is a simple solution for a better culture and it is diversity and equity. If we build a genuinely diverse organisation, at all levels, that reflects the world around us, the culture will come. People will not feel othered, not like a minority, because if we are genuinely diverse then we will be a safe space for everyone. This is an area where we have not made much progress.

To build on the progress made on workforce diversity and inclusion, there is a need to replicate and expand initiatives that are showing positive impact in the progression and retention of women and diverse groups. There is an opportunity to amplify impact by sharing learning across Product Groups and Functions. To monitor and accelerate progress, in addition to annual targets, Rio Tinto should establish a bold and ambitious set of targets to 2030 across Product Groups and Functions, particularly in leadership and operational roles.

There is also a need to deepen the focus on inclusion for Indigenous or First Nations employees, culturally diverse/ racially marginalised employees, LGBTIQ+ employees, neurodiverse employees and people with disability, through developing specific resources and strategies in addition to the existing networks. Implement strategies that enhance the visibility and career progression for all under-represented groups, while ensuring that senior leaders actively and visibly champion inclusion. Systems, such as the planned Workday global human capital system, to collect and report on workforce representation data for all under-represented groups is essential for monitoring progress.

4. Areas of progress, continuing challenges and opportunities to accelerate change

4.6 Understanding of harmful behaviours

4.6.1 Progress

Over the past two years, Rio Tinto has embarked on an ambitious program to provide education and raise awareness regarding disrespectful and harmful behaviours, their impacts and how to mitigate and address them in the work environment. This has included implementing appropriate training for employees and contractors across the globe as well as the development of the Purple Banners initiative (Everyday Respect Banners), an Everyday Respect alert.

The Purple Banners have been a critical tool in elevating psychosocial safety on par with physical safety and enabling leaders to have real-world, Rio Tinto-specific conversations with teams about Everyday Respect and harmful behaviours. They have contributed to raising awareness of the nature and impact of harmful behaviours as well as providing a platform for clarifying expectations and consequences.

Several participants considered that the Purple Banners were particularly useful for exploring micro-aggressions and raising awareness that psychosocial safety is a core safety issue.

People commented:

“ The Purple Banners have made a big difference because they have started showing the impact of different behaviours and the action the company is prepared to take.

Purple Banners are a very effective tool for having conversations with your team about grey areas. The Purple Banners have also evolved – we have now gone from obvious examples of sexual harassment such as ‘man slaps lady on bum in gym’, to more subtle examples, such as ‘how someone talks about other teams’. They drive really healthy conversations, [and help you learn] how to behave as a bystander and upstander.

“ The Purple Banners have been transformative. They show that something is really being done and there are consequences when you report an experience of bad behaviour.

Purple Banners are as successful as you make them. There is a strong push here for leaders to cascade it—use it for safety shares, not just in the form of what has happened but to create a space to talk about it and how it makes people feel. This helps people who are not on board reflect and see what it means for them. We also have co-workers who perhaps haven’t grown up in respectful environments who can then see what respect looks like.

As outlined in Chapter 2, Rio Tinto has invested in training for all Rio Tinto employees on Everyday Respect. The training offerings are differentiated for people leaders and employees. In many locations, training has also been rolled out to contractors working on Rio Tinto sites. Many people told the Team that the training has re-set shared expectations about appropriate language and behaviour in the workplace.

One person commented:

“ The trainings really opened up the discussion. The language of the factory is not the language of the office. Swearing was normal. We are more equipped now. The training was given to everyone. It allowed me to set the bar on unacceptable situations.

Many people commented that the upstander training had been particularly important in building their understanding of how to call out poor behaviour.

4. Areas of progress, continuing challenges and opportunities to accelerate change

Several people told stories of how they had actively taken on an upstander role, either at work or in the community:

“ I was a ‘*never complain, never explain*’ kind of person. But the release of the report and the training we’ve had made me realise that I had unknowingly been a bystander, and now I’ve become an upstander. I found the courage to speak up and I would never have had the courage to do it before.

After the upstander training, I found myself on a plane and could see that the young woman behind me was being sexually harassed. I could see she felt uncomfortable, but she didn’t know what to do. So, I offered to swap seats with her. I would not have known what to do, or had the confidence to do it, before the upstander training.

Promising practices:

- ▶ The regular release of Purple Banners across the Iron Ore Product Group has reached over 20,000 people in the business. Since 2021, 15 Purple Banners have been released in Iron Ore. The Purple Banners address topics such as sexual harassment, alcohol related harmful behaviour, camp disturbances, incidents in gym facilities, racism and commute related incidents.
- ▶ Aluminum has equipped trainers to create a psychologically safe learning space. Learning and development leaders and team members have attended psychological safety upskilling, and as of 19 August 2024, 98% of leaders and 100% of the human resources community have signed a learning leader commitment. Some 94% of operational and technical trainers have signed a trainer commitment. Through these commitments, trainers and their leaders commit to creating a Rio Tinto where everyone feels safe.

4.6.2 Continuing challenges

Overall, while the Team heard that the training has been positively received, as the survey data indicates, harmful behaviours persist in a number of forms (See Chapter 3). Participants in the listening sessions shared that there is a better understanding of the overt behaviours that are no longer acceptable. However, micro-behaviours continue to have a corrosive effect on culture. Participants shared that these micro-behaviours are often more insidious and difficult to pinpoint, and therefore more challenging to report and eliminate. Some participants noted that people had become more ‘careful’ in engaging in harmful behaviours, on one hand championing Everyday Respect but then engaging in more subtle but equally harmful forms of behaviour.

I definitely have seen a shift in what we put up with, in so far as blatant behaviour gets shut down pretty well.

“ There’s more understanding of some behaviours, like sexual assault, blatant sexual harassment and racism – but not the lower-level stuff. Purple Banners have helped with the big things but not the everyday stuff.

What hasn’t quite changed is the action on microaggressions. These are hard to manage because they don’t seem disrespectful or harmful.

For us Indigenous mob, the racism continues. It’s just a little more sophisticated than before. It takes the form of multiple instances of microaggressions.

4. Areas of progress, continuing challenges and opportunities to accelerate change

Participants noted that bullying remains a concern, with many noting the confusion with performance management.

When you're a grad you want to please people. I didn't feel like I could come forward. I had real issues with senior men on site. Some of the men went out of their way to make my life a living hell ... I have been yelled at and talked down to. It reached boiling point where I realised, I couldn't do my job anymore. My work was undermined. He said it was about my work, my performance, but it wasn't. The team I am in now is amazing, but I am traumatised from what happened.

The culture on the site is not good and the manager on site should not be where she is. She's a classic bully. She thinks the way she is speaking is banter but it's really unhealthy and not good role-modelling. She also goes in on people about their performance if she doesn't like them. It's not a good look.

“ We are seeing a lot of bullying matters.
” A lot relate to poor leadership behaviours.

The Team heard that some groups are particularly vulnerable to harmful micro-behaviours including women particularly young women, Indigenous or First Nations people and employees of diverse cultural backgrounds. The lack of understanding and invisibility of these micro-behaviours, coupled with the intentional nature of the conduct, was noted as having a harmful impact on culture.

As well as more micro-behaviours, women shared with the Team a range of behaviours including overt experiences of sexual harassment and discrimination. Some women also commented that men in their teams often bully them to undermine their role as leaders.

Language on site is still a problem. I hear things like 'Fuck, I love swinging the big bitches around' referring to operating machinery.

I have heard of some of the female apprentices getting dick pics sent to them. I told them to do something. If you don't address it, it empowers the men who sent them.

I went to drinks with male colleagues for a farewell. I thought it would be okay, but it turned inappropriate. We were talking about dressing up and one of the men said, 'I bet you dress as a slut.' He was leaving the company so there were no ramifications. It's all normalised and part and parcel of working in a male dominated space. It's hard to be a young woman here but I take the punches and keep going.

When women are relieving a crew leader, men start with all these passive attacks. They call out things she doesn't know. After that toolbox talk, she says she can't take it anymore, she doesn't want to progress or step up again. The crew leader role is about managing people, not knowing all the details. The boys pick up on things that women don't know and constantly use this to bully women.

“ There are still many passive aggressive things that happen. For example, a supervisor told a woman who had newly joined the team to go and collect something from another site. It took her two hours, and she couldn't find it. When she came back and said it's not there, they were all sitting around laughing. They had sent her on a fool's errand.”

Indigenous or First Nations participants and employees of diverse cultural backgrounds also shared their experiences of harmful micro-behaviours, noting that in some cases direct racism and race-based harassment was still being experienced.

“ Talk is not backed up with action. For example, there's always talk about putting Traditional Owners into leadership roles but this doesn't progress to the next stage even where the individual is performing.”

4. Areas of progress, continuing challenges and opportunities to accelerate change

There is still a perpetuation of negative stereotypes of Indigenous people, for example, 'Aboriginal people are flaky' or assumptions about identity based on skin colour.

There is racism in the form of low expectations – First Nations development programs for staff don't lead to promotion or a higher band. There are also culturally unsafe practices – Traditional Owners who want to develop are often required to move to other parts of Australia which may not be culturally appropriate for them.

Overall, harmful behaviours have improved. Personally, I have experienced a lot less sexism in the last two years than I did before. There is more of a self-awareness, but there's still excuses made for racist comments, for example, 'that's just my generation.' People comment on my race and accent and then make excuses.

“ There's still a lot of undermining and microaggression towards Indigenous staff. They say things like 'diversity hire' and 'you only got your job because you're Aboriginal'. Racism is prevalent on site and it's harder to avoid because you are working with the same crew each shift.

There has been improvement with the more obvious behaviours, but there are subtle things happening like unconscious bias. Definitely, with my Asian heritage, there are subtle things happening that I experience and notice. Culturally, we don't usually speak up.

The invisibility of harmful micro-behaviours is exacerbated by the lack of understanding of the impact of such behaviours. These attitudes were evident among some employees who minimised the harm or shared that they did not see it themselves, and therefore thought it wasn't happening.

4.6.3 Opportunities to accelerate change

While the Everyday Respect training and education initiatives have been positively welcomed and created a solid foundation, there is an opportunity to build on this over time to deepen impact. This could include increased access to in-person training in less formal settings such as tool-box talks or similar initiatives to create more opportunities for micro-learning moments. This would strengthen the message about why Everyday Respect and diversity matter to Rio Tinto.

We haven't really had a lot of training or anything like that. We could definitely have more on harmful behaviours and what myVoice is for. It feels like we have had to figure it out on your own rather than have the support. That's been the hard part. It's really hard to understand what bullying is and isn't in the moment. I'm left to work out what is appropriate and what is inappropriate.

The training up until now has been so important after the report was released. But FIFO is so intense – exclusion/inclusion experiences get dialled up. Education needs to focus very practically on what inclusion and exclusion looks like and the symbols of exclusion and inclusion. More sophistication is needed in the next phase of training.

“ There have been some fantastic changes to cultural understanding following the report and the early efforts made. But the metrics that are up in lights are not the ones that in reality will make the difference. We need to do more, we need to stay with it. And keep training our people and changing culture for the long-term.

We need to make sure that our training and messages share more of the why with our frontline workforce. Our leaders get it but the frontline staff don't always understand why we need more diversity.

4. Areas of progress, continuing challenges and opportunities to accelerate change

Identifying and responding to micro-behaviours in the moment would make a significant difference to the day-to-day experience of the workforce. Acting early on 'lower-level' behaviours would prevent the escalation to more serious forms of harmful behaviours. There is also an opportunity to build on the success of the Purple Banners to enhance the capability of frontline leaders so that they can identify harmful micro-behaviours and intervene early.

I do hear 'oh the women are just whinging' – which isn't great. People know more about what is bad behaviour now but the subtle stuff is still there. If we could get rid of some of that stuff and stop it from getting worse, everyone would be happier at work.

We have had a number of issues lately. But the Purple Banners have resulted in things being called out really early and stopping them from progressing. They create an opportunity to coach people and give feedback, to communicate that is not the way that we work. We are providing more coaching including to new people coming in.

“ Looking at sustaining the change, we had a lot of Purple Banners in the beginning – some of them were very obvious Everyday Respect issues. But we are not now communicating those low-level behaviour ones. This would make a big difference.

Building on the increased understanding of harmful behaviours, Rio Tinto should build the capability of frontline leaders to recognise the full range of these behaviours and apply early intervention strategies to prevent escalation. The purple banners, may provide an opportunity to do this, particularly by highlighting more subtle harmful behaviours and micro-behaviours, Progress in this area can be measured through regular survey questions to assess the prevalence of harmful behaviours.

4.7 Reporting and resolution processes

4.7.1 Progress

The initial Review showed that there was a lack of trust in the reporting and resolution system to address harmful behaviours. Rebuilding trust in reporting systems is never easy and Rio Tinto has made significant efforts through myVoice and the establishment of the Business Conduct Office and Care Hub to do so. Care Hub support commenced in July 2023 for Australia, Mongolia and New Zealand, in October 2023 for the Americas and at the end of 2023 for the rest of the world. Since commencement, Care Hub has supported over 600 individuals including directly impacted people, respondents, witnesses and leaders. This includes speaking to impacted people about their wellbeing needs in the first instance, discussing their preferences for resolution and working with leaders and human resources to implement resolutions and practical support.

Reports of harmful behaviours to myVoice increased from 811 in 2022 to 963 in 2023. In 2023, 277 (28.8%) cases were investigated by the BCO and 434 (45%) were referred to the Care Hub or a non-BCO process. In 2023, the median days to close a sexual harassment matter was 79 days and the median days to close a sexual harassment investigation was 69 days. In 2023, the median days to close a bullying matter was 62 days and the median days to close a bullying investigation was 75 days.

The survey data (see Chapter 3) found that there has been an improvement in employee satisfaction with the outcomes of the reporting process for sexual harassment since the Review in 2021. Further, the data also indicates increased trust in formal reporting pathways (myVoice) for sexual harassment, with 12% reporting sexual harassment through this channel in 2024 compared to 3% in 2021.

Some participants considered that the Business Conduct Office and Care Hub have had a positive impact on people who wish to make a report of harmful behaviour.

4. Areas of progress, continuing challenges and opportunities to accelerate change

“ There has been a shift in the implementation of the Care Hub. There has been a greater focus on people. It is still a journey, but it is changing. There are now multiple ways to resolve issues rather than an investigation. We are seeing that shift already.

I am proud that we redefined the complaints process with people at the centre. And clearly defined accountabilities. We have built special needs into the system for intersectionality.

We now have clear documentation of trauma-informed principles in all the documents and templates. It facilitates a real change in our language – not victims but impacted person, it's more neutral language, refreshing templates adding humanity into the processes.

“ The reporting side of it has improved so much. This data can be so powerful. We get more granular data, more efficiency including case summaries that can be communicated to leadership teams.

The Care Hub has made a huge impact on supporting people who are experiencing harm and showing that the business really cares about its people. Thank you to all the Care Hub Support Partners for helping so many people.

We still see harassment cases and people feeling disempowered to report it, but it's 100% better than it was. Glad to see that we are seeing changes in pockets.

I believe in the complaints system now and have encouraged others to do it. But people are really terrified about it.

In addition to moving toward a more caring and human approach to handling allegations, the Team also learned that there is now greater consistency in applying appropriate accountability when allegations are confirmed. This has included counselling or disciplining those in breach of the business' values and code of conduct. This has sent important signals to Rio Tinto employees and contractors. One participant told the Team:

I want to embed Everyday Respect so that when I see bad behaviour I say to people 'you will no longer hurt anyone on this site'. I call it weeding the garden.

4.7.2 Continuing challenges

While there was strong feedback in the listening sessions that people feel more empowered to speak up about Everyday Respect and harmful behaviours, according to the survey data this has not necessarily translated to a significant uplift in reporting of harmful behaviours. The survey data shows that harmful behaviours remain under-reported through all pathways including direct leaders, human resources as well as formal channels such as myVoice.

A key theme from the listening sessions was that people are still choosing not to report due to fear of repercussions. Others shared feedback about delays in the resolution process that negatively impact all parties involved and their experiences of limited communication and transparency for those engaged in the process. Managers shared that they would benefit from more support if they were managing an incident in their team. The Team also heard that on occasion matters were moved back and forth between sites, Product Groups, the Business Conduct Office and the Care Hub, resulting in delays and uncertainty for the people involved.

The BCO process utilised by the organisation lacks transparency and the investigation process takes a long time to complete. Do we really embrace our value of Care as this process near on broke me?

4. Areas of progress, continuing challenges and opportunities to accelerate change

Some participants shared that if they experienced harmful behaviour they would not be comfortable engaging with the reporting and resolution process and would dissuade others from engaging with it, signalling that there are still significant barriers to speaking up and reporting harmful behaviour. As reflected in the survey data, participants continue to lack trust in reporting through local channels, such as their direct manager or human resources.

Even though I loved the Everyday Respect Report, I would never encourage anyone to report through myVoice.

“ When there is an issue, you know ‘this has the potential to affect my career’ so you don’t necessarily speak up.

There are negative consequences for raising issues. The employees who raise the issues are moved on to a different role or crew or team or fired.

“ I think people will still not be reporting because of fear of repercussions and thinking that nothing will happen.

People would rather resign and move on than risk them being targeted by reporting something.

“ It is career suicide to report. You keep your mouth shut. If you report nothing gets done, there is no guarantee that it is not career suicide. The only way that you can get somewhere is to have someone to back you up.

4.7.3 Opportunities to accelerate change

A safe reporting system is one that empowers employees to report their experiences of harmful behaviour, obtain the person-centred and trauma informed support they need, and have confidence that their report will be taken seriously. Building psychological safety and trust in the reporting and resolution processes is a precursor to lifting reporting rates and improving workplace culture. People having a positive experience of the reporting and resolution system enables them to heal from their experience which promotes further trust in the system.

There are instances where a trauma informed approach may necessitate a longer process to respect the individual’s wishes however the timeliness of resolving matters is important for reducing uncertainty and enabling healing for those impacted. Communicating effectively about the impact of complexities such as the FIFO environment and rostering schedules and their impact on resolution timelines is important to rebuild trust.

To build on the efforts made to improve reporting and resolution, there is a need to review the operation of myVoice and the Care Hub to enhance the experience of everyone involved in the process, focusing on reducing the time taken to resolve complaints, improving short-term and longer-term outcomes. A number of these interventions are already in progress. They must be communicated effectively to ensure that delays are not part of the lived experience. Supporting people leaders who are managing incidents in their team through an early intervention framework is also an opportunity for strengthening the process.

4. Areas of progress, continuing challenges and opportunities to accelerate change

4.8. Engagement with contractors

4.8.1 Progress

Contractors are a key part of the operational context, and the culture at many Rio Tinto sites across the globe. The role and quantum of contractors varies from site to site: in some sites, contractors play a contained role for instance, primarily relied on for service maintenance during ‘shuts’, while at other sites contractors have a larger and more regular role. Participants told the team:

There are lots of different cultures and experiences in the shutdown teams. The shutdown teams don't care about facilities and the site [in the same way that Rio employees do]. And there's not much supervision and oversight in those teams.

We get a real influx of contractors during the 'shuts', it can really shift the dynamic on site and in the camp.

Since the release of the Everyday Respect Report, RioTinto has engaged in discussions with contractors on Everyday Respect across 30 sites. Approximately 10,000 contractors have been engaged through anonymous surveys, and 1,000 contractors have engaged in face to face listening sessions. Product Groups and sites have collated insights from the discussions and identified opportunities for action.

In some sites, there has been a significant focus on engaging contractors; in those sites, this has included strategic engagement with contract partners to re-set Rio Tinto's expectations about behaviours on-site, ensuring that contractors also have access to reporting mechanisms should they experience harmful behaviour. Many sites are rolling out Everyday Respect training to either some or all contractors.

One person from a site which has made significant progress on contractor engagement told the Team:

We are very proud of contractor listening sessions which were really positive – we now have very few harmful behaviours and people feel part of the same family. Giving people a safe space and asking questions was important – there's a real power in asking the question of 'can we do it differently?'

Promising practices:

- ▶ Iron Ore has implemented several actions to address the power imbalance between Rio Tinto employees and contractors, particularly with Sodexo contractors. For example, they have introduced co-branded shirts that they wear on site and Rio Tinto and Sodexo have co-designed services.

4.8.2 Continuing challenges

The Team heard that, at this stage of the Everyday Respect journey, the extent to which contract partners and contractors have been engaged in Everyday Respect is site dependent. In a number of sites, resetting expectations of contractors and educating contractors about Everyday Respect remains to be done. One person told the Team:

I'd worked with Rio for years as a contractor and never heard anything about Everyday Respect. A few months ago, I came on as a Rio employee, and since then I've had the training. But I was on Rio sites every day as a contractor with nothing.

The Team heard that contractors who have not had access to the Everyday Respect training, or who feel unsupported by the contract partner, may be reluctant to report harmful behaviours, particularly when Rio Tinto employees are involved in those behaviours.

One leader told the Team:

“ We've been actively gathering feedback from our contractors. We've noticed some hesitancy about raising issues. They fear that if they raise it [an issue about harmful behaviours], it won't be taken seriously or addressed. They worry that [action won't be taken] because they are not employed by Rio, their question is – will it go to their leadership? Will there be consequences for them from raising it?

4. Areas of progress, continuing challenges and opportunities to accelerate change

This was echoed by a participant who had recently transitioned from contractor to Rio Tinto employee:

I'm getting some pretty rough treatment from a couple of men who don't think women belong in mining. I haven't raised it in the past because I was worried that I'd lose my job, I was worried how it would impact my family. But now I'm not a contractor, I feel a bit more valued, a bit safer.

4.8.3 Opportunities to accelerate change

Working with contractors continues to be a priority to ensure the safety, wellbeing and inclusion of contractors themselves. It is also critical to further ensure the overall site culture aligns with Rio Tinto values. There is an opportunity to ensure the Everyday Respect training program covers all key contractors.

4.9. Facility upgrades

4.9.1 Progress

Having access to safe and appropriate accommodation and facilities is a precursor to dignity and respect in the workplace. As Chapter 2 outlines, Rio Tinto has made significant progress towards all employees having access to safe and appropriate facilities.

Over the past two years, Rio Tinto has embarked on an ambitious program to improve facilities, particularly in relation to ensuring sufficient access to bathroom facilities for women on site and improving the safety of work sites and camps. This work has been driven at both a global and local level, with global leadership (via the Everyday Respect Taskforce) on the development of design guidelines and implementation of an audit, and local leadership identifying priorities and proceeding to implement them.

The Team heard positive feedback from participants as to the impact of those upgrades, with many employees indicating that – whilst there is still a way to go on some sites – they now felt more comfortable on site as they can access safe and appropriate facilities.

Women working for Rio Tinto commented that the upgrades to the facilities made them feel more respected. For many, the improvements to bathroom facilities felt like a recognition that women are valued and an integral part of the Rio Tinto workforce. Some commented:

When I get to work, if there are facilities where, if I was at home I would not use those facilities, people felt so disrespected. One of the key success factors of Everyday Respect was the SLT being intentional about addressing these facilities in the plants. Allocating budgets. People now feel honoured, appreciated, respected. For an employee like me, I can really feel the comfort and the respect. I see that culture change starts from small things like that.

“ The women's change house has improved substantially. We have added more women's lockers and now we each have a locker. This is nice to have because it means we are recognised as equal contributors.

Non-binary people also welcomed the improvements to the toilets and washroom facilities, including greater access to all-gender facilities.

“ I have started to feel that the mine is a safer place for me to be than out in my day-to-day life. Our society here is not ready but our business is. Being here has been one of the most affirming experiences. During my onboarding process people were gendering me correctly, I didn't even have to think about it, and my access to bathrooms, I didn't even have to think about that either.

4. Areas of progress, continuing challenges and opportunities to accelerate change

For the most part, other Rio Tinto employees were supportive of the establishment of all-gender bathrooms, although not at the expense of improvements to gender-specific facilities. Several sites have also enhanced amenities by offering free sanitary products and upgrading facilities for breastfeeding and pumping.

Some men commented that the improvements to camps had also benefited them, in particular the improved shower and toilet facilities and the greater security within laundries. One man commented that work done to improve the bathroom facilities had been helpful for all genders:

“ Having the shower doors has made a difference for everyone’s comfort.

Rio Tinto and their camp facilities’ partners have established ongoing mechanisms for consulting with those who stay/live in camp locations – namely Village Councils. These Councils are in varying stages of maturity and perform a range of functions, with an emphasis on bringing the voice of Rio Tinto residents into the decision-making processes regarding camp facilities and activities. A camp manager in one site described the role and structure of the Village Council as follows:

It’s reasonably new, but we’re aiming to have regular meetings so that people can share what is on their minds, and we can consult with people about what we are planning on doing. For example, we’ve had good feedback about the women’s classes that we’ve introduced into the gym. We’re thinking about how we can create some more shared spaces for relaxing and we’ve got some ideas about that. It’s an open group, meaning different people come each time, but that’s good, people know they have a space to raise issues and give feedback.

“ We have set up a Village Council and I think it’s going well. Because we have a lot of contractors on-site, we’ve included the contractors in the Village Council, so that gives them a voice and a sense that they are part of the team.

4.9.2 Continuing challenges

Some participants highlighted that there is further progress to be made in relation to facilities, querying the extent to which the progress made in Australia has been replicated globally. The Team heard that at the OT site in Mongolia, “hoteling” and shared accommodation remains a concern as a matter of respect, human dignity and safety.

“ We have absolutely made improvements to safety in the camps in Australia—but I’m not sure that is reflected globally.

4.9.3 Opportunities to accelerate change

The Everyday Respect Report heightened leaders’ awareness of the critical role facilities play in shaping peoples’ lived experiences and ensuring human dignity. Several participants told the Team that leaders are now more willing and committed to addressing concerns related to facilities if and when they arise.

One mid-level leader shared:

I remember soon after the Everyday [report] coming out. I was at a site, not a site that I was familiar with, construction was underway, where are the toilets – they are a long way away. The men’s toilet sign was peeling away, it looked like a dress. So one of my junior female employees ended up going into the male toilets. Because of the Everyday Respect Taskforce, I knew who to go to. I felt like I had an avenue and a voice. I went to them and said ‘I want you to fix this’. They came back to me to say that they had been fixed.

While the overall improvement towards inclusive facilities has been welcomed by employees of all genders, there are sites where further upgrades are urgently needed such as accessible toilet facilities in more remote locations. Sustained investment and attention on inclusive facilities, along with regular audits and feedback sessions, are essential to uphold human dignity.

5. Conclusion



Rio Tinto is progressing in its Everyday Respect journey, and is already seeing promising signs of improved culture, innovation, productivity and performance.

The decision to release the first Everyday Respect Report publicly has been transformative. The Report accelerated conversations within Rio Tinto, providing comfort to people who had experienced harmful behaviours and building shared understanding across Rio Tinto's global workforce about its nature, prevalence and impact. This has created a sense of collective responsibility and urgency to address issues and create a culture that aligns with Rio Tinto's values of care, courage and curiosity. Many participants in the Progress Review shared they are now more empowered to speak up about Everyday Respect and now have the language to do so.

Rio Tinto has designed an ambitious program of work to implement the 26 recommendations in the Everyday Respect Report. This program of work, led by the Rio Tinto Executive Committee and Board and coordinated by the Everyday Respect Taskforce, has encompassed a range of innovative actions that have been embraced and localised by Product Groups and Functions across the globe. These promising developments across the organisation are contributing to important progress and change for people on the ground.

The comparison of survey data between 2021 and 2024 reveals a mixed picture. This should be understood within the broader context of change, where resistance is evident and may be contributing to a rise in harmful behaviours in some areas. It is anticipated that with sustained focus, this will adjust over time.

Continuing effort will be essential to ensure resistance and backlash lessen. This will require prioritising action to build a deeper understanding of the case for change across the organisation, and particularly with men and frontline leaders (superintendents, supervisors and crew leaders). A sustained effort to increase and retain diverse talent, including through more ambitious targets, will also be essential.

There is a strong appetite among the workforce for the gains made to be sustained and a genuine desire to continue the momentum of Everyday Respect. Ultimately, Rio Tinto has demonstrated significant courage to commission a deep examination of its culture and to publish the findings. Transparency is a powerful driver of cultural change, as it fosters trust, accountability and open communication. It lays the foundation for lasting, systemic evolution by equipping everyone across the global enterprise with the knowledge and empowerment necessary to shape a safer, more respectful and inclusive future.

The publication of this Progress Review report is another opportunity for Rio Tinto to join with others to guide unified action across the mining and resources sector globally.

It is also a further example of Rio Tinto living its values of care, courage and curiosity.

Annex A: Methodology and engagement in the Progress Review

Participation in the Progress Review was higher in 2024 than in 2021, suggesting increased engagement by Rio Tinto employees in the cultural change process. A breakdown of the engagement is as follows:

Group Listening sessions (virtual)

<p>Total</p> <ul style="list-style-type: none"> ▶ Total number of sessions x 86 (293 participants) ▶ Americas region x 43 (98 participants) ▶ APAC/EMEA region x 43 (195 participants) 	<p>Gender</p> <ul style="list-style-type: none"> ▶ Women sessions x 43 (190 participants) ▶ Men sessions x 37 (78 participants) ▶ LGBTQ+ sessions x 4 (15 participants) ▶ Mixed sessions x 2 (10 participants) 	<p>Languages (7)</p> <ul style="list-style-type: none"> ▶ English x 54 (198 participants) ▶ French x 20 (31 participants) ▶ Malagasy (Nil participants) ▶ Mongolian x 4 (19 participants) ▶ Serbian x 2 (10 participants) ▶ Spanish x 4 (31 participants) ▶ Zulu x 2 (4 participants)
<p>Session categories</p> <ul style="list-style-type: none"> ▶ Apprentice / Graduates x 6 (16 participants) ▶ Black employees x 6 (8 participants) ▶ Employees with a Disability x 2 (1 participant) ▶ Employees of Asian Heritage x 4 (13 participants) ▶ FIFO x 2 (4 participants) ▶ Indigenous or First Nations – Australian, North American, Māori and Pacific Islander x 12 (20 participants) ▶ General Women & Men x 36 (174 participants) ▶ Latino / Latina x 3 (14 participants) ▶ LGBTQ+ x 4 (15 participants) ▶ Neurodiverse x 5 (12 participants) ▶ Working parents / carers x 6 (16 participants) 		

Survey (online)

Total responses: 10,027 individuals	
Languages (13)	
▶ Dutch (new)	▶ Portuguese
▶ English	▶ Russian
▶ French	▶ Serbian
▶ Icelandic	▶ Simplified Chinese (new)
▶ Japanese (new)	▶ Spanish
▶ Malagasy	▶ Zulu
▶ Mongolian	

Survey (hard copy)

Total responses: 29	
Locations	
▶ QMM Madagascar	
▶ RBM Richards Bay Minerals	
Languages (4)	
▶ English	▶ Malagasy
▶ French	▶ Zulu

Annex A: Methodology and engagement in the Progress Review



Face to Face Listening Sessions

Total <ul style="list-style-type: none">▶ Total number of sessions x 153 (1025 participants)▶ Americas region x 53 (329 participants)▶ APAC/EMEA region x 100 (696 participants)	Gender <ul style="list-style-type: none">▶ Women sessions x 38 (293 participants)▶ Men sessions x 32 (205 participants)▶ LGBTQ+ sessions x 1 (6 participants)▶ Mixed sessions x 82 (521 participants)	Languages (4) <ul style="list-style-type: none">▶ English x 131 (882 participants)▶ French x 8 (18 participants)▶ Mongolian x 8 (92 participants)▶ Zulu x 6 (33 participants)
Session categories <ul style="list-style-type: none">▶ Apprentice / Graduates x 5 (45 participants)▶ Indigenous or First Nations – Australian, North American, Māori and Pacific Islander x 13 (60 participants)▶ Employees with a Disability x 1 (6 participants)▶ General (e.g. Leaders, Communities, Peer Supporters, HR, ERGs, D&I, EAP) x 112 (818 participants)▶ LGBTQ+ x 1 (6 participants)▶ One on Ones x 8 (8 participants)▶ Other (e.g. Leader briefings) x 7 (71 participants)▶ Working parents / carers x 6 (11 participants)	Locations <ul style="list-style-type: none">▶ Mongolia x 28 (243 participants)▶ Montreal x 18 (42 participants)▶ New Zealand x 11 (76 participants)▶ Pilbara / Operations Centre x 40 (241 participants)▶ Richards Bay Minerals x 6 (33 participants)▶ Saguenay x 17 (170 participants)▶ Salt Lake City / Kitimat / Kennecott x 18 (117 participants)▶ Weipa x 15 (103 participants)	

Written contributions (via online portal)



Total contributions: 320	
Languages (13)	
▶ Dutch (new)	▶ Portuguese
▶ English	▶ Russian
▶ French	▶ Serbian
▶ Icelandic	▶ Simplified Chinese (new)
▶ Japanese (new)	▶ Spanish
▶ Malagasy	▶ Zulu
▶ Mongolian	

Written contributions (hard copy)



Total contributions: 15	
Languages (4)	
▶ English	▶ Malagasy
▶ French	▶ Zulu

Written contributions (via email)

confidentialriotinto@elizabethbroderick.com.au



Total contributions: 7 (English)

Annex B: The online survey methodology

An online survey (the survey) was made available to all Rio Tinto employees for a period of 7 weeks from 9 April – 27 May 2024. The survey was administered by the Social Research Centre (SRC), a leading research institution affiliated with the Australian National University. The SRC analysed the survey data on behalf of EB&Co. The survey data was only accessed by EB&Co and the SRC. The SRC also administered and analysed the survey during the original 2021 Review of culture conducted by EB&Co.

Some 10,056 employees responded to the survey, bringing the response rate to 17.4%. A very similar number of completions was achieved in 2024 compared to 2021, however the employee growth between the two surveys meant the completion rate was lower in 2024.

The survey was administered primarily online, with the survey link distributed by Rio Tinto to all employees via their internal portal. A hard copy questionnaire (with reduced content) was also made available to two sites with limited internet access, to ensure all employees had the opportunity to respond to the survey. The hard copy survey ran for a shorter period of time. The data is not reported separately by survey mode, given the small number of completions via hard copy.

A detailed engagement and communication strategy was deployed to increase survey participation across the data collection period. This involved continued messaging; transparency of survey completion by product group and function; and visible commitment to the survey and broader project by leadership. Engagement built gradually throughout the survey period, with notable spikes at various stages corresponding to specific communication and engagement efforts.

Participants were asked for demographic information, and survey responses were weighted to the employment profile of Rio Tinto, including gender, age, product group, location, how long they have worked at Rio Tinto and employment status (i.e. employee v contractor). This accounted for differences between those who completed and the entire employee group, with percentages quoted reflecting the estimated weighted prevalence among the total Rio Tinto employee cohort.

As such, while the survey data is presented in this report in terms of the experience of ‘survey respondents’, the data is representative of Rio Tinto employees.

Significance testing was done at the 95% confidence level ($p < .05$). Results have been significantly tested against the total survey estimate, and significant differences have been highlighted throughout the report. Notable differences between 2021 and 2024 data have also been included.

As Rio Tinto has an international workforce, the online questionnaire was translated into multiple languages. The languages available expanded from 10 languages in 2021 to 13 languages in 2024, to reflect Rio Tinto’s growing workforce: English; French; Mongolian; Zulu; Malagasy; Serbian; Russian; Portuguese; Spanish; Icelandic; Simplified Chinese; Japanese; Dutch. Hard copy questionnaires were provided in 3 languages, specific to the sites they were sent to: Malagasy; French; and Zulu. The survey was translated using third party translation specialists which were then reviewed from a quality assurance perspective by volunteer Rio Tinto employees who spoke both English and the assigned language.

Subgroups with a small sample size (<30) are not shown in this report, so as to minimise risks to the privacy of individual respondents. A relatively small, but significant, population of respondents (2%–7% of total respondents) were hesitant to disclose specific demographic details depending on the question (i.e. chose ‘Prefer not to say’ in response to specific demographic questions). This group experienced higher rates of harmful behaviours (bullying, sexual, harassment and racism), underlining a lack of perceived psychological safety among some survey respondents.

With respect to Indigenous or First Nations status, the survey used terms consistent with Rio Tinto’s Human Rights Policy, which itself draws on the UN Convention on the rights of Indigenous People. The Project uses Aboriginal and Torres Strait Islander when referring to Indigenous people from Australia. Of note, analysis of aspects of racism prevalence other than those referring to Indigenous, First Nations or Aboriginal and Torres Strait Islander identity in a global survey such as this is challenging, as national/local context is a key factor.

With respect to ethnic and racial backgrounds, the survey employed terms used by Rio Tinto's employees including employee resource groups. This enabled the data to be analysed to understand whether people who identify with particular ethnic / racial backgrounds have a different experience at Rio Tinto / the business. The question asking employees about their ethnic/racial heritage was a multi-response so many employees who selected 'another ethnic or racial heritage' for example, may have also selected a specific ethnic/racial heritage.

The survey questionnaire, developed for the 2021 administration of the survey, reflected the issues identified in the listening groups, 1:1 listening sessions and written submissions and provided an alternative avenue for Rio Tinto staff to engage with the Project and express their views and experiences in a confidential way. EB&Co caution against direct comparisons between data in this survey and others because of differences in methodology (e.g. framing of questions, definitions, timeframes, etc) and statistical limitations in other surveys (e.g. small sample sizes, selection biases, etc). The most important and meaningful comparison for Rio is against the 2021 review survey. This report includes comparative analysis with this baseline data to provide an understanding of changes occurring over time.

It is important to recognise that changes were made to the survey instrument between the 2021 and 2024 Reviews, meaning the data between the Reviews will not always be comparable. There were two key changes made to the survey that should be kept in mind when reading through the report.

Firstly, the previous survey (2021) covered experiences of unacceptable behaviours over the past 5 years, to ensure the full range of employee experiences were captured. Then experiences over the past 12 months were asked about, and subsequent questions focused on the most recent experience.

The 2024 survey focused on experiences over the past 12 months (and most recent experiences within that time). This change was made as Rio Tinto has made a notable effort to improve their workplace culture since 2021 and a five-year measure would extend before these changes were implemented. This change means however that some of the data between 2021 and 2024 is not comparable. Comparisons to the original survey are included where appropriate, however this is not possible consistently throughout the report. Where possible, the original survey data has been filtered to employees with experiences in the past 12 months, to allow for comparison to 2024 data.

The second major change was to the racism section. In the original survey, only a few generic racism behaviours were included when asking about an employee's experiences. These racism behaviours most likely did not cover the employee's full range of experiences and were expanded in the 2024 survey to reflect the breadth of racism behaviours included in the 'other specify' responses to the original survey. The original behaviours included were kept in the 2024 survey, however these were also revised to be more specific around the negative impact of the experience. This means that while a comparison of the headline prevalence data is included between the 2021 survey and 2024 survey limited to just the comparable behaviours, further comparison between the two iterations of the survey racism data is not possible.

Throughout this report, the prevalence of experiences reported in 2024 has been presented, except when reporting the direct comparison of experiences of racism between 2024 and 2021, where the 2024 prevalence has been limited to a matched set of survey items. There were differences between the online and hard copy versions of the survey, as hard copy surveys are more difficult for respondents to complete, and therefore an effort was made to reduce the completion instructions. While the overall topics remained the same across hard copy and online surveys, follow up questions about experiences and observations were removed from the hard copy.

Everyday Respect at Rio Tinto Progress Review



ELIZABETH
BRODERICK
& Co.