



FY22

SUSTAINABILITY REPORT

ABN 57 002 594 872

We are Fortescue

OUR VALUES

SAFETY

FAMILY

EMPOWERMENT

FRUGALITY

STRETCH TARGETS

INTEGRITY

ENTHUSIASM

**COURAGE AND
DETERMINATION**

GENERATING IDEAS

HUMILITY

Fortescue's unique Values drive our performance in a way that sets us apart from others

Culture

Fortescue is a values-based business with a strong, differentiated culture. We believe that by leveraging the unique culture of our greatest asset, our people, we will achieve our stretch targets



CONTENTS

01	Overview	3
02	Our approach to sustainability	14
03	Corporate governance	20
04	Stakeholder engagement and collaboration	34
05	People – building sustainable communities	40
06	Planet – safeguarding natural systems	70
07	Process – operating with integrity	86
08	Corporate directory	104

YEAR AT A GLANCE

FY22 FINANCIAL PERFORMANCE

IRON ORE SHIPPED

189.0_{mt}

C1 COST

US\$**15.91**/wmt

CASH ON HAND

US\$**5.2_{bn}**

NET DEBT

US\$**0.9_{bn}**

NET PROFIT
AFTER TAX

US\$**6.2_{bn}**

TOTAL GLOBAL
ECONOMIC
CONTRIBUTION

A\$**27.6_{bn}**

01

OVERVIEW

FY22 SUSTAINABILITY PERFORMANCE



Safety

1.8

TRIFR
iron ore operations



Employment

11,693

Employees



Environment

0

Significant
incidents

**A\$
3.7m**

Research and
conservation programs



Diversity

15%

Aboriginal
employment across our
Pilbara operations

27%

Female employment in
senior leadership roles

ABOUT THIS REPORT

Fortescue is committed to open, transparent and meaningful engagement with our stakeholders

This report has been prepared for our stakeholders, including employees, investors, community groups, government, suppliers, customers and non-government organisations.

The report details the performance of Fortescue Metals Group Ltd (Fortescue) against key material sustainability commitments and targets during the financial year 1 July 2021 to 30 June 2022 (FY22). It is part of our annual reporting suite which also includes the FY22 Annual Report, FY22 Climate Change Report and the FY22 Corporate Governance Statement, which are available on our website at www.fortescue.com

We are a signatory to the United Nations Global Compact (UNGC) and this report outlines our ongoing commitment to report progress towards the principles of the UNGC. This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards. A copy of the GRI content index is provided on pages 105 to 111.

The report also considers issues identified through Fortescue's Risk Management Framework and guidance provided by key bodies, including the International Council on Mining and Metals (ICMM).

The report covers our operations, including those under exploration and development and those operated through subsidiaries and joint ventures where we have management control. The report also highlights the ongoing achievements of Fortescue Future Industries (FFI), which was established by Fortescue in FY21 to pursue green energy opportunities globally.

All references to our, we, us and Fortescue refer to Fortescue Metals Group Ltd (ABN 57 002 594 872) and its subsidiaries. All references to a year are to the financial year ended 30 June 2022 unless otherwise stated. All monetary values are listed in Australian dollars (A\$) unless otherwise stated.



Unless specified, all metrics in this report exclude data from Williams Advanced Engineering (WAE), which was acquired by Fortescue in March 2022.

The report was reviewed and approved by Fortescue's Board of Directors (the Board) on 26 August 2022.

Assurance

Management has sought independent, third party verification of a range of metrics in this report. This includes data on safety performance, training and development, education initiatives, Aboriginal employment, heritage sites and employee training, the Billion Opportunities program, and gender diversity. All other metrics undergo a process of internal verification.

Independent assurance on emissions data is detailed in our FY22 Climate Change Report.

Feedback

We value all feedback. Please forward any comments on this report or requests for additional information to sustainability@fmgil.com.au

Fortescue acknowledges the First Nations peoples of the lands upon which we live and work. We acknowledge their rich cultures and their continuing connection to land, waters and community. We are proud to work, partner and engage with First Nations peoples. We pay our respects to the culture and people, their Elders and leaders, past, present and emerging.

CHIEF EXECUTIVE OFFICER'S MESSAGE



“ENSURING THE COMMUNITIES IN WHICH WE OPERATE BENEFIT FROM OUR SUCCESS”

Elizabeth Gaines

This report marks my last as Chief Executive Officer of Fortescue and it has been a privilege to have steered the Company over the past four and a half years. I joined Fortescue in February 2013 as a Non-Executive Director, before becoming Chief Financial Officer in 2017 and then the Company's third Chief Executive Officer in February 2018.

Throughout my journey, I have seen Fortescue go from strength to strength to become one of the world's lowest cost iron ore producers. However, we are not sitting on our success. We are capitalising on it for our next venture, – green energy and decarbonisation technology for heavy emitters – like Fortescue. Together with FFI, we are transitioning to an integrated, global green energy and resources company.

Sustainability has never been more crucial to us at Fortescue. We remain committed to integrating sustainability into all aspects of the business and ensuring communities continue to benefit from our growth and development as we take a global leadership position in the green energy transition. And that journey to a greener future has already begun.

Making sure the Fortescue family returns home safely

The health and safety of our team members, their families and our local communities remains our highest priority

We are focused on ensuring everyone goes home safely after every shift, and this commitment extends to the mental health and wellbeing of the entire team. During FY22, our unwavering focus on safety resulted in our lowest ever total recordable injury frequency rate (TRIFR) of 1.8 for iron ore operations, a 10 per cent improvement from FY21. While this was an outstanding result by the team, tragically on 30 September 2021 our team member David Armstrong passed away as the result of an incident at our Solomon Hub operations. This devastating loss has been a stark reminder of why safety must be our greatest focus.

Guided by our Values and unique culture, we entered our third year of managing the impacts of COVID-19. Through maintaining a comprehensive COVID-19 management plan and investing in business continuity planning measures, we have successfully mitigated potential disruption to our operations while protecting the health of our team members, their families and the local communities.

As always, we engaged with our workforce through our Safety Excellence and Culture Survey which saw 95 per cent of our workforce participate. The annual survey provides valuable feedback on how we can continue to build on our culture and ensure the entire Fortescue family returns home safely after every shift.

Building a diverse, equitable and inclusive workplace

We believe a diverse, equitable and inclusive workplace is key to our success

As an industry, we faced some confronting truths during the year as we worked to better understand people's experiences of sexual harassment at mining operations in Western Australia. The findings from the Western Australian Parliamentary Inquiry into sexual harassment against women in the fly-in fly-out (FIFO) mining industry were deeply disturbing, and it is no accident that the title of the report is 'Enough is Enough'. Fortescue participated actively in the Inquiry, and through our ongoing Workplace Integrity Review, we have implemented a range of initiatives to further enhance safety and wellbeing within our operations and ensure all team members continue to uphold our unique culture.

We acknowledge that we, as an organisation contributing to the wider community, can always do more. We remain firmly committed to ensuring we have a workforce that is reflective of our community, which fosters a workplace culture that truly embraces diversity and inclusiveness.

I was pleased that Fortescue's female employment increased in FY22 to 23 per cent, with women comprising 27 per cent of senior leadership positions. We continue to lead from the front with 50 per cent of our Board being female as at 30 June 2022.

Climate change, our collective greatest challenge

There is no doubt that globally, climate change is society's greatest challenge, and we must not make the climate crisis worse, by making poor decisions now, which can cause impacts to future generations.

I firmly believe industry is key to addressing climate change and Fortescue is taking swift action to eliminate emissions across our operations and our entire value chain. Our targets to achieve carbon neutrality for Scope 1 and 2 emissions by 2030 and net zero Scope 3 emissions by 2040 are industry leading, and we have made significant progress during the financial year to reduce emissions across our business. Together with FFI, we are investing in renewable energy and new technologies to remove our reliance on fossil fuels and to create significant value for our shareholders.

With a target to have our operations running on green energy by 2030, we must move quickly to reduce our emissions. Fortescue's acquisition of UK-based WAE during the year provides the Company with technology and expertise in high-performance battery systems and electrification, as we deliver on our emissions reduction targets. We also entered into a strategic partnership with Tier 1 equipment manufacturer Liebherr for the development and supply of green mining haul trucks, with the first haul truck to be operational at our Pilbara sites in 2025.

Ensuring communities benefit

From the outset, it has been Fortescue's vision to ensure that the communities in which we operate benefit from our success

This year we contributed over \$77 million through our voluntary social investment programs and continued important partnerships with Lifeline WA, Ronald McDonald House Charities WA, The Salvation Army and MADALAH Limited (MADALAH).

In November 2021 we announced our five-year, \$8 million partnership with the Royal Flying Doctor Service (RFDS) of Western Australia, to provide the first aeromedical helicopter service in the State. This important service provides RFDS frontline crews with greater capacity to respond quickly to patients' needs with the most appropriate aircraft. Nothing is more important than the health and safety of our team members, their families and the communities in which we operate, and this partnership is a true testament to our strong culture and Values.

Empowering Aboriginal people

Our approach to working with Aboriginal people is underpinned by our culture and Values

When I joined Fortescue in 2013, our pioneering Billion Opportunities program had awarded \$1 billion in contracts to Aboriginal business and joint ventures since its inception two years prior. This year, I was immensely proud to announce that the initiative had surpassed \$4 billion, creating significant sustainable business opportunities for Aboriginal people across Australia.

We also remained one of Australia's largest employers of Aboriginal people, with more than 1,100 Aboriginal people employed at Fortescue.

Our commitment to building the capacity and capability of Aboriginal people is evidenced in other initiatives, including our Vocational Training and Employment Centre (VTEC) program which was established in 2006. Over 1,000 Aboriginal people have successfully completed VTEC and gone on to commence full time employment with Fortescue.

Protecting heritage and culture

Fortescue has the deepest respect for the Indigenous peoples of this land, the oldest continuing cultures in human history, and is committed to working with First Nations peoples to identify, manage and protect cultural heritage. Our primary objective at all times is to work on a cultural heritage avoidance basis and this is evidenced by our efforts to manage more than 6,100 heritage sites since we commenced operations.

In line with this commitment, in September 2021 we announced the establishment of a co-management framework with members of the Wintawari Guruma Aboriginal Corporation. Under the innovative framework, Fortescue and members of Wintawari have established a culturally safe mining joint venture to mine the East and West Queens deposits on Eastern Guruma country.

A working group was also formed to ensure collaboration on all stages of the mine development, from heritage and environmental approvals, resource drilling and definition and mine planning to operations and rehabilitation.

Our Values and culture

It is because of the passion and dedication of our people who show their commitment to our strong culture and Values every day, that we are able to maintain our commitment to integrating sustainability into all aspects of the business. As we enter a new phase of growth by taking a global leadership position in the green energy transition, the Fortescue team will continue to be guided by our strong, unique culture as we strive to achieve our stretch targets and drive future success. While my tenure as Chief Executive Officer is coming to an end, I look forward to continuing to be part of Fortescue's journey as a Non-Executive Director and in my role as Global Ambassador for FFI.



WILLIAMS ADVANCED ENGINEERING

As part of our transition to a vertically integrated green energy and resources company, Fortescue acquired WAE to expand our capacity to undertake research and develop and commercialise innovative low carbon solutions. WAE is an offshoot of the Williams F1 team and a world leading technology and engineering business renowned for its groundbreaking projects in high performance battery systems and electrification.

WAE's race bred critical capabilities and battery technology will help us decarbonise our operations and deliver low carbon technologies to the significant global market.

Drawing on WAE's unique proprietary technology and expertise in high-performance battery systems, we are already progressing:

- Zero emissions power systems to use in the haul trucks being developed under the partnership with Liebherr.

- The Infinity Train project – a world first iron ore train that will capture enough energy on the loaded, downhill journey to port that it will not require additional charging for the unladen return trip.

Fortescue Chief Executive Officer Elizabeth Gaines said, "Fortescue and WAE share strong cultural alignment with a focus on technology and innovation to support carbon neutrality, both companies being leaders in their respective industries.

"We have been working with WAE since early 2021, with WAE designing and building a battery system to power an electric mining haul truck; an important first step in the decarbonisation of Fortescue's mining haul fleet. WAE's expertise in battery systems and electrification further complements FFI's green hydrogen projects for haul trucks and mobile fleet to further underpin our technical leadership."

ABOUT FORTESCUE

Transitioning to a global green energy and resources company

Established in 2003, Fortescue is a proud West Australian company, recognised for our culture, Values, innovation and industry leading development of infrastructure and mining assets. As one of the world's lowest cost iron ore producers, Fortescue is now shipping at an annual rate of over 180 million tonnes with more than 1.7 billion tonnes of iron ore delivered to our customers since 2008.

Through our green energy and technology company FFI, we are rapidly diversifying our business to become an integrated, global green energy and resources company. Key to this transition are our industry leading targets to achieve carbon neutrality for Scope 1 and 2 emissions by 2030 and net zero Scope 3 emissions by 2040. For our size and scale, there is no other mining company in the world that is taking the action we are to eliminate emissions.

Our operations include three mining hubs in the Pilbara, Western Australia, which are connected to our five berth Herb Elliott Port and the Judith Street Harbour towage infrastructure in Port Hedland by 760 kilometres of the fastest heavy haul railway in the world. Our iron ore value chain extends to our innovative tug fleet and eight purpose-built 260,000 tonne capacity Fortescue Ore Carriers, which have been designed to complement the efficiency of our port and maximise the safety and productivity of Fortescue's operations.

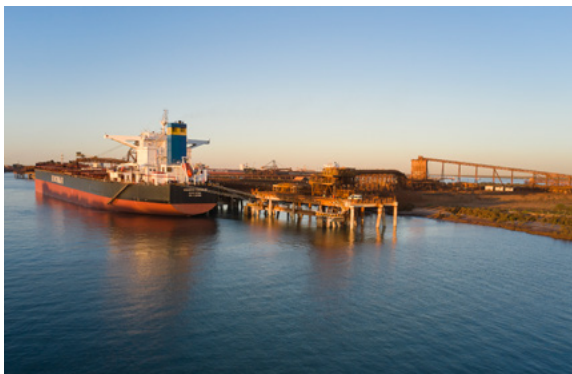
Since the outset, Fortescue has been at the forefront of innovation in the mining industry. The Fortescue Hive, our integrated operations centre in Perth, brings together our entire value chain to deliver enhanced safety, productivity, efficiency and commercial benefits, and will strengthen our future use of technology, including artificial intelligence and robotics.

As a low cost supplier of seaborne iron ore to China, Fortescue maintains strong relationships with all our Chinese stakeholders, underpinned by a multifaceted approach spanning our key business pillars of iron ore supply, procurement, financing, investment and social engagement. Additionally, we have expanded into other markets including Japan and South Korea.

As a values-based business which celebrates diversity and inclusiveness, globally we are empowering thriving communities and delivering positive social and economic benefits through training, employment and business development opportunities, including for our First Nations' employees and partners. By empowering our people and communities, we will continue to challenge the status quo to sustain operational excellence, achieve our stretch targets, drive future success and deliver strong returns to our shareholders.

OUR OPERATIONS

As one of the world's largest producers of iron ore, Fortescue's wholly owned and integrated operations in the Pilbara include the Chichester, Solomon and Western mining hubs



Our mining infrastructure is connected to the five berth Herb Elliott Port and Judith Street Harbour towage facility in Port Hedland via the fastest heavy haul railway in the world





Fortescue Future Industries

Fortescue is transitioning to an integrated, global green energy and resources company. We have set a target to decarbonise our operations by 2030, and we have set a target to achieve net zero Scope 3 emissions by 2040.

FFI will be a key enabler of these targets, with two clear objectives.

The first is to provide the technology and the innovation required to eliminate Fortescue's emissions wherever possible. We are committed to providing the tool kit that Fortescue needs to meet or exceed our decarbonisation targets. By significantly reducing our reliance on diesel, we will also reduce cost.

Our partnership with Liebherr during the financial year will see the delivery of a fleet of green mining haul trucks at our Pilbara operations – with the first delivery in 2025.

We are also working closely with WAE on the delivery of a world-leading regenerating battery electric iron ore train, which has the potential to be the most efficient battery electric train in the world.

The second objective is to make green hydrogen at quantity and at speed and fulfil our obligations to our customers. Green hydrogen is a zero-emission fuel, that when used produces nothing but water. It is a practical and implementable solution that will help revolutionise the way we power our planet: helping to decarbonise heavy industry and create jobs globally.

Leveraging on Fortescue's world leading track record of innovation and infrastructure, FFI will position Fortescue at the forefront of the renewable energy industry.



Chichester Hub

Our Chichester Hub in the Chichester Ranges includes the Cloudbreak and Christmas Creek mines and has an annual production capacity of approximately 100 million tonnes per annum (mtpa) from three ore processing facilities (OPFs).

Consistent and sustained performance delivered from the OPFs has allowed us to optimise our product strategy through enhanced blending and beneficiation, supporting iron grades and reducing impurities.

To further enhance our ore, the Christmas Creek OPF infrastructure has been upgraded to include a Wet High Intensity Magnetic Separator to recover high grade iron from the finer ore fed through the OPF.

Cloudbreak utilises 10km of relocatable conveyors that can be adjusted and relocated to any new mining areas to offset the increase in costs. Currently, this conveyor infrastructure helps to otherwise offset a fleet increase and helps manage our product strategy, while being cost-efficient and when powered by renewable energy, reducing greenhouse gas emissions.

Solomon Hub

The Solomon Hub in the Hamersley Ranges is located 60km north of Tom Price and 120km to the west of our Chichester Hub. It comprises the Firetail, Kings Valley and Queens Valley mines which together have a production range of 65 to 70mtpa. The expansion to Queens Valley has enabled continued production of the Kings Fines product.

Solomon represents a valuable source of production, enabling the blend of higher iron grade Firetail ore with ore from Eliwana and the Chichester Hub to create our Fortescue Blend product.

Western Hub

Fortescue's newest mine at Eliwana commenced operations in December 2020 and includes a 30mtpa dry OPF and 143km of rail linking the mine to our Hamersley rail line.

Together with Eliwana's innovative low profile designed OPF and dual stacker reclaimer, Eliwana has the capacity to direct load onto trains up to 9,000 tonnes per hour. Eliwana is now producing at an annualised run rate of 30mtpa, contributing to our low cost status and providing greater flexibility to capitalise on market dynamics.

Hedland operations

Fortescue wholly owns and operates our purpose built rail and port facilities, constructed to deliver iron ore from our mines to Port Hedland for shipment to our customers. Covering 760km of track, our railway is the fastest heavy haul line in the world.

The efficient design and layout, optimal berthing configuration and ongoing innovation to increase productivity make our Herb Elliott Port the most efficient bulk port operation in Australia. The port has five operating berths and our current infrastructure is capable of safely and efficiently exporting in excess of 190mtpa.

We have been granted approval to increase the licensed throughput capacity of Herb Elliott Port from 175mtpa to 210mtpa, in line with our strategy to deliver growth through investment in significant projects including the Iron Bridge Magnetite Project.

Our Judith Street Harbour towage infrastructure and fleet of tugs provide safe and reliable towage services that maximise the efficiency of our operations. Designed to complement our port infrastructure, the fleet of eight 260,000 tonne capacity Fortescue Ore Carriers delivers approximately 11 per cent of our shipping requirements, while improving load rates and efficiencies and reducing operating costs. Our shipping fleet completes our mine to market iron ore value chain.

Iron Bridge Magnetite Project

The US\$3.6 – US\$3.8 billion Iron Bridge Magnetite Project is under development and will deliver 22mtpa of high grade



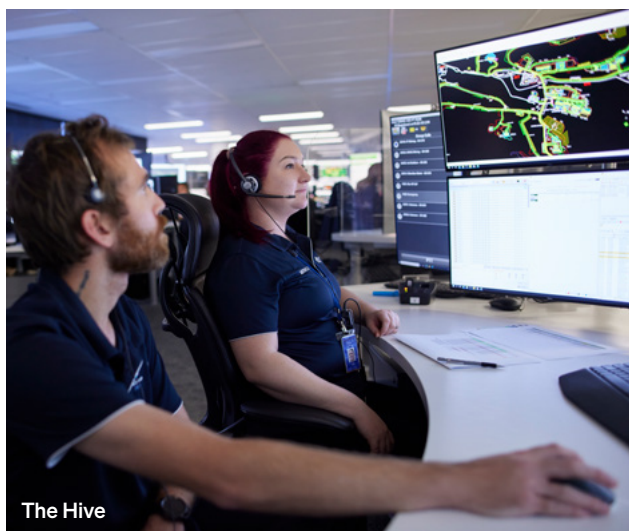
67% Fe magnetite concentrate product, with first production scheduled for the March 2023 quarter.

Iron Bridge is a strategic investment enabling Fortescue to provide an enhanced product range to our customers while increasing our production and shipping volumes. Located 145km south of Port Hedland, Iron Bridge incorporates the world class North Star and Glacier Valley Magnetite ore bodies and represents one of the few large scale iron ore growth projects under construction globally.

The nature of the Iron Bridge ore bodies and our innovative use of a dry crushing and grinding circuit together contribute to the project's operational efficiency across energy, water use and cost. Low-cost power will be delivered to Iron Bridge through Fortescue's investment in the Pilbara Energy Connect (PEC) program, including hybrid solar gas generation and battery storage.

The Iron Bridge Magnetite Project is an unincorporated joint venture between Fortescue's subsidiary FMG Magnetite Pty Ltd (69 per cent) and Formosa Steel IB Pty Ltd (31 per cent). It represents a compelling investment for the joint venture partners given its low capital intensity and competitive operating cost structure.





The Hive



Argentina

World-leading technology

Fortescue was the first company in the world to deploy Caterpillar autonomous haulage on a commercial scale when trucks fitted with autonomous haulage system (AHS) technology began operating at the Solomon Hub in 2013.

Today, our AHS fleet is among the largest in the world and demonstrates our unique capability to manage and operate a multi-class truck size autonomous haulage site.

In FY22, we achieved 2.5 billion tonnes of material moved by autonomous haulage.

When our Train Control Centre opened in 2009, we were the first operation in Western Australia to control a railway from outside the region. Now known as the Fortescue Hive, the expanded, purpose-built Integrated Operations Centre in Perth was opened in 2020 and includes our Planning, Operations and Mine Control teams, together with Port, Rail, Shipping and Marketing teams.

The Hive allows team members across our value chain to work together 24 hours a day, seven days a week to deliver improved safety, reliability, efficiency and commercial outcomes. In FY22, the Hive evolved to accommodate our Eliwana Plant and Mine Control teams and the newly formed Energy Operations team, enabling generation and the integrated distribution network for PEC to be remotely managed from Perth.

Energy infrastructure

Since October 2019, together with our partners, we have invested more than US\$800 million in significant energy infrastructure projects which will increase our use of renewable energy, a key contributor to our pathway to achieve our emissions reduction targets.

PEC, together with the Chichester Solar Gas Hybrid Project, will deliver 25 per cent of our stationary energy requirements from solar power. PEC leverages existing assets and provides us with a hybrid solar gas energy solution that enables the delivery of stable, low cost power and supports the incorporation of additional large-scale renewable energy in the future.

At 30 June 2022, all 809 transmission poles for Stage 1 of PEC were complete, conductor strung and the line tested and ready for energisation. The new infrastructure builds on our previous energy initiatives, including construction of the Fortescue River Gas Pipeline and conversion of the Solomon Power Station from diesel to gas generation.

Exploration

Fortescue began as an exploration company and today our iron ore tenements remain key to maintaining mine life and sustaining product quality in our core iron ore business.

Our exploration activities in the Western Hub, Solomon Hub and Eastern Hamersley are focused on adding high iron content, dry, low-cost tonnes to our product suite, providing further optionality for the business.

Study work is progressing at Nyidinghu and Mindy South, located south-east of Nyidinghu in the Eastern Hamersley. Recent Australian exploration activity has been primarily focused on early stage target generation for copper-gold in the Paterson region in Western Australia. Additional exploration activity is underway in New South Wales and South Australia.

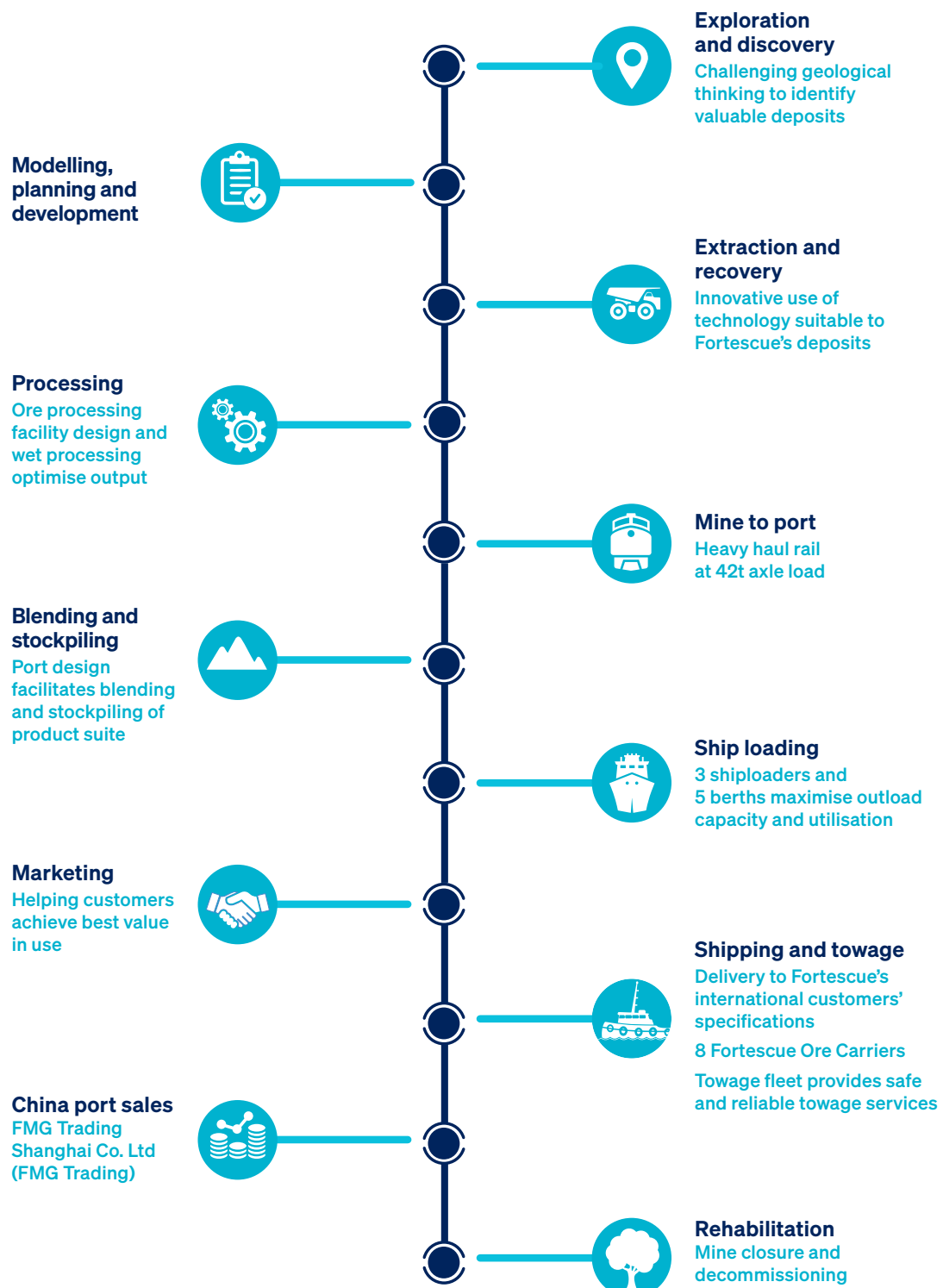
International footprint

We recognise that early stage exploration can unlock significant value. Our world class exploration capability is driving future growth as we target global opportunities and commodities that support decarbonisation and electrification of the transport sector.

Fortescue has a well established presence in Latin America, including Argentina where we currently hold tenements prospective for copper-gold. We are also assessing exploration and development opportunities in Colombia, Ecuador, Peru, Chile and Brazil.

Fortescue has a 19 per cent stake in TSX listed Candente Copper Corporation and we are focused on advancing the Canariaco project in Peru. In Kazakhstan, a range of copper targets are being progressed to drilling while work in Portugal is focused on development of lithium opportunities.

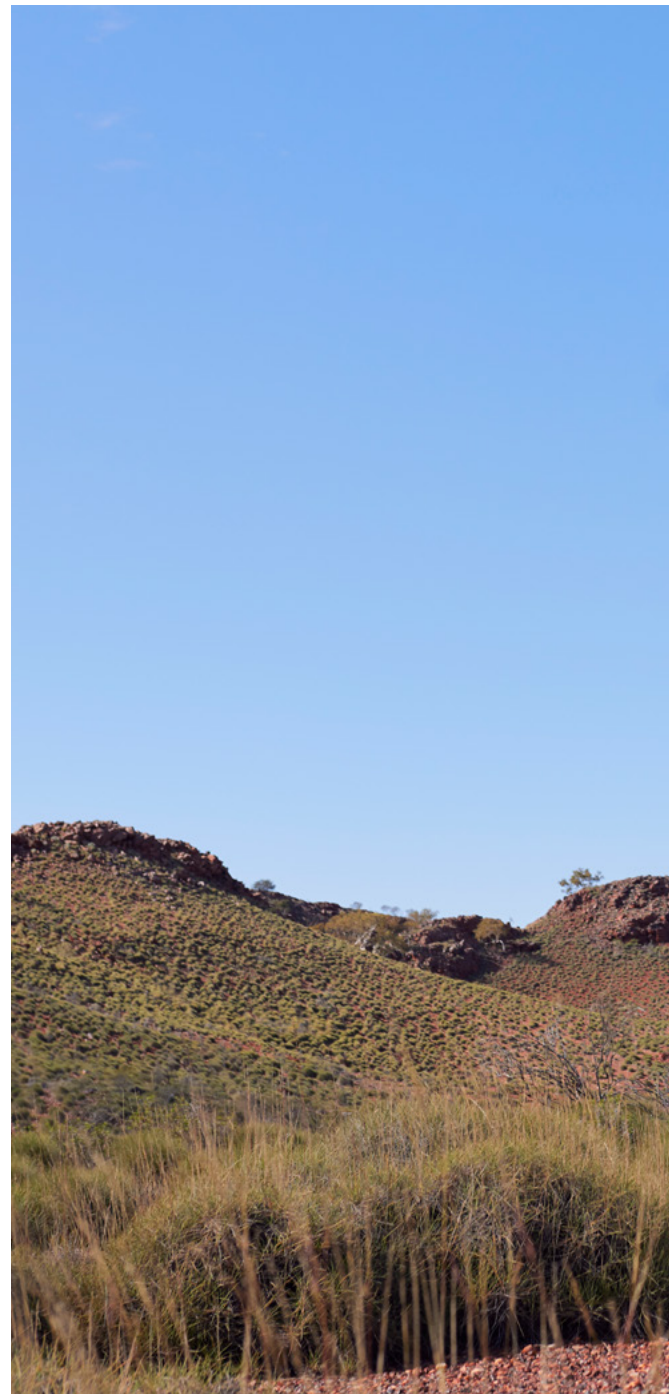
IRON ORE VALUE CHAIN



02

OUR APPROACH TO SUSTAINABILITY

Sustainability is critical to the future success of our Company and we integrate it into all aspects of our business



Sustainability has never been more important to us at Fortescue. We are focused on achieving leading practice and ensuring communities continue to benefit from our growth and development as we take a global leadership position on climate change and the green energy transition.

Our sustainability commitments are developed in collaboration with our stakeholders and aim to create value for our investors, protect the health and safety of our employees, protect the environment and empower the communities in which we operate, assisting them to thrive and prosper.

Sustainability is integrated into our decision-making, strategic and risk management processes.



Compliance with all relevant legislation and obligations, including those that govern health, safety and environment, is the absolute minimum standard to which we operate.

Our unique culture and Values form the base of our sustainability framework, which incorporates specific policies, objectives and targets.

Good governance is critical to strong sustainability performance, and our Board is responsible for the oversight of all sustainability matters, receiving regular updates through the Audit, Risk Management and Sustainability Committee (ARMSC).

Operationally, sustainability is managed by our Chief Executive Officer with support from our executive

Sustainability Committee that meets at least quarterly to oversee all sustainability matters. Our Sustainability team coordinates the implementation of our sustainability strategy, related policies and targets across the business.

The Sustainability Committee works to ensure continuous improvement and that the sustainability strategy, related policies and targets are embedded throughout our business. Our sustainability strategy outlines commitments and targets and provides implementation guidance. The early identification and assessment of sustainability matters alerts Fortescue to potential risks and opportunities, and enables the planning of mitigation and optimisation strategies. These assessments may result in amendments to a project or avoidance if the risk of proceeding is found to be too high.

MATERIAL TOPICS

Material topics are those that may have a significant impact on our ability to achieve our commitments and targets. These topics are identified through an annual assessment process that considers risks and opportunities, external stakeholder views, our internal subject matter expertise and third-party due diligence. The assessment involves a cycle of research, identification, prioritisation, validation and review.



SUSTAINABLE DEVELOPMENT

During FY22, our materiality assessment considered the following:

- sustainability initiatives and targets
- corporate risk assessments and audits
- policies, standards and guidelines
- results of internal and external stakeholder engagement
- media and investor interest and feedback

- material topics identified by peers, sustainability leaders and materiality analysis
- benchmarking and environmental, social and governance assessments.

Priorities were informed by internal and external stakeholder engagement. Materiality was validated by subject leaders and the Sustainability Committee, with 12 topics determined to be material within three sustainable development pillars: People, Planet and Process.



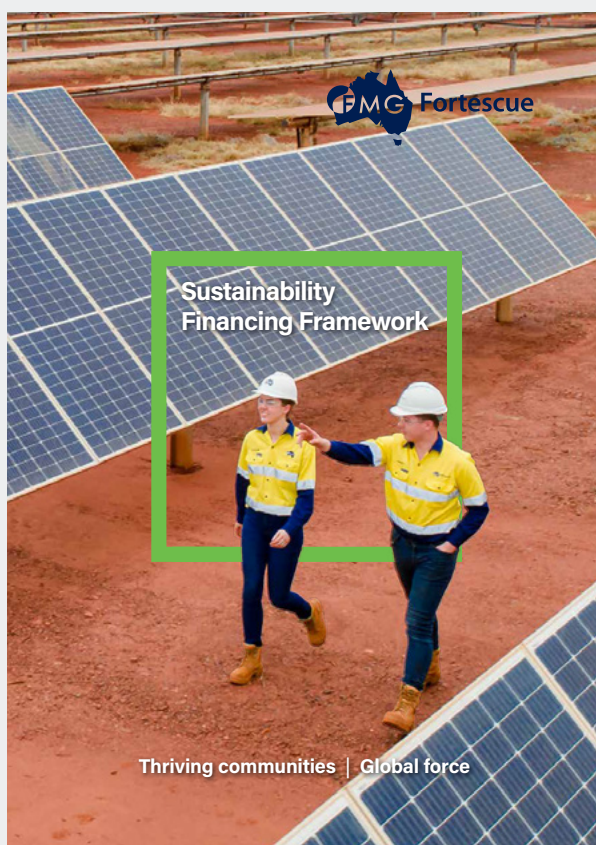
OUR PRIORITY SUSTAINABLE DEVELOPMENT GOALS

We have aligned our approach to sustainability with the United Nations Sustainable Development Goals (SDGs) and will continue to work with our host governments as they strive to meet these goals. We have prioritised eight of the 17 SDGs for which we can have the greatest impact.



CASE STUDY

SUSTAINABLE FINANCE



In November 2021, we launched our Sustainability Financing Framework, enabling the future issuance of debt instruments to access growing pools of sustainable capital to support investments in eligible green and social projects.

The Framework seeks to mobilise investors and capital to contribute to the realisation of the United Nations SDGs. Eligible projects will include investments in renewable energy, green hydrogen and ammonia, energy storage, clean transportation and pollution control, as well as projects that focus on employment opportunities, educational and vocational training and socioeconomic empowerment.

In April 2022, we successfully completed a US\$1,500 million Senior Notes offering, which included our inaugural US\$800 million Green Use of Proceeds Notes which will be applied to Eligible Green Projects, pursuant to Fortescue's Sustainability Financing Framework. In recognition of our inaugural Green Notes, we received confirmation that these Notes met the eligibility criteria and would be included within the Climate Bonds Initiative Green Bond database. This database includes all green debt instruments that are aligned with their Climate Bonds Taxonomy.

Proceeds from the Green Senior Notes will be applied to a number of decarbonisation initiatives, including the 150MW solar generation component of the PEC Project, the acquisition of WAE and the hydrogen mobility project at our Christmas Creek mine site.

MEASURING OUR PERFORMANCE



PEOPLE



Employee safety and wellbeing

Objective: To be global leaders in safety

Target: Reduce our Injury Risk Profile by 15 per cent through the completion of data driven injury risk mitigation activities

Injury Risk Profile Reduction Iron Ore Operations

FY22 **21%**

Objective: To be global leaders in safety

Target: Reduce TRIFR year on year to the lowest quartile in the global resources industry

TRIFR Iron Ore Operations

FY22 **1.8**
FY21 **2.0**
FY20 **2.4**

Objective: To be global leaders in safety

Target: Annually, achieve zero fatalities at our operations

Fatalities

FY22 **1**
FY21 **0**
FY20 **0**

Objective: To ensure a leading safety culture and be an organisation that actively cares for employees and contractors

Target: Annually, achieve top quartile Safety Excellence and Culture Survey results

Categories in top quartile

FY22 **10/12**
FY21 **10/12**
FY20 **10/12**

Diversity, inclusion and equity

Objective: Increase the number of female employees to be reflective of general society

Target: Year on year increase in female employment

Female employment

FY22 **23%**
FY21 **21%**
FY20 **19%**

Objective: Provide opportunities for female employees to move into leadership positions

Target: Year on year increase in female employment in leadership roles

Females in leadership roles

FY22 **24%**
FY21 **25%**
FY20 **25%**

Objective: Increase the number of Aboriginal employees to be reflective of general society

Target: Year on year increase in the Aboriginal employment rate

Aboriginal employment

FY22 **10%**
FY21 **10%**
FY20 **10%**

Objective: Increase the number of Aboriginal employees to be reflective of general society

Target: Year on year increase in the Aboriginal employment rate in Pilbara operations

Aboriginal people across Pilbara operations

FY22 **15%**
FY21 **14%**
FY20 **14%**

Objective: Provide opportunities for Aboriginal people to move into leadership positions

Target: Year on year increase in the Aboriginal employment rate in leadership roles

Aboriginal leadership roles

FY22 **4%**
FY21 **4%**
FY20 **4%**

Objective: Create a workplace where everyone feels safe to be themselves and is acknowledged and celebrated for the strengths each individual brings

Target: Create a workplace that reflects the community in which we live through diversity of age

FY22 age distribution

≤30 **20%**
31-50 **61%**
≥51 **19%**

Respecting heritage and culture

Objective: Work together with Indigenous people to manage Indigenous heritage responsibly and sustainably

Target: Annually, ensure no impact to Indigenous heritage without consultation with and consent from Indigenous people

Significant heritage incidents

FY22 **0**
FY21 **1**
FY20 **0**

Building thriving communities

Objective: Create economic opportunities for Aboriginal businesses through local procurement, business development, mentoring and capacity-building opportunities

Target: Annually, achieve a spend of 10 per cent with Aboriginal businesses

Spend with Aboriginal businesses

FY22 **5%**
FY21 **5%**
FY20 **6%**



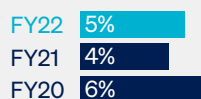
PEOPLE

Building thriving communities

Objective: Create economic opportunities in the regions in which we operate through engagement with local businesses, local employment and a residential workforce

Target: Annually, achieve a spend of five per cent with local Pilbara suppliers

Spend with Pilbara suppliers



PLANET



Protecting biodiversity

Objective: Take responsibility for Fortescue's disturbance by protecting biodiversity in the regions where we operate

Target: Achieve a net positive impact on biodiversity

Biodiversity

- Implementation of our Environmental Management System
- Zero environmental fines or sanctions
- \$3.7m invested in research and conservation programs

Objective: Take responsibility for Fortescue's disturbance by protecting biodiversity in the regions where we operate

Target: Achieve zero significant environmental incidents

Environmental incidents



Protecting water resources

Objective: Use water responsibly by improving water use efficiency and minimising water loss through surface water discharge and evaporation

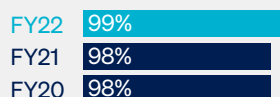
Target: Set public, site-specific water management targets for each of our operating mines by FY23

A target is in place for our Chichester Hub. Targets to be set for other operations in FY23.

Protecting water resources

Objective: Use water responsibly by improving water use efficiency and minimising water loss through surface water discharge and evaporation

Target: Annually, ensure at least 80 per cent of water abstracted at the Cloudbreak and Christmas Creek mine sites is used for operational requirements or beneficial environmental purposes

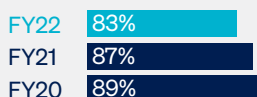


Building circularity

Objective: To reduce waste generation through prevention, reduction, recycling and reuse

Target: Recycle more than 80 per cent of our non-mineralised waste volumes at our operating sites, excluding tyres and concrete waste

Waste recycled



Closure and rehabilitation

Objective: Ensure the closure of our mines and key infrastructure areas is undertaken in a planned approach, with appropriate financial provisioning in place

Target: Closure plans to be in place for each major operational site

Closure plans in place



PROCESS



Business integrity

Objective: To ensure our Values reflect ethical conduct and respect and are embedded in the business

Target: Annually, ensure ethical conduct is maintained by a targeted program, including leadership development, training, performance assessments and remuneration

Advanced training sessions delivered

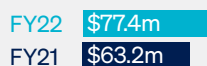


Economic contribution

Objective: Deliver value to our communities through strategic social investment

Target: Allocate funding according to priorities set in the community investment strategy

Social investment



Progress against our targets for climate action is reported in the FY22 Climate Change Report which is available on our website at www.fortescue.com

Progress against our targets for respecting human rights is reported in the FY21 Modern Slavery Statement which is available on our website at www.fortescue.com

Our FY22 Modern Slavery Statement will be published in December 2022.

CORPORATE GOVERNANCE





OVERVIEW OF GOVERNANCE

Good corporate governance is critical to the long-term, sustainable success of Fortescue

Good governance is the collective responsibility of the Board and all levels of management. Fortescue seeks to adopt leading practice, contemporary governance standards and apply these in a manner consistent with our culture and Values.

We support the intent of the 4th Edition of the Australian Securities Exchange (ASX) Corporate Governance Council's Corporate Governance Principles and Recommendations. Unless otherwise disclosed, we report against the requirements of these Principles and Recommendations.

Our cornerstone principles of corporate governance are:

Transparency

Being clear and unambiguous about our structure, operations and performance, both externally and internally, and maintaining a genuine dialogue with, and providing insight to, stakeholders and the market generally.

Integrity

Developing and maintaining a corporate culture committed to ethical behaviour and compliance with the law.

Empowerment

Everyone at Fortescue is empowered to make decisions that support our objectives and are in the best interests of stakeholders. Management and employees are encouraged to be innovative and strategic in making decisions that align with our risk appetite and are undertaken in a manner consistent with corporate expectations and standards.

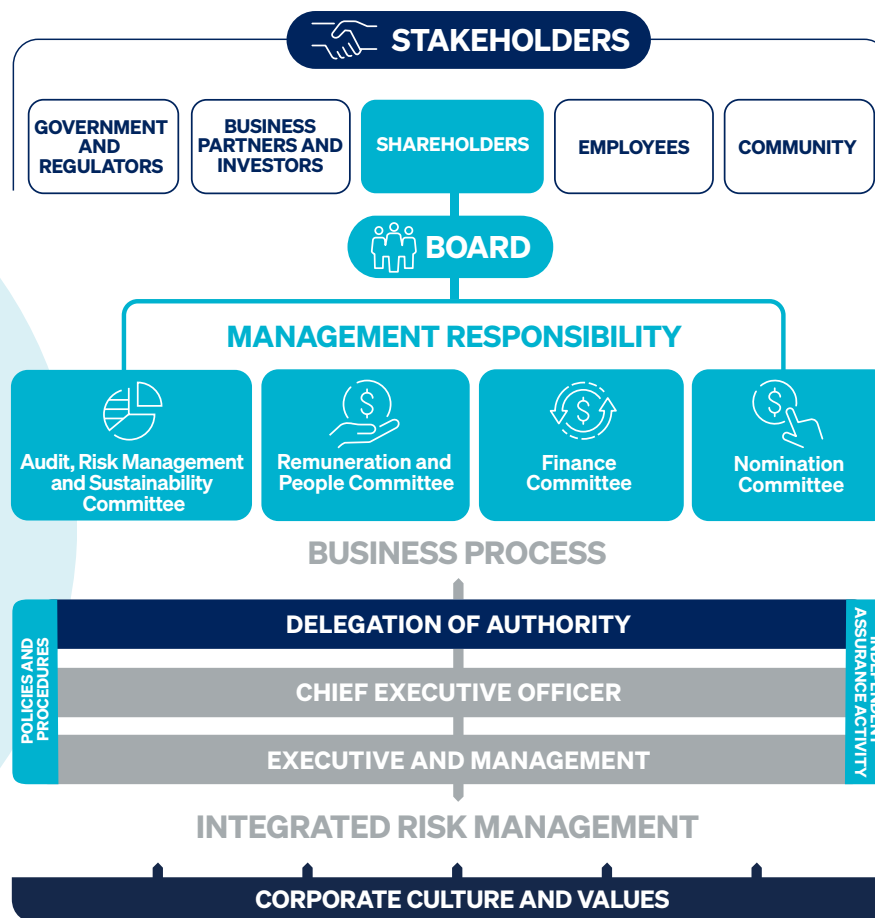
Corporate accountability

Ensuring that there is clarity of decision making, with processes in place to authorise the right people to make effective and efficient decisions and appropriate consequences delivered when these processes are not followed.

Stewardship

Developing and maintaining a company wide recognition that Fortescue is managed for the benefit of its shareholders, taking into account the interests of other stakeholders.

GOVERNANCE FRAMEWORK



Our overall approach to corporate governance is detailed in our FY22 Corporate Governance Statement, available on our website at www.fortescue.com

OUR BOARD

Fortescue has a talented and diverse Board committed to enhancing and protecting the interests of shareholders and other stakeholders and fulfilling a strong governance role



Dr Andrew Forrest AO
Executive Chairman



Mark Barnaba AM
Lead Independent Director/
Deputy Chair



Elizabeth Gaines
Chief Executive Officer/
Managing Director



Lord Sebastian Coe CH, KBE
Non-Executive Director



Jennifer Morris OAM
Non-Executive Director



Dr Jean Baderschneider
Non-Executive Director



Penny Bingham-Hall
Non-Executive Director



Dr Ya-Qin Zhang
Non-Executive Director



Li Yifei
Non-Executive Director



The appointment and reappointment of directors is intended to maintain and enhance the overall quality of the Board through a composition that reflects a diversity of skills, ethnicity, experience, gender and age

The primary driver for the Board in seeking new directors is skills and experience that are relevant to the needs of the Board in discharging its responsibilities to shareholders. All new Board members benefit from a comprehensive induction process that supports their understanding of Fortescue's business.

Fortescue's policy is to assess all potential Board candidates without regard to race, gender, age, physical ability, sexuality, nationality, religious beliefs, or any other factor not relevant to their competence and performance.

There is also a range of support given to Board members that enables them to stay strongly connected to Fortescue, its culture and Values.

This includes:

- Opportunities for significant contribution to the annual strategy setting process conducted with executive and senior management.
- Regular briefings from executive and senior management regarding all major business areas, tailored site visits and annual site tours to operations, subject to COVID-19 travel restrictions.
- Visits to meet with key customers that strengthen their understanding of the Company's key markets.
- Regular formal and informal opportunities for the directors to meet with management and staff.

The Board has established committees to assist in the execution of its duties and to ensure that important and complex issues are given appropriate consideration. The

primary committees of the Board are the Remuneration and People Committee, the Audit, Risk Management and Sustainability Committee (ARMSC), the Nomination Committee and the Finance Committee.

Each committee has a non-executive Chair and operates under its own Charter which has been approved by the Board.

Directors are expected to act independently and ethically and comply with all relevant requirements of the *Corporations Act 2001*, ASX Listing Rules and the Company's Constitution.

Fortescue actively promotes ethical and responsible decision-making through its Values and Code of Conduct and Integrity that embodies these Values.

The Board and each of its committees have established a process to evaluate their performance annually. The process is based on a formal questionnaire covering a range of performance topics. The process is managed by the Company Secretary under the direction of the Lead Independent Director. The most recent review was undertaken in July 2022.

The results and recommendations from the evaluation of the Board and committees are reported to the full Board for further consideration and action, where required.

At the date of this report, the Board has eight non-executive directors and one executive director, being the Chief Executive Officer, Elizabeth Gaines. The Board believes that an appropriate mix of non-executive and executive directors is beneficial to its role and provides strong operational and financial insights to support the business.

Dr Andrew Forrest AO

Executive Chairman

Executive Chairman and Founder of Fortescue, Fortescue Future Industries, Munderoo Foundation and Tattarang.

As Founder and Executive Chairman, Dr Andrew Forrest has led Fortescue from inception to a top ten ASX listed natural resources company that has invested more than US\$30 billion developing some of the world's most efficient infrastructure.

Fortescue will become zero-emissions across its operations by 2030. Key to enabling that is FFI. Established in 2020, FFI is a developer, financier and operator of a global portfolio of renewable energy resources to produce green energy at a scale equal to the oil and gas super-majors. Fortescue has been globally recognised for its industry leading work to decarbonise and has been appointed to the UN Race to Zero Coalition and the US President's First Movers' Coalition.

Dr Forrest's commercial business, Tattarang, is backing new renewable green energy projects, including Windlab wind power and Sun Cable solar power, and expanding sustainable and carbon-neutral practices within agrifood business Harvest Road.

Dr Forrest has a PhD in Marine Ecology from the University of Western Australia, and serves as an IUCN Patron of Nature, a World Economic Forum Friend of Ocean Action and a member of the United Nations Environment Program's Scientific Advisory Committee on the Assessment of Marine Litter and Microplastics.

Dr Forrest holds the Australia Medal, the Australian Sports Medal and was appointed by the Prime Minister and Cabinet of Australia to develop a blueprint for eliminating Australia's Indigenous social and economic disparity through health, training and employment.

He is also Co-Chair of the Australia-China Senior Business Leaders' Forum, Global Patron of the Centre for Humanitarian Dialogue and served as a Councillor of the Global Citizen Commission charged by the United Nations in 2016 to modernise the 1948 Universal Declaration of Human Rights.

In 2017, Dr Forrest was appointed an Officer of the Order of Australia (AO) for distinguished service to philanthropy, mining, employment and sustainable foreign investment.

FFI is leading the green industrial revolution, developing technology solutions for hard-to-decarbonise industries, while investing in green hydrogen and green ammonia projects – recently announcing it will partner with Germany's largest energy distributor to supply five million tonnes of green energy per year to Europe by 2030.

In 2001, Dr Forrest co-founded Munderoo Foundation with his wife Nicola, and to date they have donated more than \$2.7 billion supporting initiatives addressing modern slavery, ocean health, cancer, Indigenous disparity, childhood development, artificial intelligence, disaster resilience and plastic waste.

Committee memberships:

Finance Committee (Member) and Nomination Committee (Member)

Mark Barnaba AM CitWA

Lead Independent Director / Deputy Chairman

Deputy Chairman since November 2017; Lead Independent Director since November 2014; Non-Executive Director since February 2010.

Mr Barnaba is an Independent Director with a broad range of international experience in finance, commerce and natural resources. He has extensive and particularly diverse experience at board level in both the for-profit and non-profit sectors. He is currently a member of the Board (and Chairman of the Audit Committee) of the Reserve Bank of Australia and the Deputy Chairman and Lead Independent Director at Fortescue. In 2015, Mr Barnaba was named a Member of the General Division of the Order of Australia for significant service to the investment banking and financial sector, to business education and to sporting and cultural organisations.

Mr Barnaba also chairs GLX (a specialist technology company that develops software-based marketplace solutions for commodities) and the Hospital Benefit Fund (HBF) Investment Committee. He is a member of the Senior Advisory Board of Appian Capital (a London-based pure-play mining private equity fund). He is also a member of the Board of The Centre for Independent Studies. He has previously chaired several publicly listed Australian companies within the mining and infrastructure sectors along with chairing non-profits, including the State Theatre Company of Western Australia and AFL club, the West Coast Eagles.

In his previous career, Mr Barnaba founded, led and sold two companies – GEM Consulting and Azure Capital (both independent corporate advisory firms which provide financial, corporate and strategic advice to public and private organisations in the Asia-Pacific region). He also held several senior executive roles at Macquarie Group (one being the Chairman and Global Head of the Natural Resources Group). He previously worked at McKinsey & Company in their London, Johannesburg and Sydney offices.

Mr Barnaba was the Inaugural Chairman of the University of Western Australia Business School Board from 2002 to 2020 and serves as an Adjunct Professor in Finance. He holds a Bachelor of Commerce (First Class Honours and University Medal) from the University of Western Australia, an MBA from Harvard Business School (Baker Scholar) and has an Honorary Doctor of Commerce from the University of Western Australia. He has lived in Australia, the United States, Italy, the United Kingdom and South Africa and is married with two children.

Committee memberships:

Audit, Risk Management and Sustainability Committee (Chair), Nomination Committee (Member), Remuneration and People Committee (Member) and Finance Committee (Chair)

OUR BOARD CONTINUED

Elizabeth Gaines**Chief Executive Officer**

Chief Executive Officer/Managing Director since February 2018 and Executive Director since February 2017; Former Non-Executive Director from February 2013 to February 2017.

Ms Gaines has led Fortescue as Chief Executive Officer and Managing Director since February 2018 after joining the Executive team as Chief Financial Officer in February 2017 and serving on the Fortescue Board as a Non-Executive Director since 2013.

A highly experienced business leader with extensive international experience as a chief executive officer, Ms Gaines has a proven track record in delivering financial and operational excellence. She has significant experience in the resources sector and exposure to the impact of the growth in Asian economies, particularly China, on the Australian business environment and economy as well as a deep understanding of all aspects of financial and commercial management at a senior executive level in both listed and private companies.

She is a former Chief Executive Officer of Helloworld Limited and Heytesbury Pty Limited and has previously held Non-Executive Director roles with Nine Entertainment Co. Holdings Limited, NEXTDC Limited, Mantra Group Limited and ImpediMed Limited.

Ms Gaines was ranked second in the 2019 Fortune Magazine's Businessperson of the Year and in 2020 the Chamber of Minerals and Energy of Western Australia awarded her the 'Women in Resources Champion' at the annual Women in Resources Awards. In 2020, Ms Gaines was awarded Joint Australian Business Person of the Year by the Australian Financial Review.

Ms Gaines holds a Bachelor of Commerce from Curtin University, a Master of Applied Finance from Macquarie University and an Honorary Doctorate of Commerce from Curtin University. She is a Fellow of Chartered Accountants Australia and New Zealand, and a member of the Australian Institute of Company Directors and Chief Executive Women.

Lord Sebastian Coe CH, KBE**Non-Executive Director**

Non-Executive Director since February 2018.

Lord Coe is currently a Non-Executive Director of the Vitality Group of health and life insurance companies. In 2017, he became Chancellor of Loughborough University having previously served as Pro Chancellor of the University.

Based in the United Kingdom, Lord Coe is the Non-Executive Chairman of CSM Sport and Entertainment, within the Chime Communications group, as well as Non-Executive Director of Vitality Health Ltd and Allwyn Entertainment AG. He was elected President of the International Association of Athletics Federations in 2015 (now World Athletics) where he is driving significant governance reforms through the organisation and its 214 Member Federations around the world. He is currently serving his second term as President. He was elected as a member of the International Olympic Committee in 2020 and became a director of the British Olympic Association at that time, having previously served as Chairman of the British Olympic Association from 2012 to 2016.

Lord Coe previously served as Chairman of the Organising Committee for the London 2012 Olympic Games and Paralympic Games. He was a member of the British athletics team at the 1980 and 1984 Olympic Games where he won two gold and two silver medals, as well as breaking 12 world records.

In 1992, Lord Coe became a Member of Parliament and during his political career served as a Government Whip and then Private Secretary to William Hague, Leader of the Opposition and Leader of the Conservative Party. He was appointed to the House of Lords in 2000.

Committee memberships:

Nomination Committee (Chair)

Jennifer Morris OAM

Non-Executive Director

Non-Executive Director since November 2016.

Ms Morris is an accomplished corporate executive and non-executive director, with key experience in advising corporations and government entities on strategy development, governance controls, complex large-scale business transformation, human capital-related work, including remuneration, the embedding of ESG (environment, social and governance) policies and the understanding of high-performance environments learned during her varied career, including elite sport.

Ms Morris is a Non-Executive Director of Sandfire Resources and is the Chair of the People and Performance Committee and a member of the Risk and Sustainability Committee. Ms Morris has recently been appointed as a Non-Executive Director of lithium miner Liontown Resources where she is Chair of the Remuneration and People Committee and member of the Audit, Risk and Sustainability Committee. In addition, Ms Morris is a Director of Levin Health, a start-up world-class sports science company focusing on research related to solving chronic pain and concussion issues.

Previously, Ms Morris was a Commissioner on the Australian Sports Commission, CEO of Walk Free, a global human rights organisation, and a senior executive of Andrew and Nicola Forrest's Minderoo Foundation. She is a former Partner of global professional services firm Deloitte and also served as Chair of Healthway and a Director of AFL club, the Fremantle Dockers. Ms Morris is also a former member of the Australian Women's Hockey Team, in which she won Olympic gold medals at the Atlanta 1996 and Sydney 2000 Olympic Games. In 1997, she was awarded a Medal of the Order of Australia (OAM).

Ms Morris is a member of the Australian Institute of Company Directors, a Fellow of Leadership WA and a member of the Vice Chancellor's List, Curtin University. She holds a Bachelor of Arts (Psychology and Journalism) received with Distinction and has completed Finance for Executives at INSEAD.

Committee memberships:

Remuneration and People Committee (Chair) and Audit, Risk Management and Sustainability Committee (Member)

Dr Jean Baderschneider

Non-Executive Director

Non-Executive Director since January 2015.

A highly regarded leader in both business and civil society, Dr Baderschneider brings 35 years of extensive international experience in procurement, strategic sourcing and supply chain management along with a deep understanding of high risk operations and locations and complex partnerships.

Dr Baderschneider retired from ExxonMobil in 2013 where she was Vice-President of Global Procurement. During her 30 year career, she was responsible for operations all over the world, including Africa, South America, the Middle East and Asia.

A past member of the Board of Directors of the Institute for Supply Management and the Executive Board of the National Minority Supplier Development Council, Dr Baderschneider also served on the boards of the Center of Advanced Purchasing Studies and the Procurement Council of both the Conference Board and the Corporate Executive Board.

Dr Baderschneider is the President of the Board of Trustees of the President Lincoln's Cottage and a member of the Abraham Lincoln National Council of Ford's Theatre. In addition, she is on the Board of Directors of the Nizami Ganjavi International Center and is a Commissioner on the United Nations and Liechtenstein's Financial Sector Commission on Modern Slavery. With over 15 years of experience working on anti-human trafficking efforts globally, she served on the Board of Directors of Polaris, Made in a Free World and Verite and is currently a Founding Board member and Chair of the Global Fund to End Modern Slavery.

Dr Baderschneider was a Presidential appointee to the US Department of Commerce's National Advisory Council on Minority Business Enterprises and is a past recipient of Cornell's Jerome Alpern Award and Nomi Network's Corporate Social Responsibility Award. She holds a masters degree from the University of Michigan and a PhD from Cornell University.

Committee memberships:

Audit, Risk Management and Sustainability Committee (Member)

OUR BOARD CONTINUED

Penny Bingham-Hall

Non-Executive Director

Non-Executive Director since November 2016.

Ms Bingham-Hall has over 30 years' experience in senior executive and non-executive roles in large ASX listed companies. She is a Non-Executive Director of Dexis Property Group, Supply Nation and the Crescent Foundation. Ms Bingham-Hall is also Chair of Vocus Group, Taronga Conservation Society Australia and the Advisory Committee of the Climate Governance Initiative Australia.

Ms Bingham-Hall has worked in the construction, infrastructure, mining and property industries across Australia and the Asian region. She has a particular interest in environmental sustainability, workplace safety and Indigenous employment. Prior to becoming a company director, Ms Bingham-Hall was Executive General Manager, Strategy at Leighton Holdings (now CIMIC) – Australia's largest construction, mining services and property group. As part of the leadership team at Leighton, she had responsibilities across the group's Australian and Asian operations.

She is a former director of BlueScope Steel Limited, Australia Post, Port Authority of NSW and Macquarie Specialised Asset Management. Ms Bingham-Hall was also Chair of the NSW Freight and Logistics Advisory Council and Deputy Chair and Life Member of the Tourism & Transport Forum.

Ms Bingham-Hall has a Bachelor of Arts in Industrial Design, is a Fellow of the Australian Institute of Company Directors, a Senior Fellow of the Financial Services Institute of Australasia and a member of Chief Executive Women and Corporate Women Directors.

Committee memberships:

Audit, Risk Management and Sustainability Committee (Member), Remuneration and People Committee (Member) and Finance Committee (Member)

Dr Ya-Qin Zhang

Non-Executive Director

Non-Executive Director since August 2019.

Dr Ya-Qin Zhang is a renowned scientist, technologist and business executive. He is the founder and Chairman of Blue Entropy LLC, a Seattle-based technology consulting firm. He joined Tsinghua University as the Chair Professor and Dean of the Institute for AI Industry Research at Tsinghua University in 2020. Dr Zhang was President of Baidu Inc. (NASDAQ: BIDU) from September 2014 to October 2019, a leading Chinese multinational technology company specialising in internet-related services, mobility, artificial intelligence and cloud computing. Prior to joining Baidu, he was a key executive of Microsoft Corporation for 16 years, including Corporate Vice President for Mobile and Embedded Products, Managing Director of Microsoft Research Asia and Chairman of Microsoft China.

Dr Zhang has made significant contributions to the digital media, AI, autonomous driving and cloud computing industries, with over 60 granted US patents, 500 peer-reviewed publications, and numerous contributions to international standards. Dr Zhang was elected to the Chinese Academy of Engineering, the American Academy of Arts and Sciences, US National Academy of Inventors and the Australian Academy of Technology and Engineering. He became a Fellow of the Institute of Electrical and Electronics Engineers in 1997 at the age of 31, making him the youngest scientist winning this honour in the 100+ year history of the organisation.

Dr Zhang has served on the Board of Directors of WPP (NASDAQ: WPPGY), Chinasoft International Ltd (HKEX: 354) and AsialInfo Technologies Ltd (HKEX: 1675). He serves on the Board of Stewardship for the Future of Mobility of the Davos World Economic Forum and Chairman of the Apollo Alliance, the largest open platform for autonomous driving in the world. Dr Zhang received his bachelor's and master's degree in Electrical Engineering from the University of Science and Technology of China, and a PhD in Electrical Engineering from George Washington University.

Li Yifei

Non-Executive Director

Non-Executive Director since August 2022.

Ms Li Yifei is the President of the QiBin Foundation and currently serves on the board of BlackRock China and is a Global Trustee of the Rockefeller Foundation.

Li was an Independent Board member of GAVI (The Global Alliance for Vaccines and Immunisation) from 2012 to 2018 and was formerly the Country Chair for Man Group in China, one of the world's largest hedge fund managers.

Before joining Man Group, Li had over 18 years of senior management experience, having successfully led the expansion of several multinational companies in China, including Viacom, MTV networks and VivaKi of the Publicis Group.

Li has a Bachelor of Law degree from the Foreign Affairs College in Beijing and an M.A. in International Relations from Baylor University in the United States.

Cameron Wilson

Company Secretary

Mr Wilson was appointed Company Secretary in February 2018, bringing over 20 years' mining industry experience across the gold, nickel, coal and mineral sands sectors.

Mr Wilson holds a Bachelor of Laws from the University of Western Australia and is a Graduate of the Australian Institute of Company Directors.

Gemma Tually

Joint Company Secretary

Ms Tually, Fortescue's Group Manager Legal, was appointed Joint Company Secretary in February 2022.

Ms Tually holds a Bachelor of Laws from the University of Western Australia and master's degrees from the University of Queensland and New York University.

LEADERSHIP TEAM

Fortescue's Leadership team is accountable for the safety of our people, upholding the Values and acting with integrity and honesty



Elizabeth Gaines
Chief Executive Officer



Ian Wells
Chief Financial Officer



Dino Otranto
Chief Operating Officer,
Iron Ore



Mark Hutchinson
FFI Chief Executive Officer



Dr Guy Debelle
FFI Chief Financial Officer

To view our full Leadership team, please visit www.fortescue.com

THE LEADERSHIP TEAM

Elizabeth Gaines

Chief Executive Officer

Ms Gaines has led Fortescue as Chief Executive Officer and Managing Director since February 2018 after joining the Executive team as Chief Financial Officer in February 2017 and serving on the Fortescue Board as a Non-Executive Director since 2013.

A highly experienced business leader with extensive international experience as a chief executive officer, Ms Gaines has a proven track record in delivering financial and operational excellence. She has significant experience in the resources sector and exposure to the impact of the growth in Asian economies, particularly China, on the Australian business environment and economy as well as a deep understanding of all aspects of financial and commercial management at a senior executive level in both listed and private companies.

She is a former Chief Executive Officer of Helloworld Limited and Heytesbury Pty Limited and has previously held Non-Executive Director roles with Nine Entertainment Co. Holdings Limited, NEXTDC Limited, Mantra Group Limited and ImpediMed Limited.

Ms Gaines was ranked second in the 2019 Fortune Magazine's Businessperson of the Year and in 2020 the Chamber of Minerals and Energy of Western Australia awarded her the 'Women in Resources Champion' at the annual Women in Resources Awards. In 2020, Ms Gaines was awarded Joint Australian Business Person of the Year by the Australian Financial Review.

Ms Gaines holds a Bachelor of Commerce from Curtin University, a Master of Applied Finance from Macquarie University and an Honorary Doctorate of Commerce from Curtin University. She is a Fellow of Chartered Accountants Australia and New Zealand, and a member of the Australian Institute of Company Directors and Chief Executive Women.

Ian Wells

Chief Financial Officer

Mr Wells commenced as Chief Financial Officer in February 2018 having responsibility for the Fortescue Group capital management strategy, core finance functions, including reporting, tax and treasury, together with Group procurement and logistics, and technology and autonomy. Mr Wells is a Director of a number of Fortescue's subsidiaries and is a member and alternate chair of the Iron Bridge Joint Venture Committee.

Since joining Fortescue in 2010, he has held multiple senior executive roles within the Group Finance Leadership team, including Group Manager Corporate Finance, leading Fortescue's capital management strategy, and Group Manager Planning and Analysis, and the position of Company Secretary.

Mr Wells' prior experience includes financing Fortescue's major iron ore project developments, leading over US\$30 billion in capital raising and refinancing transactions from domestic and international capital markets.

With more than 25 years' experience as a senior executive in leading ASX listed and private companies in the mining, energy infrastructure and healthcare industries, Mr Wells' previous positions include Chief Financial Officer of Singapore Power subsidiary Jemena Limited and Acting Chief Financial Officer of Alinta Limited.

Mr Wells holds a Bachelor of Business in Accounting, is a Fellow of CPA Australia, a Certified Finance and Treasury Professional and a Graduate of the Australian Institute of Company Directors. Mr Wells is Chairman of The Salvation Army's WA Corporate and Philanthropic Council.

THE LEADERSHIP TEAM

Dino Otranto

Chief Operating Officer, Iron Ore

Mr Otranto commenced as Fortescue's Chief Operating Officer in 2021, with responsibility for leading the Company's iron ore operations.

A highly qualified senior executive, Mr Otranto has 20 years' experience in the resources industry, spanning various commodities and operations across the globe. He brings significant operational, technical and financial expertise, and a strong focus on safety leadership and employee engagement to Fortescue's Senior Executive team.

Prior to joining Fortescue, Mr Otranto held the role of Chief Operating Officer at Vale, leading the company's North American, European and Asian nickel and copper businesses, which encompass a global network of underground and open pit mines, smelters, refineries, power stations, port and rail infrastructure.

Mr Otranto holds a Bachelor of Engineering (Chemical) and a Bachelor of Science (Chemistry) from Curtin University, a Graduate Diploma of Finance through Finsia and has recently attended an Executive Program at Tsinghua University, China.

Mark Hutchinson

FFI Chief Executive Officer

Mark Hutchinson commenced with FFI in July 2022, initially in the role of Director of Projects, before assuming the role of Global CEO of FFI in August 2022, reporting directly to the Fortescue Board.

He brings extensive business and leadership experience at the senior executive level, having held various roles at GE over a 25 year career, the two most recent as President and Chief Executive Officer in China and Europe. In these roles, Mr Hutchinson led the efforts to strengthen GE's operations across China and Europe, and developed and executed a shared growth strategy for all the GE businesses which helped to drive significant growth, year on year. Mr Hutchinson also led the integration of Alstom's power and grid businesses into GE following its €12.35 billion acquisition.

Prior to his 24 year tenure at GE, Mr Hutchinson held the role of Head of the Asian Project Advisory team for Barclays Merchant Bank, based in Hong Kong, where he led the successful privatisation of Western Harbour Crossing and the Route Three Project, both key elements of Hong Kong's infrastructure development.

A highly experienced international business leader with a passion for ESG, Mr Hutchinson has previously held a Board position at World Wide Generation Limited, and Non-Executive Director roles at BlueScope Steel Limited, Mission Australia, Allianz Australia Insurance Limited and Alpha Australia.

Mr Hutchinson holds an Honorary Doctor of Business from the University of Queensland, where he is the primary sponsor of the Ethics Chair.

THE LEADERSHIP TEAM

Dr Guy Debelle

FFI Chief Financial Officer

Dr Debelle commenced as Chief Financial Officer at Fortescue Future Industries in June 2022.

He brings extensive experience in international finance and economic policy, having held the role of Deputy Governor of the Reserve Bank of Australia for nearly six years prior to joining FFI. Dr Debelle led the development of the Global Code of Conduct for the Foreign Exchange Market in his role as Chair of the Australian Foreign Exchange Committee and Chair of the BIS Markets Committee. Subsequently, he played an integral role in Australia's response to the Global Financial Crisis as Assistant Governor (Financial Markets) of the Reserve Bank of Australia.

Dr Debelle previously held roles at the International Monetary Fund, Bank for International Settlements and the Australian Treasury. He spent time as a visiting Professor in Economics at the Massachusetts Institute of Technology (MIT) and Chaired the Australian Council of Financial Regulators Working Group on Climate Finance.

Dr Debelle holds a Bachelor of Economics (Honours) from the University of Adelaide and a Doctor of Economics from MIT.

Julie Shuttleworth was FFI CEO for the FY2021/22 and has now moved into leading Global Growth. Further information on the Fortescue leadership team can be found at www.fortescue.com

STAKEHOLDER ENGAGEMENT AND COLLABORATION



Our engagement with stakeholders is underpinned by our Value of integrity and we are committed to ensuring our engagement delivers meaningful outcomes

Fortescue engages with a broad range of stakeholders who have an interest in our business and operations. We recognise that effective stakeholder engagement is critical to maintaining our reputation and long-term social licence to operate in Australia and around the world. We are now extending the effective and meaningful stakeholder engagement established by Fortescue in Australia to our global minerals and energy activities. During FY22, we applied our stakeholder engagement approach for projects across the globe, spanning Australia and New Zealand, Asia, the Middle East, Europe, North and South America and Africa.

Our stakeholder engagement process and guidelines align with the International Finance Corporation's performance standards, and we are implementing a stakeholder relationship management tool across our business. This system assists us in tracking our stakeholder engagement, allowing our specialist teams to ensure that consultation is undertaken in accordance with the requirements of the jurisdictions we are working in. Stakeholder engagement is undertaken for all assets, from project planning stages through to post-closure.

Stakeholder identification

We identify our stakeholders as those that are connected to or influenced by our business operations. Our stakeholders include our employees and contractors, investors, regulators, elected government representatives, community members, customers, suppliers and industry peers as well as non-government organisations. We take a long-term view and plan our engagement in a manner that builds trust and respect. Stakeholders are identified according to their level of interest, potential impacts and opportunities, and we prioritise engagement with those who may be directly impacted by our activities.

Engagement

Our Stakeholder Engagement Guidelines support the development of a specific Stakeholder Engagement Plan for each project or significant activity. The Plan sets out the identified stakeholders, the relevant issues and the engagement required during the process together with the tools, actions, management and monitoring needed. Each Plan ensures a stakeholder register is maintained, guiding the levels of engagement for relevant stakeholders of the projects.

We share information, listen to community members and leaders, including First Nations peoples, and directly support local workers and businesses to ensure the benefits of our proposed projects, developments and activities are maximised.

We continue to work towards the principle of Free, Prior and Informed Consent as a basis for our engagement with First Nations peoples. In Australia, this engagement is managed by our Native Title and Heritage teams. We acknowledge the special connection that First Nations peoples have with the land and seek to work with them to build respectful relationships for mutual benefit.

FFI's Global Communities group and in-country Communities teams are engaging with local communities and stakeholders in the areas being evaluated for green energy projects globally. These teams will adopt leading practice approaches to building trust and mutual respect with potential host communities and First Nations peoples wherever FFI is present.

For green hydrogen projects, FFI will undertake stakeholder engagement in accordance with the requirements of the Green Hydrogen Standard, recently developed by the Green Hydrogen Organisation. The Standard requires that organisations undertake broad-based stakeholder consultation, engaging with governments and their agencies, companies and their suppliers, local communities who may be affected by the project, financial organisations, investors and non-governmental organisations in order to build trust, maximise our social licence to operate and support local economic development opportunities.

This report outlines our sustainability commitments and performance and is supported by communication throughout the year via media statements, company publications, our Annual General Meeting, our website and engagement with specific stakeholders. To ensure meaningful conversations and outcomes, the form and frequency of engagement depends on the stakeholder and the issues relevant to them.

Grievance processes

Our Whistleblower Hotline provides an independent, confidential and anonymous mechanism for anyone, including employees, contractors and members of the community, to raise concerns regarding potential illegal activity or breaches of the Code.

Community grievances are managed in accordance with our Grievance Procedure, which is aligned with the United Nations Guiding Principles on Business and Human Rights. The procedure outlines a formal process for the community to raise concerns and ensures transparency in grievance management.

Stakeholders	Key interests and concerns expressed in FY22	How we engaged	Related material topics	Page
Employees and contractors Fortescue and our subsidiaries' employees and contractors	Health, safety and wellness	Weekly company wide meetings, intranet, company newsletter, team meetings, surveys, direct engagement, email, Workplace (an online collaborative platform), direct SMS	Diversity, inclusion and equity	50
	Fortescue and FFI growth and targets		Economic contribution	89
	Employee safety in fly-in fly-out (FIFO)		Employee safety and wellbeing	41
	Leadership changes			
Communities Local residents, businesses and organisations, special interest and community groups	Aboriginal business development	Direct engagement, phone calls, email, newsletters, media, including newspapers, meetings, events, website, feedback, sponsorships, Community Grants Program, VTEC	Respecting human rights	59
	Regional COVID-19 lockdowns			
	Mandatory vaccinations			
	Local jobs and training			
First Nations peoples First Nations peoples, including native title partners	Indigenous heritage protection	Direct engagement, phone calls, email, newsletters, media, including newspapers, meetings, events, website, feedback, sponsorships, Community Grants Program, VTEC and heritage surveys	Building thriving communities	66
	Regional COVID-19 lockdowns		Respecting heritage and culture	63
	Mandatory vaccinations		Respecting human rights	59
Suppliers We source from a range of businesses, including both local and multinational businesses	Supply chain disruptions and rising costs	Website, emails, direct engagement, monthly/quarterly reviews, health and safety briefings, checklists and questionnaires, supplier visits	Business integrity	87
	COVID-19 and skill shortages		Economic contribution	89
	Modern slavery due diligence		Innovation and technology	101
			Respecting human rights	59
Customers We supply our products to a global market	Iron ore price and trends	Direct engagement, email, site visits, market briefings, annual reports, including Sustainability Report, Annual Report, Climate Change Report	Business integrity	87
	Changing regulations		Climate action	71
	Resource availability		Economic contribution	89
	War in Ukraine and raw materials supply		Innovation and technology	101
Shareholders and investors We share regular updates with analysts, shareholders and investors via our reporting mechanisms	Decarbonisation strategy	Website, investor briefings, annual general meetings, emails, annual reports, including Sustainability Report, Annual Report, Climate Change Report		
	Iron ore price and trends		Business integrity	87
	COVID-19 impact and pressures		Climate action	71
	FFI growth and targets		Economic contribution	89
Government and regulators We engage across all levels of government, including local, state and national, in multiple countries	Decarbonisation strategy	Meetings, briefings, presentations, events, working groups, forums, letters, emails, formal submissions, website, participation in industry associations and advocacy bodies, annual reports, including Sustainability Report, Annual Report, Climate Change Report	Innovation and technology	101
	Heritage management		Respecting heritage and culture	63
	Leadership changes			
Government and regulators We engage across all levels of government, including local, state and national, in multiple countries	COVID-19 restrictions	Meetings, briefings, presentations, events, working groups, forums, letters, emails, formal submissions, website, participation in industry associations and advocacy bodies, annual reports, including Sustainability Report, Annual Report, Climate Change Report	Climate action	71
	Mandatory vaccinations		Diversity, inclusion and equity	50
	Skill shortages		Protecting water resources	77
	Inflation		Respecting heritage and culture	63
Non-government organisations (NGOs) Social investment partners, education institutions, industry groups and peak bodies	Resource management	Direct engagement, email, events, partnerships, website	Building thriving communities	66
	Aboriginal heritage		Climate action	71
	Workforce safety in FIFO		Diversity, inclusion and equity	50
	Changing climate policies		Protecting biodiversity	73
Non-government organisations (NGOs) Social investment partners, education institutions, industry groups and peak bodies	Regulatory reform, including support for new energy projects	Direct engagement, email, events, partnerships, website		
	Skills shortages			
	Diversification of workforce			
	Gender equity			
Non-government organisations (NGOs) Social investment partners, education institutions, industry groups and peak bodies	Climate and environment	Direct engagement, email, events, partnerships, website		

FFI CONGO RIVER DEVELOPMENT PROJECT ENGAGEMENT



During FY22, early engagement commenced with the local communities living near FFI's proposed hydropower and green hydrogen production sites at Inga, in the Democratic Republic of Congo (DRC). The overall aim of the engagement is to build constructive and respectful stakeholder relationships that are essential to developing the project in a socially and environmentally sustainable manner.

Our team frequently meets with local community members and engages with local clan chiefs to understand local protocols and customs. Our initial priority was to identify the preferred means of engagement as project evaluations are progressed. FFI's aim is to empower the community to engage openly with FFI teams, to express concerns and to share expectations in terms of employment and community

development. We have also held several consultation meetings with local, regional and national NGOs, media representatives and government stakeholders.

Inclusive focus group discussions are essential to gain a better understanding of the key socio-cultural characteristics and livelihoods situation of people living in the Inga area. To date, this included community mapping with village leaders, women, elderly people, youth, local authorities and other stakeholders. Jean Lombo, Communities Coordinator DRC said, "A community needs assessment helped to inform the identification of several community investment projects. This early and inclusive engagement has created a foundation for continued dialogue with different stakeholders that will continue to grow during the comprehensive environmental and social baseline studies and impact assessments planned for the project."

Voluntary standards and principles for transparent reporting



This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

ESG performance measures and benchmarking

Member of
Dow Jones Sustainability Indices
Powered by the S&P Global CSA



FTSE4Good



**Workplace
Gender Equality
Agency**

Awards and recognition

We were honoured to be recognised with these awards in FY22:

- Association of Mining and Exploration Companies (AMEC) Environment Award winner 2021: Night Parrot Monitoring Program
- Australian Financial Review Sustainability Leaders 2022: Category innovator, Resources, Energy and Utilities
- Dow Jones Sustainability Index: Australia
- Dow Jones Sustainability Index: Asia Pacific
- Dow Jones Sustainability Index: World
- FTSE4Good ESG Index
- Parity.org Best Companies for Women to Advance List
- S&P Global Gold Class Sustainability Award
- S&P Global Sustainability Yearbook Member
- Women in Resources Awards: Finalist, Alison Terry (Women in Resources Champion category).

CASE STUDY

FORTESCUE RECOGNISED AS A GLOBAL LEADER IN S&P GLOBAL SUSTAINABILITY YEARBOOK

Sustainability Yearbook
Member 2022
S&P Global

Sustainability Award
Gold Class 2022
S&P Global

Fortescue was recognised globally for our outstanding corporate sustainability performance in the 2022 S&P Global Sustainability Yearbook with a Gold Class Sustainability Award.

More than 2,100 companies, representing over 45 per cent of global market capitalisation, participated in the Corporate Sustainability Assessment, which is one of the most comprehensive compilations on corporate

sustainability. The Gold Class Sustainability Award is awarded to companies with a Corporate Sustainability Assessment score within one per cent of the top score in their industry.

We were also listed on the Australian, Asia Pacific and World Dow Jones Sustainability Indices for the third year, recognising our continued commitment to sustainability.

Memberships and commitments

We are members of a broad range of industry groups and associations, allowing us to contribute in a coordinated way to the development of effective policy frameworks, share best practice and access information and insights on material topics.

Associations and organisations are assessed against specific criteria before membership is recommended. All memberships must be approved by the CEO.

Criteria considered in the selection and approval of memberships includes:

Value proposition	Benefits of joining and value to Fortescue
Policies and public positions	Alignment of the association's policies and public positions with our Values, objectives and policy framework, particularly regarding climate change, environmental stewardship, sustainability, diversity, human rights, employment of First Nations peoples and community engagement
Conditions of joining and ongoing obligations	Internal commitment needed to meet conditions of memberships and ongoing obligations or standards
Members	Existing members of the association, reputation and potential risks
Governance	Strong governance demonstrating the association's competency, diversity, skills and experience
Management	Internal dedicated executive to manage relationship and obligations

This year, we participated in over 50 industry groups and associations, contributing \$1.7 million in fees. Our most significant memberships of FY22 include:

- Chamber of Minerals and Energy Western Australia – \$560,419
- Port Hedland Industries Council – \$380,000
- Australian Resources and Energy Employer Association – \$128,000
- Business Council of Australia – \$85,000
- Amira Global – \$70,000.

Our previous memberships with DomGas Alliance and the New South Wales Minerals Council were discontinued in FY22, as we determined that these organisations were no longer aligned with our policies and public positions.

Our FY22 Industry Association Report will be released on 1 October 2022 and will be available at www.fortescue.com

PEOPLE BUILDING SUSTAINABLE COMMUNITIES



EMPLOYEE SAFETY AND WELLBEING

Safety is a Fortescue Value and is deeply ingrained in our culture

Objective: To be global leaders in safety	Objective: To be global leaders in safety	Objective: To be global leaders in safety
Target: Reduce our Injury Risk Profile by 15 per cent through the completion of data driven injury risk mitigation activities	Target: Reduce TRIFR year on year to the lowest quartile in the global resources industry	Target: Annually, achieve zero fatalities at our operations
Injury Risk Profile Reduction Iron Ore Operations	TRIFR Iron Ore Operations	Fatalities
FY22 21%	FY22 1.8 FY21 2.0 FY20 2.4	FY22 1 FY21 0 FY20 0

We recognise that our activities have the potential to expose our employees, contractors and communities to health and safety risks. We work to identify these risks and ensure suitable controls are in place to mitigate them.

As we strive to be a global leader in safety, the wellbeing of the entire Fortescue family is always our priority. Tragically, on 30 September 2021 we had a fatality at our Solomon Hub mine site, during a collapse of ground. David Armstrong, a much loved and respected member of the Fortescue family, is greatly missed, and we extend our deepest sympathy to his family, friends and colleagues.

Mining operations at the mine site were temporarily suspended following this incident, and we continue to work closely with the WA Police, WA Department of Mines, Industry Regulation and Safety and other authorities as they continue to investigate the incident.

There were no workplace safety prosecutions in FY22.

In March 2022, Western Australia adopted a new workplace health and safety legislative framework, the *Work Health and Safety Act 2020* and supporting Regulations. We are working proactively to manage changes under the new framework, including launching a revised Health and Safety Policy and Health Safety and Management System (HSMS).

We seek continuous improvement using industry metrics and benchmarking. Our health and safety management system aligns with the International Standard for Occupational Health and Safety, ISO 45001.

Our Board has ultimate responsibility for the management of safety and occupational health, while the Executive team has responsibility for managing health and safety across daily operations.

Our safety culture is built from the ground up, with all team members required to uphold the highest standards. This builds an environment where everyone feels empowered to pause, reassess the task and implement controls where needed.

To foster this safety culture, we work with industry and regulatory leaders to maintain the highest standards of education, coaching, training, monitoring and reporting.

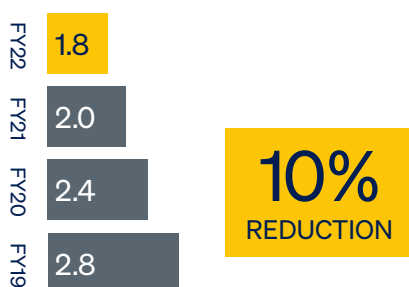
We manage and mitigate high risk events through our risk profile reduction program and critical control auditing. Critical control auditing is undertaken by our leaders to ensure controls are effective. Sites and functions also take part in the annual Major Hazard Control Standards (MHCS) assurance program, where safety leaders and subject matter experts from around the business attend the operation and complete a week long intensive audit against the MHCS.

During FY22, the significant incident frequency rate (SIFR) per million hours at our iron ore operations was 2.5. Our company-wide focus on improving safety has seen our TRIFR reduced to our lowest ever rate of 1.8, which represents a 10 per cent reduction over the last year for our iron ore operations.

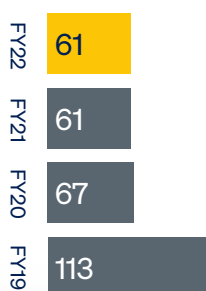
Injury management and the care of injured team members has been a focus during FY22 and the injury severity rate at our iron ore operations was 61.

Iron ore operations

Total recordable injury frequency rate



Injury severity rate

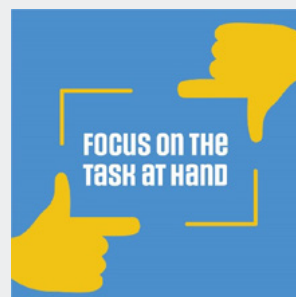


In FY22, FFI recorded zero fatalities, a TRIFR of 0.7, an injury severity rate of 1.4 and a significant incident frequency rate of 1.4.

The rates provided include all employees and contractors working across our operational sites and are based on one million hours. The severity rate captures days lost and days restricted from work.

CASE STUDY

FOCUS ON THE TASK AT HAND



During FY22, we launched the hand safety campaign, Focus on the Task at Hand. The campaign was launched in response to an increasing number of hand injuries which accounted for up to two thirds of our recordable injuries across projects and operations.

While the incidents varied in nature, most were the result of fingers being crushed between heavy objects, caught between moving parts or coming into contact with sharp items.

The campaign ran over three months to encourage team members to refocus on tasks that involve hands. The campaign was supported by materials developed in collaboration with working groups and included posters, toolbox talks, presentations, focus groups and promotional video clips.

As a result of the campaign, we have seen a measurable reduction in hand injuries.

CASE STUDY

IDENTIFY THEN RECTIFY



Our Identify Then Rectify (ITR) program aims to address deficiencies in traditional hazard identification by focusing on the cause of the hazard, rather than simply correcting the hazard itself.

The program includes a detailed analysis of five year recordable injury history at each location. The mechanisms and behaviours that contribute to the incident are reviewed and a location specific multidisciplinary team conducts a workshop to understand the behaviours most likely to lead to a recordable injury. Exposure reduction activities are developed and quantitative baseline injury risk profiles are established to track performance.

In FY22, we achieved a 10 per cent reduction in TRIFR at our iron ore operations. We also reduced our injury risk profile by 21 per cent.

More than 5,300 ITRs were raised by our employees and contractors this year. Of these, nearly 2,900 have been completed, with exposure reduction activities identified and implemented.

CASE STUDY

AIRCRAFT TOWABLE CONVEYOR BELT SAFETY



One of the ITRs completed in FY22 involved the redesign of our Aircraft Towable Conveyor Belt (TCB). The Aerodromes team employs 57 people across our five aerodromes. The TCB is operated on average 25 times per week.

This ITR was developed after a team member sustained a significant injury to their left index finger while operating the TCB.

After identifying potential exposure reduction activities, the team met with suppliers to design and build a world first electric TCB to eliminate identified risks. This also allowed us to convert the unit from diesel to battery power operation and reduce site emissions.

The new TCB will be rolled out across our five owned and operated aerodromes. We have also shared our learnings and design with Qantas and other aircraft ground crew who operate the same TCB.

CASE STUDY

COVID-19 MANAGEMENT

As the COVID-19 pandemic continued to change the way we live and work, we adapted our practices to ensure the health and safety of our people while maintaining operations.

In August 2021, the introduction of pre-flight COVID-19 testing required any person entering a Fortescue site to complete a polymerase chain reaction (PCR) test or supervised Rapid Antigen Test (RAT) before they boarded a flight or entered a site. This measure reduced the likelihood of a person unknowingly carrying the virus to one of our sites.

We established a RAT testing facility at Perth airport to cater for the hundreds of passengers flying to our sites each day. People were also given the choice to attend a Clinipath clinic for a PCR test or complete a supervised RAT at the Fortescue Centre in Perth before they travelled.

As of 30 June, 136,240 supervised RATs were completed at Perth airport, 40,336 PCR tests were completed at Clinipath clinics and 37,574 supervised RATs were completed at the Fortescue Centre.

When the Western Australian border opened to the rest of the country in March 2022, we implemented the following measures:

- Maintained the minimum number of people required in each team to continue safe operations.
- Identified critical workers who were needed on site and those who could continue their work from home.
- Established care plans for team members who were required to isolate at our sites
- Managed controls around hygiene, segregation and testing.
- Assessed mass testing scenarios.
- Developed onsite COVID-19 medical centres and deployed additional resources.

As community transmission of COVID-19 increased in Western Australia, each person arriving to site was required to complete a self-administered RAT within 72 hours following arrival. This additional measure allowed any asymptomatic or newly developed cases to be identified and managed.

The latest development in our COVID-19 testing processes allows people to complete pre-flight COVID-19 testing at home before they fly. This was welcomed by the FIFO workforce and embodies the Fortescue Value of integrity.

Flu vaccination program

During FY22, we again offered free flu vaccinations to all employees and contractors to mitigate health risks and protect our people and their families. In partnership with our medical provider, Sonic HealthPlus, we delivered 767 vaccinations at our Perth locations over a period of four weeks. Our own medical teams also administered a further 1,701 vaccinations across our sites, with ongoing availability for the duration of the flu season. In total, 2,468 flu vaccinations have been administered.

COVID-19

Throughout FY22, we worked with our employees, contractors, industry groups and government agencies to maintain and improve our COVID-19 Management Plan. We implemented the COVID-19 Vaccination Directions for Resource Industry Workers, implemented pre-flight COVID-19 screening and COVID-19 Business Resilience Plans, and supported COVID-19 Trigger Action Response Plans. During FY22, over 520,000 COVID-19 tests (PCRs and RAT) tests were conducted as part of pre-flight, pre-entry, serial or symptomatic testing protocols.

CASE STUDY

COVID-19 PCR TESTING



Fortescue nurse
Tracey facilitating
PCR testing.

As part of Fortescue's response to the COVID-19 pandemic, we purchased six PCR machines to provide point of care testing at our sites.

Accredited PCR testing facilities were established at our Port Hedland, Iron Bridge, Christmas Creek, Cloudbreak, Solomon and Eliwana operations. Each machine was able to run four accurate COVID-19 tests every 70 minutes, significantly reducing the wait time for results and minimising delays in contact tracing. This quick turnaround ensured we were able to offer the best care for those with the virus and to prevent further infections at our sites. In total, 40,394 PCR tests were performed during the year across our sites and through Perth clinical laboratories.

The PCR machines can also be used to screen for other notifiable diseases such as influenza, legionella and pertussis (whooping cough). Confirmation from a Perth clinical laboratory is still required if non-COVID-19 notifiable diseases are detected; however, this early detection allows us to start immediate treatment for the individual.

Each year, we conduct a Safety Excellence and Culture Survey of our employees and contractors. The survey is a valuable tool to measure engagement across our business

Safety culture

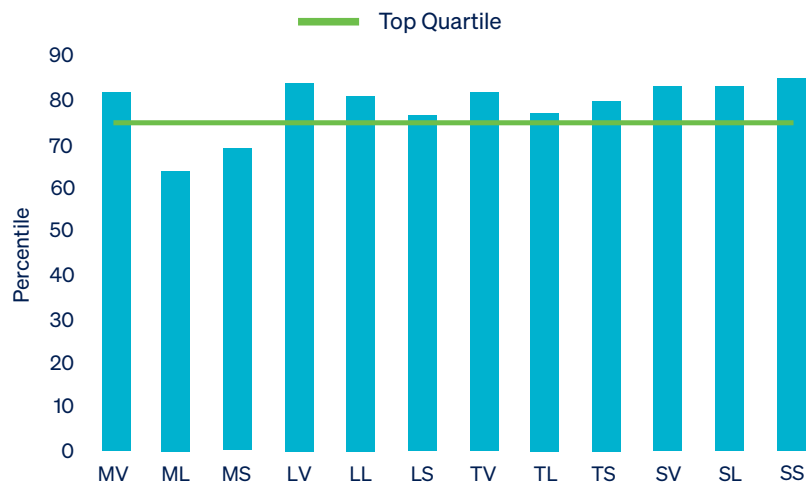
SAFETY EXCELLENCE AND CULTURE SURVEY RESULTS

Objective: To ensure a leading safety culture and be an organisation that actively cares for employees and contractors

Target: Annually, achieve top quartile Safety Excellence and Culture Survey results

Categories in top quartile

FY22	10/12
FY21	10/12
FY20	10/12



	Management		Leader		Team		Self	
Valuing	MV	Management value people	LV	My leader values people	TV	My team value each other	SV	I am proud of Fortescue
Leading	ML	Management are credible	LL	My leader looks out for me	TL	My team support each other	SL	I go above to help others
Safe	MS	Management value safety	LS	My leader supports safety	TS	We look out for our mates	SS	I take control

Our FY22 survey was completed by 17,979 employees and contractors, representing 95 per cent of our permanent workforce across iron ore and FFI operations. Nearly 43,000 comments and suggestions were also received.

A Net Promoter Score (NPS) of +33.9 indicates a positive sentiment from respondents recommending Fortescue as a place to work. Our NPS has improved from +31 in FY21.

We use enhanced analytics to evaluate the survey results, identify trends and ensure continual improvement. In FY22, 10 of the 12 culture elements benchmarked Fortescue in the top quartile.

Alcohol and other drugs

In FY22, we conducted 8,651 drug tests across our iron ore and FFI operations through random, blanket or 'for cause' programs.

Alcohol and other drug testing was also undertaken during inductions in Perth, in addition to pre-employment testing, to ensure team members joining us are safe to work on site. In FY22, 1.9 per cent of our drug tests returned positive results.

We know that excessive alcohol consumption can contribute to antisocial behaviour that makes people feel unsafe. Our alcohol sale limit of no more than four mid-strength alcoholic drinks in 24 hours applies across all our sites.

To prevent and manage substance abuse, we implement a range of initiatives, including online awareness and training,

the Speak Up program and support through our leadership teams, our Chaplains and our Employee Assistance Program.

Emergency management

Our operational teams plan, prepare, and respond to emergencies by following the 'plan, do, check, act' management methodology.

Each site assesses relevant emergency scenarios and develops specific emergency management plans to ensure we are able to respond appropriately. These plans are developed in consultation with relevant stakeholders, including local governments and external emergency services providers such as the RFDS.

Each site has a trained Incident Management team, responsible for the decisions and actions required to address an emergency and support recovery efforts. In addition, each location has a fully trained Emergency Services team who provide on the ground support in an emergency.

Depending on the risks involved, locations may have fully trained medical personnel available. Equipment, vehicles and facilities are also provided where required.

Emergency exercises are planned and conducted throughout the year to ensure our teams are available to respond to emergencies as they arise. We also assist local government emergency response teams where additional assistance is required.

Wellbeing

The physical and mental health of our employees and contractors is a priority, and we implement a Mental Health and Wellbeing Blueprint to ensure we support the mental health and wellbeing of our team members.

We undertake annual mental health risk assessments to ensure there are adequate preventative controls to protect the mental health of our workforce and reactive controls to help manage and support recovery after a mental health incident. Assessments are undertaken in consultation with teams across the business and includes subject matter experts from our People, Chaplaincy, Operational, Accommodation and Health and Safety teams. This consolidated risk assessment captures existing controls as well as opportunities for improvement.

In FY22, we relaunched Health inSite, an online health and wellbeing resource that provides team members with tailored information and advice, including individual health recommendations, nutrition advice and health and wellbeing articles.

Our Chaplaincy team, a dedicated pastoral care service, offers support to all employees, contractors and their families with Chaplains available at all our sites. Additionally, our Employee Assistance Program offers 24/7 support via professional counselling services for employees, contractors and their families.

CASE STUDY

FORTESCUE'S GLOBAL MONITORING CENTRE

In February 2022, Fortescue's Global Monitoring Centre (GMC) was formed to identify risks to the safety and security of our people, assets, reputation and information, and provide timely alerts, security risk advice and analysis. The GMC operates 24 hours a day, 365 days per year, using a range of data providers and software platforms to access the most up-to-date and relevant information. The team consists of security, intelligence and logistics professionals providing direct traveller support.

The GMC supports travelling team members to ensure they reach their destination safely and securely and can access logistics and medical support and additional information in an emergency if needed. The GMC also produces security risk reports, summaries and threat assessments to travellers.

CASE STUDY

RESPIRATORY PROTECTION PROGRAM IMPROVEMENTS



FFI team member Louise donning PAPR in event of ammonia gas exposure

The use of respiratory protective equipment (RPE) is one of the critical controls we employ to protect against exposure to airborne hazards such as dust, fibres, gases and vapours. In FY22, we introduced improvements through mandatory fit testing and implementing the requirement to be clean-shaven for those working in exposed areas.

For individuals unable to meet these requirements, we introduced powered air purifying respirators (PAPR). PAPR units were purchased across sites and departments, including for drill and blast teams, ore processing facilities operators and maintenance teams. Over 200 individual fit tests were completed during FY22.

The FFI Green Fleet also utilised a PAPR system during the year for process/equipment testing where there is potential for ammonia gas exposure.

To support the rollout of RPE control improvements, business wide company communication and online training programs were developed in accordance with Australian Standard 1715 for respiratory protection users.

OUR FORTESCUE FAMILY

Fortescue is committed to providing a safe and inclusive workplace that attracts, rewards, develops and retains motivated, high performing team members

Our commitment to our team members remained particularly important as we continued to experience the challenges presented by the COVID-19 pandemic. This year, the pandemic brought further uncertainty, mandates, skills shortages, lockdowns and travel restrictions to Western Australia.

As of 30 June 2022, we employed 11,693 people, including 1,122 directly employed by FFI. Of our employees, 9,146 worked in permanent full time roles, 529 worked in permanent part time roles, 426 worked in fixed term full time roles, 34 worked in fixed term part time roles, 15 worked on a casual basis and 1,543 people worked under labour hire contracts.

We have 11,140 employees based in Australia with the remainder working overseas in more than 30 countries, including Argentina, Ecuador, USA, China, Kazakhstan, Indonesia and Papua New Guinea (PNG). Within FFI, 19 per cent of employees are based overseas.

We respect freedom of association, including the right to representation by independent unions and collective bargaining or enterprise agreements. More than 42 per cent of our employees are covered by enterprise agreements. The annualised voluntary turnover in FY22 was 11 per cent.

We respect the right to a fair wage and work towards the commitment that all employees are treated fairly and without discrimination, including on the basis of age, race, gender, political or religious belief, culture, family commitments, physical or mental ability, marital status or sexual orientation.

Engagement

We are renowned for our unique and differentiated culture and recognise that employee engagement is integral to building and maintaining this. Employees are empowered to provide feedback and help shape the way we operate. We encourage and measure engagement with team members through a number of channels, including forums, surveys and workshops.

Our Values Forums are important components of this engagement, allowing our Executive team to provide business updates and lead discussions on our Values. During FY22, we held nine Values Forums across all sites encouraging team members to engage directly with senior leaders. We also held four Senior Leaders Forums over the year, and senior leaders visited sites regularly to engage with our people.

Our annual Safety Excellence and Culture Survey was conducted in FY22 with a 95 per cent completion rate. The survey is a valuable tool to engage with employees and contractors. A summary of the survey results is provided on page 45.



CASE STUDY

MACA TRANSITION AT ELIWANA

MACA is a contracting group who provide services at our Eliwana mine site. In FY22, we facilitated the transition of more than 190 MACA contractors in the mining and drill and blast teams to permanent roles with Fortescue. In a move that improves employee pay and benefits, we applied our permanent employment conditions to these new team members.

We are committed to providing team members with the opportunity to progress their career with us and ensure they are able to access benefits, including long service leave, superannuation entitlements and compassionate leave entitlements, in addition to other benefits such as our staff incentive plan and our salary sacrifice share scheme.

Ensuring that all employees receive these same benefits is an important part of our commitment to providing an inclusive workplace that aligns to our Values.

Recognising individuals



Northern Spirits

Northern Spirits, our recognition program, celebrates and rewards team members (employees, contractors and labour hire) who strive to build an even stronger culture.

Northern Spirits is a three-tier program:

A biannual award, selected by our Executive team to recognise the most outstanding recipients of a True Colours award in each of the Northern Spirits categories

A monthly award, including a prize up to \$150, awarded to a team member when they have gone above and beyond in building our culture

Awarded to recognise a team member in an informal way



There are five Northern Spirits categories that reflect those qualities most valuable to building our culture. We use these categories to recognise Fortescue family members who have made a special contribution to the business, over and above normal expectations.

Northern Spirits originated as a symbol of triumph of spirit over adversity following the tragedy that emerged from Cyclone George in 2007. In FY22, there were 21 winners. Since the program's inception in 2015, 202 team members have been recognised.

Award recipients attend a breakfast event with the Leadership team, receive a Northern Spirits statue engraved with their name and award category, receive recognition at our company wide weekly meeting, and attend presentations from senior team members about the history and future of the business.

Legends tenure recognition

We also recognise those who have contributed to our success by celebrating our 5, 10 and 15 year Legends with events held in Perth and Port Hedland. In FY22, we celebrated 603 Legends.

CASE STUDY

A 15 YEAR LEGEND



Starting at Fortescue in 2006 in a short-term administrative role with the environment team, 15 year Legend Johanna Hopfmüller is now the Superintendent Information and Geospatial Delivery. Throughout her tenure, Johanna has worked in a number of roles across environment, rail projects, technical services, power and communications, and technology and autonomy functions.

Her career highlights include:

- Being part of the team that procured our first fleet of locomotives, ore cars and the steel that was used to construct the railway between Cloudbreak and Port Hedland.
- Seeing the first Fortescue ore pass through the newly commissioned rail car dumper and stacker at Port Hedland.
- Being the first female project manager on the T155 project, successfully delivering \$400 million of rail infrastructure within budget and on schedule.
- Delivering the first phase of the ServiceNow IT service management platform.
- Working with the Technology and Geographic Information Systems (GIS) teams to deliver a global geospatial strategy and architecture to meet growth and global expansion needs.

Alongside her impressive career journey, Johanna was married in 2012 and became a mother to two children, now aged three and eight. In her current role, Johanna is leading her team in delivering projects, including change analysis, using light detection and ranging (LiDAR) for bat cave relocation, developing a fire risk management platform and using geospatial data analysis to support FFI's needs in global feasibility.

As a vibrant, passionate and adaptable Fortescue family member, Johanna embodies our Values of enthusiasm and empowerment.



Development opportunities

Our dedicated Training and Organisational Development teams provide employees and contractors with a range of educational and professional development opportunities. Individual training plans are developed by team members in consultation with their direct leaders as part of the biannual performance review process.

In FY22, we held 12 Empower programs, which are designed to support high performing team members develop their career pathways. This year, 62 per cent of participants were female.

Our leaders are provided with appropriate training to allow them to excel and support their team. Our Leadership Excellence Pathway Program comprises four components:

- **Leading the Values** – A one day training program provided to new external leaders and existing team members moving into leadership roles with 244 team members completing this training in FY22.
- **Leadership Fundamentals Program** – For team members with six to 12 months in a leadership role. In FY22, 345 team members completed this program with 1,610 leaders trained since the inception of the program.
- **Advanced Leadership Program** – For team members with two to three years of experience in a leadership role. In FY22, 63 leaders completed this program, with 462 leaders trained since the program commenced.
- **Senior Leaders Program** – A new two year program for selected GM and Manager level leaders who are supported through tertiary and experiential learning, coaching and think tanks over a two year program. In FY22, 26 senior leaders were successful in being selected for this program.

Our Trade Up program is an award winning initiative which provides participants with a pathway to an apprenticeship. It includes a four year apprenticeship contract, with specialist

training conducted at our TAFE accredited training centre located at Cloudbreak, combined with practical experience at various Fortescue sites. In alignment with our diversity objectives, Trade Up provides development opportunities to our female and Aboriginal employees. In FY22, the program had 199 participants with 39 participants from earlier intakes successfully gaining permanent employment with us during the year. The program is supported by our contracting partners (E)Luminate, Wirlu-Murra, South Regional TAFE, North Regional TAFE, South Metropolitan TAFE and the Chamber of Commerce and Industry.

In FY22, we commenced succession planning for Superintendent and above leadership roles, which has been integral in identifying development and recruitment initiatives for future leaders and creates a pipeline of diverse successors.

Measuring effectiveness

We measure the success and outcomes of our various training and leadership programs using a combination of the following:

- **Feedback** – Surveys that follow the delivery of training assess whether learning outcomes have been met.
- **Learning** – An annual assessment is undertaken to better understand learning objectives and outcomes for employees.
- **Performance monitoring** – We review how employees apply their learnings.
- **Results** – We measure business outcomes by evaluating employee retention, productivity and morale.

The results of these assessments are used to improve and redesign training programs where required.

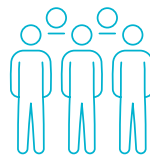
One hundred per cent of Fortescue employees have participated in training. During FY22, an average of 31 hours of training was provided per employee across our iron ore operations and FFI.

DIVERSITY, INCLUSION AND EQUITY

We are working to provide a workplace where everyone feels safe to be themselves and where they are acknowledged and celebrated for their strengths as an individual



DIVERSITY
Having a seat
at the table

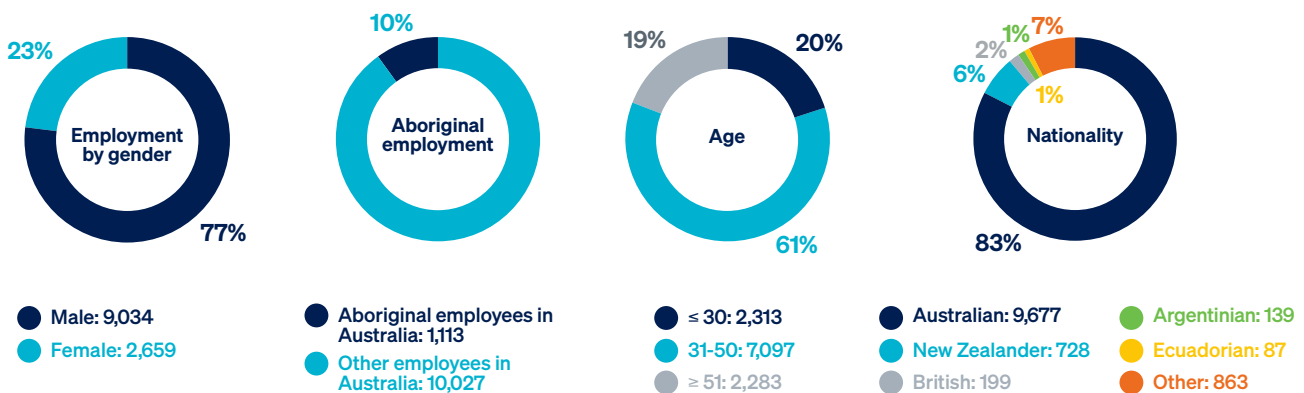


EQUITY
Having a fair opportunity
to get to the table



INCLUSION
Having a voice
at the table

DIVERSITY METRICS



We are committed to diversity and inclusion in all its forms, and commit to a year on year increase across our measurable categories of diversity. Our Board has ultimate responsibility for diversity and inclusion matters through the Remuneration and People Committee.

In April 2021, the Sustainability Committee endorsed the FY22 Fortescue family diversity plan which embodies our commitment to a workforce that reflects the communities in which we live. Following 62 consultation sessions last year, our diversity areas were expanded to include the following key categories:

- Females
- Aboriginal people
- Diversity of age
- LGBTQIA+
- Cultural backgrounds
- Differing abilities.

Future focus areas

In FY23, we will focus on improvements in five key areas: measurement, programs, policy reviews, education and awareness, and partnerships.

Actions identified in FY22 include:

- reviewing our policies and processes for inclusive approaches and language
- using data from online exit surveys to develop retention strategies
- reviewing language on recruitment advertisements to encourage diverse applicants
- reviewing our paternity leave policy
- building diversity through the development of internal talent pools, succession planning and improved recruitment planning
- rolling out regular, ongoing diversity and inclusion discussion sessions
- sharing diversity and inclusion success stories and incorporating inclusive leadership modules into leadership programs
- implementing an onboarding program that supports new starters
- rolling out regular, ongoing diversity and inclusion discussion sessions
- sharing diversity and inclusion success stories.

CASE STUDY

RECOGNISING OUR RAINBOW COMMUNITY



We have celebrated several LGBTQIA+ initiatives across the business in FY22, including inviting our team members and their families to participate in Pride WA's PrideFEST.

More than 60 people from the Fortescue family stepped out into the rainbow sea of colour to join Perth's largest ever pride parade in November 2021 as we became a supporting sponsor of Pride WA, building on our commitment to support and encourage diversity across the business.

We also supported International Day Against Homophobia, Biphobia, Interphobia and Transphobia (IDAHOBIT) across our operations with a series of events. We were delighted to demonstrate our support at our Eliwana mine with a coloured surface blast of a rainbow which is widely recognised as a symbol of LGBTQIA+ pride and identity.

Despite an increasing acceptance of LGBTQIA+ people in society and greater visibility in the media and public life, many LGBTQIA+ people still experience discrimination, harassment and violence at work, at school and in social situations.



Our General Manager at Eliwana, Rosli Wheelock, asked the Fortescue family to take action against discrimination, saying "I encourage everyone to have empathy, put yourself in another person's shoes and treat people the way you would like to be treated. If you see discrimination, harassment or hostility, speak up against it, tell people to stop and think about how their comments or actions can cause distress and harm."

FEMALE EMPLOYMENT AND DEVELOPMENT

Objective: Increase the number of female employees to be reflective of general society

Target: Year on year increase in female employment

Female employment

FY22	23%
FY21	21%
FY20	19%

Objective: Provide opportunities for female employees to move into leadership positions

Target: Year on year increase in female employment in leadership roles

Females in leadership roles

FY22	24%
FY21	25%
FY20	25%



Increasing our female employment rates remains a key priority for us. We employ 2,659 women, an increase from 2,141 in FY21 and 1,650 in FY20. Our female employment rate continued to increase this year, with females holding 23 per cent of total positions, 24 per cent of leadership positions (Manager roles and above) and 27 per cent of senior leadership roles (GM roles and above). We also focus on gender diversity at the team level to help us build successful, high performing teams across our business.

For the third consecutive year, Fortescue was listed in Parity.org Best Companies for Women to Advance list.

In FY22, our operational sites increased their female employment rates, with Eliwana leading female employment at 23 per cent and Pilbara operations at 16 per cent.

Within the Fortescue Hive, 41 per cent of positions are consistently held by women and FFI currently has an overall female workforce of 34 per cent.

We have a number of inclusion and diversity initiatives to build talent pools and provide a supportive workplace for female employees, including:

- strengthening our flexible working arrangements, including the launch of our new two weeks on: two weeks off roster option
- continued operation of our Family Room at the Fortescue Centre in Perth
- facilitating mentoring opportunities through Mentor Walks and our internal Rookies and Coaches mentoring program
- as an outcome of the Workplace Integrity Review, establishing Women in Mining groups across our locations who meet regularly to develop female support networks and discuss initiatives
- providing development opportunities through National Association of Women in Operations (NAWO) membership
- providing speaking opportunities for females through our partnership with AusIMM
- providing 16 weeks paid parental leave for primary carers, available to men and women
- our ongoing commitment to gender pay equity.

As at 20 June 2022, our flexible work arrangements were being utilised by 565 of our employees, both male and female, an increase from 550 at the end of FY21. Females make up 36 per cent of our part time workforce.

During the ongoing COVID-19 pandemic, office-based employees were able to access arrangements under our Temporary Work Management Guidelines, including working from home arrangements.

Over 97 per cent of carers returned to work in FY22 following parental leave, and we maintained a high primary carers 12-month retention rate of 85 per cent for those who returned following leave in FY21. This year, more than 1,000 bookings were made in our Fortescue Family Room in Perth.

We maintain our commitment to addressing gender equality and creating a safe workplace free from violence through our Workplace Accreditation by White Ribbon Australia. To continue to highlight the important conversations about inappropriate behaviour within our society, including domestic violence, we sponsored a play, 'Is there Anybody Out There', presented by the Actors' Hub which tackles this issue.

Female development opportunities

We provide a range of professional and personal development opportunities for our female staff to promote gender equity in our workplace.

During FY22, 116 women participated in the Empower Program. Due to the high demand for the program, six programs are run every six months to provide development opportunities for our people.

This year, 65 mentees and 33 mentors participated in Mentor Walks, as part of our sponsorship that connects female participants with female leaders from across Perth.

In FY22, 62 females participated in Trade Up. Since FY17, 103 females have joined Trade Up, making up 23 per cent of overall participants. We also launched our Senior Leaders Program, of which 27 per cent of participants are female.

Pay equity

We undertake an annual remuneration benchmarking assessment to ensure that remuneration is comparable with equivalent roles in the Australian mining industry and that equitable remuneration exists for like for like roles, independent of gender, race, age or culture. Where a discrepancy is identified, remuneration is adjusted.

The mean gender pay gap for Fortescue iron ore operations employees based in Australia is -1.5 per cent, and for FFI employees is -2.6 per cent. The difference between male and female salaries is primarily driven by variations in the types of roles commonly held. Typically, there is a higher proportion of female employees in office-based roles and a higher proportion of male employees in technical and site-based roles. These employment areas differ significantly in remuneration.

We undertake a gender pay equity review as part of the annual salary review process to ensure salaries are equitable on a role by role basis.

Diversity in our supply chain

We work closely with our suppliers to ensure their products and services meet our expectations and that they too are striving for the sustainability standards we have set ourselves. We hold workshops with key suppliers annually where we can share our learnings and work together to improve diversity in our workplaces.

Supporting science, technology, engineering and maths

We recognise the growing importance of science, technology, engineering and maths (STEM) education and invest in a variety of initiatives that encourage the uptake of STEM subjects in schools and universities, with a focus on those that promote diversity, including:

- Australian Resources and Energy Group (AMMA) Bright Future STEM Primary School Program
- Pilbara Resources Technology Program
- Perth Modern School's Mechatronics Engineering Scholarship
- Teach Learn Grow: Rural Program, Nullagine Primary School
- Vacation and Graduate Recruitment Fair.

Focus areas

Our focus areas for supporting female employment and development in FY23 include:

- **Recruitment:** establishing expectations for female representation during the recruitment process, with the aim of interviewing at least one in three female candidates for each position, where they possess relevant skills and experience for the role.
- **Leadership:** implementing a new diverse leadership program that identifies females with leadership potential to take on a 12 month site Supervisor training placement as part of our leadership program refresh in FY23.



ABORIGINAL EMPLOYMENT AND DEVELOPMENT

We are proud to be one of Australia's largest employers of Aboriginal people, directly employing 1,113 Aboriginal people, representing 10 per cent of our Australian workforce

Objective: Increase the number of Aboriginal employees to be reflective of general society

Target: Year on year increase in the Aboriginal employment rate

Aboriginal employment

FY22	10%
FY21	10%
FY20	10%

Objective: Increase the number of Aboriginal employees to be reflective of general society

Target: Year on year increase in the Aboriginal employment rate in Pilbara operations

Aboriginal people across Pilbara operations

FY22	15%
FY21	14%
FY20	14%

Objective: Provide opportunities for Aboriginal people to move into leadership positions

Target: Year on year increase in the Aboriginal employment rate in leadership roles

Aboriginal leadership roles

FY22	4%
FY21	4%
FY20	4%

Increasing Aboriginal employment rates in our Australian workforce remains a key priority for us. In February 2022, we achieved the milestone of 1,000 Aboriginal employees. Our Aboriginal employment rate continued to increase this year, with Aboriginal people holding 10 per cent of total positions, four per cent of leadership positions and 15 per cent of positions within our Pilbara operations.

In FY22, we celebrated the appointment of our first Aboriginal Executive, Rosli Wheelock, to the role of General Manager Eliwana.



Development opportunities for Aboriginal people

Our Vocational Training and Employment Centre (VTEC) has been providing sustainable career pathways for Aboriginal people for 15 years. Built on the concept that following the completion of training, participants are guaranteed employment. The program is a key part of our training and development strategy.

During FY22, 57 graduates completed training through VTEC. The recent cohort of graduates commenced employment in various roles at our Solomon, Eliwana and Chichester Hub, as well as our Hedland operations. Since its inception in 2006, the program has resulted in the successful employment of more than 1,100 Aboriginal people across our sites.

In FY22, there were 89 Aboriginal participants in our Trade Up program, representing 45 per cent of overall participants.

Aboriginal leaders are critical to enabling a culture that supports and allows Aboriginal people to thrive. We provide a range of professional development opportunities for Aboriginal employees with leadership aspirations to realise their goals. A key component of this is our Leadership and Excellence in Aboriginal People (LEAP) program.

Since its inception in 2015, our LEAP program has provided 115 Aboriginal employees with a 12 month formal training program which includes offsite education, practical onsite development, internal mentoring, Board exposure, Aboriginal leadership education and business leadership training. Of the people who have completed the program, 71 per cent were promoted with 22 per cent promoted into supervisor roles or above. Of the 19 participants in the FY22 cohort, 21 per cent have been promoted to supervisor level and a further 37 per cent have been acting in a step up position since commencing the LEAP program in November 2021. Native title partners make up 37 per cent of the FY22 participants.



We strive
to build a workplace
that understands,
supports and champions
Aboriginal people

Our Aboriginal training and employment programs are complemented by initiatives designed to overcome the barriers faced by Aboriginal people in securing and maintaining work. We employ a full time health coordinator and implement an Aboriginal Health Program that aims to improve the health of our Aboriginal workforce. Key responsibilities of the health coordinator are to:

- support candidates to address health barriers
- conduct health screening
- implement VTEC's fitness program
- support trainees with health initiatives and fitness for work
- develop and deliver health and fitness training.

We strive to build a workplace that understands, supports and champions Aboriginal people through the following:

- compulsory cross-cultural awareness training for all employees
- ensuring leaders are provided with the skills and knowledge to support and lead Aboriginal employees
- recognising and rewarding employees who support Aboriginal employment and development
- celebrating significant Aboriginal cultural events throughout the year, including National Aborigines and Islanders Day Observance Committee (NAIDOC) Week.

Supporting our Aboriginal employees and their families

We are the only Pilbara-based mining company with flights between all mine sites and the major communities of Karratha, Port Hedland, Broome, Kununurra and Fitzroy Crossing. This allows Aboriginal people to remain on Country with their families while still accessing employment opportunities.

In FY22, all Pilbara-based employees were eligible to receive housing support and entitlements. Currently, 301 Aboriginal employees are accessing our owned and leased properties. To support our Pilbara-based Aboriginal employees, we spent approximately \$13.7 million on housing support this year.

Focus areas

From FY23, we will focus on supporting Aboriginal employment and development through:

- **recruitment:** establishing expectations for Aboriginal representation during the recruitment process, by targeting a one in five ratio of Aboriginal candidates, where they possess relevant skills and experience for the role
- **leadership:** developing and delivering a new leadership program that focuses on leading Aboriginal people as part of our refreshed leadership program
- **native title partners:** increasing employment opportunities for our native title partners and First Nations peoples and building talent pools, including by having native title partners form 50 per cent of our VTEC participants.

Age

Objective: Create a workplace where everyone feels safe to be themselves and is acknowledged and celebrated for the strengths each individual brings

Target: Create a workplace that reflects the community in which we live through diversity of age

FY22 age distribution

≤30	20%
31-50	61%
≥51	19%



Diversity of age

Fortescue continues to provide opportunity pathways for prospective employees of all ages in several ways, including our Vacation and Graduate Program. In FY22, we welcomed 84 vacation and 122 graduate students to the Fortescue family. This year, 18 of our previous graduates gained permanent employment with us. As part of our diversity calendar, we also acknowledge and celebrate International Day for Older Persons. During FY22, we reviewed our roster options to introduce a two week on: two week off roster option, encouraging flexibility for team members of all ages, along with continuing to promote job share arrangements.

LGBTQIA+

Through the work of our internal working group, Fortitude, we sponsored Pride WA and participated in the Pride parade in Perth for the first time in FY22. We also became a member of Pride in Diversity and continue to support Pride month, Wear it Purple Day and IDAHOBIT, support mentoring opportunities through Pride in Professionals mentoring program and making education sessions available to our team members which are facilitated by Transfolk WA.

Culturally diverse backgrounds

We employ people in more than 30 countries, with team members representing over 70 different nationalities. The expansion of FFI as a global entity has seen a significant increase in the cultural diversity of our business.

We have recently called for team mates to share recipes that are representative of their heritage. The recipes will be published in our second edition of 'A Taste of Fortescue,' with all proceeds going to our Indigenous education charity partner, MADALAH.

Important calendar dates recognising our cultural diversity include Chinese New Year, celebrated across the organisation, and Harmony Day, celebrated in March across our operations, recognising the part food plays in bringing us together.

Differing abilities

A neurodiversity working group has been established with the aim of providing support, education and awareness, and opportunities to further enhance the experience of our neurodiverse family.

Ensuring accessibility to our offices is a focus, and during FY22 we worked with lessees to improve accessibility at the Fortescue Centre and the FFI Bennett Street office.

Activ Foundation offers people with disability opportunities to enjoy full participation in their community, and to empower them to pursue the life they choose. In FY22, Activ Foundation commenced packing our RAT kits for distribution and we are currently exploring further partnership opportunities.

Inclusion and belonging

In FY22, we commenced diversity and inclusion awareness sessions. The first session focused on the science of inclusion and identified ways to engage in inclusive behaviours. The sessions will continue regularly through FY23 and feature external experts with employees sharing their knowledge and lived experiences.

Eliminating bullying and harassment

We are committed to providing a workplace that is free from discrimination, bullying and harassment. Our Code of Conduct and Integrity, our Equal Opportunity Discrimination and Workplace Bullying Policy, and our Fair Treatment Procedure outline our expectations of employees, contractors and suppliers. These expectations are highlighted through inductions, training and leadership development programs. Our leadership development programs also focus on inclusive behaviour, Values-based recruitment practices and providing a safe work environment.

We foster a culture of speaking up. All team members are encouraged to raise any issue with their leader or a member of our Fortescue People team. We also provide additional avenues to raise issues anonymously, including our internal Speak Up hotline, and our external Whistleblower Hotline service.

Sexual harassment

Sexual harassment has no place at Fortescue, in the mining sector, in the workplace or in society. Fortescue has a strong culture that is built on integrity and respect, and we are committed to ensuring we are providing a safe and inclusive work environment.

In May 2021, the Parliament of Western Australia announced the Community Development and Justice Standing Committee Inquiry into *Sexual harassment against women in the FIFO mining industry*.

In June 2021, we commenced our Workplace Integrity Review to hear directly from our Fortescue family on sexual harassment and inappropriate behaviour. We wanted to understand what makes our team members feel safe or unsafe while working at a Fortescue workplace and living at a Fortescue village, and where improvements can be made. The Review, which is ongoing, informs our actions to ensure that Fortescue continues to be a safe and inclusive place to work.

During FY22, our Workplace Integrity Incident Management team was established. This team is chaired by our CEO and comprises key members from our Executive and senior management, to oversee the Review initiatives, as well as provide regular updates to the Board.

We sought, and continue to seek, feedback from team members in a range of ways, including:

- facilitating company wide online surveys, including with our contracting partners
- holding focus group discussions across operational sites
- offering one on one meetings with the Director of Fortescue People
- holding leadership walks across operational sites and offices
- holding a contractor forum with key labour suppliers
- undertaking an independent review of our current site security and safety measures.

Contribution to the Parliamentary Inquiry

On 13 August 2021, we provided a written submission to the Parliamentary Inquiry in order to set out Fortescue's approach to ensuring our workplaces are safe, and explain the practical work we are doing in this area. We also appeared before the Inquiry in person on 27 October 2021, with our CEO, Elizabeth Gaines, appearing alongside our Directors of Fortescue People and Health and Safety.

On 25 November 2021, we provided information to the Inquiry regarding the number of sexual harassment matters that had been reported to Fortescue in 2021. Between January and November of 2021, 32 matters concerning sexual harassment were reported to Fortescue. Each report was treated seriously.

- Four matters resulted in employee dismissal.
- 25 matters resulted in disciplinary actions, including written warnings, disciplinary counselling, resignations, or the removal of a worker from site.
- Three matters were not substantiated.
- At the time, two matters were under investigation. These have since been closed with one matter not substantiated, and the other resulting in disciplinary action.

Of the cases reported to Fortescue in this period, the majority involved inappropriate communications including language and comments.

Training

During FY22, we revised our dedicated induction training modules to include content on inappropriate workplace behaviour. Our leadership training has also been enhanced to reinforce our expectations.

Monthly toolbox training packages have been developed for all team members which focus on how to be a good bystander, modelling good behaviour, discussing sexual harassment, understanding how to raise concerns, as well as other related topics. We also launched a series of videos regarding respectful behaviour in the workplace, raising concerns, bullying and discrimination, responsible consumption of alcohol, supporting your mates and appropriate language.

In FY22, our Board completed sexual harassment and inappropriate behaviour training.

Policy updates and improvement

During FY22, we revised related corporate policies, including our Social Media Policy, to ensure everyone understands what is expected of them while working at Fortescue.

We continue to review our policies to ensure they remain relevant.

Changes to alcohol service

Through the conversations held with our workforce and contracting partners during our Workplace Integrity Review, it was emphasised that excessive alcohol consumption can contribute to antisocial behaviour.

In response, we reviewed our alcohol service limits and introduced changes to the sale and consumption of alcohol on site. The following changes were introduced on all Fortescue sites, including operational, exploration and project sites, from November 2021:

- introducing a sale limit of no more than four mid-strength alcoholic drinks in 24 hours per person
- limiting the amount of wine available to purchase based on volume and percentage of alcohol
- prohibiting the sale of full-strength beer and full-strength premix drinks
- prohibiting stockpiling of alcoholic beverages or bringing alcohol to site and introducing strict consequences for breaches of this requirement.

These changes are consistent with industry standards. We also reviewed our selection of mid-strength beverages across our villages to ensure there is more choice and increased offerings of non-alcoholic drink choices. Additional village activities are also now available to provide alternative recreational options.

These changes to alcohol service complement our existing requirement that employees, contractors and visitors must have a blood alcohol content of 0.00 while working. This requirement applies to all of our operational sites and corporate offices.

Village enhancements and security measures

In FY22, Fortescue reviewed and enhanced existing lighting across our operational sites and doubled the number of CCTV cameras across our villages. We also launched a program to upgrade accommodation door locks where required.

We have introduced female only gym rooms within gym facilities located at Solomon, Cloudbreak, Christmas Creek and Eliwana, and we will continue to introduce female only gyms or rooms across our other villages where possible.

At Christmas Creek, we have built a dedicated wellness room to facilitate social events, workshops, meditation sessions and other wellness activities.

In FY22, we partnered with the Happiness Co to launch Fortescue Wellness online, an initiative to support the health and wellbeing of Fortescue team members. The portal hosts programs and resources created by the Happiness Co, including live and interactive webinars, guided meditation and mindfulness resources, online fitness training, podcasts and a FIFO beginners course for those new to working on site.

Speaking up

In line with Fortescue's zero-tolerance approach to harassment, bullying, discrimination and intimidation, and any other forms of inappropriate behaviour, we encourage and empower our team members to call out inappropriate behaviour, speak up and take clear decisive action when behaviour which does not align with our Values is identified.

Our dedicated Fortescue People team are trained to deal with complaints of all types of inappropriate behaviour professionally and respectfully. There are many ways our employees can raise concerns or inappropriate behaviour, including:

- speaking with a leader
- speaking to a member of the Fortescue People team
- speaking with one of our Fortescue Chaplains
- reporting anonymously, via our internal Speak Up program or our external Whistleblower Hotline.

All matters are treated with the utmost confidentiality, and everyone is supported throughout this process.

'Enough is Enough' report

In June 2022, the WA Parliament Community Development and Justice Standing Committee released its 'Enough is Enough' report as the culmination of its *Inquiry into sexual harassment against women in the FIFO mining industry*. The report contained 79 findings and 24 recommendations. We participated fully in the Inquiry process and support the work undertaken by the Committee on this important issue. The full report can be accessed on the Parliament of Western Australia website.

Through our ongoing Workplace Integrity Review, we have made significant progress in relation to a number of the key recommendations of the report. We will continue to further enhance the safety, culture and experience of everyone working at Fortescue with reference to the recommendations of this report.

Workplace Integrity Review progress



2,659
females employed
by Fortescue



412
additional CCTV cameras deployed and
in operation in villages and operational
sites between June 2021 and July 2022



100%
of lighting
upgrades completed



91%
of accommodation door lock
upgrades completed



11
training packages
and awareness
videos rolled out

Looking forward

Our Workplace Integrity Review is ongoing. We continue to gather feedback from our team members about our culture and our workplaces, and to hear directly from them about what enhancements could be made to further ensure Fortescue remains a safe and inclusive place to work.

As part of this, in the coming year, we will continue to work to complete the initiatives we have already identified and develop new initiatives based on the feedback we receive. This will involve additional training packages, including further toolbox training for all team members and dedicated training for our leaders, and a refresh of some of our existing workplace behaviour policies. Work will also continue in our villages.

We are committed to ensuring that everyone who works at a Fortescue workplace experiences our unique culture and sees firsthand why Fortescue is a great place to work.

RESPECTING HUMAN RIGHTS

We are committed to respecting and promoting the human rights of all people

Human rights

We are committed to respecting and promoting the human rights of all people, including our employees, the communities in which we operate, those within our supply chains and those who may be impacted by our activities.

Our Human Rights Policy outlines our business conduct, which strives to be consistent with the International Bill of Human Rights, the United Nations Guiding Principles on Business and Human Rights and the principles concerning fundamental rights set out in the International Labour Organization's Declaration on Fundamental Principles and Rights at Work. We are also a signatory to the United Nations Global Compact.

Our Code of Conduct and Integrity and Human Rights Policy are the foundation documents for human rights protection across Fortescue. Our Human Rights Policy is applicable to our directors, employees, contractors and suppliers.

We respect human rights through a range of mechanisms, including:

- Actively communicating our approach and expectations to all stakeholders, including suppliers.
- Seeking to secure the consent of First Nations peoples for mineral and energy exploration and development on their traditional lands.
- Improving our security performance by implementing the Voluntary Principles as an engaged member of the Voluntary Principles for Business and Human Rights.
- Engaging with stakeholders to understand the impacts of our activities and working with them to optimise benefits and limit negative impacts.
- Undertaking ongoing due diligence to identify, prevent and mitigate the adverse impacts of our activities, capturing outputs in our corporate risk register.
- Participating in engagement sessions related to human rights policy and regulatory development.



CASE STUDY

VOLUNTARY PRINCIPLES ON SECURITY AND HUMAN RIGHTS INITIATIVE

This year, Fortescue became an engaged member of the Voluntary Principles on Security and Human Rights Initiative (VPI).

Created in 2000, the VPI is a multi-stakeholder group composed of companies, government, and NGOs committed to working together to address security-related human rights issues in the extractive, energy and related industries. By working collaboratively, the participants share common challenges, learn from each other's experiences and develop joint approaches to address challenges of security and human rights at an

international, national and project level to drive change and have lasting impact.

The Voluntary Principles are an internationally recognised set of principles that guide companies on how to conduct their security operations while respecting human rights. We are committed to aligning our operations with the Voluntary Principles.

As part of our membership, we attended the Annual Plenary Meeting in Toronto, Canada in May 2022, which included training on implementing the Principles.

We are developing a work plan for the delivery of commitments as an engaged member, including:

- producing an annual report consistent with the VPI Reporting Guidelines
- delivering our verification presentation
- finalising our Company Implementation Action Plan.

Human rights saliency

We identify and assess potential human rights risks via our company wide Risk Management Framework. This framework ensures the consideration of potential human rights risks by senior management and the Board. ARMSC is responsible for the oversight of risk management (including human rights risks) on behalf of the Board.

In FY22, we undertook a human rights saliency assessment to identify the areas where we have the greatest potential to impact the human rights of people across our value chain: supply chain, operations and downstream. The scale, scope and ability to remediate of identified actual or potential adverse human rights impacts were analysed to determine the severity of the risk.

As part of the assessment process, workshops and interviews were held with representatives from a cross section of the business, including Procurement and Logistics, Environment, Communities, Cultural Heritage, and Native Title, Health and Safety, Human Resources, Shipping, and Sustainability and Corporate Affairs, both in Australia and overseas.

This work supports us to better understand, manage and report on our salient human rights and meet our human rights commitments and growing stakeholder expectations.

The assessment outlined potential risks and impacts to right holders from our activities in the areas listed below.

Land rights	Rights of our community members in relation to land acquisition, access and use, including resettlement.
Community impacts	Rights of our community members that may be impacted by activities along the value chain, including migration, access to services, culture and cultural heritage and livelihoods.
First Nations peoples' rights	Rights of First Nations peoples that may be impacted by our activities, including consent, self-determination, culture and cultural heritage and impacts on their traditionally owned lands, waters and resources.
Security and conflict	Rights of our community members that may be impacted by security activities, as well as broader security and conflict implications in country/region of operation such as conflict or government use of force.
Environmental impacts	Rights of community members that may experience environmental impacts directly as a result of our operations or across the value chain, including rights to water and sanitation, health and an adequate standard of living.
Diversity and non-discrimination	Rights of our employees/contractors and workers in the value chain that may be impacted by discrimination on the basis of gender, race, age, religion, sexual orientation, disability or other protected status.
Labour rights	Rights of our employees/contractors and workers in the value chain that may be impacted in relation to freedom from exploitation, including modern slavery, working hours and remuneration, and freedom of association and collective bargaining.
Workplace health and safety	Rights of our employees/contractors and workers in the value chain to a safe and healthy working environment that may be impacted by our operations.

Human rights risks are captured in our corporate risk register, with mitigation and action items assigned under the framework of salient human rights issues.



Human rights management

To ensure continuous improvement we work to strengthen and refine our management of human rights. Key focus areas include:

- Considering human rights in our investments and acquisitions, including a human rights assessment being conducted for our acquisition of WAE.
- Conducting human rights due diligence for sourcing and purchasing activities and promoting our expectations via engagements and contract clauses.
- Developing a human rights screening tool to help teams identify possible human rights impacts related to business activities and determine mitigation strategies.
- Undertaking additional human rights due diligence via specialist third party sources and our GMC intelligence analysts.
- Using a third party Environment Social & Governance Monitor to analyse human rights risks at a country level.
- Implementing a Human Rights Impact Assessment tool that indicates when an HRIA should be conducted.

- Implementing a social performance toolkit, including guidance to avoid physical and economic displacement of project-affected people where possible. This process is consistent with the International Finance Corporation Performance Standard 5: Land Acquisition and Involuntary Resettlement.
- Chairing an internal cross-functional Human Rights Advisory Group to discuss human rights related matters, provide support and share knowledge.
- Implementing the Voluntary Principles on Security and Human Rights throughout our business.

Our Sustainability team includes human rights specialists that provide guidance and advice to the business on human rights related matters, including due diligence and the management of grievances.

Training

During FY22, we commenced the rollout of the online human rights training, An Introduction to Human Rights and Modern Slavery, which is mandatory for all employees. An updated, advanced training module on Human Rights and Modern Slavery continues to be delivered, face to face, to individuals working in higher risk areas.

In FY22, we delivered face to face human rights and modern slavery training to more than 600 employees and online training to more than 1,700 employees. We expect these numbers will significantly increase in FY23 with further implementation of the online module.

Grievances

This year, we reviewed our grievance procedure to ensure alignment to the United Nation's Guiding Principles on Business and Human Rights (UNGPs). The procedure requires that a locally appropriate grievance mechanism that is easy to access and is respectful of the local culture is developed and maintained in each country where we undertake activities that may impact on human rights. Where possible, our Communities teams will work with local stakeholders to design and implement the local mechanism.

Complaints made to us are taken seriously, recorded, investigated and reported on in accordance with our Grievance Procedure. We also provide access to remedy via our Grievance Procedure. Implementation of this corporate procedure is ongoing.

Modern slavery

Our processes to address modern slavery involve identifying, assessing and mitigating human rights impacts and providing access to remedy through effective grievance mechanisms. We work in collaboration with our suppliers to eradicate modern slavery from our supply chain and aim to continually strengthen our actions.

During FY22, we undertook the following key actions:

- refined our modern slavery work program
- refined our supplier risk assessment process
- implemented our Modern Slavery Procurement Procedure and updated our tender evaluation documents
- reviewed our standard terms and conditions to reference human rights, grievance, and reasonable assistance
- automated our Self-Assessment Questionnaire process which allows us to target a greater number of vendors
- increased use of third-party due diligence tools and verification reporting.

We believe that a collaborative approach is imperative to eradicating modern slavery, and in FY22 we continued our work with our suppliers and the following groups:

- Global Compact Network Australia
- Human Rights in Resource and Energy Collaborative – modern slavery workstream
- Walk Free Foundation.

During FY22, we did not identify any instances of modern slavery in our supply chain. We have identified eight high risk supply chain categories, where due diligence will continue to be critical and commensurate with the risk in these areas.

We promote our Whistleblower Hotline with suppliers. In FY22, we had zero whistleblower disclosures via our hotline pertaining to modern slavery allegations.

To date, we have published four Modern Slavery Statements. The Board-approved statements outline the actions we have taken to assess and address modern slavery risks in our business and supply chain.

Our FY22 Modern Slavery Statement will be published in December 2022 and will be available on our website at www.fortescue.com

**Fortescue opposes all forms
of slavery in our operations and
those of our suppliers**

RESPECTING HERITAGE AND CULTURE

Our commitment to preserve and promote Indigenous history and culture is embedded in our approach to operating sustainably and responsibly

Objective: Work together with Indigenous people to manage Indigenous heritage responsibly and sustainably

Target: Annually, ensure no impact to Indigenous heritage without consultation with and consent from Indigenous people

Significant heritage incidents

FY22 | 0

FY21 | 1

FY20 | 0



We work in partnership with the First Nations peoples of the land where our projects are located to ensure sites of cultural significance are identified and managed.

We respect and acknowledge the UN Declaration on the Rights of Indigenous Peoples and the human rights principles it embodies, including the principle of Free, Prior and Informed Consent. In alignment with the principles of the International Council on Mining and Metals (ICMM), we work to obtain the consent of First Nations peoples for activities located on their traditional lands, with consent processes focusing on reaching agreement on the basis upon which a project should proceed, as well as ensuring access to appropriate grievance and dispute resolution processes.

Preserving Aboriginal heritage

We have strong relationships with the First Nations peoples of the Pilbara region of Western Australia, which are built on open and transparent engagement, mutual respect and the development of comprehensive native title agreements.

We have dedicated Heritage, Native Title and Community teams that work hand in hand with our First Nations peoples to ensure Aboriginal heritage is managed sustainably and responsibly.

Native title partners

Fortescue is party to seven major native title agreements with native title groups in the Pilbara region, three of which are underpinned by registered Indigenous Land Use Agreements (ILUA):

- Kariyarra (ILUA and Land Access Agreement)
- Palyku (ILUA and Land Access Agreement)
- Nyiyaparli (ILUA and Land Access Agreement)
- Nyamal (Project Area Agreement)
- Martu Idja Banyjima (Land Access Agreement)
- Eastern Guruma (Land Access Agreement)
- Puutu Kunti Kurrama and Pinikura (PKKP) (Land Access Agreement).

We are committed to working closely with our native title partner groups to update existing agreements and to negotiate new ILUAs.

Our native title agreements include principles and detailed processes for the identification, management and protection of significant Aboriginal cultural heritage. They also provide significant and sustainable outcomes for the relevant communities through a range of benefits, including financial compensation, vocational training and employment opportunities, and commercial contracting opportunities.

Solomon land access

Our approach to Aboriginal heritage management and working with our native title partners is underpinned by our culture and Values. Our primary objective at all times is to work on a cultural heritage avoidance basis.

The Solomon project area intersects both the Eastern Guruma native title determination area and the Yindjibarndi number one native title determination area. In 2009, Fortescue entered into a Land Access Agreement with Wintawari Guruma Aboriginal Corporation (Wintawari) on behalf of the Eastern Guruma native title holders. This agreement was updated through a renegotiation process in 2019, and in 2021 Fortescue and Wintawari entered into an additional framework agreement for a culturally safe mining approach to mining our Queens East and West deposits.

We have conducted heritage surveys and consultations with Yindjibarndi people through Wiru-Murra Yindjibarndi Aboriginal Corporation (WMYAC) and Yindjibarndi Ngurra Aboriginal Corporation (YNAC), ensuring legislative

compliance. We do not currently have a native title agreement with the Yindjibarndi native title holders over the tenure associated with the Solomon Mineral Resource and Ore Reserve. However, we have delivered a valuable revenue stream for the Yindjibarndi community and a variety of business and employment opportunities through contracts for road maintenance, earthworks and airport transfers across our operational sites in the Pilbara, including the Solomon project, in partnership with WMYAC.

We remain open to negotiating a native title agreement to the benefit of all Yindjibarndi people on similar terms to the agreements in place with other native title groups in the Pilbara region.

Identification of Aboriginal heritage sites

To determine the location, nature and significance of Aboriginal heritage sites within an area, we engage with First Nations peoples and heritage professionals to conduct archaeological and ethnographic Aboriginal heritage surveys, in accordance with our land access or heritage agreements.

During FY22, we undertook 579 days of heritage surveys in the Pilbara region, archaeologically surveying 10,926 hectares and ethnographically surveying 12,533 hectares of land. The outcomes of these surveys are discussed with the relevant native title party via Heritage Sub-Committee meetings or similar forums which provide an opportunity to discuss learnings and improvements.

To date, we have archaeologically heritage surveyed over 297,000 hectares, and ethnographically heritage surveyed over 2.8 million hectares of land. Through our seven major native title agreements and many dozens of Aboriginal heritage agreements, we have worked closely and transparently to manage 6,196 heritage places.

Management and monitoring

We implement our Management and Protection of Aboriginal Cultural Heritage Guidelines to ensure we meet our obligations and commitments.

We maintain a register of cultural heritage sites and record site details in a highly sophisticated Geospatial Information System. We work in partnership with First Nations peoples to protect and manage places with special significance by applying the Heritage Restriction Zones status to a site and restricting access.

Sites determined to require on ground protection are demarked with heritage fencing. Where a site may require additional protection, a buffer may be applied to reduce the risk of impact from any future works.

The Heritage team includes a specialised Compliance team which monitors compliance with our processes, requirements of any agreements as well as any legislative or approvals requirements. Where required, the Heritage Department engages heritage monitors from the relevant native title group. Action is undertaken to address any impacts, and processes are amended where required for continuous improvement.

Promoting Aboriginal culture

A critical component of our ongoing commitment to preserving Aboriginal heritage and promoting Aboriginal culture is cross-cultural awareness training.

We continued to deliver cross-cultural awareness training during FY22, with 2,748 employees and contractors undertaking the mandatory training this year. Heritage inductions are provided to employees or contractors who may encounter heritage sites through their work. Since inductions commenced in 2006, more than 56,000 inductions including heritage content have been delivered across the business.

CASE STUDY

HERITAGE TEAM EXPLORES 3D MAPPING OF COUNTRY



Maps can be a powerful communication tool when consulting with Aboriginal Elders about potential impacts to Country. However, the use of two dimensional (2D) maps is not always the most effective way to deliver information.

Imagine if a map could be brought to life and allow Aboriginal Elders to be able to stand virtually at a

significant site or explore a proposed development to see how it would look on Country.

We are expanding our use of three dimensional (3D) maps to assist with consultation with our native title partners. We have partnered with Winyama, a West Australian, Aboriginal owned and operated business specialising in use of technology to visualise, interpret and integrate data in a 3D environment.

Leveraging in-house software, Fortescue Sky, coupled with 3D design data from the Project teams, we have created interactive 3D maps and virtual fly throughs of new project areas. The integration of 3D GIS technology with photo mesh models captured by drones or LiDAR sensors, helps to replicate the physical environment to allow a more immersive experience by the viewer.

The use of interactive 3D maps has transformed the way Fortescue consults with our native title partners, not only providing a more realistic visualisation of proposed projects but also allowing virtual access to areas or places that may otherwise not be accessible.

Respecting local culture

Respecting local culture is central to our principles and part of our Value of integrity. It is an essential aspect of our operations in the Pilbara since we were established in 2003. As we expand into new countries and territories, it is important that our culture and Values are upheld and that this respect is reflected in all that we do wherever we are.

We will work together with First Nations peoples to manage Indigenous heritage responsibly and sustainably. We will focus on actively communicating with all stakeholders, including our local communities, and seek to secure the consent of First Nations peoples for any mineral exploration or development on their traditional lands. In FY22, we undertook archaeological heritage surveys for projects outside of Australia, including in Kazakhstan.

CASE STUDY

KURGAN DISCOVERY, ULYTAU DISTRICT KAZAKHSTAN

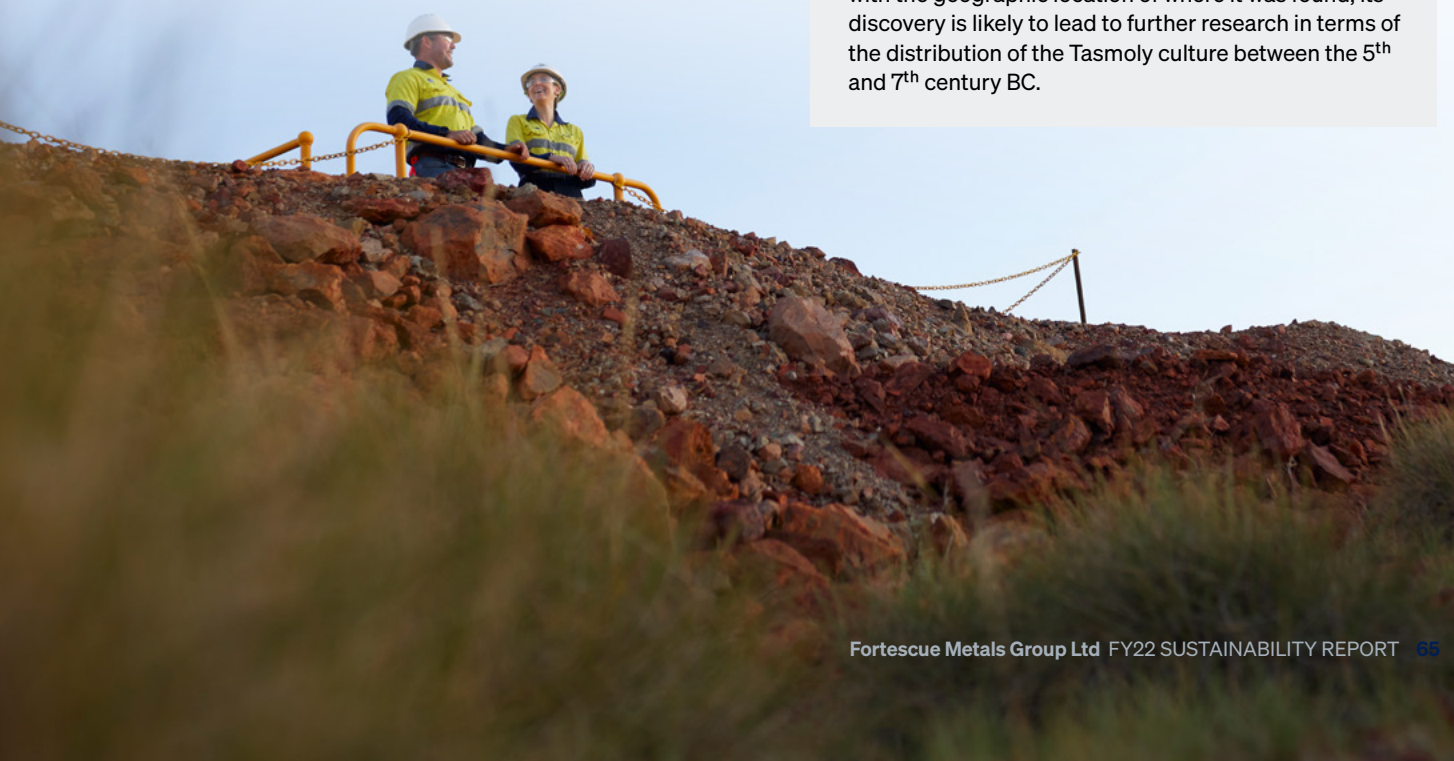
The Karaganda region in Kazakhstan is one of the most important cultural centres of East Eurasia. Prior to undertaking any ground disturbing work for our exploration project based within this region, we contracted licensed archaeologists to undertake surveys over an area of 335km² across our site.

The survey identified 17 sites of cultural significance, which were documented and reported to the authorities. This included a find of a burial mound (kurgan) on the main road, approximately 8km from our work area.



Burial mounds are found across the region and are the predominant type of funeral structures from the Early Iron Age. The kurgan was dated between 500 and 700 years BC as belonging to the Tasmoly archaeological culture directly. A crater dug into its centre was reported to the Centre for Protection of Historical and Cultural Heritage of the Administration of Culture, Archives and Documentation of Karaganda. The damage was thought to be from grave robbing at some point in its history.

To ensure no additional damage or loss of historical and cultural heritage, and at the request of the local authorities, we performed an emergency archaeological excavation of the site to preserve remaining artefacts. During this excavation, an ancient balbal (stone sculpture) and a belemnite fragment were found buried in the centre of kurgan. This was a significant discovery as it is only the fifteenth to have been found across four regions in Kazakhstan. As the shape, style and features of the sculpture do not match with the geographic location of where it was found, its discovery is likely to lead to further research in terms of the distribution of the Tasmoly culture between the 5th and 7th century BC.



BUILDING THRIVING COMMUNITIES

BUILDING BUSINESS CAPABILITIES

Objective: Create economic opportunities for Aboriginal businesses through local procurement, business development, mentoring and capacity-building opportunities

Target: Annually, achieve a spend of 10 per cent with Aboriginal businesses

Spend with Aboriginal businesses

FY22	5%
FY21	5%
FY20	6%



The Billion Opportunities program has awarded contracts and subcontracts worth more than \$4 billion to over 140 Aboriginal businesses

Billion Opportunities

Our Billion Opportunities program forms a critical element of our approach to ensuring economic opportunity and growth for the Traditional Custodians of the regions in which we operate.

Since its commencement in 2011, the program has awarded contracts and subcontracts worth more than \$4 billion to over 140 Aboriginal businesses.

The program is complemented by a range of practical initiatives that provide Aboriginal businesses with the tools to build value and sustainability which, in turn, creates employment and development opportunities.

Key to the success of the program has been:

- Providing opportunities for Aboriginal businesses based on their level of capacity and capability.
- Building the capability and capacity of Aboriginal businesses to ensure the businesses remain sustainable.
- Creating a company wide approach to engaging and mentoring Aboriginal businesses, including setting Aboriginal procurement targets and key performance indicators for our procurement leaders.

- Using well established and embedded procurement processes to ensure Aboriginal engagement is part of our tender evaluation.
- Establishing joint ventures that provide an opportunity for Aboriginal businesses to partner with established contractors to help build their capabilities, before securing contracts as majority owned businesses.

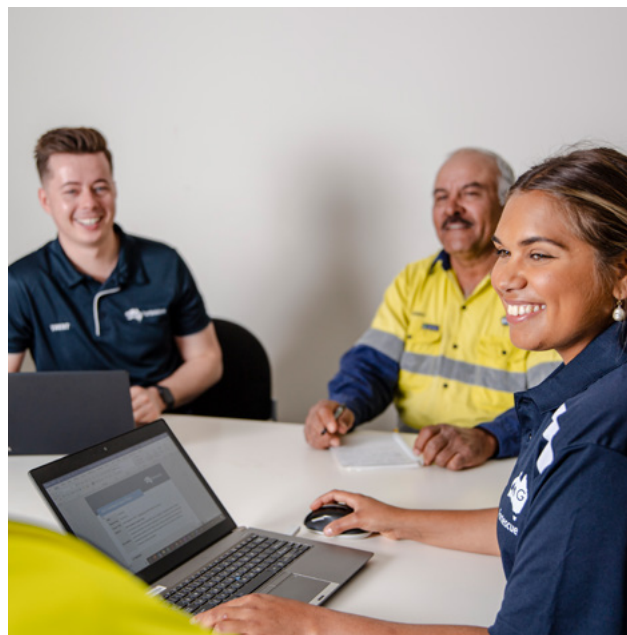
In FY22, we purchased \$452 million worth of goods and services from Aboriginal businesses. Nearly 90 per cent of this spend was with businesses owned by native title partners and their members. We also awarded or extended 32 contracts to a value of \$513 million to Aboriginal businesses.

The Billion Opportunities program will continue to foster change and create sustainable communities. Through its continued success it is hoped the program will inspire other businesses to implement Aboriginal procurement strategies and provide opportunities to thousands of Aboriginal businesses across the country.

ANZ funding scheme

A major barrier for Aboriginal businesses is accessing capital, with many finding it difficult to own assets due to an inability to access finance. Since 2017, we have partnered with ANZ to offer a \$50 million funding scheme that allows eligible Aboriginal businesses to access finance at a competitive rate. We act as guarantor, which removes the need for the Aboriginal business to provide security. The Aboriginal business owns the assets at the expiry of the contract and is then able to use them as security in the future.

In FY22, \$15 million in funding was allocated to five Aboriginal businesses. This initiative has already guaranteed \$46 million in funding to 15 Aboriginal businesses, of which \$16 million has been repaid. More than 125 assets have been purchased using this funding, including excavators, graders, prime movers, buses and light vehicles. Wirlu-murra Enterprises Pty Ltd, the business arm of the Wirlu-murra Yindjibarndi Aboriginal Corporation, has purchased 24 assets using the ANZ funding scheme, and has gone on to purchase additional assets in their own right, due to the cashflow and credit history gained through Fortescue contracts and the ANZ scheme.



CASE STUDY

GROUNDBREAKING EASTERN GURUMA CO-MANAGEMENT FRAMEWORK



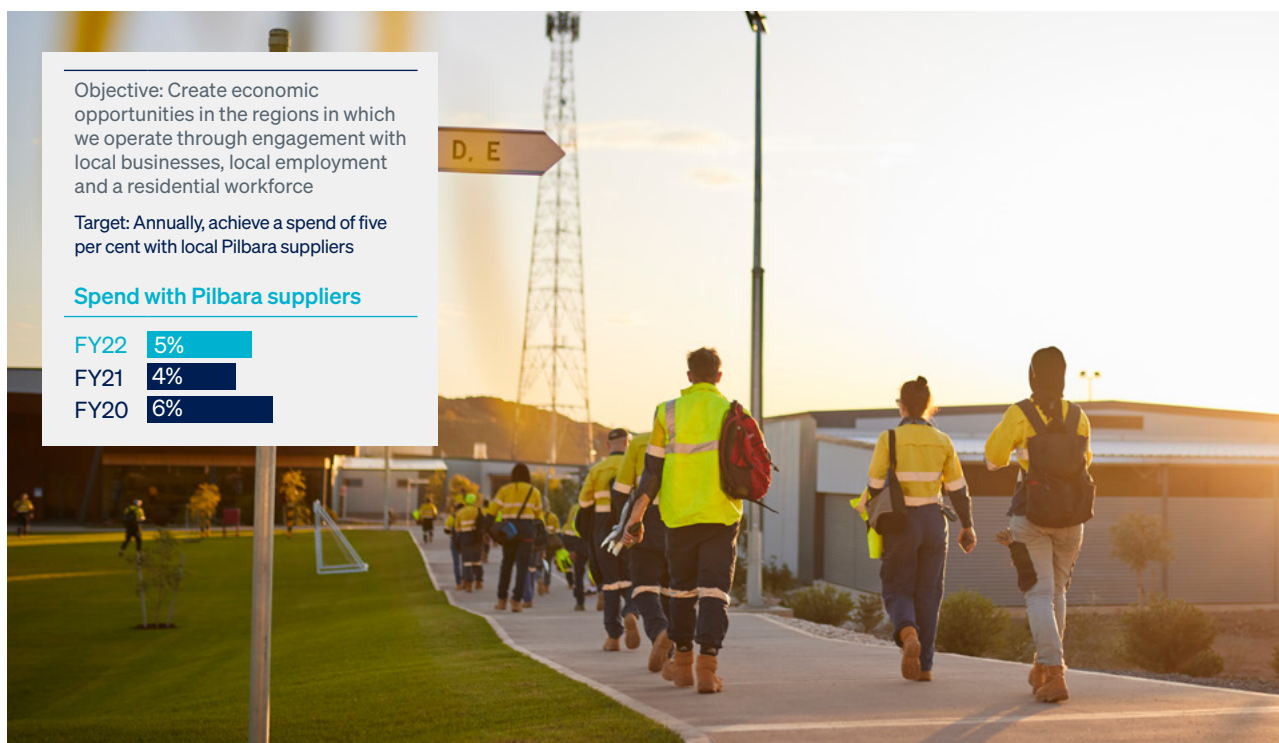
In September 2021, Fortescue established an innovative co-management framework with Wintawari Guruma Aboriginal Corporation (Wintawari), the prescribed body corporate for the Eastern Guruma People, to oversee the development of new mines at our Solomon Hub operations.

Under the framework, both parties will establish a culturally safe mining joint venture to mine the East and West Queens deposits on Eastern Guruma country. The 10 year mining services contract to be awarded to the new joint venture is estimated to be worth over \$500 million, making the contract the largest we have awarded to an Aboriginal business to date.

A working group has been formed to collaboratively work on all stages of the mine development from heritage and environmental approvals, resource drilling and definition and mine planning to operations and rehabilitation. We will ensure that Eastern Guruma people are active participants in the future development of mines, enabling deeper consultation around the protection of culturally significant sites while building a better future for our people.

The establishment of this framework will continue to guide our future discussions with native title partners, and it forms part of our ongoing engagement with First Nations peoples to deliver training, employment and business development opportunities for their communities.

BUILDING SUSTAINABLE LOCAL COMMUNITIES



We recognise the need to create vibrant and thriving communities that will attract and retain a mining workforce and their families. We seek regular feedback from our residential workforce and other stakeholders, including local governments and businesses, to ensure our initiatives and programs support and address the challenges facing these communities.

We are committed to creating positive social change in communities through local procurement, business development, mentoring and capacity building opportunities. We seek to understand local issues and tailor our approach based on potential impacts and community needs.

We support a regional FIFO workforce for our Pilbara iron ore operations, supporting employees based in Port Hedland, Broome, Fitzroy Crossing, Kununurra and Karratha. FIFO flights are provided from these regional centres to our sites, allowing employees to be based in the Pilbara. We also provide housing support to 495 Pilbara-based employees.

As we expand our portfolio globally, our commitment to building thriving communities also expands with us. Our objective to create economic opportunities in the regions in which we operate remains a key focus as we develop projects in new territories. We recognise that effective stakeholder engagement is critical in this process to both communicate our intentions as well as listen to the expectations and concerns of the local communities.

Local procurement

In FY22, 3,158 Tier 1 suppliers were engaged with a total contestable spend of \$8.7 billion (GST inclusive). Over 94 per cent of our total procurement spend was with Australian businesses and entities, 71 per cent was within Western Australia and five per cent was in the Pilbara. Of our Tier 1 suppliers, 121 are considered critical, representing 50 per cent of total contestable spend.

In FY22, our spend with international suppliers for Fortescue iron ore operations was \$214 million with 25 Chinese suppliers, \$79 million with 41 entities based in the United States of America, \$23 million with 298 Argentinian entities, and \$74 million with other overseas suppliers. For FFI, our FY22 overseas spend was \$17 million with eight entities based in the UK, \$12 million with 26 entities based in the United States of America, \$11 million with 16 entities based in PNG, and \$52 million with other overseas suppliers.

We are committed to ensuring the ongoing support and use of local businesses that in turn employ local people

CASE STUDY

REGIONAL WORKERS THE WINNERS AS FFI ANNOUNCES GLOBAL GREEN ENERGY MANUFACTURING CENTRE IN QUEENSLAND



More than 100 jobs will be created by the construction of the world's largest electrolyser, renewable industry and equipment factory at Gladstone, Queensland, with the first stage announced by FFI and the Queensland Government in October 2021.

The Green Energy Manufacturing Centre (GEM) will be powered by green energy and will be the first step in a series of projects that will continue to transform regional Australia through green industry manufacturing and energy production.

The GEM will deliver specialist production lines to meet the requirements of FFI and its customers, including the manufacture of electrolyzers. Potential expansion includes the manufacture of wind turbines, long-range electric cabling, solar photovoltaic cells and associated infrastructure.

Stage one of the six stage project is the \$114 million electrolyser facility, which will be expanded with demand. This will establish Australia's first multi-gigawatt scale electrolyser factory, with an initial capacity of two gigawatts per annum – more than doubling current global production. Stage one will also deliver hundreds of construction and operational jobs.

We plan to establish our first VTEC in Queensland at the GEM, in addition to Trade Up and Leadership and Excellence programs, to provide training and employment opportunities to First Nations peoples.

Construction of stage one commenced in February 2022.

PLANET SAFEGUARDING NATURAL SYSTEMS



CLIMATE ACTION

Fortescue takes an industry leading position on reducing emissions by decarbonising our operations and working to deliver solutions and green energy products to the world

EMISSION REDUCTION TARGETS



Carbon neutrality
across our operations
by 2030



Net zero emissions
across our value chain
by 2040

Fortescue is transitioning to a vertically integrated green energy and resources company. Through FFI, we are developing, commercialising and manufacturing the innovative low carbon solutions that will make it possible for us to decarbonise our own operations and supply green energy solutions to others.

Our strong action to address climate change is embedded throughout the business and is led by our Founder and Executive Chairman, Dr Andrew Forrest AO and our Board.

OUR CLIMATE CHANGE STRATEGY FOCUSES ON FOUR ELEMENTS



Our key highlights of FY22 include:

Building capacity with the acquisitions of:

- WAE
- 60 per cent of High yield Energy Technologies (HyET) Group
- technology development company Ionix
- 20 per cent of Sparc Hydrogen.

Pioneering low carbon solutions with the development of:

- zero emission Infinity Train
- zero emission haul trucks
- FFI Green Pioneer – ammonia powered supply vessel
- partnering with Airbus and Universal Hydrogen to decarbonise aviation
- GEM centre.

Our decarbonisation pathway

Enhancing technology is key to addressing climate change. We are investing in renewable energy to power our sites and new decarbonisation technologies to transform our mining fleet to run on green energy.

Our path to decarbonisation is focused on our largest sources of emissions: stationary power generation and diesel use in our mining fleet, and emissions generated from shipping and the production of steel within our value chain.

Risks and opportunities

Climate change presents both risks and opportunities to our business. We undertook a climate change focused risk assessment in FY22, which identified the following material climate-related risks and opportunities:

Transitional risks

- policy and regulatory changes
- technical viability of decarbonisation strategy
- reduced demand for products
- reputation damage

Physical risks – acute

- increased severity of extreme weather events
- increased frequency of intense heat

Physical risks – chronic

- rising sea levels and storm surge inundation
- changed precipitation patterns.

FFI is currently exploring options to pursue renewable and green hydrogen projects in over 50 countries. The evaluation of potential projects will include an assessment of climate-related risks.

FY22 performance

Our FY22 gross emissions from our operations were 2.55 million tonnes of CO₂-e

- 2.22 million tonnes of CO₂-e Scope 1 emissions
- 0.33 million tonnes of CO₂-e Scope 2 emissions.

Our increased use of renewable electricity from Alinta Energy's Chichester solar-gas project has led to our emissions intensity of electricity falling from 3.50 to 3.32.

Our total FY22 gross Scope 3 emissions were 255 million tonnes of CO₂-e. We expect that Scope 3 emissions from our customer steel mills will continue to trend downwards over time as we increase our focus on modifying the processing of our ores to maximise metallurgical performance and support our customers in adopting innovative lower emissions processes and technologies.

In line with our commitment to reduce net emissions annually from our FY20 baseline, we have procured and surrendered high quality offsets to reduce our net emissions to 2.28 million tonnes of CO₂-e, which is three per cent year on year reduction from our FY20 operational emissions baseline.

Our Climate Change Report is aligned with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and is available on our website at www.fortescue.com

CASE STUDY



INFINITY TRAIN

Fortescue is developing a world first, zero emission Infinity Train. The regenerating battery electric train will use gravitational energy to fully recharge its battery electric systems without any additional charging requirements for the return trip to reload.

The Infinity Train will not only accelerate Fortescue's race to be carbon neutral by 2030, but also lower our operating costs, create maintenance efficiencies and productivity opportunities.

This technology will enable emission reductions in the hard to abate heavy industry sector, and there are significant opportunities for this technology to be commercialised on a global basis.

The studies and development costs for the Infinity Train are expected to be US\$50 million over the next two years.

PROTECTING BIODIVERSITY

Our activities have the potential to impact the environment and we are committed to minimising these impacts by integrating mitigation measures into all stages of our operations

Objective: To take responsibility for Fortescue's disturbance by protecting biodiversity in the regions where we operate

Target: Achieve a net positive impact on biodiversity

Biodiversity

- Ongoing implementation of our Environmental Management System
- Zero environmental fines or sanctions
- \$3.7m invested in research and conservation programs

Objective: To take responsibility for Fortescue's disturbance by protecting biodiversity in the regions where we operate

Target: Achieve zero significant environmental incidents

Environmental incidents

FY22	0
FY21	0
FY20	0



We take a precautionary approach to environmental management and implement the mitigation hierarchy to avoid, minimise, rehabilitate and offset impacts across all of our activities.

We respect legally protected areas and species of conservation significance, including UNESCO World Heritage areas and the IUCN Red List of Threatened Species. Our activities are aligned with the 2003 ICMM position statement on Mining and Protected Areas and we operate in accordance with the local, state, national and international legal instruments relating to our areas of operation, complying with relevant laws and obligations as an absolute minimum standard.

Biodiversity is managed across our sites through the implementation of our Environment Policy, Biodiversity Standard and Environmental Management System (EMS), which is aligned with AS/NZS ISO 14001. This management framework reflects our commitment to continual improvement and provides a robust and comprehensive method for identifying and managing environmental impacts.

The ARMSC is responsible for overseeing all matters relating to environmental management on behalf of the Board. It is the collective responsibility of all our team members to safeguard the environment for future generations through responsible environmental management.

Specialists in our Environment team are responsible for protecting biodiversity and ensuring that we take a proactive approach to all matters in the regions where we operate. Our biodiversity specialists are supported by independent external consultants to survey exploration, development and operational areas. We use data collected during the surveys to inform project design and operational activities and contribute to detailed environmental impact assessments. The outcomes of these biological surveys assist with developing sound biodiversity protection measures.

We work closely with our stakeholders, including state and federal government agencies, First Nations peoples, and the general community to ensure appropriate mitigation practices are in place. We engage with our stakeholders throughout the life of our projects with formal engagement undertaken as part of the planning and approvals processes for each of our five mine sites as well as for our rail and port operations.

We have identified sites associated with critical biodiversity values (those of global or national significance) within or in close proximity to our operations and this information is provided in the Data Tables on pages 119 to 121. We work to ensure that these sites are managed to protect their significant biodiversity value.

Protecting conservation significant fauna

We implement a Conservation Significant Fauna Management Plan (CSFMP) across our active sites to identify potential impacts to conservation significant fauna and to ensure effective management and monitoring measures are in place. These measures aim to maximise the protection and conservation of these fauna within areas adjacent to our sites.

Fauna managed in accordance with the CSFMP include the Pilbara olive python, night parrot, northern quoll, greater bilby, ghost bat, Pilbara leaf-nosed bat and several migratory bird species.



CASE STUDY

DRONES USED TO REDUCE SAFETY RISKS AND ACHIEVE ENVIRONMENTAL COMPLIANCE



The Environment Operations team has successfully reduced safety risks and achieved ongoing environmental compliance by incorporating drone technology into their sampling techniques.

Environmental approvals at the Chichester Hub require biannual water quality monitoring to detect changes to the groundwater quality, such as increases in salinity, in mine voids when the water depth is greater than five metres.

Originally, this monitoring was undertaken by boat. However, this presented risks and challenges to the team. Monitoring is now undertaken using a specially designed drone to prevent exposure to pit crests, unstable pit walls or open water bodies.

Monitoring is undertaken by attaching a data logger to the drone and lowering the logger to profile the water column. The drone also collects water samples at specific depths and is a great example of how technology can reduce safety risks in the field.

CASE STUDY

NIGHT PARROT MONITORING PROGRAM AWARD

Fortescue's Night Parrot Monitoring Program won the Association of Mining and Exploration Companies' Environment Award for 2021.

This award reflects the increasing importance of managing environmental impacts of mineral mining and exploration projects and is awarded to a company that goes above and beyond in their management of environmental impacts or is developing innovative methods to achieve better long-term environmental outcomes.

The night parrot is a small, nocturnal bird that is endemic to Australia. The species is listed as Endangered under the *Environment Protection and Biodiversity Conservation Act 1999* (Cth), and Critically Endangered under the *Biodiversity Conservation Act 2016* (WA).

After 15 years of surveying land adjacent to our Chichester Hub, night parrot calls were detected in 2018 as part of a revitalised and class leading three year monitoring program at the Fortescue Marsh.

The formal recognition of the award is a testament to the research and hours that have been undertaken in the development and implementation of our monitoring program.

We will continue to monitor for the night parrot near the Fortescue Marsh, as part of our environmental management practices and commitment to protect biodiversity.

Significant flora, vegetation and ecological communities

We implement a Vegetation Health Monitoring and Management Plan (VHMMP) across our active sites to identify potential impacts to conservation significant flora and vegetation and ensure effective management and monitoring measures are in place.

Significant flora managed under the VHMMP includes threatened flora and priority flora species. Vegetation of significance includes threatened ecological communities, riparian vegetation, groundwater dependent vegetation, mulga and samphire communities.

The VHMMP allows us to minimise the direct and indirect impacts of our operations on significant flora and vegetation and to protect the values of these communities.

Protection of the Fortescue Marsh

The Chichester Hub incorporates our Cloudbreak and Christmas Creek mine sites. It lies north of the Fortescue Marsh, a wetland of national significance listed on the Directory of Important Wetlands of Australia.

The marsh is also culturally significant to the Banyjima, Nyiyaparli and Palyku First Nations peoples. We implement mitigation and management measures that are consistent with the WA State Government Fortescue Marsh Management Strategy (2018-24) to ensure the protection of the marsh.

CASE STUDY

PROPAGATING TRIALS OF QUOYA ZONALIS

Our Environment team is working closely with specialised botanical experts to develop suitable methods to re-establish the threatened flora species Pilbara foxglove (*Quoya zonalis*).

Cuttings of the species have recently been flown to Perth, where researchers at Kings Park Botanical Gardens and Parks Authority are trialling propagation methods.

Seeds of the species have also been harvested for future propagation trials. Twenty per cent of these seeds were given to the Western Australian Threatened Flora Seed Centre. The Centre collects and stores seeds of conservation significant flora for an indefinite period.



Biodiversity surveys

In FY22, our biodiversity surveys spanned vast areas of the Pilbara, with over \$4.7 million spent on environmental baseline studies to better understand the environment that we work in.

Highlights include:

- A study to characterise the aquatic invertebrates of the Freshwater Claypans of the Fortescue Valley. This priority ecological community comes to life after summer rainfall, with large numbers of invertebrate species that have very short life cycles. The study aims to develop key indicator species to quickly assess the health of these ephemeral communities.
- A targeted survey for the Priority Flora species *Triodia veniceae*. This survey contributed significant data to the known distribution and abundance of this recently described species.
- Over 150,000 ha of baseline flora, fauna, subterranean fauna at our Western Hub development areas to add to our ecological database.

These environmental surveys assist in the sustainable planning and development of current and future projects while ensuring the protection of the Pilbara's unique biodiversity.

Research and conservation initiatives

We continue to contribute to research and conservation initiatives which improve the collective body of environmental knowledge in the areas where we operate.

In FY22, our contribution to research and conservation initiatives totalled \$3.7 million, including:

- \$1,369,900 towards research for threatened fauna, including development and validation of new non-invasive survey and monitoring techniques for the Pilbara leaf-nosed bat.
- \$782,800 towards monitoring programs to improve the knowledge and management of rare and threatened fauna species, including the Pilbara leaf-nosed bat, ghost bat, Pilbara olive python, night parrot, greater bilby and northern quoll.
- \$718,700 towards Fortescue Marsh biodiversity protection programs as part of a long-term strategic collaboration with the WA Department of Biodiversity, Conservation and Attractions. This includes the implementation of feral animal control programs, contributions towards our Marsh Management Strategy and the funding of our dedicated Marsh Conservation Officer. Since 2008, we have contributed over \$7.6 million to this program.
- \$612,400 towards monitoring programs to enhance the knowledge and management of threatened or otherwise conservation significant flora species and ecological communities.
- \$50,000 to support research into the taxonomy of subterranean pseudoscorpions as part of the WABSI subterranean fauna research program.
- \$50,000 to the WA Parks Foundation as part of our 15 year partnership to enhance and protect biodiversity and inspire local communities to connect with nature.
- \$49,500 for research into propagation methods for *Quoya zonalis* to support the restoration of populations.

- \$45,800 to Curtin University to convene the second Pilbara leaf-nosed bat workshop in April 2022.
- \$27,900 as part of the Frontier SI Collaborative Research Project that identifies and monitors groundwater dependent vegetation in the Pilbara region via earth observation data.

FFI and biodiversity

With a vast portfolio of potential renewable green energy projects across the globe, FFI is committed to ensuring the biodiversity of our project sites is studied, understood and assessed to inform project development decisions.

Most of our projects are in the feasibility phase and we are committed to ensuring baseline studies are conducted to international best practice. We are currently scoping and implementing surveys in Africa, North America, South America, Southeast Asia, Australia, the Middle East and Europe. As well as contributing to the global understanding of biodiversity across these different regions, we will ensure that impact assessments meet leading practice and the mitigation hierarchy of controls is implemented.

Environmental incidents and monitoring

During FY22, there were no significant environmental incidents and no environment-related fines, sanctions or grievances filed against Fortescue.

All environmental incidents are investigated, and we undertake internal compliance auditing across all sites to measure performance against environmental obligations and relevant standards. Internal compliance is complemented by external independent audits.

During FY22, the Western Australian Department of Water and Environmental Regulation completed desktop audits across our Pilbara operations, including exploration and development sites. The audits assessed compliance against Ministerial Statements issued under the *Environmental Protection Act 1986* (WA). These audits concluded that we demonstrate a high level of compliance and that our operations align with regulator expectations.

Noise and vibration

We implement a Noise Management Plan to ensure that noise levels associated with rail and port activities comply with statutory requirements and acceptable standards and do not impact noise sensitive receptors. The plan includes requirements to measure impacts against baseline data.

Noise and vibration impacts are considered as part of our environmental impact assessments for all new project and project expansion plans. Ongoing stakeholder engagement is undertaken to ensure impacts are minimised. If impacts are found to be unacceptable, mitigation and management actions are modified accordingly.

PROTECTING WATER RESOURCES

Water is a critical resource and its effective management is fundamental to the sustainability of our operations and the ecosystems and communities in which we operate

Objective: Use water responsibly by improving water use efficiency and minimising water loss through surface water discharge and evaporation

Target: Set public, site-specific water management targets for each of our operating mines by FY23

Objective: Use water responsibly by improving water use efficiency and minimising water loss through surface water discharge and evaporation

Target: Annually, ensure at least 80 per cent of water abstracted at the Cloudbreak and Christmas Creek mine sites is used for operational requirements or beneficial environmental purposes

A target is in place for our Chichester Hub. Targets to be set for other operations in FY23.

FY22	99%
FY21	98%
FY20	98%



Water activities

Our major interactions with water occur at our operational mine sites in the Pilbara. These operations require water for ore processing, dust control, and for village requirements, including the supply of drinking water.

We take a proactive approach to responsible water management and acknowledge that our operations have the potential to impact water resources. We mitigate impacts by complying with all regulatory requirements as the absolute minimum and implement sustainable, adaptive water management practices across all our sites.

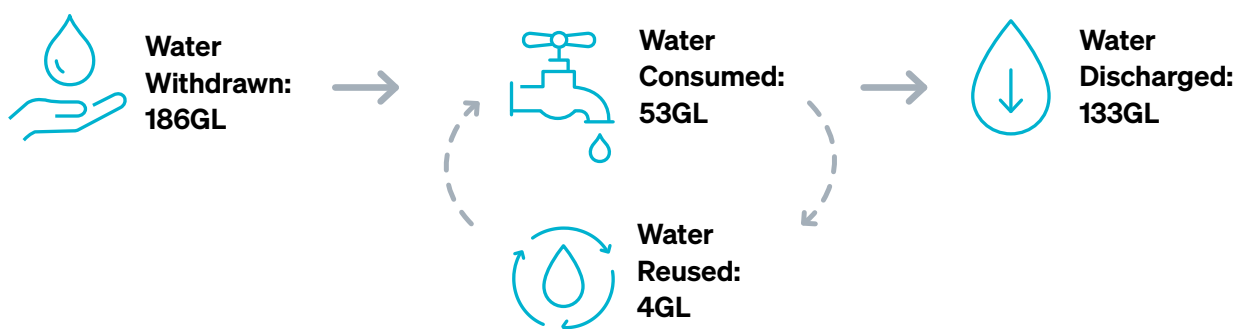
Surface water is not used to supply water to any of our iron ore operations. Water is primarily sourced from local groundwater resources, with minor quantities purchased from municipal suppliers. Our port also uses desalinated seawater.

We conduct mine pit dewatering at several of our mine sites to access iron ore present below the natural groundwater levels. The majority of this water is brackish or saline and is reused wherever possible, forming a key water source at our Cloudbreak, Christmas Creek, Eliwana and Solomon mine sites. The reuse of water is subject to a water quality hierarchy, ensuring that reused water is of a suitable quality for the required purpose.

At locations where mine dewatering volumes exceed the operational and environmental water requirements, excess water is returned to the environment by reinjection. Of the 151GL of water abstracted for mine dewatering at our Chichester Hub, 126GL is reinjected as part of our Managed Aquifer Recharge program. We also maintain groundwater levels near groundwater-dependent ecosystems and water levels in some permanent pools that exist in local creeks.

With the exception of our regulated surface water supplementation requirements, we do not discharge water to surface water bodies.

Water balance – Pilbara operations



Water activities outside the Pilbara region are limited, accounting for less than one per cent of our total water use. In FY22, approximately 1ML of water was withdrawn from municipal supplies for FFI operations in the USA, Argentina and the DRC. Approximately 1.5ML was sourced from surface water to support our project in PNG. This accounts for less than 0.001 per cent of our total water abstraction in FY22. No excess water was produced at our non-Pilbara operations and none was discharged to the environment.

Water risks

Our evaluation of water-related risks and opportunities, including those related to climate change, are integrated into multidisciplinary, company wide risk management processes and are considered as part of our overall business strategy. Facility level risk assessments are undertaken regularly as part of mine planning processes, including operational and environmental risks, constraints and challenges.

Risk assessments consider risks at a site level and the actions required to address them. We assess our water risk and water stress using the World Resources Institute (WRI) BETA Aqueduct Water Risk Atlas tool. This tool helps us identify the areas which are most susceptible to river and coastal floods, as well as the severity of droughts and seasonal and interannual water variability and scarcity that can be expected.

Our Cloudbreak, Christmas Creek, Solomon and Eliwana mine sites are located in *low* or *low to medium* water risk areas. Both our Port Hedland operations and Iron Bridge development are located in an *extremely high* water risk area. To manage this risk, over 60 per cent of the water for our Port Hedland operations is sourced from desalinated seawater.

With limited suitable local groundwater sources within 100km of the Iron Bridge mine site, water for operational needs will primarily be sourced from the Canning Basin borefield, located 160km east of Port Hedland. A 190km water supply pipeline is currently under construction, to transport water from the Canning Basin to Iron Bridge. Once the Iron Bridge mine becomes operational, magnetite slurry will be pumped to our concentrate handling facility in Port Hedland and recovered water will be returned to the mine site for reuse.

Our existing mine, port and rail operations are not located within areas defined as water stressed by the BETA Aqueduct Water Risk Atlas. The Canning Basin, the primary water source area for the Iron Bridge development, falls within an area defined as *highly* water stressed.

We do not have operations or developments located in areas defined as *extremely highly* water stressed by the BETA Aqueduct Water Risk Atlas.

Water-related risks	Relevant sites	Mitigation and management actions
Potential impacts to the Fortescue Marsh	Chichester Hub	<ul style="list-style-type: none"> Implement the Chichester Managed Aquifer Recharge (MAR) program to minimise groundwater level change near the Fortescue Marsh Apply a set of triggers to inform mitigation measures if unforeseen changes occur Monitor groundwater levels Monitor groundwater dependent vegetation
Potential impacts to pools	Solomon, Eliwana and Iron Bridge mines	<ul style="list-style-type: none"> Monitor groundwater levels, surface water levels and quality, as defined by environmental conditions Implement supplementation activities, where required
Potential impacts to stygofauna	All sites	<ul style="list-style-type: none"> Identify the extent of habitat and characterise stygofauna species Manage groundwater drawdown
Potential impacts to groundwater dependent vegetation	All sites	<ul style="list-style-type: none"> Monitor groundwater levels Manage groundwater drawdown Monitor groundwater dependent vegetation
Potential impacts to other water users including pastoralists	All sites	<ul style="list-style-type: none"> Engage with stakeholders regarding potential impacts and management measures Adhere to catchment scale water allocations Install additional water infrastructure where required
Increased flood risk due to climate change	All sites	<ul style="list-style-type: none"> Assess the risk to critical infrastructure using various climate change scenarios Update the flood protection design criteria, where required
Balancing mine site water demand with available water supply within the constraints of regulatory approvals	Chichester Hub, Solomon, Eliwana	<ul style="list-style-type: none"> Maintain a range of water supply options Monitor and manage existing and future water supply sources Conduct studies to assess potential environmental impacts and inform appropriate triggers for management actions Implement best practice techniques for mitigating environmental impacts such as Managed Aquifer Recharge and supplementation
Flood risk during wet season	All mine sites	<ul style="list-style-type: none"> Update hydrological models with any new data Conduct an annual risk assessment and implement a wet season preparedness plan Monitor flows and impacts during flood events
Risk to mining production due to insufficient dewatering	Chichester Hub, Solomon, Eliwana	<ul style="list-style-type: none"> Conduct hydrogeological investigations prior to pit development Design appropriate water management infrastructure through use of integrated hydrogeological numerical models and water system models Monitor dewatering response and feedback into design

Water management and stewardship

We are committed to sustainably managing water resources to avoid impacts to the environment and other water users and manage water resources at a catchment level across our operations. Site specific water balances are used to quantify supply and demand and identify opportunities to improve water use efficiency. We minimise losses through evaporation by avoiding surface water discharge or the use of evaporation ponds.

We monitor water quality and quantity at our operations, along with the health of key local water-dependent ecosystems and habitats. This monitoring allows us to ensure impacts are minimised and that we are operating in compliance with regulatory requirements.

Our dedicated Water Management team provides technical support across the business during all stages of operations, including planning and approvals. Specialist advice is provided on a wide range of issues, including flood management, water supply, climate change and dewatering.

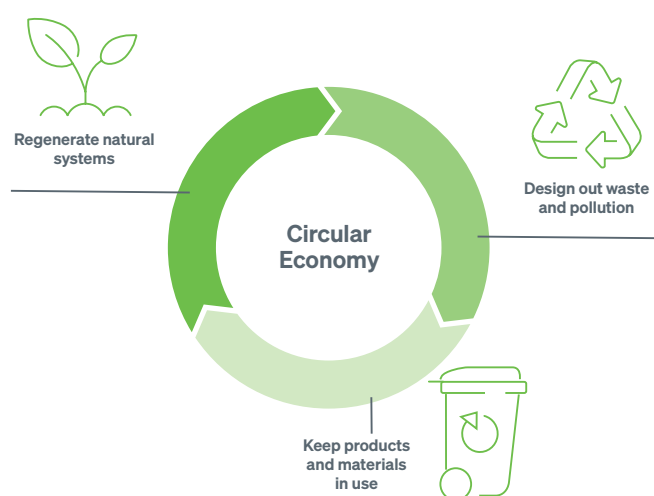
BUILDING CIRCULARITY

CIRCULAR ECONOMY

A circular economy is a systemic approach to economic development driven by innovation and designed to benefit business, society and the environment

The circular economy is based on three principles: designing out waste and pollution, keeping products and materials in use and regenerating natural systems.

We continued our journey to a circular economy in FY22, with a focus on initiatives aimed at designing out waste and keeping products in use.



Circular economy highlights

Completing the rollout of reusable crib containers across our operating sites, preventing more than 20,000 containers from entering landfill every day



Removing single use coffee cups from dining rooms, recreational rooms, aerodromes and site retail outlets. These areas now offer reusable cups, preventing around 5,000 cups entering landfill every day



Initiating a packaging reduction process with our key suppliers, with the aim of eradicating single use plastic from the goods delivered to our operations



Developing a process to recycle end-of-life high density polyethylene (HDPE) pipe



Installing recycling facilities for face masks at our aerodrome facilities



Expanding our Containers for Change program to cover all sites. Over 688,000 containers were deposited in FY22, raising more than \$68,000 for our charity partners



Our mobile assets have an average lifespan of around 10 years. In line with our commitment to circularity, surplus aged equipment is either sold via our business disposals process or converted into scrap steel through a third party.

CASE STUDY



GREEN CAFFEEN

As part of our move to eliminate single use coffee cups, we have partnered with Green Caffeen at our site retail outlets. Green Caffeen provides a swap and go reusable coffee cup system where reusable cups are scanned out and scanned back when returned. The coffee cups are free and in the first three months of operation at Kangi Café at Solomon, more than 3,000 Green Caffeen cups were checked out, avoiding single use cups entering landfill.

We're also working with Green Caffeen to partner with local cafés near our head office at the Fortescue Centre in Perth.

CASE STUDY

PLASTIC REDUCTION PARTNERSHIP WITH CITY TOYOTA



In January 2022, we commenced a pilot program with key high-volume suppliers, to reduce single use plastics in packaging.

One of our high volume suppliers, City Toyota, delivers over 3,000 packages to us each year. Prior to the pilot program, City Toyota used 1,200kg of single use plastics in deliveries to their local customers each year.

Traditionally, their deliveries consisted of car parts wrapped or bagged in clear plastics.

With our support, City Toyota has overhauled its approach to packaging and is now using paper wrapping to protect parts being transported in cardboard boxes. Plastic tapes and document wallets have been replaced with biodegradable alternatives.

City Toyota estimates that they have already reduced single use plastics in Fortescue's deliveries by more than 216kg per year. As a result of this program, City Toyota is intending to implement similar packaging methods for other customers.

CASE STUDY

WASTE HDPE RECYCLING PILOT



HDPE pipe is used across our sites for dewatering, process water supply, tailings transport and potable water supply.

A trial is currently underway at our Solomon mine for the disposal and reuse of waste HDPE. King Kira Group, an Aboriginal owned and managed business, provided a solution that involves partner companies working together to facilitate the removal and recycling of the end of life pipe.

The process begins with the King Kira Group and TCD Civil Construction coordinating the onsite removal and transport of waste pipe. D&M Waste Management, specialists in HDPE and PET waste recycling, then receive the pipe and manage recycling of the product from shredding to pelletising. Hydra Storm uses the pellets to manufacture both corrugated recycled HDPE (rHDPE) drainage pipe and rHDPE Diamond Grid ground stabilisation. The rHDPE drainage pipe is used in our non process infrastructure and the diamond grid is used for carpark delineation and footpaths. Both products are made from 100 per cent rHDPE material.

The strategy provides a circular solution that gives Fortescue a positive financial, agile, sustainable process for the removal of HDPE pipe. The first 41 lengths of pipe were collected from Solomon in June 2022. If successful, this trial will be extended to other Fortescue sites in FY23.

We are also in the process of undertaking a review of dewatering pipe manufacturing specifications and in conjunction with TCD and Hydra Storm, applying new engineering technologies to extend the use of the recycled pipe into a mine specification dewatering pipe to create added value to Fortescue. This process aligns with the circularity principle of keeping materials in use at their highest possible value.

WASTE

Objective: To reduce waste generation through prevention, reduction, recycling and reuse

Target: Recycle more than 80 per cent of our non-mineralised waste volumes at our operating sites, excluding tyres and concrete waste

Waste recycled

FY22	83%
FY21	87%
FY20	89%



Our waste management approach aims to reduce waste through the prevention, reduction, recycling and reuse of waste produced across all sites. We continue to investigate options to minimise the volumes of non-mineral general waste being sent to landfill.

Non-mineralised waste

Non-mineralised waste generated at our sites includes steel, wood, rubber, food and food packaging wastes, used oil and office waste. Established reuse and recycling mechanisms exist for the following materials:

- **Scrap steel:** 13,000 tonnes were collected from sites and recycled by third party recyclers.
- **Pallets:** more than 6,500 tonnes were collected on site for internal reuse.
- **Rubber:** 2,500 tonnes were collected on site for internal reuse.
- **Drink containers:** 688,068 containers were recycled through Containers for Change.

Where waste cannot be recycled or reused, it is disposed of at regulated landfill facilities on site or at nearby municipal landfill facilities. In FY22, we recycled 83 per cent of non-mineralised waste volumes across all our sites, excluding tyres and concrete waste.

Waste is handled in accordance with our Waste Management Plan and Hazardous Materials Management Procedure. The Waste Management Plan aims to ensure that the disposal and management of waste does not adversely impact environmental values or the health, welfare and amenity of people, and also details the key management actions to achieve the plan's objectives.

Hazardous materials

The potential impact of environmentally hazardous materials across our sites is managed under the Chemical and Hydrocarbon Management Plan. This plan includes measures to minimise the potential environmental impacts associated with chemical and hydrocarbon transport, storage, handling and disposal. Our Hazardous Materials Management and Chemical and Hydrocarbon Spills Procedures outline key risks and specific management actions.

During FY22, 1,596 tonnes of hazardous waste, as classified under the Basel Convention, were generated, with none being disposed of onsite. This hazardous waste includes hydrocarbons, waste oil and batteries and is removed from our sites for recycling and disposal by licensed, third party waste management companies.

TAILINGS MANAGEMENT



The tailings produced during the production of our iron ore are geochemically benign

Our iron ore processing facilities generate a fine-grained by-product, referred to as tailings. Tailings are pumped as a slurry via pipelines to specifically designed Tailings Storage Facilities (TSFs). Over time, the fine-grained material settles, allowing water to be recovered and recycled where possible. In FY22, 25 million dry metric tonnes of tailings were produced at our sites. The tailings produced during the production of our iron ore are geochemically benign (non acid forming) and therefore pose a negligible environmental or health contamination risk.

We make use of internal expertise together with external consultants for tailings design, construction, monitoring and maintenance. This ensures that our TSFs are designed, built, operated and closed in line with regulatory requirements, Australian National Committee on Large Dams (ANCOLD) Guidelines and international best practice, minimising any environmental and community impacts, ensuring operational efficiency and eliminating any risk of catastrophic failure (uncontrolled release of tailings to the environment).

The management of tailings storage includes rigorous design practices, comprehensive monitoring and management programs, independent auditing and a strict corporate governance regime.

Our tailings storage facilities

During the TSF design phase, a number of aspects are considered, including the location of mining infrastructure, employees and communities, areas of environmental significance, topography, geological and climatic conditions, surface and groundwater, future land use, tailings characteristics and seismic activity in the area.

We do not employ the upstream raise as a TSF design or construction method. All our TSFs are located in remote areas and there are no communities situated near these facilities.

We currently operate four active TSFs and manage an additional six inactive facilities. There are currently two TSFs under construction. All our facilities are located in the Pilbara region of Western Australia.

Two of the inactive facilities have been rehabilitated, one is in the process of being rehabilitated and another two are being dried for future rehabilitation. The final inactive TSF is located at our Iron Bridge project and is in care and maintenance.

The active TSFs are located at our operational mine sites at Cloudbreak, Christmas Creek and Solomon Hub. There is one TSF under construction at Christmas Creek and another under construction at Iron Bridge. None of our operating TSFs are considered large or complex engineering structures, or operated in geotechnically, geologically, topographically or meteorologically complex settings.

Based on the seven consequence rating categories defined by the ANCOLD (*Very Low, Low, Significant, High C, High B, High A and Extreme*), our TSFs at Cloudbreak and Christmas Creek are all classified as *Very Low* or *Low* consequence facilities. Our Solomon TSF is classified as a *Significant* consequence category and our Iron Bridge TSF, currently under construction, is classified as a *High C* consequence category. These classifications reflect an increased risk associated with operational infrastructure and environmentally sensitive areas located downstream of the TSFs. There are no communities situated downstream of these facilities in areas that could be impacted by any structural failure.

Based on the hazard potential criteria presented by the Mine Safety and Health Administration, our TSFs located at Cloudbreak and Christmas Creek are rated as *Low* hazard potential, and the TSFs at Ironbridge and Solomon are rated as *Significant* hazard potential due to the same factors described above.

Our TSF register can be found on the Environment page of our website at www.fortescue.com

We do not employ the upstream raise as a TSF design or construction method

Our tailings management framework

We carry out all tailings management activities, including design, construction, operation and monitoring, in accordance with the requirements of risk based TSF management set out in the Western Australian Government's Department of Mines, Industry Regulations and Safety tailings guidelines and the ANCOLD guidelines.

The risk based process ensures risks are identified and reviewed, and that implementation and control effectiveness are monitored and audited. This process also assists in mitigating the impacts of failure through targeted response plans.

We implement a lifecycle TSF management framework. The objective of this framework is to define, understand, prioritise, control, mitigate and effectively eliminate catastrophic TSF failure.

Our TSF management framework is underpinned by three preventative critical control groups, as follows:

- **Critical Control Group #1**
Risk and consequence-based planning, investigation, design and construction supervision, and quality assurance and quality control.
- **Critical Control Group #2**
Observational Trigger, Action, Response Plan (TARP) based operation, surveillance (inspection and monitoring) and maintenance.
- **Critical Control Group #3**
Risk-focused condition, performance and dam safety inspections, reviews, audits and corrective planning and implementation.

Each active TSF has a comprehensive Operations, Surveillance and Monitoring Plan and a Dam Safety Emergency Plan that act in parallel with the site Emergency Response Plan. Our dam safety emergency processes are updated annually, or as required.



Inspections and audits

We implement internal TSF monitoring programs that include daily, weekly, fortnightly, monthly and quarterly visual inspections and instrumentation surveillance monitoring and alarm systems. All tailings-related team members are trained and must be assessed as competent prior to operating a TSF.

We are committed to the safe storage of tailings and support the improvements recommended by the Global Industry Standard on Tailings Management (GISTM). We have undertaken a formal gap analysis of our tailings management framework to identify actions required and we are actively progressing an implementation strategy. In accordance with GISTM requirements, accountable executives have been assigned to all sites and our Tailings Management Framework is being revised to ensure alignment.

CLOSURE AND REHABILITATION

Objective: Ensure the closure of our mines and key infrastructure areas is undertaken in a planned approach, with appropriate financial provisioning in place

Target: Closure plans to be in place for each major operational site

Closure plans in place

FY22	100%
FY21	100%
FY20	100%



Mine closure

Our mine closure planning focuses on returning the land to a state that provides future use and value. In our Pilbara mining operations, this is achieved by:

- Working collaboratively with our stakeholders, including local communities and First Nations peoples to explore future land use options and develop closure plans based on agreed future use.
- Ensuring we are adequately provisioned to comply with all relevant legal obligations and commitments once mining is complete.
- Seeking to improve closure outcomes and reduce closure costs through continuous improvement and innovation.
- Fostering a culture where planning for closure is considered at each development stage, where we work together to achieve the outcomes described in the closure plan.

Mine closure plans have been established for all our operational mine sites and key infrastructure.

The closure horizon for our mine sites is between 2030 and 2040. Although none of our sites are expected to close within five years, we undertake studies and field trials to demonstrate the feasibility of proposed closure strategies.

Financial provisions for closure are developed for all sites and revised every six months to capture mine and rehabilitation progress. These provisions are outlined in our FY22 Annual Report, which is available on our website at www.fortescue.com

Mine closure is a key consideration during the project feasibility phase when closure outcomes are agreed with stakeholders, and site strategies are created to minimise environmental impacts. To minimise the potential financial, social and environmental risks of mine closure, we review strategies over the life of each operation to ensure maximum effectiveness of rehabilitation activities and future uses.

Planning for closure starts when a project is being developed and continues throughout the mine life to ensure that the impacts of mining can be managed in an environmentally, socially and economically responsible manner.

Our closure planning cycle includes an annual closure review to ensure we develop outcomes that meet stakeholder needs and allow for sufficient time to consider accepted norms and obligations and ensure the best solutions can be implemented.

Sustainable rehabilitation

All mining related landforms and disturbances will be rehabilitated to ensure they are safe, stable, non-polluting, integrated with the surrounding landscape and able to support self-sustaining, functional ecosystems.

We have adopted a multidisciplinary approach to sustainable rehabilitation as we aim to ensure that progressive rehabilitation activities are integrated into all standard operating procedures and that closure environmental performance objectives are met. To achieve this, we have developed a range of practical, achievable solutions that ensure responsible rehabilitation practices are implemented throughout the mine life cycle. We consider a range of sustainable options which are fully costed prior to adoption.

We apply an integrated approach where rehabilitation monitoring procedures consider local environmental issues, using indices such as plant species diversity and composition, nutrient cycling, infiltration and erosion.

Each mine closure plan includes a progressive rehabilitation schedule. Our progressive rehabilitation activities are currently focused on improving our waste rock characterisation, updating our closure designs to align with the evolving mine development and preparing field trials. Rehabilitation implementation is focused on progressively backfilling pits to achieve our agreed closure outcomes.

During FY22, rehabilitation works included:

- Direct disposal (backfill) of more than 164 million tonnes of waste rock into exhausted mine pits at our Cloudbreak, Christmas Creek and Solomon mines.
- Continued geochemical and physical characterisation of the mineral waste rock, including tailings material.
- Ongoing review, involving computer modelling, of proposed post-mining landforms and water systems.

Partnerships and collaboration

During FY22, we continued to collaborate with industry peers to better understand and improve rehabilitation practices. We continued our support of the Cooperative Research Centre for Transformations in Mining Economies (CRC-TiME), participating in and co-sponsoring numerous projects, including:

- Research into increasing bio-available plant nutrients in mineral waste.
- Studies on improved prediction, remediation and closure of acid and neutral metalliferous drainage sites by examination of mine waste behaviour at the meso-scale.
- A review of the practices, techniques and procedures that are currently employed to quantify mine closure costs and benefits and associated mine closure risk.
- A review of water management associated with open pit mines.

In FY22, we continued our study in collaboration with CRC-TiME, the University of Western Australia and Curtin University to formulate a bioengineering process to increase plant available nutrient levels in waste rock using novel plant microbe systems.

PROCESS OPERATING WITH INTEGRITY



BUSINESS INTEGRITY

Fortescue operates under a Code of Conduct and Integrity which reflects our Values and represents our commitment to uphold the highest ethical business practices

Objective: To ensure our Values reflect ethical conduct and respect and are embedded in the business

Target: Annually, ensure ethical conduct is maintained by a targeted program, including leadership development, training, performance assessments and remuneration

Advanced training sessions delivered

FY22	863
FY21	264
FY20	226



- Gifts, Entertainment and Sponsored Travel Policy
- Health and Safety Policy
- Human Rights Policy
- Media Policy
- Privacy Policy
- Procurement Policy
- Sanctions Compliance Policy
- Securities Trading Policy
- Whistleblower Hotline Policy.

Our employees, contractors and suppliers must ensure they are familiar with the Code, which is accessible on our website and intranet.

Training provided across the business reinforces the requirements of the Code. All employees participate in performance assessments biannually where adherence to the Code is assessed and reported. Remuneration is linked to these assessments.

In FY22, 88 potential breaches of the Code were reported. An investigation has been completed for each of these cases, with 21 substantiated breaches confirmed. Disciplinary action for these confirmed cases resulted in 16 terminations in FY22.

Reporting and investigation

We provide a range of mechanisms to report suspected breaches of the Code. These include:

- Encouraging employees to raise issues with their manager or a member of our Fortescue People team via the Speak Up program.
- Encouraging community members to report via our community or site offices or via our website.
- Providing a Whistleblower Hotline for employees and external stakeholders.

Our Whistleblower Hotline provides an independent, confidential and anonymous mechanism for anyone, including employees, contractors, suppliers and members of the community, to raise concerns regarding potential illegal activity, violations or breaches of the Code. The hotline can be accessed via an online portal, phone, email or post and has multilingual capabilities.

The Code of Conduct and Integrity (the Code) provides guidance on the standards of behaviour expected from those who work for and with us, including our directors, employees, contractors, suppliers, business partners, and all those affiliated with our subsidiaries and related companies over which we have control.

Our core principles and Values are documented in the Code, which is supported by a suite of policies and standards that shape our business, including:

- Anti-Bribery and Corruption Policy
- Appropriate Use of Technology Policy
- Climate Change Policy
- Continuous Disclosure and Market Communications Policy
- Cyber Security Policy
- Declaration of Interests Policy
- Directors Code of Conduct Policy
- Diversity Policy
- Environment Policy
- Equal Opportunity, Discrimination and Workplace Bullying Policy
- External Communications Policy

Our Values guide our business decisions and foster integrity and honesty

Our Whistleblower Hotline Policy is aligned to the *Treasury Laws Amendment (Enhancing Whistleblower Protection) Act 2019*, and provides protection to disclosers of reportable conduct, including suspected:

- bribery or corruption
- conflict of interest
- fraud or theft
- serious misconduct or dishonesty
- danger to the public or financial system
- improper state of affairs in relation to Fortescue.

During FY22, 65 Whistleblower Hotline disclosures were reported.

All disclosures are received and reviewed by our Corporate Governance and Compliance Manager who either conducts or commissions an investigation. Investigation findings are reported quarterly to the ARMSC.

The majority of issues raised via the Whistleblower Hotline were employee relations matters, including concerns of antisocial behaviour, discrimination, bullying and harassment. A number of these investigations resulted in corrective actions, including warnings and, in some cases, termination.

The effectiveness of the Whistleblower Hotline is reviewed annually.

Anti-bribery and corruption

Bribery and corruption undermine legitimate business activities, distort competition and have the potential to expose our business and people to significant risks. We practise a zero tolerance approach to all forms of bribery and corruption and are committed to working with local, state and federal governments to prevent corruption in our society. This commitment is formalised in our Anti-Bribery and Corruption Policy which is approved by the Board.

Our exposure to anti-bribery and corruption risks has increased as our business expands globally with FFI. We rely on our Value of integrity and our strong corporate culture to ensure that all business is conducted fairly, openly, honestly and in compliance with all applicable legislation.

All employees must complete online anti-bribery and corruption training prior to commencing employment. In addition to this, all FFI team members must complete advanced face to face anti-bribery and corruption training within one month of joining our business. In FY22, 863 employees completed this advanced training.

Our Anti-Bribery and Corruption Policy and associated Standard describe the behavioural expectations that ensure strict compliance with all applicable legal regimes. Our Governance and Compliance team oversees compliance with our Anti-Bribery and Corruption Compliance Program which is designed to meet the requirements of the Australian Criminal Code and all other applicable legislation. Our Program includes:



- A management commitment to promoting a culture of compliance that rewards prudent conduct and permits escalation of potential issues without fear of reprisal.
- Bribery and corruption risk assessments that consider the potential, bribery and corruption risks associated with our business, third party partners and geographic locations.
- Robust internal controls that clearly and effectively identify, investigate, report and mitigate non-compliant activity.
- Independent testing and auditing of the effectiveness of internal controls.
- Targeted training of all employees on a periodic basis.

The ARMSC is responsible for overseeing matters related to anti-bribery and corruption.

In FY22, five cases of potential bribery or corruption were reported. An investigation has been completed for each of these cases, confirming that no actions constituting bribery or corruption occurred. No external investigations into bribery or corruption occurred in FY22.

Political donations

We do not make political donations to any political party, politician or candidate for public office in any country unless the donation has been approved in advance by the Board. No political donations occurred in FY22.

Attendance at political functions is permitted where there is a legitimate business reason. Attendance at these functions must be approved by the Governance and Compliance team and the Director of Communities, Environment and Government. A record, which includes the cost of attendance, is maintained.

Privacy

We are committed to maintaining the security of all personal information processed by Fortescue, regardless of whether this data belongs to our employees, customers or partners. We follow regulatory requirements and best practice to meet our data privacy obligations. We comply with, and our internal standards are aligned to, the Australian Privacy Principles.

Our Privacy Policy, Privacy Standard and Data Protection Standard govern all data processing activities, detailing how we collect, use, manage and protect personal information.

ECONOMIC CONTRIBUTION

Fortescue's economic contribution creates wealth in our Australian economy and around the world, with payments to our employees, suppliers and shareholders, and to the governments of the countries where we operate

TOTAL
ECONOMIC
CONTRIBUTION
FY22



- Employee payments **\$1.9bn**
- Shareholders and investor payments **\$9.6bn**
- Government and native title payments **\$5.3bn**
- Suppliers and operational payments **\$10.8bn**

CASE STUDY

WORLD ECONOMIC FORUM

The 2022 Annual Meeting of the World Economic Forum was held in May, in Davos, Switzerland. The World Economic Forum engages the foremost political, business, cultural and other leaders of society to shape global, regional and industry agendas. The 2022 Meeting brought together more than 2,000 leaders and experts from around the world, all committed to improving the state of the world.

The Meeting facilitated global collaboration across eight themes: climate and nature, fairer economies, technology and innovation, jobs and skills, better business, health and healthcare, global cooperation and society and equity.

Our Executive Chairman and Founder Dr Andrew Forrest AO and our CEO Elizabeth Gaines attended and participated in sessions focused on Shaping the Integrated Energy Future, China in the Global Energy Transition and Turning up the Heat on Greenwashing.

OUR APPROACH TO TAX

Payment of taxes is an important element of our commitment to ensure communities benefit from our operations. The taxes we pay contribute to the economic development of the countries in which we operate.

We strive for full and timely compliance with the letter and intent of the prevailing tax laws of all jurisdictions in which we operate and seek strong, collaborative working relationships with all relevant revenue authorities.

In line with our Board-approved Global Taxation Policy, we work to achieve this by:

- Ensuring implementation of and adherence to our Global Tax Corporate Governance Framework.
- Complying with all applicable tax laws and regulations of each country in which we operate, including reporting and paying all necessary taxes in a timely manner.

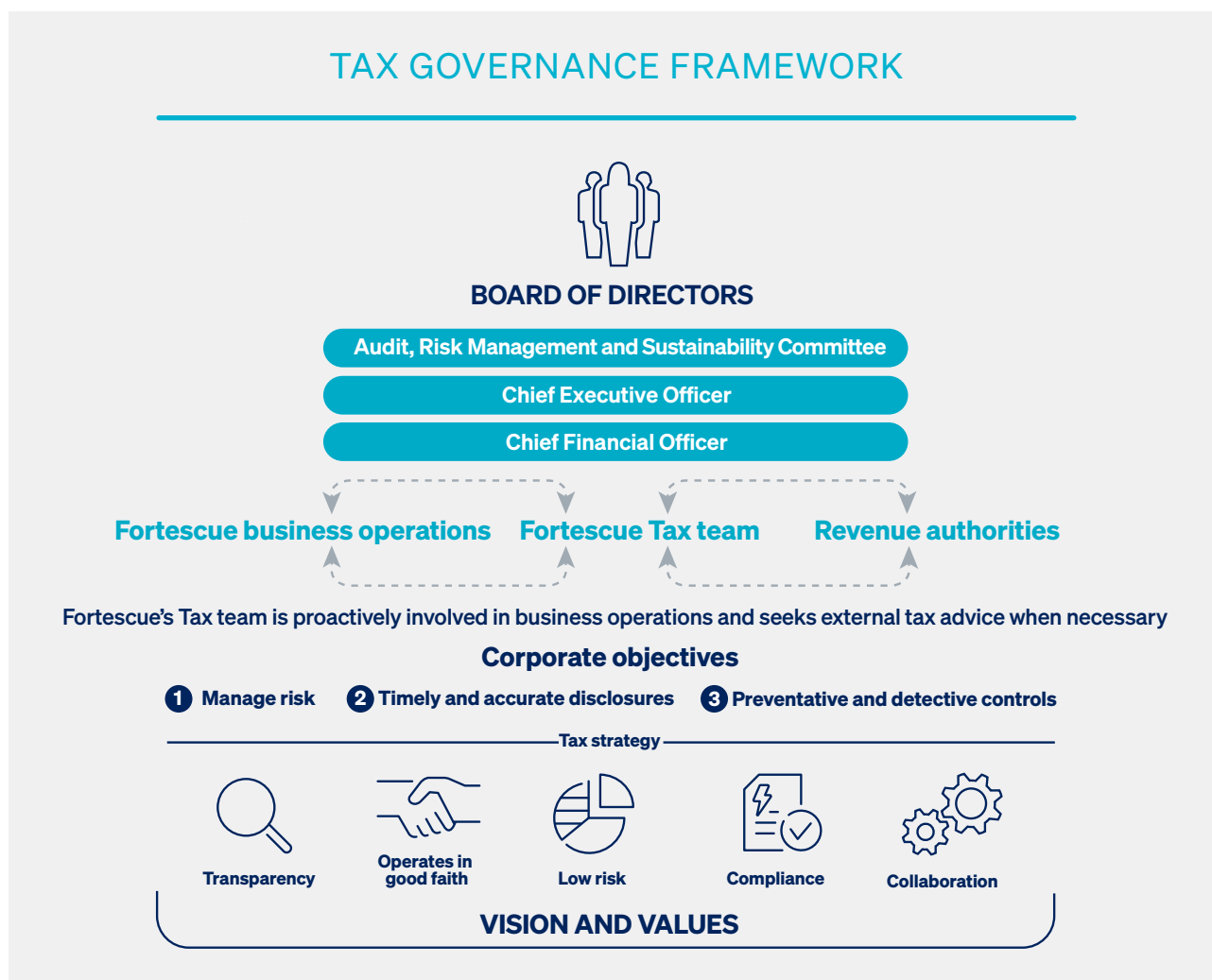
- Managing tax risks through constructing appropriate mechanisms that assess both short and long-term tax impacts when making major commercial decisions.
- Developing mutually transparent, cooperative and respectful relationships with tax authorities in the countries in which we operate and communicating with those authorities on tax matters where appropriate.
- Ensuring public disclosures are transparent, timely, accurate and meet stakeholder expectations.
- Operating in good faith through appropriate transfer pricing and not undertaking 'profit shifting' activities.
- Entering into transactions on the basis of commercial merit, not for the purpose of avoiding tax.

A copy of our Global Taxation Policy is available on our website at www.fortescue.com

Governance

Our Board is ultimately responsible for ensuring a robust system of internal controls is in place for tax governance purposes. Our Global Taxation Policy and comprehensive Global Tax Corporate Governance Framework are key to

governing the management of tax-related risks in Australia and in all relevant overseas jurisdictions. The Board, through the ARMSC, receives regular updates from senior management on the operation and effectiveness of our Global Tax Corporate Governance Framework.



Our attitude to tax risk

Fortescue accepts a low level of risk in relation to major transactions and tax compliance activities, undertaking to file only verified tax positions. Major transactions are determined based on the value of the transaction and associated tax risk, technical complexity of the transaction and interpretation of the prevailing tax legislation. Where the application of the tax legislation is unclear, we seek external tax advice and consult with the relevant taxation authorities to achieve an appropriate level of certainty. There are also a number of controls, systems and procedures in place to manage our exposure to tax risk.

Tax transparency code

We are committed to transparency across all aspects of our business, including in relation to our tax obligations. By providing our investors and other external stakeholders with relevant tax information, we offer a deeper understanding of our tax profile to the wider community.

Our continuous review of internal tax policies, industry best practice, feedback from key stakeholders and legislative developments further underpins our commitment to tax transparency.

Fortescue has been a signatory to the Australian Board of Taxation (BoT) voluntary Tax Transparency Code (TTC) since 2017. The TTC sets out several principles and minimum standards to guide additional disclosures of tax information by multinational businesses. The TTC is divided into two parts, with the BoT recommending that Part A and Part B be adopted by large businesses such as Fortescue.

To comply with Part A of the TTC, we have extended the scope of our income tax disclosures contained within our annual financial reports since FY17. Part B disclosures are included in our sustainability reporting. This details our approach to tax strategy and governance, as well as providing additional information on overseas operations and international related party transactions.

Total tax contributions

We pay taxes according to the prevailing laws in each jurisdiction. As our primary revenue generating operations are in Australia, the majority of our tax liabilities arise and are paid in this jurisdiction.

Taxes applicable to our business include:

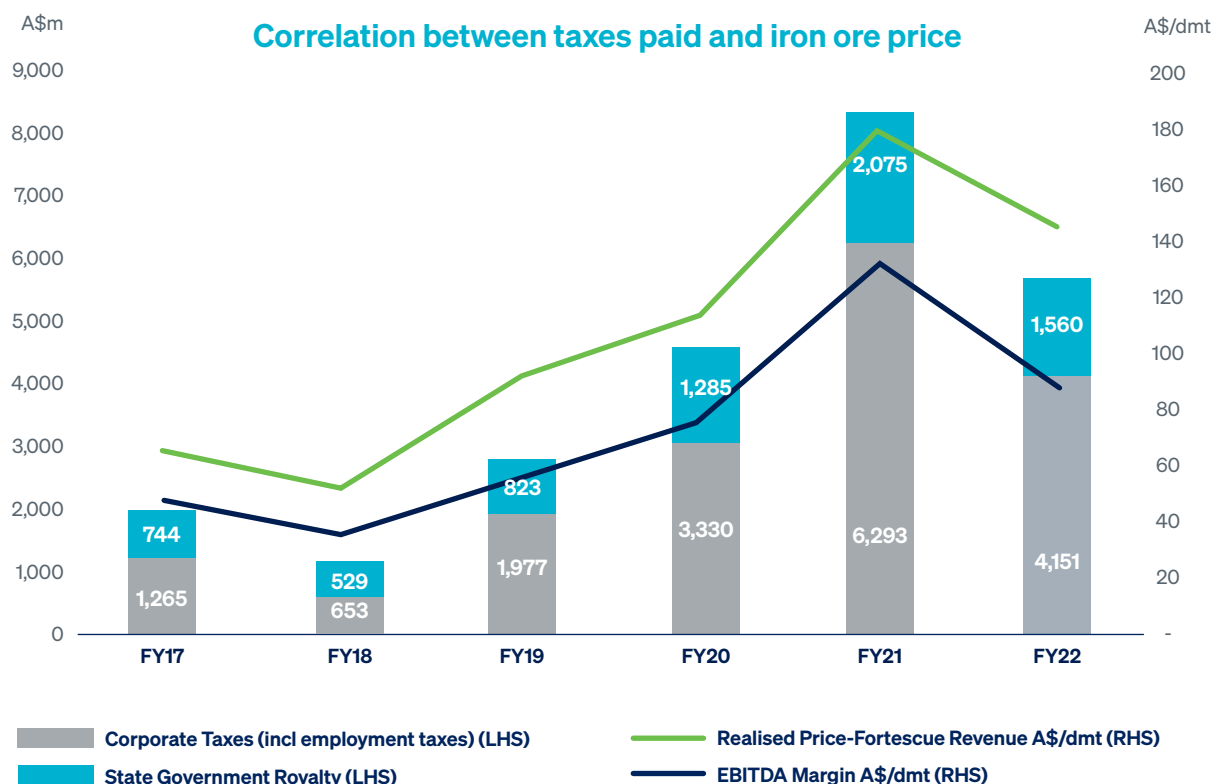
- Company taxes
- State government royalties
- Comprehensive employment taxes such as fringe benefits taxes, payroll taxes and various employee insurances.

We also collect and pay a number of additional taxes beyond those which are directly attributable to our business. These include pay as you go (PAYG) withholding tax from salary and wages paid to employees.

Given the current structure of our international operations, some companies are subject to the Australian Controlled

Foreign Company (CFC) rules. Under these rules, profits generated by relevant overseas entities are attributable and taxable in Australia at the 30 per cent Australian corporate tax rate.

There is a direct correlation between our earnings before interest, tax, depreciation and amortisation (EBITDA) margin and the total taxes paid. Our taxation payments therefore vary in proportion to earnings which are driven primarily by the iron ore price and cost of production. A summary of our FY22 tax obligations and tax payment history is provided below.



Australian tax return information

Each year, the Australian Taxation Office (ATO) issues a Report of Entity Tax Information, which provides high level details of Fortescue's most recently lodged tax return. Tax returns are usually due for lodgement in the January following each financial year-end i.e., the tax return for the year ended 30 June 2022 is due on 16 January 2023.

The following table reflects the Fortescue Australian tax consolidated group's information based on lodgement of the

2018 to 2021 income tax returns. The 2021 income tax return information will be released by the ATO late in the 2022 calendar year.

All figures are disclosed in Australian dollars, after being calculated in Fortescue's functional currency of US dollars and converted at the ATO's average exchange rate for the relevant year.

Fortescue Metals Group Ltd Australian tax consolidated group	2021 A\$m	2020 A\$m	2019 A\$m	2018 A\$m
Total income	28,778	17,733	12,301	7,354
Accounting profit before tax	19,597	9,631	6,005	1,461
Taxable income	19,424	9,832	5,662	1,367
Income tax payable at 30%	5,827	2,950	1,698	410
Less: tax offsets ¹	(38)	(31)	(27)	(29)
Final income tax payable in Australia	5,789	2,919	1,671	381
Effective tax rate in Australia ²	29.5%	30.3%	27.8%	26.1%

¹ Includes credits for foreign taxes paid on offshore income which is also taxed in Australia at 30 per cent (double taxation relief), and the research and development tax incentive.

² Effective tax rate is calculated by dividing the final income tax payable in Australia by accounting profit before tax.

These amounts differ from the tax numbers disclosed in our annual report for the following reasons:

- The above amounts only reflect the Australian tax consolidated group whereas the annual report includes the global Fortescue group of entities. Foreign subsidiaries and Australian entities that are not wholly owned cannot be members of the Australian tax consolidated group.
- The above amounts only reflect current tax payable whereas the annual report includes the impact of deferred tax expense arising on temporary differences. Temporary differences exist where amounts are assessable or deductible for tax at a different time to when they are recognised under accounting practices.
- Income tax expense in the annual report is based on current year provisional calculations with tax return finalisation adjustments reflected in a subsequent year.

As a top 100 Australian taxpayer, we are part of the ATO's Justified Trust program that seeks to assure large companies are paying the right amount of tax. FY18 was our first year under the Justified Trust program and, at the outcome of its review, the ATO concluded that it had a high level of assurance that Fortescue paid the right amount of income tax. This high level of assurance is the highest possible assurance rating under the program and has been maintained for the FY19 and FY20 income years. The FY21 income year is currently being reviewed by the ATO and is expected to be completed in December 2022.

In 2019 the Justified Trust program was expanded to include Goods and Services Tax (GST) for Top 100 taxpayers. The purpose of this program was to test whether Fortescue reported and paid the right amount of GST in its Business Activity Statements during FY20. The ATO obtained a high level of assurance that Fortescue has paid the right amount of GST, which is again the highest possible rating that can be achieved under the program.

We continue to engage transparently and cooperatively with the ATO in respect of all tax matters, including meeting with the ATO on a regular basis throughout the year to provide an update on business performance and significant transactions.

International related party transactions

The ongoing growth and development of our business has led to an increase in our international related party dealings.

In accordance with our global tax strategy, all international related party dealings are conducted on arm's length principles, methodologies as prescribed by the Australian transfer pricing laws and the Organisation for Economic Cooperation and Development guidelines.

We disclose all material international related party transactions through the lodgement of tax returns and other statutory disclosures to revenue authorities, including our detailed International Dealings Schedules and Country by Country reports.

Our Group includes a number of revenue generating subsidiary companies that are incorporated in jurisdictions outside of Australia. These are summarised in the table on page 93.

A list of our Group subsidiary companies incorporated in jurisdictions outside of Australia whose activities do not currently generate revenue from operations (and therefore income tax payments) are summarised in the Data Tables on pages 124-126. We recognise the significant impact that paying taxes can have on the social and economic development of local communities. The majority of our entities that do not generate revenue still pay taxes in their local jurisdiction by way of withholding taxes and Value Added Taxes (VAT) (which is not always creditable back to the company) providing benefits to the local communities where they operate.

Revenue generating foreign incorporated subsidiary companies

Unless stated otherwise, the entities listed below are wholly owned Fortescue Group entities incorporated and operating in jurisdictions outside of Australia. These entities have generated external revenue during the year ended 30 June 2022.

All amounts are presented below in Australian dollars. Amounts are translated from the functional currency of the foreign subsidiary into Australian dollars at the average exchange rate for the relevant income year. Accounting profit before tax and taxable income are as per the most recently lodged annual income tax return or provisional income tax return for the period specified.

Company	FMG Trading Shanghai Co., Ltd (FMG Trading)	Accounting profit before tax	\$16.9 million
Country	China	Taxable income	\$16.9 million
Functional currency	Renminbi	Income tax payable in China	\$4.2 million
For the year ended	31 December 2021	Tax paid in Australia	\$0.8 million
Employees	43		

The key purpose of FMG Trading is to supply iron ore products directly to Chinese customers in smaller volumes, in renminbi, from regional ports in China.

Income generated by FMG Trading is taxable in China at a corporate income tax rate of 25 per cent. An additional 5 per cent income tax is payable in Australia to top up the total tax paid to 30 per cent.

Company	FMG Hong Kong Shipping Ltd (FMGHKS)	Accounting profit before tax	\$14.4 million
Country	Hong Kong	Taxable income	Nil
Functional currency	US dollars	Income tax payable in Hong Kong	Nil
For the year ended	30 June 2021	Tax paid in Australia	\$2.8 million

FMGHKS provides iron ore transportation services to another wholly owned Australian subsidiary, FMG Pilbara Pty Ltd, under a Transportation Services Agreement using ore carriers.

Income generated by FMGHKS is considered 'exempt offshore profits' and is not subject to corporate income tax in Hong Kong at a rate of 16.5 per cent.

However, 5 per cent of the income generated by FMGHKS is taxed in Australia under the Australian Shipping Regime at a rate of 30 per cent.

Company	FMG International Pte Ltd (FMGI)	Accounting profit before tax	\$117.0 million
Country	Singapore	Taxable income	\$119.3 million
Functional currency	US dollars	Income tax payable in Singapore	\$20.3 million
For the year ended	30 June 2021	Tax paid in Australia	\$35.9 million
Employees	12		

Since 2012, FMGI manages the majority of Fortescue's shipping services, including chartering activities, voyage operations, technical and crew management, as well as the commercial management of Fortescue's ore carriers. Under the Transportation Operations Agreement, FMGI provides ship management services to FMGHKS.

Income generated by FMGI is taxable in Singapore at a corporate income tax rate of 17 per cent. In addition, pursuant to Australia's CFC rules, the majority of FMGI's taxable income in Singapore is attributed back to Fortescue's Australian tax consolidated group and is taxed at 30 per cent.

Company	FMG Insurance Singapore Pte Ltd (FMG Insurance)	Accounting profit before tax	\$7.8 million
Country	Singapore	Taxable income	\$7.8 million
Functional currency	US dollars	Income tax payable in Singapore	\$1.3 million
For the year ended	30 June 2021	Tax paid in Australia	Nil

FMG Insurance provides insurance services to the Fortescue Group.

Income generated by FMG Insurance is taxable in Singapore at a corporate income tax rate of 17 per cent. No income was attributed to the Fortescue Australian tax consolidated group pursuant to the CFC rules.

OUR SOCIAL INVESTMENT FRAMEWORK

Objective: Deliver value to our communities through strategic social investment

Target: Allocate funding according to priorities set in the community investment strategy

Social investment














FY22 **\$77.4m**
FY21 **\$63.2m**

Voluntary social investment programs form a critical part of our commitment to build vibrant and thriving communities. Our programs are guided by our Social Investment Framework, which ensures investment is aligned with business objectives, our Sustainability Strategy and the SDGs. Our Social Investment Framework is based on the following principles:

- **Purposeful** – clear objectives, evaluated programs and effective outcomes for the community.

- **Accountable** – monitor progress and effectiveness of programs and communicate outcomes.
- **Respectful** – developed and guided by communities, supporting local customs, views and priorities.
- **Ethical** – sound legal and moral investment in accordance with relevant laws and standards.

These principles guide our investment across four social themes to deliver positive impact and outcomes for the communities where we do business.

Health and wellness	Education and development	Environmental responsibility	Arts and culture
Improving health, safety and wellness	Supporting education and reducing inequalities	Addressing biodiversity conservation, climate action and water stewardship	Promoting culture and providing access to the arts for regional communities
 	  	    	  

In FY22, we contributed over \$77.4 million in social investment

Social investment is defined as our investment in philanthropic, community and commercial initiatives. These investments aim to build sustainable communities and focus on areas of health, wellness, education, regional development, environmental responsibility, arts and culture, and providing employment and training opportunities to local and First Nations peoples. Social investment contributions include financial, in-kind contributions and management costs.

Our FY22 voluntary social investment

Who we invest with

FY22 contribution

CORPORATE PARTNERSHIPS

We have five corporate charity partners, with long-term commitments in place, allowing these charities to plan the most effective use of donated funds:

- RFDS
- Lifeline WA
- MADALAH Limited (MADALAH)
- Ronald McDonald House Charities WA (RMH)
- The Salvation Army

\$2.5 million to our corporate charity partners

COMMUNITY PARTNERSHIPS, DONATIONS AND SPONSORSHIPS

We support a broad range of community charities and groups, as well as sporting, educational and arts organisations.

\$2.8 million towards community partnerships, donations and sponsorships

Our FY22 voluntary social investment continued

Who we invest with

Our contribution

COMMUNITY GRANTS

Operating for 14 years, our Community Grants Program provides funding for local organisations, projects and programs in Pilbara communities.

Grants of up to \$5,000 are available for eligible projects that support community initiatives within the council boundaries of the Town of Port Hedland, City of Karratha, Shire of Ashburton and Shire of East Pilbara.

88 community grants totalling more than **\$251,000**

A total of **\$2.6 million** has been awarded through this program to date

PILBARA TRAINING PROGRAMS

We provide Pilbara-based training and development programs, including apprenticeships, traineeships and our VTEC program.

\$41 million on community-based training and development

SUPPORT OF PILBARA RESIDENTIAL EMPLOYEES

In FY22, we spent \$24.2 million in housing support subsidies for 495 regionally based employees in the Pilbara. This includes subsidies for rent, water costs and electricity costs.

In addition, \$626,700 was provided to 58 employees under the Pilbara Home Ownership Program. This program applies to Karratha and Port Hedland employees for the purchase of a home that serves as their principal place of residence. We assist with upfront purchase costs (up to \$25,000), ongoing mortgage interest payments, electricity and water costs.

We spent \$4.1 million in FY22 operating charter flights from regional airports at Broome, Kununurra and Karratha to provide a FIFO service to employees and contractors who are based in regional centres. This expenditure also contributes towards sustaining local jobs and activity through employment at Western Australia's regional airports.

Support valued at **\$29 million** to our Pilbara residential employees

Our FY22 in-kind contributions and management costs

Who we invest with

FY22 contribution

IN-KIND CONTRIBUTIONS

Employee volunteering, use of company equipment, logistical support and donation of products, including:

- Patient and staff transport on Fortescue flights for the Earbus Foundation.
- Employee volunteering at charities, including RMH and the Salvation Army.
- COVID-19 support to remote communities and charity organisations, including test kits and general supplies.

In-kind support to the value of more than **\$260,000**

MANAGEMENT COSTS

- Community investment team salaries
- Rental costs for community offices

\$1.7 million in management costs

Our five corporate charity partners share a strong alignment with our Values and we are proud to support them with significant, long-term commitments



Royal Flying Doctor Service

FY22 donation: \$1.4 million

The RFDS provides emergency health care services to our regionally based families and remote operations. The RFDS has taken care of our employees in evacuations from site for medical reasons and we have worked alongside them to assist those in the community who needed urgent medical care. In FY22, we launched a new partnership with the RFDS to provide the first aeromedical helicopter service in Western Australia.

Our five year partnership integrated two EC-145 helicopters to the RFDS WA fleet. The Fortescue Heli-Med Service provides RFDS frontline crews with greater capacity to respond quickly to patients' needs with the most appropriate aircraft. The helicopters are equipped with the most advanced aeromedical equipment in the world and RFDS doctors and flight nurses have undergone additional training for the new aircraft.

The service supports hospital transfers and accesses regional communities, including Bunbury, Jurien Bay, Northam, Narrogin and Margaret River, as well as destinations as close to Perth as Rottnest Island and the Peel region.

Nothing is more important than the health and safety of our team members, their families and the communities in which we operate, and this partnership is a true testament to our culture and Values. Together, we are improving the health equity of people living in remote and regional communities.

As part of our partnership with the RFDS to provide \$8 million over five years, we contributed \$1.4 million to the organisation in FY22. In addition, \$10,000 was donated through our Great Days Program and \$4,800 was donated through Containers for Change.

CASE STUDY

ROYAL FLYING DOCTOR FORTESCUE HELI-MED SERVICE



The new RFDS Fortescue Heli-Med Service took flight for the first time in May 2022, marking a historic moment for the RFDS in Western Australia. Its first ever patient was safely retrieved from Harvey and flown directly to a hospital in Perth for urgent care. This is the first time helicopters have been used by an RFDS service anywhere in Australia in its 94 year history.

The new aeromedical helicopter service is part of our five year partnership with the RFDS, providing RFDS frontline crews with greater capacity to respond quickly to patients' needs with the most appropriate aircraft.

The RFDS Fortescue Heli-Med Service will be used for hospital-to-hospital transfers within a 250km radius of Perth.



Lifeline WA

FY22 donation:
\$270,000



Lifeline WA delivers core suicide prevention and crisis support services and creates opportunities for emotional wellbeing across Western Australia. We have committed to ongoing support of Lifeline WA, with \$750,000 to be donated over the three-year partnership. In FY22, we contributed \$250,000. In addition to corporate charity partnership donations, Fortescue donated \$20,000 in support of the annual Lifeline charity ball.

In FY22, the Fortescue family made significant personal contributions to Lifeline through fundraisers hosted on the Fortescue Heart employee giving platform. The Fortescue Christmas Raffle raised more than \$26,000 and donations from the sale of the Lifeline WA's Christmas M&Ms raised more than \$4,000.

The Salvation Army

FY22 donation:
\$250,000



The Salvation Army supports those experiencing hardship or injustice. This is delivered through a range of programs, including youth services, homelessness services, emergency accommodation and street outreach. The Salvation Army also provides direct on ground support during disasters, as was evident during the recent Perth fires. They work with other organisations to support the victims of modern slavery, and assist those with alcohol and drug addiction.

We have partnered with The Salvation Army WA to boost support for disadvantaged West Australians. Under the three-year partnership, we have committed \$750,000 which will ensure the highest level of support and care can continue to be delivered. In addition to corporate charity partnership donations, Fortescue donated nearly \$4,700 through Containers for Change.

Ronald McDonald House Charities WA

FY22 donation:
\$250,000



Our partnership with Ronald McDonald House Charities WA (RMH), which provides emergency accommodation to regional families with children requiring medical treatment in Perth, was established in 2012. We continue to foster a strong partnership with RMH and this year contributed \$250,000 to the organisation. We have committed to ongoing support of RMH, with a minimum of \$750,000 to be donated over the three-year partnership. In addition to corporate charity partnership donations, Fortescue donated over \$13,000 through Containers for Change.

MADALAH

FY22 donation:
\$250,000



We have partnered with MADALAH to boost education support for Aboriginal students from remote and regional communities in Western Australia. MADALAH works with students to develop their individual leadership potential, provides mentoring, and works with senior secondary and tertiary students to support sustainable career pathway plans and opportunities.

Under the three-year partnership, we will commit \$750,000 to the not-for-profit organisation. This funding will directly support eight secondary and three tertiary students from the Pilbara region, to achieve their educational aspirations while receiving ongoing holistic support throughout their journey. MADALAH will also be offering TAFE scholarships to the Fortescue-funded students commencing from 2023. In addition to corporate charity partnership donations, Fortescue donated nearly \$7,500 through Containers for Change.

CASE STUDY

LENDING A HAND TO THE
PARNGURR COMMUNITY

In February, Christmas Creek's Fortescue People team received a request from Western Desert Lands Aboriginal Corporation (WDLAC) for assistance to fix a piece of essential equipment at Parnngurr remote Community, located 370km from Newman.

The Christmas Creek Mobile Maintenance team assisted with repairs to the community's front-end loader, driving five hours from Christmas Creek to assess the repairs and later returning to complete the task.

Terrance Jack, Community Project Officer at WDLAC thanked Fortescue for assisting the Community, saying, "Thank you to Fortescue for assisting the Parnngurr Community with the front-end loader. It was a big concern as the Community needs the loader to offload essentials for the shop as well as for other areas for the Community."

CASE STUDY

GREAT DAYS PROGRAM



An incident-free day at Fortescue is a Great Day for Fortescue Heart charities

The Fortescue Projects team donated a total of \$50,000 in FY22, as part of the Great Days incident free initiative. Developed to meet health, safety, environment and construction KPIs during project execution, this initiative rewards charities when all KPIs are met on any given day, making it a Great Day. Each Great Day has a monetary value that accumulates over the life of the project.

The initiative was first implemented in January 2019 during the construction of our now operational Eliwana mine. It has since continued through to the Iron Bridge Magnetite Project and projects undertaken by the Port, Pipes and Power team, together comprising over 5,000 team members. These teams achieved an average of 351 Great Days during FY22, resulting in a donation of \$10,000 to each of the following charities: Clontarf Foundation, Foodbank Western Australia, Short Back and Sidewalks, RFDS and the Hedland Women's Refuge.

To date, the Iron Bridge Magnetite Project and the Port, Pipes and Power Projects have raised more than \$120,000 via the Great Days initiative, keeping Fortescue team members safe and supporting our Fortescue Heart charities.

Fortescue supported more than 120 organisations via our social investment program in FY22

RugbyWA and Western Force

Value \$665,000



We have a longstanding association with rugby union in Western Australia and are the Naming Rights Partner of the RugbyWA senior rugby competition. The Fortescue Premier Grade is the highest level of competition for club rugby union in Western Australia. Our sponsorship helps to build a talent pool of players and provide a pathway to the Western Force while supporting the efforts of community volunteers and sports people who contribute to their local communities through sport.

Big hART

Value \$100,000

BIG hART

We have partnered with Big hART since 2017 to support the delivery of Aboriginal youth workshops, which are focused on safety and wellbeing, increasing digital inclusion, intergenerational change, connection to culture and education pathways. This year, Big hART delivered youth workshops for young people living in the Roebourne community, including on Country trips, education in film, animation and illustration via the Digital Lab, and the delivery of a variety of community events, including the Songs for Peace concert and the Songs for Freedom music festival.

Port Hedland Community (Town of Port Hedland)

Value \$200,000



We are committed to supporting and building the Pilbara region and ensuring the local townships are vibrant and sustainable communities. We have a longstanding partnership with the Town of Port Hedland and work collaboratively to achieve their vision of creating a vibrant and flourishing place for people to live and work. With more than 500 employees residentially based in the Pilbara, we are proud to support the communities where we live and work. This extends beyond financial support to investing time and working directly with people and organisations throughout the Pilbara.

Hockey Australia and the Pilbara Community Hockey Program

Value \$400,000



We continued our sponsorship of the Australian national men's and women's hockey teams, as the Naming Rights Partner of the Kookaburras and a Supporting Partner of the Hockeyroos. Under the umbrella of the National Indigenous Hockey Program, in partnership with Hockey Australia, we deliver the Pilbara Community Hockey Program to 13 schools and two local hockey associations. Through this program, members of the Kookaburras and Hockeyroos host workshops to develop hockey skills with positive messaging about healthy lifestyle to children in their capacity as national role models and elite athletes.

Complementing the delivery of school workshops is the Indigenous Pathways function, which provides funding support and assistance for Indigenous children with the potential to engage in professional level hockey. The partnership also sees the Kookaburras and Hockeyroos participate in community outreach events such as the Welcome to Hedland Expo and Clean Up Australia school activities in Port Hedland.

Black Swan State Theatre Company

Value \$333,000



We are the principal partner of the Black Swan State Theatre Company of WA (Black Swan). Established in 1991, Black Swan is Western Australia's flagship theatre company and plays a key role in developing artists and reaching audiences across the state. Fortescue and Black Swan are both strong West Australian brands with a shared ambition for our state and a dedication to building vibrant communities across the state.

**We recognise and thank all
the groups and individuals
we have worked with**

CASE STUDY

PARTNERING TO DELIVER THE PILBARA ABORIGINAL COMMUNITIES VACCINATION OUTREACH PROGRAM

Fortescue partnered with the Pilbara Aboriginal Health Alliance and the Aboriginal Medical Services to deliver the Pilbara Aboriginal Communities Vaccination Outreach program, an initiative to increase COVID-19 vaccine education and uptake in the region.

Dr Aleeta Fejo, a Larrakia and Warumungu Elder and Traditional Custodian and a General Practitioner (GP) at Wirraka Maya Health Services in Port Hedland, is passionate about encouraging Aboriginal people in the region to receive the vaccine to protect themselves, their families and friends. June Councillor, Wirraka Maya Aboriginal Health Services CEO, saw this passion and her team developed an outreach program proposal for the Pilbara.

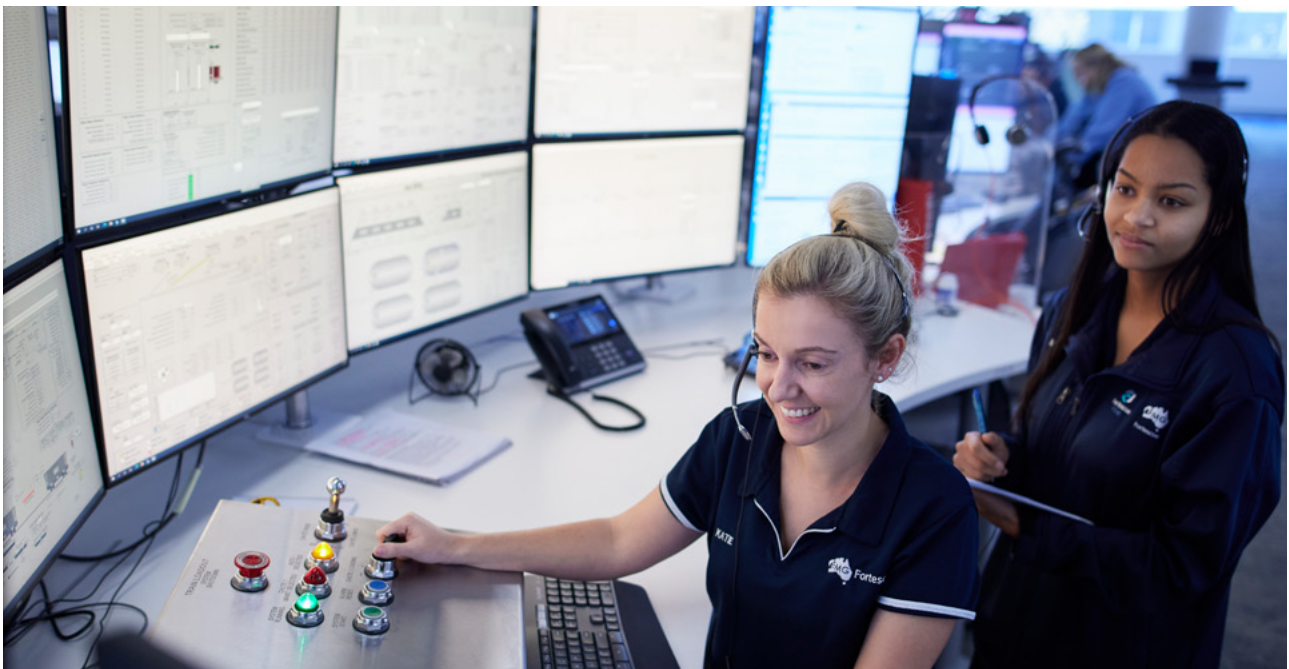
In late 2021, vaccination rates in remote Pilbara communities were less than half the rates in the wider community, which is particularly concerning given that Aboriginal people are vulnerable to serious illness from COVID-19. During December 2021, Dr Aleeta, supported by Fortescue's VTEC and Heritage teams, travelled to Newman and the remote communities of Jigalong, Warralong and Strelley to deliver these outreach clinics.

As a local Aboriginal health service GP, Dr Aleeta is known and trusted within the communities, so supporting her to attend the remote clinics to deliver culturally appropriate education and understanding of the requirements to be vaccinated against COVID-19 has resulted in a much higher uptake of vaccinations being administered.

The outreach clinics successfully vaccinated close to 300 Aboriginal people, with the second phase of the program due to recommence this month focusing on West Pilbara communities.

INNOVATION AND TECHNOLOGY

Our Values of generating ideas, stretch targets and empowerment foster an embedded culture of innovation across our workforce, placing our company at the forefront of technological development within the mining industry



When our Train Control Centre opened in 2009, we were the first operation in Western Australia to control a railway from outside the region. Now known as the Fortescue Hive, the expanded, purpose-built remote operations facility includes our planning, operations, and mine control teams, together with port, rail, shipping and marketing teams, enabling us to operate our Pilbara mines from the centre of Perth.

The Hive has since evolved to accommodate the Eliwana plant and mine control teams and the newly formed Energy Operations team who manage the generation and integrated distribution network for the PEC project.

In October 2020, we completed one of the largest fleet conversions to an AHS in the industry. We now have over 190 AHS trucks operating across our Solomon and Chichester Hubs. On average, we have seen around a 30 per cent improvement in productivity, reflecting our commitment to increasing operational efficiency through industry leading technology and innovation.

Our shift to AHS has also shown that advancing technologies does not need to occur at the expense of employment. Our focus remains on ensuring that our workforce is prepared for the changing industry landscape through our training and redeployment program which has successfully transferred or upskilled employees to new roles across the business, resulting in no forced redundancies.

Innovation powering FFI

Through FFI, we are actively developing for commercialisation the technologies required to decarbonise our operations, create green hydrogen and green ammonia, and apply these solutions across hard to abate sectors such as shipping and iron and steel production. Given the considerable challenge in achieving these goals, where expertise does not exist in house, we have initiated a range of partnerships with research organisations and consortiums to accelerate this work.

CASE STUDY

LIEBHERR



In June 2022, we announced a strategic partnership with equipment manufacturer Liebherr to develop and supply zero emissions haul trucks for use in our Pilbara mining operations.

Our companies have commenced a two year development period to progress and integrate Fortescue's proprietary owned power system into Liebherr's proprietary owned base truck. The first truck will be operational at our mine sites by 2025, and their phased delivery will be scheduled to align with our fleet replacement and sustaining capital expenditure forecast.

This development is the culmination of significant investment, research and development into the technologies required to decarbonise our mining fleet.

This commitment relates to approximately 45 per cent of our current haul truck fleet.

These zero emissions haul trucks will be available for commercial sale from 2025, enabling the decarbonisation of the mining industry.

Cyber security

We aspire to build the cyber resilience Fortescue needs to operate and grow confidently.

Cyber security has been identified as a material operational risk to our business and we work continuously to ensure our operations are protected from potential threats. We adopt an enterprise approach to reducing risk, aligning priorities to build the cyber resilience needed to operate and grow with confidence. Our commitment is supported by a comprehensive Cyber Security Governance Framework, which ensures that:

- Appropriate controls are in place to protect our operations from potential threats.
- A strong culture based on shared responsibility for cyber security exists.
- Cyber security risks are identified and effectively managed.
- Cyber resilience and our ability to detect, respond and recover from cyber incidents are continually improved.

Our Board is responsible for ensuring that internal controls are robust and able to effectively manage cyber security. The ARMSC assists the Board in its oversight of the internal control framework, risk management and compliance by obtaining assurance of the effectiveness of our Cyber Security Control Framework.

Cyber security operations centre

Our 24/7 Cyber Security Operations Centre offers best in class security incident detection, analysis, containment, and mitigation. We analyse billions of system log events and monitor millions of user logins each year. Our program takes a risk-based approach to implement strong defences built upon:

- industry leading technologies
- regular training and awareness for our people
- designing systems with built in security.

We had no cyber security incidents resulting in data breaches or loss events in FY22.

Training

All new employees and contractors are required to complete cyber security training before gaining access to our systems. Our cyber awareness program provides ongoing training and updates on cyber best practice.

Assurance

Our auditing and cyber security practices align with the National Institute of Standards and Technology (NIST) Cybersecurity Framework. We review and update our cyber security program annually and conduct regular external party assessments of our program aligned with the NIST Cybersecurity Framework.

Our testing program is risk based and includes monthly phishing simulation exercises, monthly password cracking and regular engagement of third party assessors to evaluate the strength of our program through penetration and/or ethical hacking exercises. We rotate the delivery of assessment and testing between a panel of specialist service providers, as well as rotating the types of testing to simulate different conditions and objectives.

A key focus of our cyber resilience strategy is building 'muscle memory' by conducting regular simulation exercises on emerging threats to test and continuously improve our response and recovery capabilities to cyber attacks.

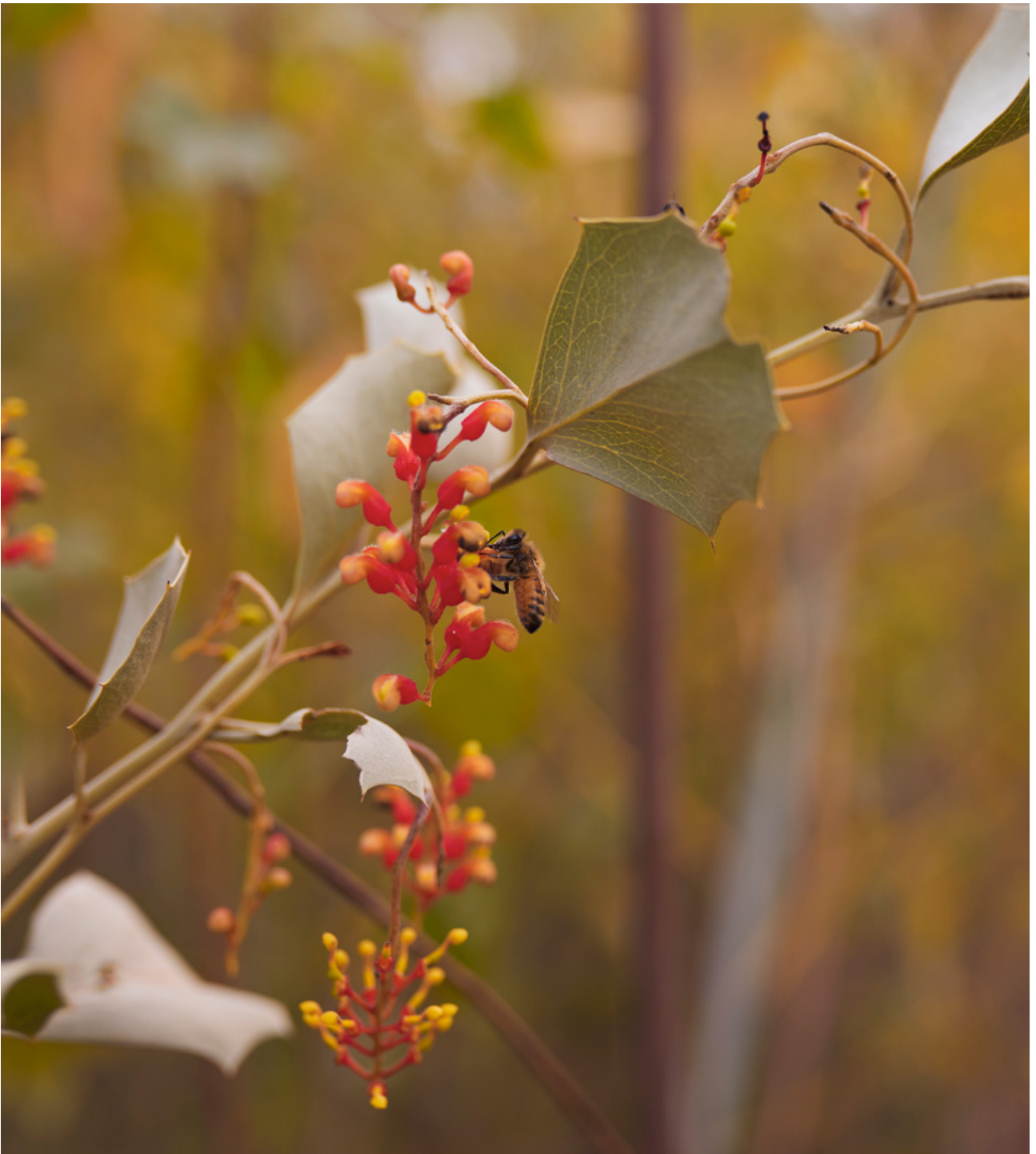
Contributing to the industry and community

We understand that simply defending ourselves is not enough. We must also influence the broader cyber security landscape within which we operate. As such, we collaborate with our suppliers, industry peers, governments, and intelligence agencies on a global scale to share best practices, exchange information about threats, conduct joint exercises, and work to drive the adoption of industry wide standards and approaches that will enable the collective defence of the industries in which we operate against cyber security risks.

We take a leadership role in fostering a culture of sharing among our competitors, championing forums such as the Mining and Metals Information Sharing Analysis Centre (MM-ISAC).

More information on cyber security is available on our website at www.fortescue.com

CORPORATE DIRECTORY



Navigational and GRI Content Index

Fortescue's FY22 Sustainability Report contains General and Topic Disclosures in accordance with the GRI Standards, applying GRI 1: Foundation 2021. There were no omissions in FY22. The report also contains selected Standard Disclosures from the associated GRI Mining and Metals Sector Disclosures 2010 for information. It is noted that the GRI sector standard for Mining is currently under review, with the revised standard expected to be released in late 2023.

The FY22 Sustainability Report also serves as our Active Level Communications on Progress for the United Nations Global Compact. The navigation index indicates the sections of Fortescue's FY22 Sustainability Report, that align with the GRI Standards, the principles of the United Nations Global Compact and the 10 principles of the International Council on Mining and Metals. References to our FY22 Annual Report, FY22 Climate Change Report, FY22 Industry Association Review, FY22 Corporate Governance Statement and FY21 Modern Slavery Statement are provided where information is present in those reports.

GRI Standard	Disclosure	Location	ICMM Principles	UNGC Principles
GRI 2: General Disclosures 2021				
2-1	Organisational details	About this report: page 4		
2-2	Entities included in the organization's sustainability reporting	About this report: page 4	2	
2-3	Reporting period, frequency and contact point	About this report: page 4	10	
2-4	Restatements of information	There are no restatements in FY22		
2-5	External assurance	About this report: page 4	10	
2-6	Activities, value chain and other business relationships	About Fortescue: page 8 Our operations: pages 9-12 Iron ore value chain: page 13 Building sustainable local communities: page 68		
2-7	Employees	FY22 sustainability performance: page 3 About Fortescue: page 8 Data tables: pages 114-116		
2-8	Workers who are not employees	About Fortescue: page 8 Data tables: pages 114-116		
2-9	Governance structure and composition	Corporate governance: page 20	1	
2-10	Nomination and selection of the highest governance body	Our Board: pages 23-24 FY22 Corporate Governance Statement		
2-11	Chair of the highest governance body	Our Board: pages 23-29 FY22 Corporate Governance Statement		
2-12	Role of the highest governance body in overseeing the management of impacts	Our Board: pages 23-24 FY22 Corporate Governance Statement		
2-13	Delegation of responsibility for managing impacts	Our Board: pages 23-29 FY22 Corporate Governance Statement		
2-14	Role of the highest governance body in sustainability reporting	Our approach to sustainability: pages 14-19 Corporate governance: pages 20-22 Respecting human rights: pages 59-62 FY22 Climate Change Report		
2-15	Conflicts of interest	Our Board: pages 23-29 FY22 Corporate Governance Statement		
2-16	Communication of critical concerns	Our Board: pages 23-24 FY22 Corporate Governance Statement		

GRI Standard	Disclosure	Location	ICMM Principles	UNGC Principles
GRI 2: General Disclosures 2021				
2-17	Collective knowledge of the highest governance body	Our Board: pages 23-29 FY22 Corporate Governance Statement		
2-18	Evaluation of the performance of the highest governance body	Our Board: pages 23-24 FY22 Corporate Governance Statement		
2-19	Remuneration policies	Our Board: pages 23-24 FY22 Annual Report FY22 Corporate Governance Statement		
2-20	Process to determine remuneration	Our Board: pages 23-24 FY22 Annual Report FY22 Corporate Governance Report		
2-21	Annual total compensation ratio	Data tables: page 123		
2-22	Statement on sustainable development strategy	Chief Executive Officer's message: pages 5-7 Our approach to sustainability: pages 14-19	2	1,4,5
2-23	Policy commitments	Our Values: inside cover Our approach to sustainability: pages 14-19 Respecting human rights: pages 59-62 Business integrity: pages 87-88 FY21 Modern Slavery Statement	1,2,3	10
2-24	Embedding policy commitments	Embedding policy commitments are noted throughout the report within the text Stakeholder engagement and collaboration: pages 34-39 Respecting human rights: pages 59-62 Business integrity: pages 87-88 FY21 Modern Slavery Statement	2	
2-25	Processes to remediate negative impacts	Our Board: pages 23-24 Stakeholder engagement and collaboration: pages 34-39		
2-26	Mechanisms for seeking advice and raising concerns	Business integrity: pages 87-88		
2-27	Compliance with laws and regulations	Our Values: inside cover Our approach to sustainability: pages 14-19 Business integrity: pages 87-88		
2-28	Membership associations	Memberships and commitments: page 39 FY22 Industry Association Review	2	
2-29	Approach to stakeholder engagement	Stakeholder engagement and collaboration: pages 34-39	4,10	
2-30	Collective bargaining agreements	Our Fortescue family: page 47	3	3
GRI 3: Material Topics 2021				
3-1	Process to determine material topics	Material topics: page 16		
3-2	List of material topics	Material topics: page 16		

GRI Standard	Disclosure	Location	ICMM Principles	UNGC Principles
Material Topic: Employee safety and wellbeing				
GRI 3: Material Topics 2021				
3-3	Management of material topics	Employee safety and wellbeing: pages 41-46		
GRI 403: Occupational Health and Safety 2018				
403-9	Work-related injuries	Employee safety and wellbeing: pages 41-46 Data tables: pages 112-113	5	1
Material Topic: Diversity, inclusion and equity				
GRI 3: Material Topics 2021				
3-3	Management of material topics	Diversity, inclusion and equity: pages 50-58		
GRI 405: Diversity and Equal Opportunity 2016				
405-1	Diversity of governance bodies and employees	Our Board: pages 23-24 Diversity, inclusion and equity: pages 50-58 Data tables: pages 114-116	3	6
GRI 404: Training and Education 2016				
404-1	Average hours of training per year per employee	Data tables: pages 116-117	5	6
404-3	Percentage of employees receiving regular performance and career development reviews	Our Fortescue family: pages 47-49 Data tables: page 116	5	6
GRI 401: Employment 2016				
401-1	New employee hires and employee turnover	Data tables: pages 115-116	3	6
Material Topic: Respecting human rights				
GRI 3: Material Topics 2021				
3-3	Management of material topics	Respecting human rights: pages 59-62		
GRI 2: General Disclosures 2021				
2-23	Policy commitments	Our Values: inside cover Our approach to sustainability: pages 14-19 Respecting human rights: pages 59-62 Business integrity: pages 87-88 FY21 Modern Slavery Statement	1,2,3	1,2,3,4,8,6,10
2-24	Embedding policy commitments	Stakeholder engagement and collaboration: pages 34-39 Respecting human rights: pages 59-62 Business integrity: pages 87-89 FY21 Modern Slavery Statement	2	2,4,5,6
GRI 408: Child Labour 2016				
408-1	Operations and suppliers at significant risk for incidents of child labour	FY21 Modern Slavery Statement	3	1,2,5
GRI 409: Forced or Compulsory Labour 2016				
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	FY21 Modern Slavery Statement	3	1,2,4,5

GRI Standard	Disclosure	Location	ICMM Principles	UNGC Principles
Material Topic: Respecting heritage and culture				
GRI 3: Material Topics 2021				
3-3	Management of material topics	Respecting heritage and culture: pages 63-65		
GRI 411: Rights of Indigenous Peoples 2016				
411-1	Incidents of violations involving rights of Indigenous peoples	Respecting heritage and culture: pages 63-65 Data tables: page 118	3,10	1,2
GRI Mining and Metals Sector Disclosures 2010				
G4-MM5	Total number of operations taking place in or adjacent to Indigenous peoples' territories, and number and percentage of operations or sites where there are formal agreements with Indigenous peoples' communities	Respecting heritage and culture: pages 63-65 Data tables: page 118	3,9	1,2
G4-MM6	Number and description of significant disputes relating to land use, customary rights of local communities and indigenous communities	Respecting heritage and culture: pages 63-65 Data tables: page 118	3,9	1,2
Material Topic: Building thriving communities				
GRI 3: Material Topics 2021				
3-3	Management of material topics	Building thriving communities: pages 66-69 Aboriginal employment and development: pages 54-55		
GRI 413: Local Communities 2016				
413-1	Operations with local community engagement, impact assessments, and development programs	Stakeholder engagement and collaboration: pages 34-39 Building business capabilities: pages 66-67 Aboriginal employment and development: pages 54-55	3,9	6
413-2	Operations with significant actual and potential negative impacts on local communities	Stakeholder engagement and collaboration: pages 34-39 Respecting heritage and culture: pages 63-65 Building thriving communities: pages 66-69 Data tables: page 118	9,10	
GRI 203: Indirect Economic Impacts 2016				
203-2	Significant indirect economic impacts	Building thriving communities: pages 66-69	9	
GRI 204: Procurement Practices 2016				
204-1	Proportion of spending on local suppliers	Building thriving communities: pages 66-69	2,9	6

GRI Standard	Disclosure	Location	ICMM Principles	UNGC Principles
Material Topic: Climate action				
GRI 3: Material Topics 2021				
3-3	Management of material topics	FY22 Climate Change Report		
GRI 305: Emissions 2016				
305-1	Direct (Scope 1) GHG emissions	FY22 Climate Change Report Climate action: pages 71-72	6	8,9
305-2	Energy indirect (Scope 2) GHG emissions	FY22 Climate Change Report Climate action: pages 71-72	6	8,9
305-4	GHG emissions intensity	FY22 Climate Change Report	6	8,9
305-5	Reduction of GHG emissions	FY22 Climate Change Report	6	8,9
Material Topic: Protecting biodiversity				
GRI 3: Material Topics 2021				
3-3	Management of material topics	Protecting biodiversity: pages 73-76		
GRI 304: Biodiversity 2016				
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Protecting biodiversity: pages 73-76 Data tables: pages 118-121	7	8
304-2	Significant impacts of activities, products and services on biodiversity	Protecting biodiversity: pages 73-76 Data tables: pages 118-121	7	8
304-3	Habitats protected or restored	Protecting biodiversity: pages 73-76	7	8
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Protecting biodiversity: pages 73-76 Data tables: pages 118-121	7	8
GRI Mining and Metals Sector Disclosures 2010				
G4-MM1	Amount of land (owned or leased, and managed for production activities or extractive use) disturbed and rehabilitated	Data tables: page 118	6	8
G4-MM2	The number and percentage of total sites identified as requiring biodiversity management plans according to stated criteria, and the number (percentage) of those sites with plans in place	Protecting biodiversity: pages 73-76	7	8
G4-MM10	Number and percentage of operations with closure plans	Closure and rehabilitation: page 85	6,9	7,8

GRI Standard	Disclosure	Location	ICMM Principles	UNGC Principles
Material Topic: Protecting water resources				
GRI 3: Material Topics 2021				
3-3	Management of material topics	Protecting water resources: pages 77-79		
GRI 303: Water and Effluents 2018				
303-1	Interactions with water as a shared resource	Protecting water resources: pages 77-79	6	7,8
303-2	Management of water discharge-related impacts	Protecting water resources: pages 77-79	6	7,8
303-3	Water withdrawal	Data tables: page 122	6	7,8
303-4	Water discharge	Data table: page 123	6	7,8
303-5	Water consumption	Data table: page 122	6	8
Material Topic: Building circularity				
GRI 3: Material Topics 2021				
3-3	Management of material topics	Building circularity pages 80-85		
GRI 306: Waste 2020				
306-1	Waste generation and significant waste-related impacts	Tailings management: pages 83-84	4,5,8	7,8,9
GRI Mining and Metals Sector Disclosures 2010				
G4-MM3	Total amounts of overburden, rock, tailings, and sludges and their associated risks	Tailings management: pages 83-84 Data tables: page 118	4,5,8	7,8,9
Material Topic: Business integrity				
GRI 3: Material Topics 2021				
3-3	Management of material topics	Business integrity: pages 87-88		
GRI 205: Anti-corruption 2016				
205-3	Confirmed incidents of corruption and actions taken	Business integrity: pages 87-88	1	10

GRI Standard	Disclosure	Location	ICMM Principles	UNGC Principles
Material Topic: Economic contribution				
GRI 3: Material Topics 2021				
3-3	Management of material topics	Total economic contribution: page 89 Our approach to tax: pages 89-93 Data tables: pages 123-126		
GRI 201: Economic Performance 2016				
201-1	Direct economic value generated and distributed	Total economic contribution: page 89 Our approach to tax: pages 89-93 Data tables: pages 123-126	9	
201-2	Financial implications and other risks and opportunities due to climate change	FY22 Climate Change Report	6	7
GRI 207: Tax 2019				
207-1	Approach to tax	Our approach to tax: pages 89-93		
207-2	Tax governance, control, and risk management	Our approach to tax: pages 89-93		
207-3	Stakeholder engagement and management of concerns related to tax	Our approach to tax: pages 89-93		
207-4	Country-by-country reporting	Our approach to tax: pages 89-93 Data tables: pages 123-126		
Material Topic: Innovation and technology				
GRI 3: Material Topics 2021				
3-3	Management of material topics	Innovation and technology: pages 101-103		
Non-GRI				
-	Key approach and key activities	Innovation and technology: pages 101-103		
-	Number of cyber security incidents resulting in data breaches	Innovation and technology: pages 101-103		

DATA TABLES

Health and Safety

Fatalities by region	FY22	FY21	FY20	FY19	FY18	FY17
Australia	1	0	0	0	0	0
China	0	0	0	0	0	0
South America	0	0	0	0	0	0
Other international	0	0	0	0	0	0
Total	1	0	0	0	0	0

Safety Excellence and Culture Survey participation (%)	95	99	96	93	94	92
Positive drug test results (%)	1.9	2.0	0.5	0.8	0.6	0.5

Safety fines by region	FY22 fines (no.)	FY22 Value (A\$)	FY21 fines (no.)	FY21 Value (A\$)	FY20 fines (no.)	FY20 Value (A\$)
Australia	0	0	0	0	0	0
International	0	0	0	0	0	0
Total	0	0	0	0	0	0

Health and Safety Iron Ore Operations

TRIFR by region	FY22 Total	FY22 Employee	FY22 Contractor	FY21 Total	FY20 Total	FY19 Total	FY18 Total
Australia	1.7	1.0	2.2	2.0	2.3	2.8	3.7
China	0.0	0.0	0.0	0.0	0	0	0
South America	7.4	5.7	10.6	3.5	6.0	3.7	0
Other international	0.0	0.0	0.0	0.0	0	0	0
Company wide	1.8	1.1	2.3	2.0	2.4	2.8	3.7

SIFR by region	FY22 Total	LTIFR by region	FY22 Total	FY22 Employee	FY22 Contractor
Australia	2.5	Australia	0.3	0.2	0.4
China	0.0	China	0.0	0.0	0.0
South America	0.6	South America	3.7	0.0	10.6
Other international	0.0	Other international	0.0	0.0	0.0
Total	2.5	Total	0.4	0.1	0.3

Injury severity rate by region	FY22 Total	FY22 Emp.	FY22 Con.	FY21 Emp.	FY21 Con.	FY20 Emp.	FY20 Con.	FY19 Emp.	FY19 Con.
Australia	61	40	76	40	76	53	80	83	132
China	0	0	0	0	0	0	0	0	0
South America	134	0	380	54	20	42	0	80	0
Other international	0	0	0	0	0	0	0	0	0
Company wide	61	39	78	40	76	52	79	79	132

Recordable occupational illness rate by region	FY22 Total	FY22 Emp.	FY22 Con.	FY21 Emp.	FY21 Con.	FY20 Emp.	FY20 Con.	FY19 Emp.	FY19 Con.
Australia	0.02	0.06	0	0	0.2	0.1	0.1	0.2	0.1
China	0	0	0	0	0	0	0	0	0
South America	0	0	0	0	0	0	0	0	0
Other international	0	0	0	0	0	0	0	0	0
Total	0.02	0.06	0	0	0.2	0.1	0.1	0.2	0.1

Health and Safety FFI

TRIFR by region	FY22 Total	FY22 Emp.	FY22 Con.
Australia and New Zealand	1.0	0.0	34.9
Africa	0.0	0.0	0.0
Central Asia	0.0	0.0	0.0
Europe	0.0	0.0	0.0
Latin America	0.0	0.0	0.0
Middle East and North Africa	0.0	0.0	0.0
North America	0.0	0.0	0.0
South East Asia	0.0	0.0	0.0
Company wide	0.7	0.0	2.3

SIFR by region	FY22 Total	FY22 Emp.	FY22 Con.
Australia and New Zealand	1.0	0.0	34.9
Africa	15.4	0.0	16.0
Central Asia	0.0	0.0	0.0
Europe	0.0	0.0	0.0
Latin America	0.0	0.0	0.0
Middle East and North Africa	0.0	0.0	0.0
North America	0.0	0.0	0.0
South East Asia	0.0	0.0	0.0
Company wide	1.4	0.0	4.5

LTIFR by region	FY22 Total	FY22 Emp.	FY22 Con.
Australia and New Zealand	1.0	0.0	34.9
Africa	0.0	0.0	0.0
Central Asia	0.0	0.0	0.0
Europe	0.0	0.0	0.0
Latin America	0.0	0.0	0.0
Middle East and North Africa	0.0	0.0	0.0
North America	0.0	0.0	0.0
South East Asia	0.0	0.0	0.0
Company wide	0.7	0.0	2.2

Injury severity rate by region	FY22 Total	FY22 Emp.	FY22 Con.
Australia and New Zealand	1.9	0.0	69.8
Africa	0.0	0.0	0.0
Central Asia	0.0	0.0	0.0
Europe	0.0	0.0	0.0
Latin America	0.0	0.0	0.0
Middle East and North Africa	0.0	0.0	0.0
North America	0.0	0.0	0.0
South East Asia	0.0	0.0	0.0
Company wide	1.4	0.0	4.5

Recordable occupational illness rate by region	FY22 Total	FY22 Emp.	FY22 Con.
Australia and New Zealand	0.0	0.0	0.0
Africa	0.0	0.0	0.0
Central Asia	0.0	0.0	0.0
Europe	0.0	0.0	0.0
Latin America	0.0	0.0	0.0
Middle East and North Africa	0.0	0.0	0.0
North America	0.0	0.0	0.0
South East Asia	0.0	0.0	0.0
Company wide	0.0	0.0	0.0

Employment							
Employment	FY22		FY21		FY20		
Number of staff by gender (employees and labour hire)							
Male	9,034		8,023		6,858		
Female	2,659		2,141		1,650		
Total	11,693		10,164		8,508		
Number of staff by employee type and gender (employees and labour hire)	FY22 Female	FY22 Male	FY21 Female	FY21 Male	FY20 Total		
Full time	1,964	7,182	1,359	5,832	6,180		
Part time	187	342	175	355	414		
Fixed term full time	167	259	168	226	220		
Fixed term part time	15	19	8	3	10		
Casual	3	12	47	76	131		
Labour hire	323	1,220	384	1,531	1,533		
Total	2,659	9,034	2,141	8,023	8,508		
Number of staff by region and gender (employees and labour hire)	FY22 Female	FY22 Male	FY21 Female	FY21 Male	FY20 Female	FY20 Male	
Australia	2,480	8,660	1,991	7,741	1,521	6,631	
China	22	23	16	18	13	14	
South America	71	177	103	212	106	206	
Other international	86	174	31	50	10	7	
Total	2,659	9,034	2,141	8,021	1,650	6,858	
Number of staff by employee type and region (employees and labour hire)	FY22 Total	FY22 Australia	FY22 China	FY22 S. America	FY22 Other	FY21 Total	
Full time	9,146	8,787	40	196	123	7,191	
Part time	529	526	0	2	1	530	
Fixed term full time	426	368	4	40	14	394	
Fixed term part time	34	32	0	2	0	11	
Casual	15	7	0	8	0	123	
Labour hire	1,543	1,420	1	0	122	1,915	
Total	11,693	11,140	45	248	260	10,164	
Number of staff by employment category and gender (employees only)	FY22 Total	FY22 Female	FY22 Male	FY21 Female	FY21 Male	FY20 Female	FY20 Male
CEO	2	2	0	1	0	1	0
GM and above	100	26	74	16	50	13	40
Managers	416	95	321	68	205	49	147
Superintendents	655	143	512	77	361	58	259
Supervisors	680	86	594	64	531	44	449
Other (professionals, operators, trades, support staff)	8,297	1,984	6,313	1,531	5,345	1,175	4,720
Total	10,150	2,336	7,814	1,757	6,492	1,340	5,615

Employment							
Number of staff by age and gender (employees and labour hire)	FY22 Total	FY22 Female	FY22 Male	FY21 Female	FY21 Male	FY20 Female	FY20 Male
≤30 years	2,313	770	1,543	654	1,401	469	1,288
31 – 50 years	7,097	1,564	5,533	1,202	4,931	960	4,122
≥51 years	2,283	325	1,958	285	1,691	221	1,448
Total	11,693	2,659	9,034	2,141	8,023	1,650	6,858
Number of staff in specific employment areas (employees and labour hire)				FY22	FY21	FY20	
Number of staff that utilised flexible working arrangements				565	550	438	
Number of female staff that utilised flexible working arrangements				203	184	149	
Females working in the Perth Office (%)				38	36	38	
Females working in the Hive (%)				41	40	49	
Aboriginal people working on Pilbara sites (%)				15	14	14	
Females in management positions				FY22	FY21	FY20	
Females in senior leadership positions (GM and above) (%)				27	25	26	
Females in manager and above positions (Manager and above) (%)				24	25	25	
Board membership by gender				FY22	FY21	FY20	
Male				4	5	5	
Female				4	4	4	
Number of Aboriginal employees by gender (employees and labour hire)				FY22	FY21	FY20	
Male				804	687	616	
Female				309	267	228	
Total				1,133	954	844	
Aboriginal people (%)				10	10	10	
New employee hires				FY22	FY21	FY20	
New employee hires by gender (employees only)							
Male				2,432	1,543	1,824	
Female				945	586	464	
Total				3,377	2,219	2,288	
New employee hires by age (employees only)							
≤30 years				1,237	-	-	
31 – 50 years				2,030	-	-	
≥51 years				522	-	-	
New employee hires by region (employees only)							
Australia				3,175	-	-	
China				11	-	-	
South America				135	-	-	
Other international				468	-	-	

A dash (-) indicates where data has not been reported in previous years.

Employment			
Employee turnover	FY22	FY21	FY20
Employee turnover (employees only)			
Voluntary (%)	11	8	8
Involuntary (%)	2	2	2
Total (%)	12	10	10
Voluntary employee turnover by gender (employees only)			
Male (%)	10	8	8
Female (%)	12	8	10
Voluntary employee turnover by region (employees only)			
Australia (%)	11	-	-
China (%)	3	-	-
South America (%)	4	-	-
Other international (%)	15	-	-
Voluntary employee turnover by age (employees only)			
≤30 years (%)	12	-	-
31 – 50 years (%)	10	-	-
≥51 years (%)	12	-	-
Parental leave (employees only)	FY22	FY21	FY20
Number of employees who took primary carers parental leave	171	141	123
Number of female employees who took primary carers parental leave	119	94	92
Primary carers parental leave return to work rate (%)	97	99	94
Employees eligible for parental leave (%)	73	77	71
Parental leave 12 month retention rate (%)	85	-	-
Absentee rate (Australian employees only)	FY22	FY21	FY20
Absentee rate	3.7	4.0	-

Training and Development				
	FY22	FY21	FY20	FY19
Employees receiving regular performance and career development reviews by gender (%)				
Male	100	100	100	100
Female	100	100	100	100
Employees receiving regular performance and career development reviews by employee category (%)				
GM and above	100	100	100	100
Managers	100	100	100	100
Superintendents	100	100	100	100
Supervisors	100	100	100	100
Others (professionals, operators, trades, support staff)	100	100	100	100

A dash (-) indicates where data has not been reported in previous years.

Training and Development

	Total hours			Average hours per employee
	FY22	FY21	FY20	FY22
Total hours of training by gender (employees and labour hire)				
Male	257,183	84,920	138,875	34
Female	62,910	75,523	23,052	28
Total	320,093	160,443	161,927	33
Total hours of training by employee type (employees and labour hire)				
Permanent full time	298,796	150,305	149,621	33
Permanent part time	4,925	6,983	6,250	16
Fixed term	16,335	3,155	6,056	40
Casual	178	-	-	22
Contractor (includes labour hire)	266,575	-	-	17
			Total hours FY22	Average hours per employee FY22
Total hours of training by employee category (employees and labour hire)				
CEO			24	24
GM and above			694	8
Managers			4,483	12
Superintendents			12,131	19
Supervisors and teamleaders			38,930	32
Others (professionals, operators, trades, support staff)			261,183	36
Total hours of training by region (employees and contractors)				
Australia			543,405	25
China			351	8
Singapore			91	7
Ecuador			267	7
Argentina			168	3
Portugal			332	30
Columbia			1	1
Other			48,161	14
	Total hours			Average hours per employee
	FY22	FY21	FY20	FY22
Health and safety training in hours by gender and employment type				
Male employees and labour hire	15,558	45,100	25,404	4
Female employees and labour hire	4,231	10,102	4,155	4
Male contractors and labour hire	32,300	93,285	67,653	3
Female contractors and labour hire	6,694	11,621	8,097	4
			Total hours FY22	Average hours per employee FY22
Health and safety training in hours by region				
Australia			58,475	2
China			75	2
Singapore			10	1
Ecuador			105	3
Argentina			54	1
Portugal			53	7
Columbia			1	1
Other			491	61

A dash (-) indicates where data has not been reported in previous years.

Native Title and Heritage			
Pilbara operations	FY22	FY21	FY20
Number of reportable heritage incidents	0	1	0
Number of heritage places managed	6,196	6,022	5,933
Land ethnographically surveyed in current year (ha)	12,533	132,439	198,798
Land ethnographically surveyed - total (ha)	2,800,464	2,698,833	-
Land archaeologically surveyed in current year (ha)	10,926	32,545	-
Land archaeologically surveyed - total (ha)	297,328	273,581	-
Number of Land Access Agreements in place	7	7	7
Non-Pilbara operations	FY22		
Total number of significant incidents of violations involving the rights of Indigenous peoples			0
Number of operations			0 ¹
Number of operations located in or adjacent to Indigenous peoples' territories			0
Number of operations located in or adjacent to Indigenous peoples' territories with formal agreements in place			0
Percentage of operations located in or adjacent to Indigenous peoples' territories with formal agreements in place			0
¹ In FY22, there were zero non-Pilbara projects at an operational stage			
Environment and Land			
	FY22	FY21	FY20
Environmental incidents			
Number of significant environmental incidents	0	0	0
Land ¹			
Total land owned/leased/managed	5,632,599	-	-
Total land disturbed (ha)	41,438	41,888	32,202
Total land rehabilitated (ha)	2,215	3,840	3,523
Air			
Total NO _x emissions (metric tonnes)	12,689	14,877	14,347
Total SO _x emissions (metric tonnes)	204	195	200
Total particulate emissions (PM ₁₀) (metric tonnes)	89,436	108,723	79,980
Total CO emissions (metric tonnes)	6,047	6,440	-
Total mercury (Hg) emissions (metric tonnes)	0.05	0.04	-
Total lead (Pb) emissions (metric tonnes)	2.3	2.4	-
Total volatile organic compound (VOC) emissions (metric tonnes)	955	956	-
Total persistent organic pollutant (POP) emissions (metric tonnes)	0	-	-
Total hazardous air pollutant (HAP) emissions (metric tonnes)	428	-	-
Waste			
Total waste produced (tonnes)	30,717	26,710	27,589
Hazardous waste produced (tonnes)	1,596	-	-
Total waste disposed on site (landfill)	5,191	-	-
Total hazardous waste disposed on site	0	0	0
Material recycled (%)	83	87	89
Material landfilled (%)	17	13	11
Tailings			
Total tailings (dry metric tonnes)	24,927,811	26,818,651	25,766,916

¹ Australian operations only

A dash (-) indicates where data has not been reported in previous years.

Critical Biodiversity

Fauna Species	Conservation Significance			Details
	IUCN	EPBC	Other	
Herb Elliott port facility				
Green sawfish (<i>Pristis zijsron</i>)	CR	VU, MI	Bonn	Present within the Port Hedland Inner Harbour
Australian humpback dolphin (<i>Sousa sahalensis</i>)	VU	MI	-	Present within the Port Hedland Inner Harbour
Dugong (<i>Dugong dugon</i>)	VU	MA, MI	-	Present within the Port Hedland Inner Harbour
Southern giant petrel (<i>Macronectes giganteus</i>)	LC	EN, MA, MI	-	Present within the Port Hedland Inner Harbour
Fork-tailed swift (<i>Apus pacificus</i>)	LC	MA, MI	CAMBA JAMBA ROKAMBA	Present within the Port Hedland Inner Harbour
Lesser frigatebird (<i>Fregata ariel</i>)	LC	MA, MI	CAMBA JAMBA ROKAMBA	Present within the Port Hedland Inner Harbour
White-bellied sea eagle (<i>Haliaeetus leucogaster</i>)	LC	MA	-	Present within the Port Hedland Inner Harbour
Barn swallow (<i>Hirundo rustica</i>)	LC	MA	CAMBA JAMBA ROKAMBA	Present within the Port Hedland Inner Harbour
Loggerhead turtle (<i>Caretta caretta</i>)	VU	EN, MA, MI	Bonn	Present within the Port Hedland Inner Harbour
Leatherback turtle (<i>Dermochelys coriacea</i>)	VU	EN, MA, MI	Bonn	Present within the Port Hedland Inner Harbour
Green turtle (<i>Chelonia mydas</i>)	EN	EN, MA, MI	Bonn	Present within the Port Hedland Inner Harbour
Hawksbill turtle (<i>Eretmochelys imbricata</i>)	CR	VU, MA, MI	Bonn	Present within the Port Hedland Inner Harbour
Various migratory birds	-	MI	CAMBA JAMBA ROKAMBA Bonn	Migratory wetland bird species protected under international agreements occasionally occur within the Inner Harbour
Fortescue railway				
Greater bilby (<i>Macrotis lagotis</i>)	VU	VU	-	Present along the mainline railway
Northern quoll (<i>Dasyurus hallucatus</i>)	EN	EN	-	Present along the mainline railway
Ghost bat (<i>Macroderma gigas</i>)	VU	VU	-	Occasional visitors along Eliwana Railway
Pilbara olive python (<i>Liasis olivaceus barroni</i>)	LC	VU	-	Occasional visitors along Eliwana Railway
Pilbara leaf-nosed bat (<i>Rhinonictis aurantia</i> (Pilbara form))	LC	VU	-	Occasional visitors along Eliwana Railway
Cloudbreak mine				
Night parrot (<i>Pezoporus occidentalis</i>)	CR	EN	-	
Northern quoll (<i>Dasyurus hallucatus</i>)	EN	EN	-	
Greater bilby (<i>Macrotis lagotis</i>)	VU	VU	-	

Critical Biodiversity continued				
Fauna Species	Conservation Significance			Details
	IUCN	EPBC	Other	
Christmas Creek mine				
Night parrot (<i>Pezoporus occidentalis</i>)	CR	EN	-	
Northern quoll (<i>Dasyurus hallucatus</i>)	EN	EN	-	
Greater bilby (<i>Macrotis lagotis</i>)	VU	VU	-	
Pilbara olive python (<i>Liasis olivaceus barroni</i>)	LC	VU	-	
Solomon mine				
Northern quoll (<i>Dasyurus hallucatus</i>)	EN	EN	-	
Pilbara olive python (<i>Liasis olivaceus barroni</i>)	LC	VU	-	
Pilbara leaf-nosed bat (<i>Rhinonictis aurantia</i> (Pilbara form))	LC	VU	-	Recorded in the western extent of the mine
Eliwana mine				
Northern quoll (<i>Dasyurus hallucatus</i>)	EN	EN	-	Recorded within the mine area
Ghost bat (<i>Macroderma gigas</i>)	VU	VU	-	Recorded within the mine area
Pilbara olive python (<i>Liasis olivaceus barroni</i>)	LC	VU	-	Recorded within the mine area
Pilbara leaf-nosed bat (<i>Rhinonictis aurantia</i> (Pilbara form))	LC	VU	-	Recorded within the mine area
Iron Bridge magnetite project				
Northern quoll (<i>Dasyurus hallucatus</i>)	EN	EN	-	
Ghost bat (<i>Macroderma gigas</i>)	VU	VU	-	Known roosts within the mine footprint
Pilbara leaf-nosed bat (<i>Rhinonictis aurantia</i> (Pilbara form))	LC	VU	-	Known roosts within the mine footprint
Greater bilby (<i>Macrotis lagotis</i>)	VU	VU	-	
Pilbara olive python (<i>Liasis olivaceus barroni</i>)	LC	VU	-	

IUCN: IUCN Red List of Threatened Species

EPBC: Threatened species under the *Environment Protection and Biodiversity Conservation Act 1999*

LE: least concern, **NT:** near threatened, **VU:** vulnerable, **EN:** endangered, **CR:** critically endangered, **MI:** migratory, **MA:** marine

Critical Biodiversity continued

Flora Species and Vegetation	Conservation Significance	Details
Herb Elliott port facility		
Mangrove assemblages	Local significance	Local occurrence of mangrove assemblages, providing habitat to wide range of vertebrate and invertebrate fauna.
Iron Bridge magnetite project		
Pilbara foxglove (<i>Quoya zonalis</i>)	<i>Biodiversity Conservation Act 2016 - Threatened</i> <i>Environment Protection and Biodiversity Conservation Act 1999 - Endangered</i>	Occurs within the mine area
Other Biodiversity		
Cloudbreak and Christmas Creek mines		
Fortescue Marsh	Wetland of national significance listed on the Directory of Important Wetlands of Australia. Provides habitat for migratory wetland bird species and is a significant breeding area for several non-migratory wetland bird species.	Located adjacent to our Chichester Hub mines
Solomon mine		
Karijini National Park	National Park. Karijini offers a diverse range of landscapes, including deep rugged gorges, waterfalls and pools.	Located immediately adjacent to Solomon mine

Water						
Water withdrawals (ML)	Areas where water stress is < High			Areas where water stress is ≥ High		
	FY22	FY21	FY20	FY22	FY21	FY20
Water withdrawal (total)	185,906	0	0	144	0	0
Surface water withdrawal (total)	1	0	0	0	0	0
Surface water withdrawal (fresh)	1	0	0	0	0	0
Surface water withdrawal (other)	0	0	0	0	0	0
Rainwater collected	0	0	0	0	0	0
Groundwater withdrawal (total)	183,037	151,093	169,181	144	0	0
Groundwater withdrawal (fresh)	21,699	17,251	-	144	0	-
Groundwater withdrawal (other)	161,338	133,842	-	0	0	-
Groundwater withdrawal for mine dewatering at Chichesters	151,389	-	-	0	-	-
Seawater withdrawal	1,839	593	558	0	0	0
Produced water withdrawal (total)	0	-	-	0	-	-
Produced water withdrawal (fresh)	0	-	-	0	-	-
Produced water withdrawal (other)	0	-	-	0	-	-
Third party municipal water supplies, other public or private water utilities (total)	36	23	20	0	-	-
Third party municipal water supplies, other public or private water utilities (surface water)	0	-	-	0	-	-
Third party municipal water supplies, other public or private water utilities (groundwater)	35	-	-	0	-	-
Third party municipal water supplies, other public or private water utilities (seawater)	0	-	-	0	-	-
Third party municipal water supplies, other public or private water utilities (produced water)	0	-	-	0	-	-
Other third party withdrawal	0	0	0	0	0	0
Water sources significantly affected by withdrawal of water	0	0	0	0	0	0
Water consumed (ML)	Areas where water stress is < High			Areas where water stress is ≥ High		
	FY22	FY21	FY20	FY22	FY21	FY20
Water consumed (total)	53,043	53,947	45,458	144	-	-
Ore processing facilities	36,412	36,461	35,329	0	-	-
Potable supply	1,830	1,983	1,329	0	-	-
Dust suppression and construction	1,424	15,503	8,800	144	-	-
Other use	12,384	-	-	0	-	-
Water reused (ML)	FY22	FY21	FY20			
	FY22	FY21	FY20			
Water reuse (total)	4,131	3,610	1,095			
TSF decant return water, reused at OPF	4,131	3,610	1,095			

A dash (-) indicates where data has not been reported in previous years.

Water						
Water discharge (ML)	Areas where water stress is < High			Areas where water stress is ≥ High		
	FY22	FY21	FY20	FY22	FY21	FY20
Water discharge (total by destination)	132,540	100,240	116,519	0	-	-
Managed aquifer recharge (groundwater injection) (total)	125,860	95,819	111,889	0	-	-
Managed aquifer recharge (groundwater injection) (Chichesters)	125,728	-	-	0	0	-
Surface water discharge	0	0	0	0	0	-
Seawater discharge (brine from desalination plants)	1,139	-	-	0	-	-
Supplementation	3,245	2,348	3,548	0	0	-
Infiltration (discharge to land)	162	993	-	0	-	-
Wastewater treatment plant irrigation (discharge to land)	933	-	-	0	-	-
Evaporation and seepage	1,201	1,081	1,082	0	-	-
Third party	0	0	-	0	-	-
Third party water sent for use in other organisations	0	0	-	0	-	-
Water discharge (total by quality)	132,539	-	-	0	-	-
Total water discharge (fresh)	4,472	-	-	0	-	-
Total water discharge (other)	128,067	-	-	0	-	-

Economic Contribution					
	FY22	FY21	FY20	FY19	FY18
Taxes paid (\$ million)					
Company taxes	3,544	5,805	2,922	1,669	381
Royalties	1,560	2,075	1,285	823	529
Foreign	35	20	14	13	12
Salaries and benefits (\$ million)					
CEO total remuneration ¹	4.420	-	-	-	-
Mean total remuneration (excluding CEO) ¹	0.205	-	-	-	-
Median total remuneration (excluding CEO) ¹	0.200	-	-	-	-
Total salaries	1,486	1,211	1,074	768	694
Total superannuation	153	125	104	80	71
Other metrics (\$ million)					
Amount of housing support	23	17	15	11	11

¹ Fortescue Iron Ore Operations only

A dash (-) indicates where data has not been reported in previous years.

Non-revenue generating foreign incorporated subsidiary companies

Each of the entities listed below are wholly owned Fortescue Group entities incorporated in jurisdictions outside of Australia as at 30 June 2022. No external operating revenue was generated by these entities during the 30 June 2022 income year.

Nature of Activities	Entities	Additional Information
Argentina		
Exploration	Argentina Fortescue S.A.U. Argentina Minera S.A. Viridi S.A.	Each of these entities hold rights to explore for minerals in Argentina.
Renewable Energy	Argentina Fortescue Future Industries S.A.	Incorporated during FY22 to pursue renewable energy generation opportunities in Argentina.
Brazil		
Exploration	Brasil Fortescue Mineração Limitada	Incorporated to pursue metals exploration opportunities in Brazil.
Renewable Energy	Brasil Fortescue Sustainable Industries Limitada	Incorporated during FY22 to pursue renewable energy generation opportunities in Brazil.
Cameroon		
Renewable Energy	Cameroon Fortescue Future Industries Ltd	Incorporated during FY22 to pursue renewable energy generation opportunities Cameroon.
Canada		
Renewable Energy	Canada Fortescue Future Industries Ltd	Incorporated during FY22 to pursue renewable energy generation opportunities in Canada.
Chile		
Exploration	Chile Fortescue SpA	Incorporated to pursue metals exploration opportunities in Chile.
Renewable Energy	Chile Fortescue Future Industries SpA	Incorporated during FY22 to pursue renewable energy generation opportunities in Chile.
Colombia		
Exploration	Colombia Fortescue SAS	Incorporated to pursue metals exploration opportunities in Colombia.
Democratic Republic of Congo		
Renewable Energy	Democratic Republic of Congo Fortescue Future Industries Ltd	Incorporated to pursue renewable energy generation opportunities in the DRC.
Ecuador		
Exploration	Ecuador Fortescue S.A.	Incorporated to pursue metals exploration opportunities in Ecuador.
Ethiopia		
Renewable Energy	Fortescue Future Chemicals Manufacturing Ethiopia PLC	Incorporated during FY22 to pursue renewable energy generation opportunities in Ethiopia.
Gabon		
Exploration	Ivindo Iron S.A.	Incorporated during FY22 for the purpose of undertaking exploration activities in relation to the Belinga Iron Ore Project in Gabon.

Nature of Activities	Entities	Additional Information
Greenland		
Renewable Energy	Greenland Fortescue A.S.	Incorporated to pursue renewable energy generation opportunities in Greenland.
Hong Kong		
Magnetite	FMG Iron Bridge Limited	In 2013, Fortescue and Formosa Plastics Group (Formosa) announced a joint venture to develop and operate the Iron Bridge Project located in Western Australia, Australia.
Indonesia		
Renewable Energy	PT Indonesia Fortescue Infrastructure PT Indonesia Papua Fortescue Future Industries	Incorporated to pursue renewable energy production opportunities in Indonesia.
Kazakhstan		
Exploration	Kazakhstan Fortescue LLP Kazakhstan Fortescue Operations LLP	Incorporated to pursue metals exploration opportunities in Kazakhstan. Kazakhstan Fortescue Operations LLP is the operator of the Fortescue Kazakhstan and National Mining Company 'Tau-ken Samruk' JSC unincorporated joint venture (the UJV). The purpose of the UJV is to pursue metals exploration opportunities in Kazakhstan.
Renewable Energy	Kazakhstan Fortescue Future Industries LLP	Incorporated during FY22 to pursue renewable energy generation opportunities in Kazakhstan.
Kenya		
Renewable Energy	Fortescue Future Industries Kenya Ltd	Incorporated during FY22 to pursue renewable energy generation opportunities in Kenya.
Namibia		
Renewable Energy	Fortescue Future Industries Namibia Proprietary Ltd	Incorporated during FY22 to pursue renewable energy generation opportunities in Namibia.
New Zealand		
Renewable Energy	New Zealand Fortescue Future Industries Limited	Incorporated to pursue renewable energy generation opportunities in New Zealand.
Peru		
Exploration	Peru Fortescue S.A.C.	Incorporated to pursue metals exploration opportunities in Peru.
Portugal		
Exploration	Portugal Fortescue Unipessoal LDA	Incorporated to pursue metals exploration opportunities in Portugal.

Nature of Activities	Entities	Additional information
Papua New Guinea		
Exploration	Bougainville Fortescue Limited	Incorporated to pursue metals exploration opportunities in the autonomous region of Bougainville of Papua New Guinea.
Renewable Energy	Papua New Guinea Fortescue Future Industries Ltd	Incorporated to pursue renewable energy generation opportunities in Papua New Guinea.
Singapore		
Investment	Fortescue International Marketing Pte Ltd FMG International Shipping Pte Ltd FMG Ecuador Operations Pte Ltd FMG Ecuador Tenements Pte Ltd FMG South America Pte Ltd FMG Colombia Operations Pte Ltd FMG International Exploration Pte Ltd	Fortescue has a number of companies incorporated and domiciled in Singapore. The primary purpose of these entities is to hold Fortescue investments.
Decarbonisation	PSV Leveque Pte Ltd	Incorporated during FY22 to acquire a platform supply vessel for the purpose of trialling its conversion from diesel powered to a dual diesel and green ammonia fuel.
South Africa		
Renewable Energy	South Africa Fortescue Future Industries Pty Ltd	Holds Fortescue's investment in the Democratic Republic of Congo relating to renewable energy generation opportunities.
United Kingdom		
Exploration	Belinga Joint Venture Company Limited	Incorporated during FY22 for the purpose of holding Fortescue's investment in the Belinga Iron Ore project in Gabon.
USA		
Corporate	FMG America Finance Inc.	FMG America Finance Inc. has been Fortescue's registered issuer of certain US dollar debt facilities.
Renewable Energy	MIH2 USA, Inc. MIH2 USA People, Inc. FFI Ionix, Inc. FFI Ionix IP, Inc. USA Fortescue Future Industries Inc.	MIH2 USA, Inc. was incorporated in FY22 to hold FFI's investments related to renewable energy technologies in the USA, including FFI Ionix and FFI Ionix IP which were also incorporated in FY22 to hold the assets acquired from Xergy, Inc. MIH2 USA People, Inc. is the employing entity for FFI and its related entities in the USA. USA Fortescue Future Industries, Inc.'s purpose is to pursue renewable energy generation opportunities in the USA.
Zambia		
Exploration	Zambia Fortescue Limited	Incorporated during FY22 to pursue metals exploration opportunities in Zambia.

GLOSSARY

Aboriginal

Those who identify themselves as Australian Aboriginal and/or Torres Strait Islander.

Aboriginal employees in trade roles

The number of permanent, fixed term (full time and part time), and labour hire Aboriginal and Torres Strait Islander employees in roles defined internally as apprentice, trades, trades specialist or track maintenance, who work in Australia, as a percentage of the total number of permanent and fixed term (full time and part time) employees in roles defined internally as apprentice, trades, trades specialist or track maintenance. Calculated using data as at 30 June 2022.

Aboriginal employment rate

The number of permanent, fixed term (full time and part time), and labour hire Aboriginal and Torres Strait Islander employees who work in Australia, as a percentage of the total number of permanent, fixed term (full time and part time), and labour hire employees who work in Australia. Calculated using data as at 30 June 2022.

Aboriginal owned businesses

A business with equal to or greater than 50 per cent ownership by an entity registered as an Aboriginal Corporation by the Office of the Registrar of Indigenous Corporations, a member of a registered native title group, a member of the Aboriginal Chamber of Commerce and Industry, a Supply Nation Registered and Certified Supplier or a member of the Indigenous Land and Sea Council.

Aboriginal people employed

Total number of permanent, fixed term (full time and part time), and labour hire Aboriginal and Torres Strait Islander employees as at 30 June 2022.

Absentee rate

The number of absence days Australian direct employees accessed for personal leave (paid and unpaid), compassionate leave, or absent without leave as a percentage of their overall days rostered to work during FY22.

AHS

Autonomous haulage system.

AMMA

Australian Resources and Energy Group.

ARMSC

Audit, Risk Management and Sustainability Committee. A committee of Fortescue's Board of Directors (Board).

ASX

Australian Securities Exchange.

Board membership

Members of Fortescue's Board of Directors, who are elected in accordance with Fortescue's Constitution and the *Corporations Act 2001* (Cth).

Billion Opportunities

A Fortescue program to award contracts and subcontracts to Aboriginal businesses. From 2011 to 2019, businesses with 25 per cent or greater Aboriginal ownership were considered Aboriginal businesses. From 2020, businesses with 50 per cent or greater Aboriginal ownership are considered Aboriginal businesses.

Chichester Hub

Fortescue's mining hub with two operating iron ore mines, Cloudbreak and Christmas Creek, located in the Pilbara, approximately 250 kilometres south-east of Fortescue's Herb Elliott Port in Port Hedland.

CME

Chamber of Minerals and Energy.

Contestable spend

Spend (includes VAT/GST) that is subject to Fortescue's procurement processes and managed in accordance with Fortescue's Procurement Policy. It excludes shipping costs, government costs or charges (including royalties), donations, subscriptions and memberships, Native Title Group payments (other than payments made for the provision of direct goods or services), property leasing, related Fortescue entities and legal fees.

Contractors

Non-Fortescue employees working with the Company to support specific business activities. Excludes those classified as labour hire.

Corporations Act

Corporations Act 2001 of the Commonwealth of Australia.

Critical biodiversity

Sites containing globally or nationally important biodiversity, which can include species classified as Critically Endangered, Endangered, or Vulnerable on the IUCN Red List, endemic species, internationally recognised areas such as World Heritage sites, Ramsar Wetlands, UNESCO biosphere reserves, nationally important biodiversity such as legally protected areas, habitats, and species.

Critical supplier

A critical supplier is a provider of critical components to our operations; high-volume consumables; or non-substitutable goods.

CSFMP

Conservation Significant Fauna Management Plan.

Direct employees

Total number of permanent and fixed term (full-time and part-time) employees. Does not include labour hire or contractors.

dmt

Dry metric tonne.

EBITDA

EBITDA is defined as earnings before interest, tax, depreciation and amortisation, exploration, development and other expenses.

EBITDA margin

EBITDA/Operating sales revenue.

Employee contributions

Financial contributions donated by Fortescue employees.

Employee turnover (involuntary)

The number of involuntary exits through dismissals of permanent and fixed term (full time and part time) employees as a percentage of the average headcount for FY22.

Employee turnover (voluntary)

The number of voluntary exits through resignations of permanent and fixed term (full time and part time) employees as a percentage of the average headcount for FY22.

EPBC Act

Environment Protection and Biodiversity Conservation Act 1999 (Cth).

ESG

Environment, social and governance.

Fe

The chemical symbol for iron.

Female employment rate

The number of female permanent, fixed term (full time and part time), and labour hire employees who work across Fortescue's Australian and international sites, as a percentage of the total number of permanent, fixed term and labour hire employees. Calculated using data as at 30 June 2022.

Female employment rate in manager and above roles

The number of female, permanent and fixed term (full time and part time) employees, in roles defined as supervisor and above who work across Fortescue's Australian and international sites, as a percentage of the total number of permanent and fixed term employees. This does not include labour hire employees. Calculated using data as at 30 June 2022.

Female employment rate in senior leadership roles

The number of female, permanent and fixed term (full time and part time) employees, in roles defined as group/general manager and above who work across Fortescue's Australian and international sites, as a percentage of the total number of permanent and fixed term employees. This does not include labour hire employees. Calculated using data as at 30 June 2022.

FFI

Fortescue Future Industries Pty Ltd.

FIFO

Fly-in fly-out, defined as circumstances of work where the place of work is sufficiently isolated from the worker's place of residence to make daily commute impractical and workers are flown to their workplace for their shift.

Flexible working arrangements

Number of Fortescue employees in Australia utilising casual, part time or job share work arrangements. It does not include labour hire. Requests for flexible working arrangements are in accordance with the *Fair Work Act 2009 (Cth)*.

Fortescue

Fortescue Metals Group Ltd (ACN 002 594 872) and its subsidiaries.

Freshwater

Water with concentration of total dissolved solids equal to or below 1,000 mg/L.

FY

Financial Year.

GJ

Gigajoule.

GL

Gigalitre.

GMC

Global Monitoring Centre.

GRI

Global Reporting Initiative. GRI is an independent international organisation which provides companies with a framework to advance their sustainability agenda. The GRI Standards set a global best practice for reporting on economic, environmental and social impacts.

Ha

Hectares.

HAP

Hazardous air pollutants. Those pollutants that are known or suspected to cause cancer or other serious health effects, such as reproductive effects or birth defects, or adverse environmental effects. Listed by the US Environmental Protection Agency under the Clean Air Act.

Health and safety training hours

Total training hours for health and safety recorded during FY22 for permanent and fixed term (full time and part time) employees across all of Fortescue's Australian sites. Excludes casual employees.

Hematite

An iron ore compound with an average iron content of between 57% and 63% Fe. Hematite deposits are typically large, close to the surface and mined via open pits.

ICMM

The International Council on Mining and Metals, established in 2001 to act as a catalyst for performance improvement in the mining and metals industry.

IDAHOBIT

International Day Against Homophobia, Biphobia, Interphobia and Transphobia.

ILO

International Labour Organization.

Injury severity rate

Represents the number of lost workdays experienced per 100 workers.

In-kind contributions

Donation of product, property and services by Fortescue, which includes employee time volunteering, secondments, use of company equipment and facilities as well as the donation of products.

Indigenous Land Use Agreement (ILUA)

Statutory agreement between a native title group and others about the use of land and waters.

ISR

Injury severity rate. Calculated using lost or restricted days methodology.

IUCN

International Union for Conservation of Nature.

kL

Kilolitre.

km

Kilometre.

Labour hire employees

Contractors backfilling permanent Fortescue roles and employed through selected recurring external labour hire agencies.

Land archaeologically surveyed in FY22

The area of land archaeologically surveyed across Fortescue's Western Australian tenement portfolio in FY22, measured in hectares. Surveys are undertaken by traditional land owners and a cultural heritage professional.

Land ethnographically surveyed in FY22

The area of land ethnographically surveyed across Fortescue's Western Australian tenement portfolio during FY22, measured in hectares. The survey is undertaken by traditional land owners and a cultural heritage professional.

Leadership roles held by Aboriginal people

The number of permanent and fixed term (full time and part time) Aboriginal and Torres Strait Islander employees in roles defined as supervisor and above who work in Australia, as a percentage of the total number of permanent and fixed term employees in roles defined as supervisor and above who work in Australia. This does not include labour hire employees. Calculated using data as at 30 June 2022.

Local Pilbara supplier

Suppliers whose head office is located in the Pilbara region of Western Australia as defined by postcode. In cases where the work is performed in the Pilbara but the supplier's head office is located outside the Pilbara, an analysis is undertaken to determine the percentage of spend attributed to the Pilbara.

LTIFR

Lost time injury frequency rate. Calculated using lost days methodology.

Lost or restricted days

A maximum of 180 lost or restricted days are allocated to any one single incident with the exception of a fatality which is always recorded as 220 days. When counting lost or restricted days, only rostered days of work are counted.

m³

Cubic metres.

MADALAH

MADALAH Limited.

Magnetite

An iron ore compound that is typically a lower iron content than hematite iron ore. Magnetite ore requires significant beneficiation to form a saleable concentrate. After beneficiation, magnetite ore can be palletised for direct use as a high-grade raw material for steel production.

Material landfilled

The volume of waste sent to landfill from Fortescue's Pilbara operations, including port and rail, as a percentage of the total volume of waste generated. Waste landfilled includes putrescible, glass and wooden damaged pallets.

Material recycled

The volume of waste recycled from Fortescue's Pilbara operations, including port and rail, as a percentage of the total volume of waste generated. Waste recycled includes non-hazardous waste (including wood, rubber, aluminium, steel, batteries, cardboard and high-density polyethylene pipe) and hazardous waste (oil filters).

Mtpa

Million tonnes per annum.

Nationality

Nationality as self reported during the onboarding process.

NTP

Native title partners. This refers to the West Australian native title groups and native title holders with whom Fortescue has a relationship. These relationships allow the Company to undertake consultation for exploration and operations purposes. For some native title partners, this relationship is established through an Indigenous Land Use Agreement, Land Access Agreement or Heritage Agreements.

Number of heritage places managed

Total number of active recorded heritage places across Fortescue's exploration and operations in Western Australia. Heritage places are managed through physical demarcation and through our geographic information system.

Number of reportable heritage incidents

Total number of reportable heritage breaches reported during FY22. Breaches are defined as offences relating to Aboriginal sites in accordance with the *Aboriginal Heritage Act 1972*.

Number of staff by employment category

Number of permanent and fixed term (full time and part time) employees across our Australian and international sites within each of the following employment categories: CEO, General Manager and above, Manager, Superintendent, Supervisor, and Other as at 30 June 2022. It does not include casual and labour hire employees.

Number of staff by region

Total number of permanent, fixed term (full time and part time), and labour hire employees by region as at 30 June 2022.

OPF

Ore processing facility.

Parental leave

Paid and unpaid primary or secondary carer leave taken for the purpose of caring for dependents in Australia during FY22.

PEC

Pilbara Energy Connect project.

Pilbara

The Pilbara region in the north-west of Western Australia.

POP

Persistent organic pollutants. Listed in the Stockholm convention on Persistent Organic Pollutants. Most are pesticides, industrial chemicals or by-products.

Produced water

Water that is a result of raw material use or other processing.

RFDS

Royal Flying Doctors Service.

Scope 1

Emissions from operations owned and controlled by Fortescue within Australia. These include emissions from our mining haul fleet and the power stations operated by us.

Scope 2

Indirect emissions generated from electricity purchased by Fortescue within Australia.

Scope 3

Indirect emissions within Fortescue's value chain (excluding Scope 2), including upstream and downstream emissions.

Senior Executive

Leadership position where the employee has the title of Director or Group/General Manager.

Significant environmental incidents

Incidents classified at Level 3 and above (as defined through Fortescue's Environmental Consequence Descriptors Matrix). Level 3 environmental incidents result in offsite environmental impact causing significant environmental harm.

SIFR

Significant incident frequency rate per million hours worked.

Social investment in our communities

Our investment in philanthropic, community and commercial initiatives. These investments aim to build sustainable communities and focus on areas of health, wellness, education, regional development, environmental responsibility, arts and culture and providing employment and training opportunities to local and Indigenous people. Contributions include financial (donations, grants, employee contributions, matched giving, partnerships, local training programs, support for local communities and Pilbara residential FIFO employees), in-kind contributions (volunteering, use of company equipment, logistical support and donation of products) and management costs (community investment staff salaries and overheads).

Solomon Hub

A mining hub with two operating iron ore mines, Firetail, Kings and Queens. The Hub is located approximately 60 kilometres north of the township of Tom Price and 120 kilometres west of the railway that links the Chichester Hub to Port Hedland.

Training hours

Total training hours recorded during FY22 for permanent and fixed term (full time and part time) employees across all of Fortescue's Australian sites. Excludes casual employees.

Training hours per employee

The total number of hours of training per permanent and fixed term employees (full time and part time) across Fortescue's Australian sites during FY22. Excludes casual employees.

Total global economic contribution

Payments that contribute to the global economy, including payments to suppliers, employees (salaries and wages), governments (taxes and royalties), shareholders and investors (dividends and debt repayments).

Total land archaeologically surveyed

The cumulative area of land archaeologically surveyed across Fortescue's Western Australian tenement portfolio to the end of FY22, measured in hectares. Surveys are undertaken by traditional land owners and a cultural heritage professional.

Total land disturbed

The total land area disturbed through clearing across Fortescue's Pilbara operations, including port and rail, in 2021 (calendar year) measured in hectares. Land disturbance is measured in accordance with reporting requirements under the *Mining Act 1978*.

Total land ethnographically surveyed

The cumulative area of land ethnographically surveyed across Fortescue's Western Australian tenement portfolio to the end of FY22, measured in hectares. Surveys are undertaken by traditional land owners and a cultural heritage professional.

Total land rehabilitated

The total land area rehabilitated across Fortescue's Pilbara operations, including port and rail, in 2021 (calendar year), measured in hectares. The land area rehabilitated is measured in accordance with reporting requirements under the *Mining Act 1978*.

Total NOx emissions

The total oxides of nitrogen emissions across Fortescue's Pilbara operations, including port and rail, in FY22, measured in metric tonnes. Emissions are measured in accordance with the reporting requirements of *National Environment Protection (National Pollutant Inventory) Measure 1998*.

Total particulate emissions

The total particulate matter (PM₁₀) emissions across Fortescue's Pilbara operations, including port and rail, in FY22, measured in metric tonnes. PM₁₀ are very small particles found in dust and smoke. They have a diameter of 10 micrometres (0.01 mm) or smaller.

Total SOx emissions

The total sulphur dioxide emissions across Fortescue's Pilbara operations, including port and rail, in FY22, measured in metric tonnes. Emissions are measured in accordance with the reporting requirements of *National Environment Protection (National Pollutant Inventory) Measure 1998*.

Total tailings

The total volume of fine-grained by-product, generated through Fortescue's iron ore processing facilities at its operational sites in the Pilbara, measured in dry metric tonnes.

Total salaries

The total gross salaries paid to permanent, fixed term (full time and part time) Australian and international employees before taxes and deductions in FY22. Excludes salaries paid to labour hire and contractors.

Total superannuation

The total superannuation payments made to permanent or fixed term (full time and part time) Australian employees' nominated superannuation fund in FY22. Excludes payments to labour hire and contractors.

Total waste

The volume of waste generated at Fortescue's Pilbara operational sites, including port and rail, in FY22, measured in metric tonnes, including mineralised and non-mineralised waste.

TRIFR

Total recordable injury frequency rate per million hours worked, comprising lost time injuries, restricted work and medical treatments.

TSF

Tailings storage facility.

TSF decant return water

Volume of water recovered from tailings storage facilities and made available for reuse.

UNGC

United Nations Global Compact, which provides a leadership platform for businesses that are committed to aligning their strategies and operations with 10 universally accepted principles in human rights, labour, environment and anti-corruption.

UNGP

United Nations Guiding Principles on Business and Human Rights. A set of guidelines for States and companies to prevent, address and remedy human rights abuses committed in business operations.

UN SDGs

United Nations Sustainable Development Goals. The SDGs are a collection of 17 interlinked global goals designed to be a “blueprint to achieve a better and more sustainable future for all”.

VPI

Voluntary Principles Initiative. The Initiative promotes the Voluntary Principles on Security and Human Rights and its implementation by members from three pillars: corporate, government, and NGO.

VTEC

Vocational Training and Employment Centre.

WAE

Williams Advanced Engineering.

Water consumption

Total water used and reused across all of Fortescue's Pilbara operational sites in FY22. Includes water use through ore processing facilities, potable camp supply and dust suppression and construction and TSF decant return water.

Water discharges

Total water returns across all of Fortescue's Pilbara operational sites in FY22. Includes water returned through managed aquifer recharge, surface water discharge, supplementation, infiltration, evaporation and seepage.

Water withdrawn by source

Total water withdrawn from across all of Fortescue's Pilbara operational sites in FY22. Includes water withdrawn from the following sources: groundwater, surface water, seawater, municipal water supplies and third party.

Whistleblower cases

The total number of whistleblower cases reported through the Whistleblower Hotline in FY22.

Whistleblower Hotline

This refers to the independent, confidential and anonymous mechanism for employees, contractors and members of the community to raise concerns regarding potential illegal activity or breaches of our Code of Conduct and Integrity across all Fortescue operations. The Whistleblower Hotline Policy is aligned with the *Treasury Laws Amendment Act 2019* (Cth).

wmt

Wet metric tonne.

Workplace Integrity Review

Fortescue launched the Review in July 2021 to directly engage with Fortescue's workforce and contractors to understand their views about the factors that may contribute to sexual harassment and how Fortescue could enhance and expand upon existing measures to prevent it.

CONTACT DETAILS

Fortescue Australia

Level 2, 87 Adelaide Terrace
East Perth, WA 6004
T: +61 8 6218 8888
F: +61 8 6218 8880
E: fmgl@fmgl.com.au
www.fortescue.com

Fortescue VTEC and Community office

1B/2 Byass Street
South Hedland, WA 6722
T: +61 8 9158 5800
F: +61 8 6218 8880
E: hedlandcommunity@fmgl.com.au
E: vtec@fmgl.com.au

Australian Business Number

ABN 57 002 594 872

Auditor

PwC
Level 15, 125 St Georges Terrace
Perth, WA 6000
www.pwc.com.au

Securities Exchange listings

Fortescue Metals Group Limited
shares are listed on the Australian
Securities Exchange (ASX)
ASX Code: FMG

Fortescue Share Registry

Link Market Services Limited
Level 12, QV1 Building
250 St Georges Terrace
Perth, WA 6000
Locked Bag A14
Sydney South, NSW 1235
T: 1300 733 136 (within Australia)
T: +61 2 8280 7603 (International)
F: +61 2 9287 0309
www.linkmarketservices.com.au

Fortescue Shanghai, China

Unit 3, Floor 15 No. 1366 Lujiazui Ring
Road Pudong New Area Shanghai,
P.R China

Singapore

FMG International
The Central
8 Eu Tong Sen St
24-91 Singapore 059818

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**Fortescue's
FY22 Annual Report and
FY22 Climate Change Report
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