



SUSTAINABILITY REPORT

THE POWER OF NOW

TOTAL ECONOMIC CONTRIBUTION FY24



- Employee payments A\$2.5bn
- Shareholders and investor payments A\$7.1bn
- Government and native title payments A\$6.1bn
- Suppliers and operational payments A\$11.8bn



SAFETY AND WELLBEING

1.3 Metals TRIFR

DIVERSITY, INCLUSION AND EQUITY

37%
females in senior leadership roles

BIODIVERSITY

ZERO
significant environmental incidents

THE ROAD TO REAL ZERO

EUROPA

our hydrogen
powered battery
electric haul truck
prototype,
operated on
hydrogen for
the first time

ROADRUNNER

our battery
electric haul truck
completed onsite
trials

ELECTRIC EXCAVATORS

deployed to
Cloudbreak and
Solomon

**OVER
\$5 BILLION**

in contracts to
200 First Nations
businesses

**GREEN
PIONEER
SAILS
TO COP28**



WHAT WE DO

WE ARE THE TECHNOLOGY,
ENERGY AND METALS GROUP
ACCELERATING THE COMMERCIAL
DECARBONISATION OF INDUSTRY,
RAPIDLY, PROFITABLY AND
GLOBALLY.

OUR VALUES

Family

Enthusiasm

Empowerment

Safety

Frugality

**Courage and
Determination**

Stretch Targets

**Generating
Ideas**

Integrity

Humility

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Important note

This report should be read in its entirety, together with the Forward Looking Statement Disclaimer at the back of this report.

Acknowledgement of Country

Fortescue acknowledges the First Nations people 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 people. We pay our respects to the culture and people, their Elders and leaders, past, present and emerging.

OVERVIEW

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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 Ltd (Fortescue) against key material sustainability commitments and targets during the financial year 1 July 2023 to 30 June 2024 (FY24). It is part of our annual reporting suite which also includes the FY24 Annual Report and the FY24 Corporate Governance Statement, which are available on our website at [fortescue.com](https://www.fortescue.com).

We are a signatory to the United Nations Global Compact (UNGC) and this report reflects our ongoing commitment to report progress towards adherence to the principles of the UNGC. This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards. The report also considers issues identified through the Fortescue Risk Management Framework and guidance provided by key bodies, including the International Council on Mining and Metals (ICMM) and the Green Hydrogen Organisation.

All references to our, we, us and Fortescue refer to Fortescue Ltd (ABN 57 002 594 872) and its subsidiaries. All references to a year are to the financial year ended 30 June 2024 unless otherwise stated. All monetary values are listed in Australian dollars (A\$) unless otherwise stated.

The report covers our Metals and Energy operations, including those under exploration and development and those operated through subsidiaries and joint ventures where we have operational or management control.

The report was reviewed and approved by Fortescue's Board of Directors (the Board) on 23 August 2024.

Real Zero

Real Zero refers to no fossil fuels and no offsets.

Fortescue has a plan to decarbonise our Australian terrestrial iron ore operations (Scope 1 and 2) in the Pilbara by 2030. We have identified the solutions needed to eliminate approximately 90 per cent of terrestrial Scope 1 and 2 emissions from our Australian iron ore operations and are actively working to identify solutions for the final approximately 10 per cent.

We are also finalising our plan for how to eliminate Fortescue's remaining Scope 1 and 2 emissions from across our operations, including Fortescue Energy. Fortescue will no longer buy voluntary carbon offsets unless required by law, as offsets have been shown to be troubled by extensive concerns about quality, lack of additionality and an inability to deliver real reductions in emissions. Through Fortescue Energy, we are also going to give the world an alternative to fossil fuels.

Assurance and Verification

Management has sought independent, third-party verification of a range of metrics in this report. This includes selected data on safety performance, training and development, education initiatives, First Nations Australian employment, heritage sites, 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 Climate Change Report in the FY24 Annual Report.

Feedback

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



Mark Hutchinson
ENERGY CEO

Dino Otranto
METALS CEO

CHIEF EXECUTIVE OFFICERS' MESSAGE

Sustainability has been at the heart of Fortescue since it was founded in 2003. Our company has always focused on empowering people, respecting the planet and ensuring positive social and economic benefits, while delivering the products our customers need. It is part of everything we do, the backbone of our approach.

Sustainability has been our pathway to becoming an integrated green technology, energy and metals company and it will be our route to success well into the future. Our aim is to accelerate commercial decarbonisation of industry, rapidly, profitably and globally.

Our emphasis on sustainability is reflected in our Values, with safety at the forefront. We look out for our mates' physical and mental wellbeing and we care for our colleagues like family. In FY24, we achieved a Total Recordable Injury Frequency Rate (TRIFR) of 1.3 across our iron ore operations, marking two consecutive years of improvement. On the Energy side of our business, the TRIFR was 0.5.

This firm focus extends to psychosocial safety. We recognise how important it is for everyone to feel comfortable to be themselves in a workplace that thrives on generating ideas, courage and determination. This is reflected in our inclusion on Parity.org's 2024

ParityList™, marking the fifth consecutive year we have been recognised in this way. Parity.org looks at recruitment, promotion and compensation practices, as well as employee benefits and policies that help to make working for the company fair for all.

Fortescue's commitment to inclusion in the workplace is yielding tangible results. There has been steady growth, year on year, in female participation and female leadership, including in senior roles. Women represent about 24 per cent of our workforce, 29 per cent of leadership roles and 37 per cent of senior leadership roles. Our First Nations workforce is also growing, with 1,518 First Nations Australians in our workforce in Australia. Programs such as our Vocational Training and Employment Centre (VTEC), which has been providing sustainable career pathways for First Nations Australians since 2006, and the newly launched Graduating in

Fortescue Together (GIFT) program, which supports undergraduate studies in engineering, help fuel this growth. VTEC has led to jobs for over 1,500 people, while the inaugural GIFT intake of 12 brings in team members keen to expand their capability and open up new opportunities.

We want our people to feel empowered, so it has been great to see our team members embrace opportunities to connect as a global brains trust and support network. This year, we launched Fortescue Women, an initiative founded on that sentiment. Its membership has worldwide reach and is building steadily. Numbers are building too in other employee networks, including those promoting LGBTQ+ inclusion and neurodiversity.

At Fortescue, we care about our impact and strive to ensure communities benefit from our growth and development. Our economic contribution creates wealth in the Australian economy and around the world, with payments to our employees, suppliers and shareholders totalling \$27.5 billion in FY24. We contributed \$86.7 million through our voluntary social investment programs and continued important partnerships of broad benefit, including Lifeline WA, MADALAH Limited, Ronald McDonald House Charities WA and the Royal Flying Doctor Service of Western Australia (RFDS).

Our commitment to thriving communities extends to wherever in the world we have projects. We work with local people and governments to understand potential community needs and development program opportunities. This is the approach we have always taken, favouring practical initiatives that drive economic and employment opportunities. Our award-winning Billion Opportunities program, which aims to build the capability of businesses run by First Nations Australians, is a case in point. Since it was established in 2011, over \$5 billion in contracts have been awarded to 200 First Nations businesses.

Also fundamental to our approach is care for the environment. At Fortescue, we aim for Real Zero. This means no fossil fuels, no offsets. We have set a target to achieve Real Zero for Scope 1 and 2 terrestrial emissions across our Australian iron ore operations by 2030 that is backed by our decarbonisation plan. This includes eliminating fossil fuel use by developing renewable power and replacing our existing equipment with battery electric and green hydrogen models.

Momentum is strong. We recently commissioned Australia's largest gaseous and liquid hydrogen plant on a mine site. The plant is used to refuel the fleet of hydrogen-powered fuel cell coaches at our Christmas Creek mine and to power our mining equipment prototypes. Both hydrogen-powered battery electric and battery electric haul truck prototypes are now completing site-based testing. They are the forerunner of our future fleet of zero emissions trucks, with the first expected to be deployed in 2026. We have also commissioned several electric excavators across our sites with plans to progressively decarbonise our entire excavator fleet, removing around 95 million litres (ML) of diesel use from our operations every year.

These achievements reflect the synergy between our Energy and Metals teams, the stretch targets we collectively pursue and the importance we place on technology. This integration puts us in a front-running position to lead positive change and we are always looking for opportunities to lead the way. Our Christmas Creek Green Metal Project is just one example. Fortescue is committed not just to developing the technologies and processes to produce green metal, but also to building a plant to demonstrate that green metal is commercially viable.

At Fortescue, we are focused on what's good for the planet and our shareholders. That's why Fortescue Zero is so important to us. It brings together all the green technologies we are deploying to enable commercial decarbonisation. This includes haul trucks, batteries, electrolyzers, power conversion, intelligence software, trains, green shipping and green metal. We want to develop these solutions not just for us but for others to use too. Opening up new product streams opens up new possibilities and accelerates the decarbonisation journey that our planet so urgently needs.

Our aim is to accelerate commercial decarbonisation of industry, rapidly, profitably and globally. This clear goal is being driven by a global team effort and we cannot thank that team enough for what they have achieved so far and what we know they will deliver for a brighter future.



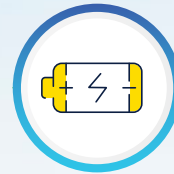
GLOBAL WORKFORCE

15,672

Male (75%)
 Female (24%)
 Non binary/Gender diverse (0.02%)



METALS
 hematite
 magnetite



ENERGY
 battery systems
 electrolysers





ABOUT FORTESCUE

We are the technology, energy and metals group accelerating the commercial decarbonisation of industry, rapidly, profitably and globally.

Our Metals business comprises our iron ore operations in the Pilbara as well as a pipeline of exploration projects globally including in Gabon in Africa, Latin America and Australia.

Our three Pilbara mining hubs are connected by 760 kilometres (km) of rail to Herb Elliott Port and the Judith Street Harbour towage infrastructure in Port Hedland. As a major supplier of iron ore to the Chinese steel industry, we are now shipping at an annual rate of over 190 million tonnes (Mt) with more than two billion tonnes of iron ore shipped since 2008.

By 2030, our target is to have our Australian iron ore operations running on green energy and achieve Real Zero Scope 1 and 2 terrestrial emissions. Separately, we have a net zero Scope 3 emissions target by 2040, addressing emissions across our value chain.

Our Energy business is building a global portfolio of renewable green hydrogen and green ammonia projects as well as developing green technology solutions. Our Fortescue Zero technologies are also being developed to be sold to others to further support the elimination of fossil fuel use globally.

To support funding of our projects, we have established a green energy investment accelerator platform, Fortescue Capital, that is headquartered in New York.

As our business develops globally, our commitment to building thriving communities expands with us. Delivering positive social and economic change through training, employment and business development opportunities is a key focus for Fortescue. This is evident through initiatives such as our Billion Opportunities program which has awarded more than \$5 billion in contracts to Australian First Nations businesses since it was established in 2011.



PRODUCT STREAMS IN DEVELOPMENT

- green hydrogen
- green ammonia
- green metal



OVERVIEW

SUSTAINABILITY AT FORTESCUE

PEOPLE - SUPPORTING A STRONG AND STABLE SOCIETY

PLANET - SAFEGUARDING NATURAL SYSTEMS

PROCESS - OPERATING WITH INTEGRITY

PRODUCT - FOCUSING ON A GREEN FUTURE

CORPORATE DIRECTORY

METALS

One of the world's largest producers of iron ore

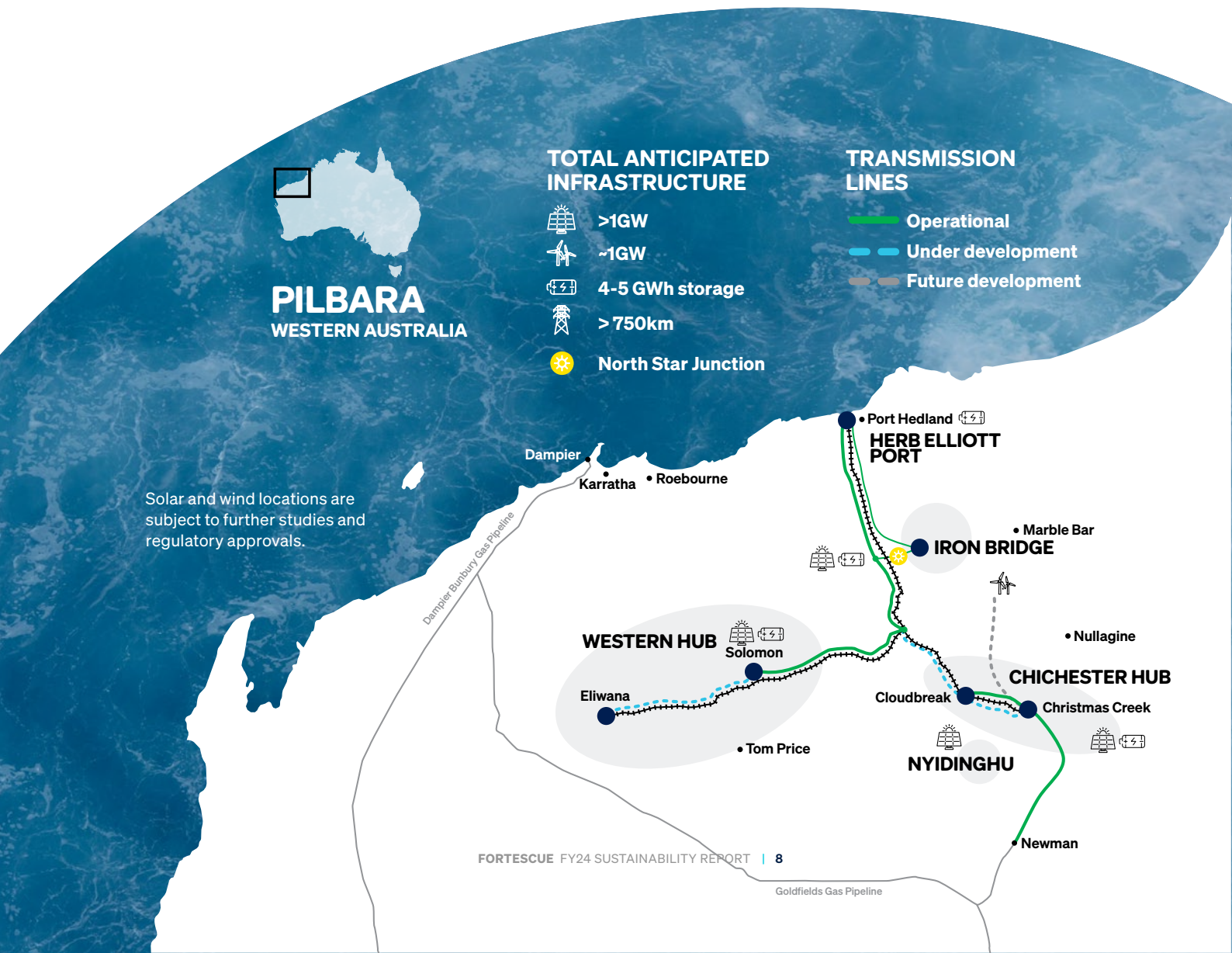
Established in 2003, Fortescue was founded as a metals company. Since our first ore was produced at Cloudbreak in 2005, we have expanded our Pilbara mining operations, delivering both hematite and magnetite products to the international market.

HEDLAND OPERATIONS

Our Herb Elliott Port at Port Hedland includes five operating berths with current approvals to export up to 210 million tonnes per annum (mtpa) of iron ore.

Our fleet of 10 tugs, based at our Judith Street Harbour towage facility, is critical to the safe operation of our shipping activities, including our fleet of eight 260,000t-capacity Fortescue ore carriers.

Each year, we load and ship more than 970 carriers of iron ore from Herb Elliott Port, significantly contributing to Port Hedland's status as the world's largest bulk export port by tonnage.





CHICHESTER HUB

Our Chichester Hub in the Chichester Ranges includes two mines, at Cloudbreak and Christmas Creek, which have an annual production capacity of around 100mtpa from three ore processing facilities (OPFs).

Trial iron ore mining commenced at Cloudbreak in October 2005 followed by first iron ore production in May 2008. Christmas Creek is now home to Fortescue's Green Energy Hub and is the site of the Green Metal Project.

A 60 megawatt (MW) solar farm contributes power to daytime operations at the Chichester Hub, displacing around 100ML of diesel every year.

WESTERN HUB

Our Western Hub includes two mines – Solomon and Eliwana – near the Hamersley Ranges 60km north of Tom Price and 120km west of the Chichester Hub.

Solomon commenced operation in 2012, while Eliwana (located 140km west of Solomon) opened in December 2020. With its innovative low profile designed OPF and dual stacker reclaimers, Eliwana has the capacity to direct load up to 9,000t per hour.

Together, these mines have a production capacity of around 100mtpa.

IRON BRIDGE

Iron Bridge is Fortescue's first magnetite mining operation and is located 145km south of Port Hedland.

Unlike Fortescue's hematite operations, Iron Bridge produces a wet concentrate product which is transported to Port Hedland through a 135km-long specialist slurry pipeline where dewatering and materials handling occurs. It also includes a return water pipeline.

Iron Bridge is an unincorporated joint venture between FMG Magnetite Pty Ltd (69 per cent) and Formosa Steel IB Pty Ltd (31 per cent).



GREEN METAL PROJECT

Located at Christmas Creek, the Green Metal Project represents a significant step forward in Fortescue's ambition to produce green metal at a commercial scale in the Pilbara.

It will use renewable energy and green hydrogen reduction technology together with an electric smelting furnace to produce high-purity green metal that will be suitable for use in almost any steel plant globally.

Fortescue defines 'green metal' as metal ore mined and processed into metal using renewable energy and with near zero carbon emissions. This green metal definition similarly applies to processing iron ore into iron.

Using hydrogen produced at our existing hydrogen facility at Christmas Creek, annual production is expected to be more than 1,500t, with first production anticipated in 2025.

Locating the project at Christmas Creek will allow Fortescue to demonstrate a 'green pit to product' supply chain, with the Company's green mining fleet able to be paired with green metal making. The ironmaking technology will support Fortescue's magnetite and hematite ores.

INTEGRATED OPERATIONS

Our Fortescue Hive is a purpose-built integrated operations centre in Perth which brings together people, process and technology across our supply chain.

The Hive operates 24 hours a day, seven days a week, using advanced mining technology to remotely and safely control fixed plant and autonomous mining equipment, as well as our port and rail facilities across our Pilbara operations.

The Hive was commissioned in March 2020. It includes four specialist departments – Mine Control and Systems (autonomous drills and haul trucks), Port and OPF Control, Instrumentation and Process Control, and Energy Operations.

The Hive is a key launchpad for artificial intelligence (AI) at Fortescue, which is driving significant value across the business. This includes using AI to predict outcomes and support better decision-making, optimise plans and schedules and improve overall performance.



RENEWABLE POWER AT OUR MINING OPERATIONS

Through our Pilbara Energy Connect (PEC) project, we have integrated our stationary energy requirements in the Pilbara into an efficient network. The initial phase included the construction of a 100MW solar farm at North Star Junction, and 500km of transmission lines and associated substations. This is the first of more than 1 gigawatt (GW) of solar that we will build before the end of the decade.

As we continue to decarbonise our operations, our focus is now on expanding the PEC infrastructure to provide an integrated transmission network that will enable renewable electricity generated at any of Fortescue's sites to move between our operations.

To date, the following decarbonisation projects have commenced:

1. Construction of approximately 140km of 220 kilovolt (kV) transmission lines, and necessary substations, to supply both our Eliwana and Flying Fish mining hubs
2. Early design and procurement for approximately 110km of 220kV transmission lines and associated substations, to supply our Cloudbreak and Christmas Creek mines
3. Design of the Cloudbreak 130MW solar farm
4. The installation of the 50MW/250MWh Battery Energy Storage System (BESS) to support the North Star Junction solar plant, and provide renewable energy at night
5. The design and construction of a 20MW/120MWh BESS to support the Eliwana and Flying Fish mining hubs, and provide renewable energy at night.



BELINGA IRON ORE PROJECT, GABON

The Belinga Project in north-east Gabon is potentially one of the largest undeveloped high grade hematite deposits in the world. Fortescue began exploration in 2022 with activities focused on exploration drilling to support a feasibility study. First ore was shipped during the pilot production phase in FY24 and the current focus is on exploration and studies.

Delivering local opportunities for the people of Gabon is a top priority.

Ivindo Iron SA is the operating entity for the Belinga Project, with Fortescue holding a 72 per cent direct interest in the company.

CRITICAL MINERALS AND IRON ORE EXPLORATION

Fortescue was founded as an exploration company and we still believe that early stage exploration is the key to unlocking significant value. Fortescue holds the largest tenement portfolio in the Pilbara region of Western Australia. The resources in both the Western Hub and Eastern Hamersley include significant amounts of high iron content bedded iron ore, adding dry, low-cost tonnes to Fortescue's resource inventory. During FY24, activities focused on advanced exploration at Mindy South, Wyloo North and White Knight. In addition, near-mine exploration continues to be a focus at both Solomon and the Chichester Hub.

In the critical minerals portfolio, Fortescue has an exploration focus on copper, lithium and rare earths. Exploration drilling is active in multiple jurisdictions, including Argentina, Chile, Brazil, Peru and Australia. Other exploration activities are progressing across the broader Latin American portfolio, and in Australia, Canada and Portugal.

IRON ORE VALUE CHAIN

EXPLORATION AND DISCOVERY

Challenging geological thinking to identify valuable deposits



EXTRACTION AND RECOVERY

Innovative use of technology suitable to Fortescue's deposits



MINE TO PORT

Dedicated heavy haul rail in the Pilbara

Concentrate pipeline for Iron Bridge

Truck haulage in Gabon



SHIPLOADING

3 shiploaders and 5 berths at Port Hedland maximise outload capacity and utilisation

Shared facilities in Gabon



SHIPPING AND TOWAGE

8 Fortescue Very Large Ore Carriers (VLOCs)

Delivery to Fortescue's international customers' specifications

Towage fleet at Port Hedland provides safe and reliable towage services



Rehabilitation

Mine closure and decommissioning



MODELLING, PLANNING AND DEVELOPMENT



PROCESSING

Ore processing facility design and wet processing optimise output



BLENDED AND STOCKPILING

Port design facilities blending and stockpiling of product suite

Concentrate handling facility for Iron Bridge



MARKETING

Helping customers achieve best value in use



PORT SALES

FMG Trading Shanghai Co. Ltd (FMG Trading) facilitating port sales in China



WHAT WE DEPEND ON

Natural resources Our Metals business primarily relies on iron ore deposits as well as fossil fuel to power our excavation equipment. We are developing renewable energy to power our future operations, replacing diesel fossil fuel with solar and wind powered electricity and hydrogen, ammonia, biomass and water resources for green fuels.

Approvals Our business depends upon government and First Nations approvals to access and excavate our ore bodies.

Social licence to operate We rely on the ongoing acceptance of our business practices and values by our stakeholders and host communities.

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

Our Fortescue Family Our people are our most important asset, and a key dependency for the business. We have a talented, skilled and diverse team in our Metals business of 13,257 people based in Australia and globally. Our Fortescue People team together with our Decarbonisation Program ensure our workforce have the future skills and development opportunities required as we work towards our Real Zero future.

Relationships and partnerships We have built strong relationships with our suppliers, customers, business partners and regulators since our inception over 20 years ago. We rely on these relationships to maintain our supply chains and business position as a low cost iron ore producer in the Pilbara.

Assets We rely on our network of assets, including our railway, locomotives, ports and vessels as well as our mine sites and ore processing facilities.

Financial capital We have a strong balance sheet and are committed to maintaining our position as we transition to a green technology, energy and metals company.

Supply of equipment, mobile fleet and vessels We rely on the availability and supply of key equipment, vehicles and charter vessels to maintain our operations, productivity and shipments.

Innovation Decarbonisation activities are a key pillar of our business. We depend on innovation, new technologies and new products to reach our Real Zero by 2030 target.

VALUE CREATED FOR

Customers We supply to a global market, with over with more than two billion tonnes of iron ore delivered to our customers since 2008.

Our Fortescue family We are committed to providing a safe and inclusive workplace that attracts, rewards, develops and retains motivated, high performing team members.

Society Fortescue's economic contribution creates wealth in our Australian economy and around the world. We are committed to empowering thriving communities by delivering positive social, environmental and economic benefits to our host communities.

The planet We are reducing emissions by working to decarbonise our operations and deliver renewable energy and green technology to the world.

Shareholders Today, we are the world's fourth largest iron ore producer, valued at more than \$50 billion. Since our first iron ore shipment in 2013, our loyal shareholders have received over \$39 billion in dividends.

We are working hard developing our decarbonisation program and trialling new technologies and products to decarbonise our iron ore value chain. Read more about our progress in our Annual Report and Climate Transition Plan available on our website at fortescue.com.

ENERGY

Developing the green energy projects to help the world step beyond fossil fuels

Fortescue Energy is our global green energy business focused on producing profitable green energy projects and the green technologies needed to accelerate global decarbonisation.

Fortescue's Energy business comprises the integrated segments of Green Energy, Fortescue Zero and Fortescue Capital.

GREEN ENERGY

Fortescue is committed to green hydrogen and its derivatives, maintaining a portfolio of projects which show significant potential for decarbonisation and economic growth. These projects will progress as power prices fall sufficiently to bring them to economic viability, and the global demand for green hydrogen increases.

As we lead the world in industrial decarbonisation, we will focus initially on four green hydrogen projects across Australia, the United States of America (USA), Norway and Brazil. Fortescue also has prospective projects in Morocco, Oman, Egypt and Jordan under consideration.

Arizona Hydrogen, USA

Located in Buckeye, Arizona, the Arizona Hydrogen project is Fortescue's first venture into liquid green hydrogen production in the USA.

This fast-to-market project is set to commence construction in the second half of 2024 and is expected to achieve first production of liquid green hydrogen in 2026. The 80MW Stage One plans to produce up to 30t of green hydrogen per day.

Arizona Hydrogen is strategically positioned to contribute to the decarbonisation of the heavy-duty road transportation sector in the USA. The projects will also help to provide a solution to California's Advanced Clean Fleets regulation, which prohibits the sale of internal combustion engine trucks beginning in 2036, further boosting demand for hydrogen fuel cell vehicles and liquid green hydrogen.

Gladstone PEM50 Project, Queensland, Australia

The Gladstone PEM50 Project is a two-stage 50MW green hydrogen project which will operate alongside Fortescue's Gladstone Electrolyser Manufacturing (GEM) Centre.

PEM50 will use Fortescue's own Proton Exchange Membrane (PEM) technology to produce up to 22t of green hydrogen per day when operational.

Construction of the US\$150 million facility commenced in 2024, with first production of green hydrogen expected in 2025.

Holmaneset Project, Norway

The Holmaneset project is in the feasibility phase, moving quickly towards a Final Investment Decision (FID) on a 300MW green ammonia facility.

Renewable energy has been secured via a long-term conditional Power Purchase Agreement with Statkraft and the project is currently targeting construction to commence in 2025 and operations as early as 2027.

The Holmaneset project has been awarded a grant of up to €204 million from the EU Innovation Fund.

Pecém Project, Brazil

Pecém is a green hydrogen project which will be based at the Industrial and Port Complex of Pecém, Ceará.

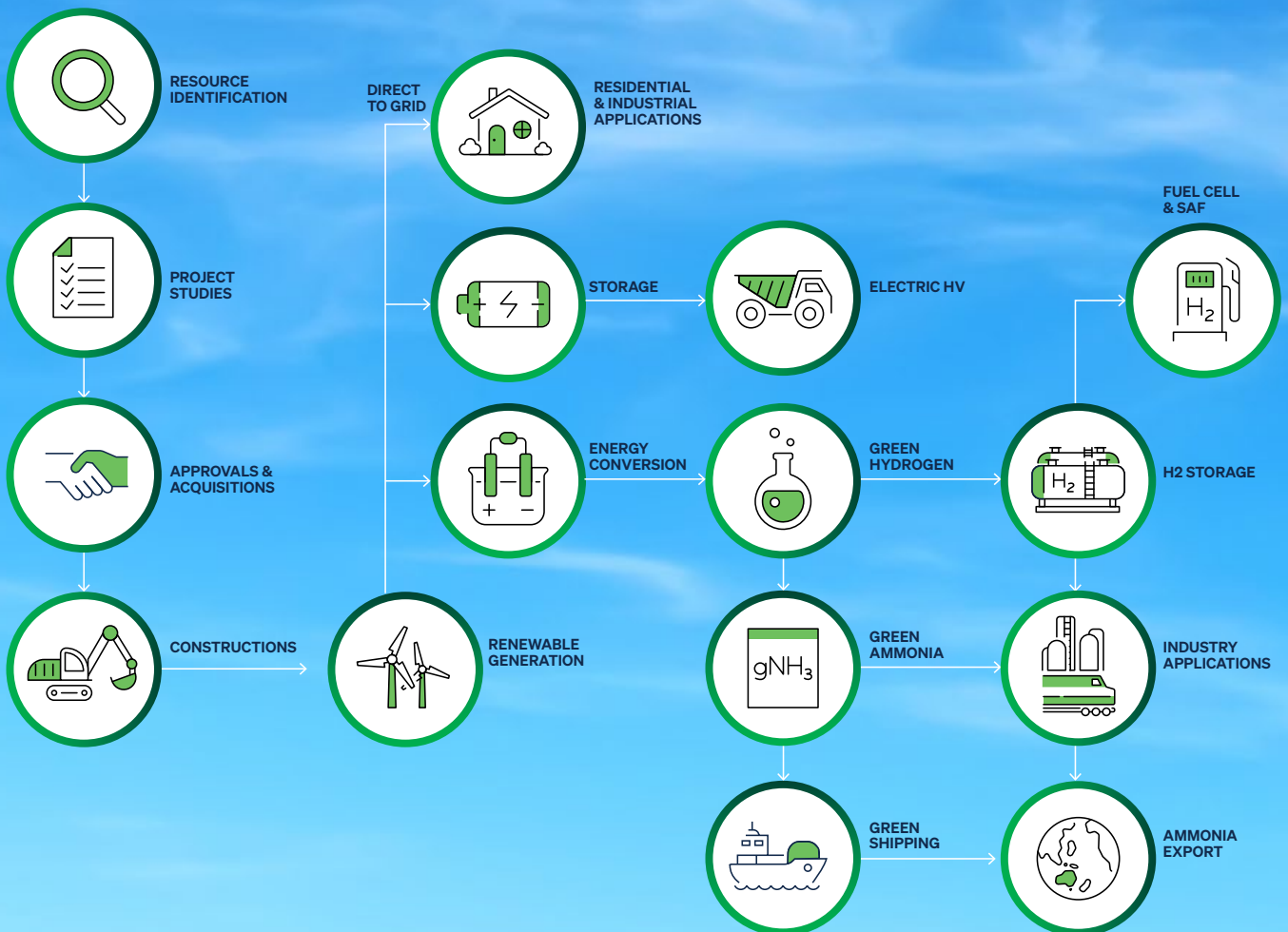
The Project has advanced to the feasibility phase and commenced the Front End Engineering Design process.

Pecém will have an estimated production capacity of 837t of green hydrogen per day.

ENERGY

DEVELOPING GREEN ENERGY PROJECTS TO HELP THE WORLD STEP BEYOND FOSSIL FUELS.

GREEN ENERGY VALUE CHAIN



WHAT WE DEPEND ON

Natural resources Our Energy business relies on water as the key resource to make green hydrogen, as well as renewable energy derived from solar, wind, geothermal and hydropower.

Approvals As we expand, our project pipelines depend on government and First Nations approvals to continue our green journey.

Social licence to operate We rely on the acceptance of our business practices and values by our stakeholders and new host communities.

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

Our Fortescue family Our people are our most important asset, and a key dependency for the business. We have a talented, skilled and diverse team in our Energy business of over 2,415 people globally.

Relationships and partnerships We rely on building new relationships with our suppliers, customers, business partners and regulators globally to support and drive our green ambitions.

Construction Our growing Energy business relies on the construction of new projects, growing our asset base.

Assets We will rely on our future network of assets, including green hydrogen and green ammonia production centres as well as our supporting renewable energy infrastructure.

Manufactured components Green hydrogen conversion relies on the supply of suitable electrolyzers. Fortescue has addressed this dependency by developing and manufacturing electrolyzers for our own use as well as commercial sale.

Storage and transmission infrastructure We will rely on the generation of renewable energy and the storage of this energy, together with the transmission networks to transport energy globally.

Financial capital Our Energy business depends on investor capital, bank capital, and profits from the metals business revenue. We have a strong balance sheet and are committed to maintaining our position as we transition to a green technology, energy and metals company.

Innovation Our Energy business relies on innovation. We are working with partners to build global renewable energy value chains.

VALUE CREATED FOR

Customers Fortescue has active projects in Norway, Australia, the United States and Brazil.

Our Fortescue family We are committed to providing a safe and inclusive workplace that attracts, rewards, develops and retains motivated, high performing team members.

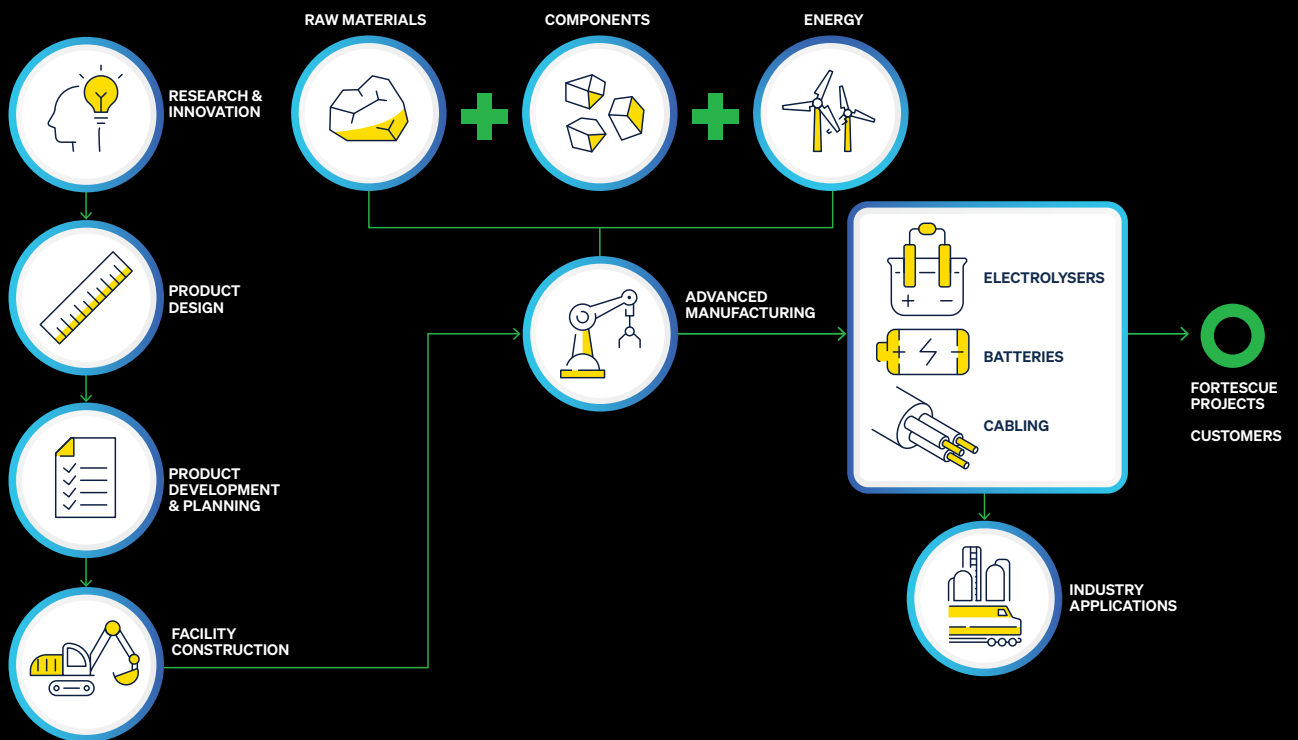
Society Fortescue's economic contribution creates wealth in our Australian economy and around the world. Fortescue Energy remains committed to empowering thriving communities by delivering positive social, environmental and economic benefits for our new host communities.

The planet Fortescue is developing zero emissions technologies and products that could help enable large-scale and global decarbonisation across multiple industries.

Shareholders We will continue to create value for our shareholders as we transition to an integrated green technology, metals and energy company.

TECHNOLOGIES THAT LEAVE FOSSIL FUELS BEHIND.

GREEN TECHNOLOGY VALUE CHAIN



WHAT WE DEPEND ON

Natural resources Our green technology depends on availability of critical metals.

Social licence to operate We rely on the acceptance of our business practices and values by our stakeholders.

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

Our Fortescue family Our people are our most important asset, and a key dependency for the business.

Relationships and partnerships We rely on building new relationships with our suppliers, customers, business partners and regulators globally to support and drive our green ambitions.

Assets We will rely on both our existing and future assets, including electrolyser facilities, battery manufacture lines, green fleet centres and R&D facilities.

Manufactured components Fortescue Zero depends on components manufactured by our partners and suppliers to create our end products, be it a battery system or zero-emissions truck.

Financial capital Our technology business depends on investor capital, bank capital, and profits from the Metals business revenue. We have a strong balance sheet and are committed to maintaining our position as we transition to a green technology, energy and metals company.

Innovation Fortescue Zero relies on innovation. We are working with partners to build global value chains by developing breakthrough green technology for trucks, trains, ships, electrolysers, battery systems, hydrogen fuel cells and the digital industry.

VALUE CREATED FOR

Customers Fortescue Zero's global customer base is diverse, spanning mining, heavy industry and automotive industries.

Our Fortescue family We are committed to providing a safe and inclusive workplace that attracts, rewards, develops and retains motivated, high performing team members.

Society Fortescue's economic contribution creates wealth in our Australian economy and around the world. We are committed to empowering thriving communities by delivering positive social, environmental and economic benefits for our new host communities.

The planet Fortescue is developing zero emissions technologies and products that could help enable large-scale and global decarbonisation across multiple industries.

Shareholders We will continue to create value for our shareholders as we transition to an integrated green technology, metals and energy company.

FORTESCUE ZERO

Technical excellence and innovation is at the heart of everything that Fortescue does.

Fortescue Zero is the green technology and engineering services business, creating the solutions required to enable a zero emissions future. It is the driver for technical innovation, engineering, testing and manufacturing services to deliver energy efficient performance.

We have the benefit of learning from some of the most demanding sectors, such as motorsports and mining. We translate these into technologies that will establish a viable and profitable path for the road to Real Zero.

We operate across a wide range of sectors from automotive and motorsport, aerospace and defence, rail, off highway, and energy, working in close collaboration with our customers and partners to meet the key engineering challenges of the 21st century – focusing on mobility, energy storage, sustainability and efficiency.

Power Systems

At our global facilities in the UK, USA and Australia we are developing and building new technologies and products that will not only power the decarbonisation of our own mining operations, but provide solutions for other heavy emitters as well. We're already turning our ideas into reality, showing the world that decarbonisation is possible on an industrial scale, and it is also possible to do it profitably.

Our ability to develop our ideas rapidly is born from a heritage in motorsport and mining, two industries that operate at extremes. The track is where we continue to drive our innovation and ideas, before putting it to the test with 20 years of experience on our mine sites in the Pilbara.

During the year, our 240t battery electric haul truck prototype was successfully tested and deployed, running on a bespoke battery system and powertrain designed in-house. Our hydrogen-powered battery electric haul truck prototype is undergoing site-based testing at our Christmas Creek site.

The learnings from this are informing our future fleet of zero emissions trucks that we are delivering with Liebherr.

Also, in partnership with Liebherr, we are working on developing and validating a fully integrated Autonomous Haulage Solution with the aim to be the first to operate autonomous zero emissions vehicles globally.

The Fortescue Zero product portfolio, includes high performance batteries, High Voltage DCDC Convertors and Fast Chargers which can be made available for a wide range of applications, outside of heavy industry and mining.

Battery Intelligence is also a key future market which Fortescue Zero is starting to unlock with its Elysia product. Fortescue has signed a multi-year deal with Jaguar Land Rover to use our cutting-edge battery intelligence software.

The *Green Pioneer*, Fortescue's dual-fuelled ammonia-powered marine vessel, is driving innovation in green shipping. It was a winner at this year's World Hydrogen Awards, after successfully completing trials and being certified in the Port of Singapore. This is a significant milestone and brings the world one step closer to green ammonia as a future fuel for green shipping.

Hydrogen Systems

Hydrogen Systems will help our planet step beyond fossil fuels by harnessing the world's renewable energy resources to produce green hydrogen. Our philosophy is to develop the most efficient and scalable solutions through our global research and development (R&D) programs that are durable, safe and reliable to meet the highest demands.

Our Hydrogen Systems business will offer a diverse array of electrolyser products, systems and services, encompassing multiple, cutting-edge technology types and membrane developments.

In FY24, Fortescue officially opened the 2GW GEM Centre, which is Australia's first fully automated electrolyser manufacturing facility. Hydrogen Systems has also signed contracts for the sale of our first electrolysers, produced from this manufacturing facility.

FORTESCUE CAPITAL

Fortescue Capital is Fortescue's green energy investment accelerator platform headquartered in New York City. The platform is integral to Fortescue's commitment to deliver green energy projects, technology investments and decarbonisation initiatives.

Established as a green asset management business, Fortescue Capital aims to raise third-party capital for projects and companies that are originated by Fortescue Energy. These potential capital partners include sovereign wealth funds, pension funds, endowments, insurance companies and ultra-high net worth family offices.



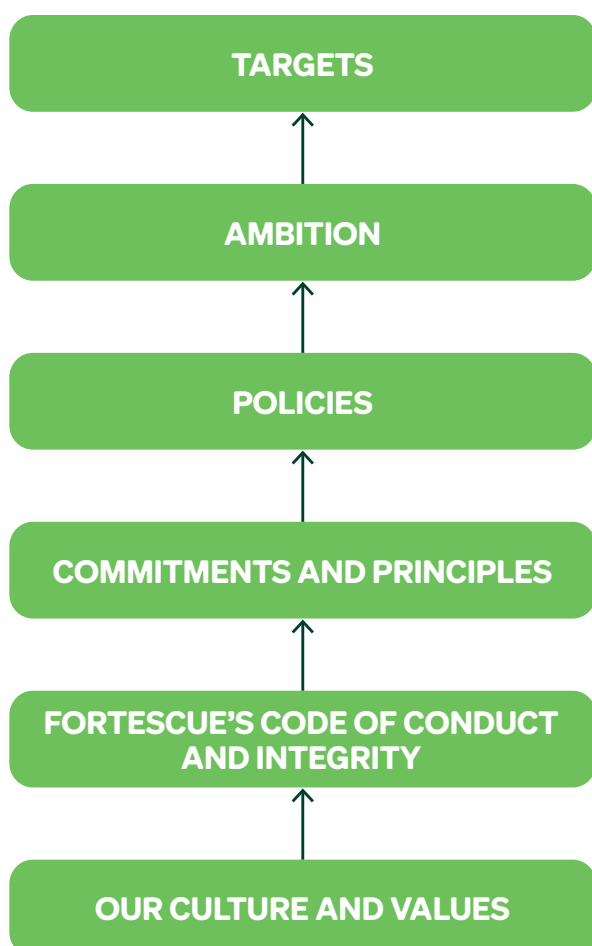
SUSTAINABILITY AT FORTESCUE

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LEADERSHIP AND SUSTAINABILITY

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



As Fortescue transitions to an integrated green technology, metals and energy company, our commitment to sustainability will grow with us.

Our sustainability ambition is focused on ensuring that both society and the environment benefit from our business as we contribute to addressing climate change and supporting the transition to green energy. This overarching ambition drives our stretch targets and our sustainability performance.

Sustainability is integrated into our decision-making and our 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 sustainability commitments are developed in collaboration with our stakeholders and aim to create value for our investors, ensure the health and safety of our employees, protect the environment and empower the communities in which we operate.

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



Fortescue supports the intent of the 4th Edition of the ASX Corporate Governance Council’s Corporate Governance Principles and Recommendations (Principles and Recommendations). Unless otherwise disclosed, Fortescue reports against the requirements of the Principles and Recommendations.

Our Board is responsible for the oversight of all sustainability matters, which prior to 1 July 2024 received regular updates through the Audit, Risk Management and Sustainability Committee (ARMSC)¹. Effective 1 July 2024, the Board has implemented a new committee, the Safety and Sustainability Committee (SSC), and will be receiving sustainability updates through that committee. Our overall approach to corporate governance is presented in our FY24 Corporate Governance Statement, available on our website at [fortescue.com](https://www.fortescue.com).

Key outcomes achieved through the ARMSC in FY24 include:

- approval of the FY23 sustainability disclosure suite, including the FY23 Sustainability Report, FY23 Climate Change Report and FY23 Modern Slavery Statement
- endorsement of the FY24 Materiality Assessment, including approval of material topics
- approval of a new Water Policy
- endorsement of Science Based Targets initiative (SBTi) submission strategy for target validation.

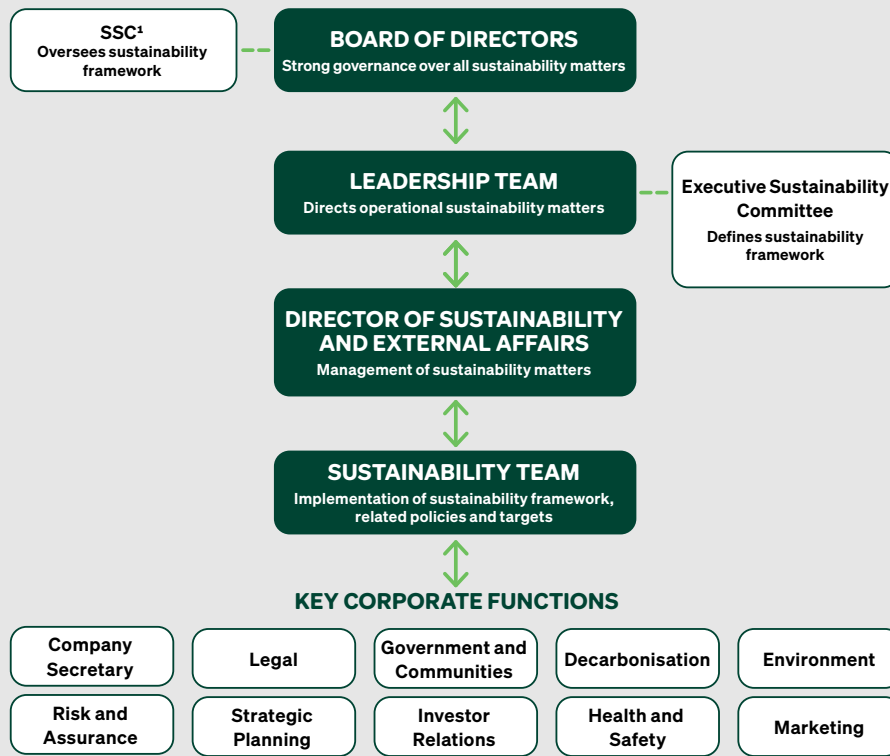
Operationally, sustainability is directed by our Chief Executive Officers and Chief Operating Officer with support from our executive Sustainability Committee. Detailed descriptions of key members of our leadership team are provided in the FY24 Annual Report, and are also available on our website at [fortescue.com](https://www.fortescue.com).

The executive Sustainability Committee meets at least quarterly to define our sustainability framework and oversee implementation across the business and continuous improvement. In FY24, the executive Sustainability Committee facilitated executive endorsement of all key outcomes endorsed or approved by the ARMSC.

Our sustainability strategy outlines commitments and targets and provides implementation guidance. The early identification and assessment of sustainability risks and opportunities helps to shape the way we do business at Fortescue.

Our dedicated Sustainability team, managed by our Director Sustainability and External Affairs, coordinates the implementation of our sustainability strategy, related policies and targets across the business.

¹ Effective 1 July 2024, Sustainability forms part of a new Board Committee, the Safety and Sustainability Committee. Also effective 1 July 2024, a new Board Committee, the Audit, Finance and Risk Management Committee replaces the ARMSC.



¹Prior to 1 July 2024, sustainability was overseen by the ARMSC.

OUR SAFETY AND SUSTAINABILITY COMMITTEE

Effective 1 July 2024, Fortescue has implemented a new Board committee focused on environment, heritage, safety and sustainability. The SSC has talented and diverse members committed to effective oversight of the company's financial, governance and sustainability frameworks. The SSC ensures sound systems of internal control and effective management of risk and compliance are in place in relation to safety, sustainability, environment and heritage. The SSC Charter is available on our website at [fortescue.com](https://www.fortescue.com).

The SSC comprises the following Board members:

- Dr Jean Baderschneider - Committee Chair, Non-Executive Director
- Mark Barnaba AM CitWA - Deputy Chairman, Lead Independent Director, Non-Executive Director
- Penny Bingham-Hall - Non-Executive Director
- Dr Larry Marshall - Non-Executive Director
- Usha Rao-Monari - Non-Executive Director.

The SSC members bring combined skills and experience to this committee, including:

- complex workplace health and safety management
- environmental and community issues and frameworks in large organisations
- supply chain operations and procurement, strategic sourcing and logistics management, along with a deep understanding of high-risk operations and locations and complex partnerships
- safety, security and environmental operations and sustainability stewardship, globally
- knowledge and experience in the use and governance of critical information technology
- leveraging digital technology to support growth and drive competitive advantage
- business, technology and engineering acumen charting a course for accelerating economic growth by using science driven innovation
- global initiatives and partnerships on water resources, clean energy, resource efficiency and environmental issues
- leading investment platforms and departments within asset investment and management organisations
- diversity and indigenous employment, workplace safety and environmental sustainability.

SUSTAINABILITY MATERIALITY

Sustainability materiality is evolving beyond consideration of the impacts and dependencies of a business. It also considers the corresponding financial risks, opportunities and impacts to the business resulting from climate change, global environmental concerns, human rights violations and shifting societal expectations.

To reflect the evolution of sustainability reporting requirements, as well as our own business transition to an integrated green technology, energy and metals company, this year Fortescue has performed our first sustainability double materiality assessment. The assessment forms the basis for refreshing our sustainability strategy and material topics. With this approach, we continue to consider the outward social and environmental impacts associated with our business activities, as well as the inward sustainability-related risks and opportunities to our financial performance.

The FY24 sustainability materiality process considered both finance and impact materiality by aligning to the key sustainability standards applicable to Fortescue and was completed in five stages:

1. **Plan:** establishing methodology and stakeholder engagement strategy. Financial materiality was undertaken in alignment with the reporting requirements of the International Sustainability Standards Board and the SR1 exposure draft of the Australian Accounting Standards Board (AASB). Impact materiality was undertaken in alignment with the GRI Standards, specifically GRI 1 Foundation 2021 and GRI 3 Material Topics 2021.
2. **Discover:** review of literature and other materials to identify potential topics and future trends. This included review of the then draft GRI 14 Mining Sector Standard, as well as a landscape analysis considering the overarching value chain components across Fortescue's activities together with a peer and standards review.

3. **Engage:** engagement with both internal and external stakeholders. Internal stakeholder groups included on-site employees, subject matter experts and senior leadership, while external stakeholder groups included investors, communities, government, suppliers, and non-government parties. Engagement methods were tailored to obtain the most reflective, diverse, efficient and detailed responses. Over 70 participants were involved in the engagement.
4. **Analyse:** analysis of the feedback gathered. The assessment aligned with our own Fortescue Risk Management Standard in the determination of significance, as well as aligning to our key sustainability commitments, including the United Nations Global Compact principles and the United Nations Guiding Principles on Business and Human Rights.
5. **Validate:** key outcomes and material topics presented to our executive Sustainability Committee, with final endorsement by the ARMSC.

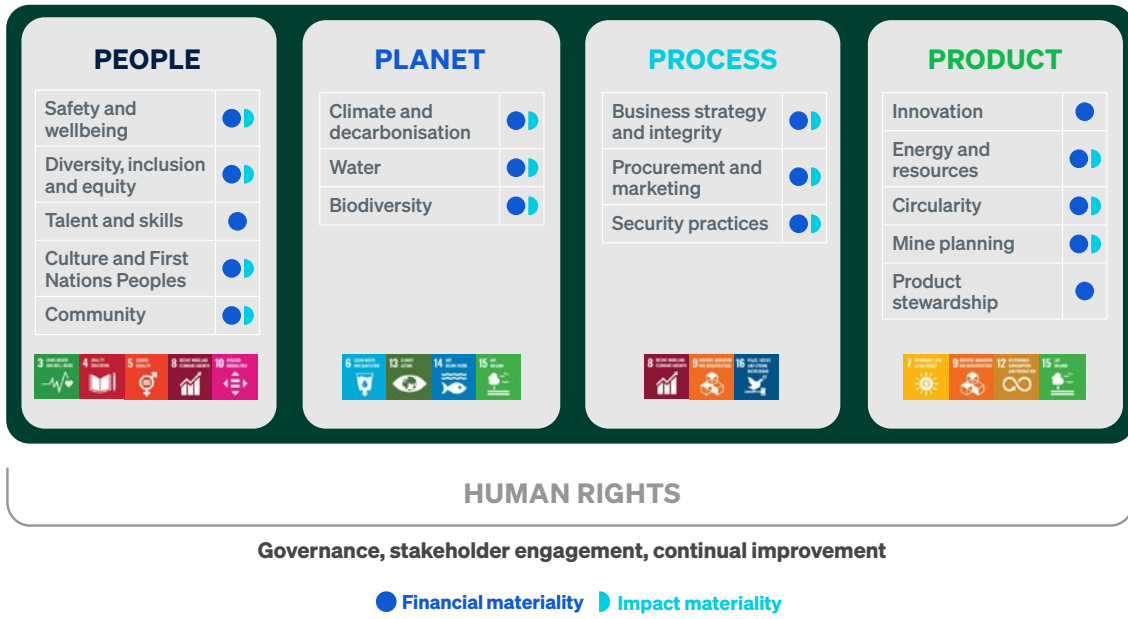
Full details of this assessment are provided in our FY24 Sustainability Materiality Report available on our website at [fortescue.com](https://www.fortescue.com).

Sustainability risks and opportunities identified through the double materiality process are reported in Fortescue's enterprise risk management platform and considered in our material risk exposures, as reported in the FY24 Corporate Governance Statement. Sustainability-related risks and opportunities are also considered as part of functional risk assessment processes by business area, project and facility. Ensuring sustainability risks are adequately considered in our functional risk assessments is an area of continued focus for Fortescue.

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.



FORTESCUE'S MATERIAL TOPICS



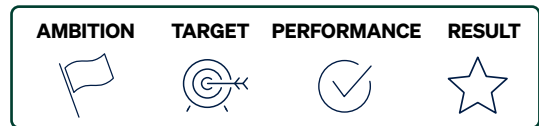
Fortescue’s transition to an integrated green technology, energy and metals company broadens our portfolio beyond our traditional iron ore roots. As we consider our emerging energy and technology products, our new Product pillar (as shown in the figure above) drives a focus on sustainable development and production.

Of our 12 material topics reported in FY23, 11 remain material to Fortescue. Economic contribution is removed as a dedicated topic in our list, as our social investments are now considered within our ‘Communities’ topic, and our tax disclosures are considered as part of ‘Business strategy and integrity’ and in a new annual disclosure for country-by-country tax reporting, which is available on our website at [fortescue.com](https://www.fortescue.com).

New material topics for FY24 include ‘Talent and skills’, ‘Procurement and marketing’, ‘Security practices’, ‘Energy and resources’, ‘Mine planning’ and ‘Product Stewardship’, reflecting Fortescue’s now global business, new product lines and global emerging sustainability topics relevant to the mining and energy sectors.

Human rights are considered as fundamental across all sustainability pillars, rather than a discrete standalone material topic.

MEASURING OUR PERFORMANCE



PEOPLE



SAFETY AND WELLBEING



To be a global leader in safety

| | | | | |
|--|---|---|--|---|
| | Achieve zero fatalities | Reduce Fortescue Metal's injury profile by 15 per cent year on year | Maintain or improve Fortescue Metal's TRIFR year on year | TRIFR not exceeding 4.0 for Fortescue Energy |
| | Fatalities | Injury profile reduction (Fortescue Metals) | TRIFR (Fortescue Metals) | TRIFR (Fortescue Energy) |
| | FY24 0 FY23 0 FY22 1 | FY24 25% FY23 22% FY22 21% | FY24 1.3 FY23 1.8 FY22 1.8 | FY24 0.5 FY23 0.0 FY22 0.7 |

DIVERSITY, INCLUSION AND EQUITY



To increase gender diversity to reflect 40:40:20 across Fortescue. This refers to a minimum of 40 per cent men and 40 per cent women, with the remaining 20 per cent represented by any gender. To provide opportunities for female employees to move into leadership positions.

| | | | |
|--|---|--|---|
| | Year-on-year increase in our female employment | Year-on-year increase in our female employment in leadership roles | Year-on-year increase in our female employment in senior leadership roles |
| | Female employment | Females in leadership (manager and above) | Females in senior leadership (group manager and above) |
| | FY24 24% FY23 23% FY22 23% | FY24 29% FY23 26% FY22 24% | FY24 37% FY23 30% FY22 27% |

DIVERSITY, INCLUSION AND EQUITY CONTINUED



To increase the number of First Nations Australian employees to be reflective of general society, and to provide opportunities for First Nations Australian people to move into leadership positions.

| | | | |
|--|---|---|---|
| | Year-on-year increase in our First Nations Australian employment rate | Year-on-year increase in our First Nations Australian employment rate in our Pilbara operations | Year-on-year increase in our First Nations Australian employment rate in leadership roles |
| | First Nations Australian employment in Australian workforce | First Nations Australian employment in Pilbara operations | First Nations Australian leadership roles |
| | FY24 11% FY23 10% FY22 10% | FY24 15% FY23 16% FY22 15% | FY24 5% FY23 4% FY22 4% |

TALENT AND SKILLS



To be an industry leader in the development of our people, nurturing internal talent and strengthening our leadership capability through targeted development interventions.



All team members participate in mid-year and year-end performance and development reviews



Employees participating in development reviews



FY24 100%
FY23 100%
FY22 100%

CULTURE AND FIRST NATIONS PEOPLES



To work together with Indigenous people to manage First Nations rights responsibly and sustainably. To create economic opportunities for First Nations businesses through local procurement, business development, mentoring and capacity-building opportunities.



Ensure no impact to First Nations heritage without consultation with and consent from First Nations peoples

Year-on-year improvement, working towards our ambition to achieve an annual Australian spend of 10 per cent with First Nations Australian-owned businesses



Significant heritage incidents

Spend with First Nation Australian businesses



FY24 0
FY23 0
FY22 0

FY24 7%
FY23 5%
FY22 5%

COMMUNITIES



To achieve a sustained social license to operate wherever we are present while ensuring the wellbeing of our host communities, and deliver value to our communities through strategic social investment. We are committed to upholding our Values, fulfilling our commitments, and meeting best practice social performance standards.



Allocate funding according to priorities set in the community investment strategy

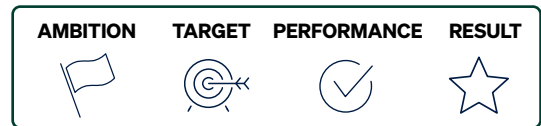


Social investment



FY24 \$86.7 million
FY23 \$101.8 million
FY22 \$77.4 million

MEASURING OUR PERFORMANCE CONTINUED



PLANET



CLIMATE AND DECARBONISATION



Fortescue is an integrated green technology, metals and energy company. We take an industry-leading position on reducing emissions by working to decarbonise our operations and delivering renewable energy and products to the world. We will show industry it is possible to decarbonise profitably.



Real Zero Scope 1 and 2 emissions across our terrestrial Australian iron ore operations by 2030

Enable a reduction in emissions intensity from steelmaking by Fortescue's customers of 7.5 per cent, from FY21 levels by 2030

Enable a reduction in emissions intensity levels from the shipping of our iron ore by 50 per cent, from FY21 levels by 2030



Total Scope 1 and 2 emissions from Australian terrestrial iron ore operations (million tonnes CO₂-e)

Emissions intensity from steelmaking (tCO₂-e/t of iron ore)

Emissions intensity from shipping (tCO₂-e/t of iron ore)



| | |
|-------------|------|
| FY24 | 2.38 |
| FY23 | 2.28 |
| FY22 | 2.23 |

| | |
|-------------|------|
| FY24 | 1.37 |
| FY23 | 1.36 |
| FY22 | 1.33 |

| | |
|-------------|-------|
| FY24 | 0.019 |
| FY23 | 0.016 |
| FY22 | 0.017 |

Progress against our targets for climate action is also reported in the Climate Change Report in our FY24 Annual Report which is available on our website at [fortescue.com](https://www.fortescue.com).



BIODIVERSITY



To be a leader in safeguarding the environment and take accountability for our actions.



Achieve zero significant environmental incidents

Develop a clear pathway to net positive impact on biodiversity by 2030



Significant environmental incidents

FY24 progress



| | |
|-------------|---|
| FY24 | 0 |
| FY23 | 0 |
| FY22 | 0 |

Metals Biodiversity Strategy released
Ongoing implementation of our environmental management system
\$6.0m invested in research and conservation programs



PLANET



WATER



To effectively steward water resources and apply responsible water management throughout our areas of operation and across all current and future project stages. To continually improve water use efficiency and minimise water loss through surface water discharge and evaporation.



Annually, ensure at least 80 per cent of water abstracted at the Chichester Hub is used for operational requirements or beneficial environmental purposes

Pilot the Minerals Council of Australia Water Accounting Framework at Eliwana in FY24, in line with the ICMM Water Stewardship Framework

Complete a site-wide water resource efficiency assessment for Solomon in FY24 to inform long-term water efficiency planning



FY24 progress

FY24 progress

FY24 progress



| | |
|-------------|------------|
| FY24 | 98% |
| FY23 | 96% |
| FY22 | 99% |

In progress - water data currently being collected and reviewed

In progress - preliminary discussions within the Technical Services team



PROCESS



BUSINESS STRATEGY AND INTEGRITY



To ensure our Values reflect ethical conduct and respect, and that our Values are embedded in the business.



Annually, ensure ethical conduct is maintained by a targeted program



Employees attending advanced anti-bribery and corruption training



| | |
|-------------|------------|
| FY24 | 639 |
| FY23 | 766 |
| FY22 | 863 |

SECURITY PRACTICES



To expand our business globally in line with our Values, protecting our Fortescue Family as well as the rights of our community members who may be impacted by security operations.



To become a full member of the Voluntary Principles Initiative (VPI)



Progress in FY24



Fortescue became a full member of the VPI in May 2024.

PROCUREMENT AND MARKETING

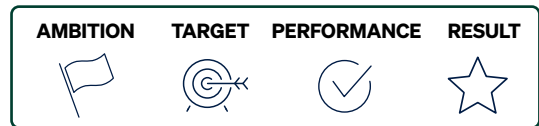


To pioneer collaborative sustainable value chain practices that generate long-term value for our shareholders, customers, suppliers and workers across our supply chain and in the communities in which we operate.



As this is a new material topic for Fortescue, there were no targets in place in FY23 for which performance could be reported in FY24.

MEASURING OUR PERFORMANCE CONTINUED



PRODUCT

INNOVATION



Investment and development in early stage technologies will enable the achievement of our decarbonisation ambitions and increase the efficiency of our existing activities.



There were no targets in place for FY23 against which performance could be reported in FY24

ENERGY AND RESOURCES



To embed optimisation and energy efficiency in all aspects of our operations to support our commitment to decarbonisation. By 2030, approximately 97 per cent of our electricity demand to be met by renewable resources.



Construction of North Star Junction solar farm in FY24



Construction completion date



Milestone achieved June 2024

MINE PLANNING



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



Closure plans to be in place for each major operational site



Closure plans in place



| | |
|-------------|------|
| FY24 | 100% |
| FY23 | 100% |
| FY22 | 100% |

PRODUCT STEWARDSHIP



As Fortescue develops products, and the supply chains mature, our ambition is that each relevant product offered to the market has a digital product passport that enables our customers to understand the emissions impact of a Fortescue product.



Develop Fortescue life cycle assessment (LCA) guidance to be used by our global business



Progress in FY24



LCA Guideline and LCA Procedure released in FY24.

CIRCULARITY



To see waste as a resource, driving a circular approach to material use. Addressing the generation of waste through prevention, reduction, recycling and reuse, and minimising our reliance on virgin material inputs in the manufacturing processes.



Recycle more than 80 per cent of our waste (excluding mineral waste, tyres and concrete)



Waste recycled



| | |
|-------------|-----|
| FY24 | 81% |
| FY23 | 81% |
| FY22 | 83% |

SUSTAINABILITY BEST PRACTICE

| | |
|---|--|
| Fortescue applies internationally recognised voluntary standards and principles for transparent reporting | <p>GRI</p> <p>ICMM</p> <p>Taskforce on Climate-related Financial Disclosures (TCFD)</p> <p>United Nations SDGs</p> <p>UNGC (including Communication on Progress)</p> <p>Voluntary Principles on Security and Human Rights</p> |
| Fortescue participates in well established and credible Environmental, Social and Governance (ESG) performance benchmarking | <p>CDP</p> <p>Dow Jones Sustainability Indices</p> <p>FTSE4Good Index</p> <p>Institutional Shareholder Services (ISS) ESG ratings</p> <p>Moody's ESG ratings</p> <p>Morgan Stanley Capital International (MSCI) ESG ratings</p> <p>Standard & Poor's (S&P) Global Corporate Sustainability Assessment</p> <p>Workplace Gender Equality Agency</p> |
| Fortescue was honoured to be recognised with several sustainability-related awards, rankings and index inclusions in FY24 | <p>Parity.org 2024 Best Companies for Equal Advancement Opportunity</p> <p>Mining Emergency Response Competition (MERC) winners 2023 (Fortescue Chichester team)</p> <p>S&P Global 2024 Sustainability Yearbook Member</p> <p>CDP Climate Change 2023: B</p> <p>CDP Water Security 2023: B</p> <p>Dow Jones Sustainability Index: Australia (2023)</p> <p>Dow Jones Sustainability Index: Asia Pacific (2023)</p> <p>Dow Jones Sustainability Index: World (2023)</p> <p>MSCI ESG Ratings - AA rating (2023)</p> <p>FTSE4Good ESG Index</p> <p>Sustainalytics 2024 ESG ratings - industry top rated company</p> <p>Winner of the Gold award for Sustainability, at the 11th annual Asia-Pacific Stevie® Awards</p> <p>Fortescue's dual-fuelled ammonia-powered vessel, The Green Pioneer, named a winner at World Hydrogen 2024 Awards</p> <p>Sinead Booth, Fortescue Head of Decarbonisation Delivery, awarded the Excellence in Mining at the Women in Industry Awards 2024</p> <p>Fortescue recognised as Leader of Resources, Energy & Utilities in the Australian Financial Sustainability Leaders for 2024</p> |

SUSTAINABLE FINANCE

Sustainable finance plays a key role in supporting the transition to a low-carbon and more resource efficient economy. Fortescue established a Sustainability Financing Framework in November 2021 to enable the future issuance of green and social debt instruments which will support our investments in eligible green and social projects.

The framework reflects our strong ongoing commitment to sustainability leadership and acts to align our funding policy with our sustainability strategy and climate change objectives, while mobilising investors to contribute capital towards the realisation of the SDGs.

The framework outlines eligible green projects including renewable energy, green hydrogen and ammonia, sustainable water management and socioeconomic advancement and empowerment initiatives. It also outlines a range of impact indicators that will be used for impact reporting for the use of proceeds.

In April 2022, we issued our inaugural green bond for US\$800 million. Our eligible projects continue to progress, largely relating to our renewable energy initiatives through the PEC and the Green Fleet Energy Hub. We have allocated US\$630 million to 30 June 2024, an increase from US\$537 million* at 30 June 2023. Allocation reporting is provided in our FY24 Annual Report which is available on our website at [fortescue.com](https://www.fortescue.com).

Fortescue has a strong balance sheet and access to debt and equity capital markets. Fortescue's industry-leading decarbonisation strategy and the establishment of Fortescue Capital enhance our ability to attract access to preferential funding necessary to deliver against our sustainability objectives.

*Refer to the table of restatements in the Corporate directory on page 161.



HUMAN RIGHTS

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

Our approach to sustainability is founded on a respect for human rights. We are committed to respecting and supporting 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 Code of Conduct and Integrity and Human Rights Policy are the foundational documents for respecting human rights across Fortescue.

Our Human Rights Policy sets out our commitment to operating in a manner consistent with the International Bill of Human Rights, the United Nations Guiding Principles on Business and Human Rights (UNGPs) 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 UNGC. We support the United Nations Declaration on the Rights of Indigenous Peoples.

Our Human Rights Policy applies to all Fortescue employees, directors, suppliers, contractors, consultants and business partners. Fortescue's CEOs are responsible for implementation of the Policy and the SSC is responsible for oversight of human rights matters, including oversight compliance with the Human Rights Policy.

At Fortescue, we respect human rights through a range of mechanisms, including:

- undertaking ongoing due diligence of our operations, supply chain and partners to identify, assess and address human rights risks that we may cause, contribute or be directly linked to, with a focus on preventing and mitigating adverse impacts of our activities, and capturing outputs and mitigation actions in our corporate risks register

- engaging meaningfully with stakeholders and ensuring that all communities where we operate, including First Nations people, are free to make decisions, are given sufficient time to participate in key decisions and are fully informed about any projects and their potential impacts and benefits to respectfully manage and minimise impacts and work to deliver social and economic benefits
- continuing to improve our implementation of the Voluntary Principles on Business and Human Rights. For more details on our Voluntary Principles Initiative (VPI) membership, see the Security Practices section in this report on page [120](#)
- participating in engagement sessions related to human rights policy and regulatory development.

We actively communicate our human rights commitment and expectations to our stakeholders, including employees, suppliers, contractors and partners including, for example, by requiring all employees to complete mandatory human rights training, incorporating human rights requirements in our contracts with our supplier and contractors, and making publicly available our Supplier Foundational Human Rights Information Pack.

To mark the 75th Anniversary of the Universal Declaration of Human Rights, Fortescue released a 'Respecting Human Rights at Fortescue' video featuring our Fortescue Family sharing why respecting human rights is important to Fortescue. The video was released publicly on Fortescue's social media channels to coincide with International Human Rights Day and has run internally on FortescueTV at our offices and sites for six months. The video is now available on our website at [fortescue.com](https://www.fortescue.com).

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 SSC. We have undertaken a human rights saliency assessment to identify where we have the greatest potential to adversely impact rights holders across our activities

and value chain. Our salient human rights risks are listed below. Human rights risks are captured in our corporate risk register, grouped by salient human rights risk issues, with mitigation and action items assigned to responsible roles/functions.

Fortescue's salient human rights assessment will be reviewed in FY25.

| | |
|--|---|
| | <p>Rights of our community members in relation to land acquisition, access and use, including resettlement.</p> |
| | <p>Rights of our community members who may be impacted by activities along the value chain, including migration, access to services, culture and cultural heritage and livelihoods.</p> |
| | <p>Rights of First Nations people who may be impacted by our activities, including consent, self-determination, culture and cultural heritage, and impacts on their traditionally owned lands, waters and resources.</p> |
| | <p>Rights of our community members who 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.</p> |
| | <p>Rights of community members who 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.</p> |
| | <p>Rights of our employees/contractors and workers in the value chain who may be impacted by discrimination on the basis of gender, race, age, religion, sexual orientation, disability or other protected status.</p> |
| | <p>Rights of our employees/contractors and workers in the value chain who may be impacted in relation to freedom from exploitation, including modern slavery, working hours and remuneration, and freedom of association and collective bargaining.</p> |
| | <p>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.</p> |

Human rights management

Fortescue's Sustainability team, led by Fortescue's Director of Global Sustainability, is responsible for the day-to-day management of Fortescue's human rights approach. The team includes a human rights specialist who provides guidance and advice to the business on human rights-related matters including governance, due diligence, grievances and training. The Sustainability team coordinates and collaborates with a diverse range of functions across the business to help embed and support Fortescue's human rights approach. The Sustainability team reports human rights matters through our executive Sustainability Committee to the Board through the SSC. Our Board is responsible for the oversight of all human rights matters.

In FY24, Fortescue refreshed our internal human rights working group to convene a new Human Rights Steering Group to help monitor the implementation of Fortescue's Human Rights Policy and advance our human rights approach across the business. The Steering Group will meet quarterly and comprises members from key functions across the business to facilitate a collaborative multi-functional approach to the management of Fortescue's human rights approach.

We work to continuously improve and strengthen our human rights approach. In FY24, Fortescue developed an internal Human Rights Standard to help implement Fortescue's Human Rights Policy and improve alignment with the UNGPs. This year, we also integrated human rights due diligence requirements into Fortescue's Project Investment Framework for the development of Energy projects.

We are continuing our work in key focus areas:

- integrating human rights due diligence considerations in relevant functions and developing tools to help teams identify possible risks and impacts related to business activities (such as project development, business partnerships, investments and acquisitions) and determine mitigation strategies
- conducting human rights due diligence for sourcing and purchasing activities and promoting our expectations through engagements and contract clauses with suppliers and contractors
- using our Global Monitoring Centre (GMC) intelligence analysts, third party sources and third party Environment, Social and Governance Monitor to enhance our human rights due diligence approach
- continuing to actively participate and contribute to external collaborative initiatives to promote knowledge sharing and advancing human rights in the resources and energy sectors.

Fortescue actively participates in external networks to advance our approach and share knowledge on human rights issues. This year, Fortescue joined the United Nations Global Compact Network Australia (UNGCA) Human Rights Due Diligence Working Group to connect, share lessons learnt and work through technical challenges, with the objective of continuously improving the alignment of our approaches with the UNGPs. Fortescue continues to actively participate in the Human Rights Resources and Energy Collaborative (HRREC), a self-led industry collaboration which provides a forum for the resources and energy sector to share knowledge, learnings, challenges and best practice approaches. In FY24, Fortescue collaborated with other HRREC members to host the New South Wales Anti-Slavery Commissioner, Dr James Cockayne, for a discussion on modern slavery challenges in renewable supply chains.

This year Fortescue became a full member of the VPI. For further information on Fortescue's implementation of the Voluntary Principles on Security and Human Rights, see page [123](#).

Training

Human rights training is mandatory for all employees. During FY24, we continued the rollout of the online human rights training, An Introduction to Human Rights and Modern Slavery, available in English, French, Spanish and Portuguese. 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. Two director education sessions were delivered in FY24, one on the intersection between human rights, climate change and the energy transition, and another on international humanitarian law, security and conflict delivered by Australian Red Cross.

In addition to Fortescue's formal training, informal lunch and learn seminars and knowledge seminars are delivered by our Sustainability team, industry leaders and NGOs to keep teams up to date on a range of human rights-related topics and trends. This year, a human rights awareness session on grievance mechanisms and remediation was delivered internally by a legal partner. These informal sessions will continue in FY25.

Grievances and remediation

Fortescue is committed to providing access to remedy through effective grievance mechanisms and will provide for, or cooperate in, remediation where we identify that we have caused or contributed to an adverse human rights impact. Fortescue has adopted a rights holder-centred approach. We provide mechanisms for our employees and external stakeholders, such as suppliers, community members and other stakeholders, to raise human rights and modern slavery concerns with us.

Adopting a continuous improvement approach, Fortescue's Grievance Procedure was updated in FY24 to further enhance its alignment with the UNGPs. The procedure requires a locally appropriate grievance mechanism be developed and maintained in each country where we undertake activities that is easy to access and is respectful of the local culture. Where possible, our Communities teams work with local stakeholders to design and implement the local mechanism. We also provide access to remedy via our Grievance Procedure. Community grievance processes are discussed further on page [83](#).

Fortescue's new global [Speak Up Service](#) provides a platform for employees, suppliers, members of the public and other stakeholders to raise human rights and modern slavery concerns. Speak Up is administered by an independent third party and provides a platform for people to safely, confidentially and anonymously report concerns. It can be accessed online, by phone or by using a QR code and is available 24 hours a day, 365 days a year and in multiple languages.

All concerns raised through our grievance mechanisms and Speak Up Service are taken seriously, recorded, investigated and reported in accordance with the relevant procedures and policies.

This year, Fortescue developed internal Remediation Guidelines. The purpose of the guidelines are to provide guidance to Fortescue on how to investigate and remediate adverse human rights impacts the business identifies it has caused or contributed to in alignment with the UNGPs.

Modern slavery

Fortescue opposes all forms of slavery in our global operations and supply chains. Our actions include identifying, assessing and addressing modern slavery risks in both our operations and supply chains, delivering training to employees and strategic suppliers, and providing access to remedy through effective grievance mechanisms, such as our Speak Up service. We believe a collaborative approach is imperative to eradicating modern slavery and continue to work with our suppliers and groups, such as: UNGCNA - Modern Slavery Community of Practice, HRREC and Walk Free Foundation on modern slavery issues.

Fortescue publishes an annual modern slavery statement outlining our actions to identify, assess and address modern slavery in our operations and supply chains in compliance with the Australian *Modern Slavery Act 2018* (Cth). To date, we have published six Modern Slavery Statements. Our FY24 Modern Slavery Statement will be published in December 2024 and will be available on our website at [fortescue.com](https://www.fortescue.com).

The Power Systems group within Fortescue Zero publishes a separate modern slavery statement in compliance with the *Modern Slavery Act 2015* (UK), available from [fortescuezero.com](https://www.fortescuezero.com).

Operations approach

We recognise that the extractive and energy industries are considered high-risk for modern slavery, particularly in countries with higher prevalence of modern slavery. While our risk assessments show the risk of Fortescue causing or contributing to modern slavery within our Australian operations is low, considering Australia's strong regulatory environment and Fortescue's policies and processes, we understand that as we grow globally, our operational risks change across the countries in which we undertake activities.

Fortescue respects our employees' freedoms of association and collective bargaining, rights to a fair and living wage, and rights to be treated fairly and without discrimination. We are committed to fair recruitment processes free from discrimination and coercion. Our recruitment processes include checking identity and ages, confirmation of working rights, health and fitness checks and qualification checks. Fortescue does not retain personal identity documents. Fortescue provides

all employees with a written contract setting out the terms and conditions of their employment, including remuneration, hours of work, leave and other benefits. Our contracts are designed to comply with local laws and we offer remuneration packages that are competitive, above minimum wage, and reviewed annually.

For more information about our operational actions, see our FY23 Modern Slavery Statement available at [fortescue.com](https://www.fortescue.com). Our FY24 Modern Slavery Statement will be published in December 2024.

Supply chain approach

Fortescue rejects modern slavery and expects the same of its suppliers and contractors. Our Sustainable Procurement Standard sets our expectations of our suppliers to identify, assess and address modern slavery risks in their operations and supply chain; and implementing appropriate due diligence and remediation programs. Suppliers are expected to: comply with applicable laws and regulations on working conditions; provide wages and benefits that meet or exceed national legal standards; comply with applicable laws and regulations on freedom of association and collective bargaining; not require payment of recruitment fees by workers; and not use child or forced labour. Our suppliers and contractors are expected to comply with Fortescue's Code of Conduct and Integrity and Human Rights Policy. Our standard terms and conditions include human rights and modern slavery obligations. These documents are available on our website at [fortescue.com](https://www.fortescue.com).

For information on our modern slavery due diligence and key actions in our global supply chain, see the sustainable supply chain content in the Procurement and Marketing section on page [115](#).

Human rights and modern slavery incidents

In FY24, we did not receive any human rights concerns through the Speak Up service or grievance mechanisms. However, we did self identify a minor human rights impact in Ivindo's operations in Gabon arising from an environmental incident. During works for a new camp, a protected and culturally significant species of tree was damaged. Ivindo engaged with the local community and community leaders about the incident and agreed remediation actions. Part of the remediation actions included Ivindo facilitating the performance of a worshipping ceremony by the local community before the tree was felled and implementing preventative actions to help ensure similar incidents do not occur in the future.

In FY24, we did not identify any confirmed incidents of modern slavery in our supply chain or operations. However, worker welfare assessments conducted in collaboration with three suppliers across nine facilities in our solar, wind and battery supply chains identified some labour concerns, including, for example, excessive overtime, withholding/deduction of wages, some vulnerability concerns, and health and safety risks. We have agreed management plans setting time-based corrective actions with the suppliers to address identified concerns and will continue to monitor completion of the actions in FY25. Further information will be provide in Fortescue's FY24 Modern Slavery Statement.

In FY24, we received no new concerns through the Speak Up Service relating to modern slavery. We concluded the investigation of a whistleblower disclosure received in FY23 concerning allegations of excessive recruitment fees charged to candidates by an agency engaged by Fortescue in 2020 for the placement of migrant workers at Fortescue's Pilbara operations. The investigation was unable to substantiate the claims in this case as the placement of the proposed candidates was prevented by the outbreak of COVID-19. As no placements occurred, Fortescue understands the proposed candidates did not incur any fees or charges from the recruitment agency. We acknowledge the modern slavery risks associated with recruitment activities for both domestic and international activities, particularly when engaging recruitment agencies, and this investigation highlighted the need for us to do more in this space. This year, we initiated work internally to enhance our modern slavery due diligence approach in our direct recruitment activities both in Australia and internationally, as well as in our engagement of recruitment agencies, to help better identify, assess and address potential modern slavery risks in these activities. Information about this work and our other actions to address modern slavery risks in our operations will be detailed in our FY24 Modern Slavery Statement.

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. To do this, we conduct locally appropriate and sustained stakeholder engagement. Our approach aims to be transparent, participatory and inclusive.

We recognise that effective stakeholder engagement is critical to maintaining our reputation and long-term social licence to operate wherever we are present. We continue to extend our approach to stakeholder engagement established in Australia to our global minerals and green energy activities.

To manage our external stakeholder engagement records effectively, we implement a customised stakeholder relationship management tool across our business. This system assists us in tracking our engagements, allowing our specialist teams to consult in accordance with the requirements of the jurisdictions we are working in, achieve the approvals we require to operate, and have visibility across all our stakeholder groups.

Stakeholder engagement is undertaken for all assets, from project planning stages through to post-closure. It is mandatory under our Communities and Social Performance (CSP) Standard and is a requirement to progress through the Project Investment Framework (PIF) for our green energy projects (see Communities section on page [77](#)).

Identifying our stakeholders

We identify our stakeholders as those that are connected to or influenced by our business activities. Our internal stakeholders include our employees and contractors. Our external stakeholders include investors, regulators, elected government representatives, community members, landowners and users, First Nations peoples, vulnerable and ethnic minority groups, customers, suppliers and industry peers, media, and non-government and community-based organisations.

We take a long-term view and plan our engagement in a manner that builds trust and respect. Stakeholders are identified, evaluated and prioritised based on potential project impacts and opportunities, and whether stakeholders are directly impacted by our activities.



Engaging with our stakeholders

Our Fortescue Values form the foundation of our stakeholder engagement. We adhere to the engagement principles established by international standards such as those of the International Finance Corporation (IFC) that are reflected in our Human Rights Policy and associated standards, guidelines and procedures.

Our stakeholder engagement guidelines support the development of bespoke stakeholder engagement plans for significant activities. These plans set out identified external stakeholders, relevant issues and the engagement required, as well as the tools, actions, management and monitoring needed. Stakeholder engagement plans ensure stakeholder records are maintained, and guide 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 maximise the benefits of our projects and operations. For more details on our community engagement, refer to the Communities section on page [77](#).

Our engagement also focuses on our own Fortescue Family as a critical stakeholder group. Our people, guided by our Values, are key to our success. Our culture supports innovation and collaboration and celebrates diversity. Refer to our Fortescue Family engagement section on page [61](#) for more details on how we engaged in FY24.

Stakeholder feedback during FY24

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. For further details on stakeholder engagement specific to this year's materiality assessment, please refer to the FY24 Sustainability Materiality Report available on our website at [fortescue.com](https://www.fortescue.com).

A detailed summary of the stakeholders we engaged in FY24, their interests and concerns, methods of engagement and related material topics is provided within the Corporate directory on page [146](#).

We welcome all our stakeholders to contact us with their feedback, questions and ideas and we will respond in a timely manner. We aim to provide multiple avenues for feedback and communication, to serve our broad range of stakeholders.

PEOPLE - SUPPORTING A STRONG AND STABLE SOCIETY

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FORTESCUE VIDEO DIARIES FEATURING:

MERC emergency response competition

Fortescue Women

Inspiring the next generation of female engineers

Trainees to thrive in the Fortescue Hive

5 Billion opportunities

West Coast Fever visit to Port Hedland

Cultural mapping & community education initiatives

SAFETY AND WELLBEING

WHY IT MATTERS

Everyone deserves to be safe at work. Safety is a Fortescue Value and is deeply ingrained in our culture.

AMBITION

To be a global leader in safety.

CONTRIBUTING TO SDGS



SALIENT HUMAN RIGHTS RISKS



| Targets | In FY24: | Looking forward |
|--|-----------------------------|----------------------------|
| Achieve zero fatalities year on year | ACHIEVED | Target continues into FY25 |
| Reduce Fortescue Metals' injury profile by 20% in FY24 | 25% REDUCTION | Target completed in FY24 |
| Maintain or improve Fortescue Metals' TRIFR year on year | 1.3 TRIFR | Target completed in FY24 |
| Fortescue Energy's TRIFR not exceeding 4.0 | 0.5 TRIFR | Target completed in FY24 |
| Maintain or improve Fortescue's TRIFR year on year | Not applicable - new target | Target commences in FY25 |

At Fortescue, we recognise the importance of prioritising the health, safety and wellbeing of our employees, contractors and communities. As we strive to become global leaders, we believe that fostering a culture of wellness and ensuring a safe work environment are fundamental to our success.

OUR VALUES - SAFETY

WE ENCOURAGE OUR PEOPLE TO HAVE THE COURAGE AND COMPASSION TO LOOK OUT FOR THEIR MATES AND THEMSELVES AND TO ENSURE THAT EVERYONE GOES HOME FROM WORK SAFELY.

Our Board holds ultimate accountability for the management of safety and occupational health, overseeing strategic decisions in these areas. Our Executive team is responsible for effectively managing health and safety within the organisation's day-to-day operations. This summary highlights some of our programs and achievements in promoting safety and wellbeing at Fortescue during FY24.

Industry-leading standards

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.

Our Health and Safety Policy and procedures are continuously reviewed and updated to reflect the latest advances in safety best practices, industry metrics and benchmarks. We work with industry and regulatory leaders to maintain the highest standards of education, coaching, training, monitoring and reporting.

This year, we have established company-wide health and safety documents that are suitable for our growing global business. While our Health and Safety Policy sets Fortescue's commitment, strategy and responsibilities, we now have group standards that describe what must be achieved and what must be complied with in respect to health and safety requirements across all areas of our projects and operations. In addition, group procedures support the standards by describing how we will achieve and implement safe work at Fortescue. This approach enables each business area of Fortescue to comply with the group health and safety requirements, at the same time as developing bespoke processes to meet their particular health and safety requirements.

Safety

Our management system is based on the Plan, Do, Check, Act process and incorporates both employees and contractors. Where our contractors have their own health and safety systems, we apply a verification process to ensure they are aligned to our expectations and that there is adherence to health and safety commitments.

We perform Level 1 and 2 assurance internally to ensure that safety systems comply with our standards, while external assurance (Level 3) focuses on selected management system elements. This includes injury metrics which are conducted by external parties. Level 1, 2 and 3 assurance was conducted against the new group health and safety management system documents this year and a three-year assurance plan has been developed to ensure future assurance is performed.

Health

We strive to safeguard the wellbeing of our team members by actively monitoring their health and detecting early signs of potential occupational hazards. We have implemented a health surveillance program tailored to the specific risks associated with operational roles.

This program includes medical examinations, audiometric assessments, silica health assessments, dust monitoring and the collection of relevant data to identify and address any emerging health issues. This year, we made our international travel medicals more robust through a risk-based approach requiring travellers to high-risk areas to undertake a comprehensive medical and lower risk travellers to undertake a fit-for-purpose medical examination.

The health surveillance program promotes a culture of prevention and proactive management of potential health risks for our workforce.

Major hazards

Our Major Hazards Program includes critical safety activities designed to prevent fatalities and serious harm. The Major Hazards Program is integral to effective management of health and safety hazards in the workplace. Since its inception in 2011, the program has played a significant role across the business in managing major hazards. This year, we refreshed the way major hazards are treated and managed in this program. The work undertaken with sites included a reset of the core concepts of risk management and control effectiveness to manage the hazard and associated risks.

The Major Hazards Program's new design emphasises 12 consolidated common major hazards across the Metals business. It provides greater scrutiny of effective controls and ensures our operations team are involved in governance of the program through newly established major hazard risk committees.

In FY25, the Major Hazards Program will be integrated into the Energy business.

Process safety

Green energy production introduces additional process safety risks which have been integrated into our health and safety management system. Process safety is a disciplined framework for managing the integrity of hazardous operating systems through the application of safety in design principles, engineering, and operating and maintenance practices. In FY24, we implemented a process safety strategy which includes sound governance principles, assurance requirements and business-wide technical support.

Our Process Safety Management Framework includes a suite of design standards and supporting tools that enable the business to incorporate minimum requirements for all life-cycle phases for projects through to operations. Compliance with the Process Safety Management Framework has been included in the PIF.

Communications and training are an ongoing focus to improve the understanding of this new risk to the business, including amongst non-technical team members.

Emergency management

At Fortescue, we recognise the importance of taking a proactive approach to emergency management and this is a fundamental aspect of our commitment to sustainability. We acknowledge that emergencies can pose significant risks to our people, the environment, and our operations and that we need to be prepared for them if they arise.

We have implemented robust emergency response plans and systems both locally and globally to effectively mitigate and respond to potential incidents. Our Emergency Management Framework includes comprehensive risk assessments, regular training programs, and the establishment of clear communication channels to ensure a swift and coordinated response during incidents.

We continuously evaluate and enhance our emergency preparedness through scenario-based exercises and lessons learned, incorporating industry best practices and technology advances.

Fortescue is facing new challenges both domestically and internationally as our business expands, especially in areas in which we have not operated before, and as the new energy-related risks are being introduced to the business. We have created a requirement to proactively engage with equipment manufacturers, regulators, industry partners and training providers to ensure our emergency response capabilities are adequate to respond to these new risks. For example, risks relating to large lithium battery storage, handling, use and transportation in our decarbonisation efforts have required that we deliver lithium battery emergency response training to our on-site emergency services teams. We will continue to deliver specialised training to ensure protection of our people, environment and communities.

In November 2023, the Fortescue Chichester team were the overall winners of the Western Australian Mining Emergency Response Competition for the second year running. Hear more from our team and the importance of their work and dedication [here](#).



Psychosocial safety

In FY24, Fortescue entered into an Enforceable Undertaking with the Western Australian regulator and agreed to complete 10 psychosocial safety projects to be delivered under **Lead Change Respect**.

Lead Change Respect is an independent regional program delivering education, engagement, training and resources to build and improve psychosocial safety across mining and related industries in Western Australia. The program aims to:

- better understand psychosocial hazards and risks across the industry through research and consultation
- form a clear vision and action plan to support a culture of psychosocial health and wellbeing
- shape how we build a more comprehensive safety culture through driving change at the system and organisational level.

Key projects delivered during the financial year included development of video resources on inappropriate behaviours and psychosocial education and engagement sessions held in Perth, Port Hedland, Bunbury, Karratha, Newman and Kalgoorlie in Western Australia.

These initiatives will be made available throughout the resources and mining industry. The delivery of these resources will help to promote the building of a strong industry culture of psychosocial health and wellbeing.



Fortescue's Ben Andrews and Vanessa Forster pictured with Dr Dean Laplonge industry expert in psychosocial safety.

This year, Fortescue has continued with education, awareness and workforce engagement to communicate psychosocial risks, hazards and controls. Our work to build a culture where people feel safe and empowered to raise concerns or report incidents has contributed to an increase in reported incidents when compared with the 34 cases of psychosocial matters reported to the Western Australian safety regulator in FY23.

In FY24, 102 psychosocial matters were identified, investigated, controls reviewed and reported to the safety regulator by Fortescue. Of these matters, 30 cases related to allegations of inappropriate workplace behaviours or conduct of a sexual nature that did not include physical contact and 17 cases related to allegations of unwanted or inappropriate physical contact that was considered of a sexual nature. In addition, there were 55 cases reported, that cover a broad range of psychosocial risk factors, including allegations of bullying, workplace violence, stress or exposures to traumatic workplace events. Some of these allegations comprise a number of events and risk factors.

Fortescue treats all allegations of psychosocial harm seriously. Each matter is investigated by team members who are trained in workplace investigations, using a trauma-informed approach. Each person involved is treated with kindness and respect, and appropriate action is taken in response. These investigations resulted in corrective actions, including warnings, and in some cases, termination of employees or removal of contractors from site.

In FY25, Fortescue will be implementing our multi-year psychosocial plan, which is our roadmap to drive psychosocial health and wellbeing within a systematic, evidence-based and transparent framework. This includes development of a competency framework for leaders and workers, consultation and education sessions, integration of psychosocial hazard identification and controls across the business, and a focus on thriving - creating an environment where everyone feels a sense of engagement, purpose, belonging and opportunity.

More information on how Fortescue is working to build safe and respectful workplaces is provided in the Appropriate workplace behaviour section on page [62](#).



Employee wellbeing

Our Health Standard states that all factors relating to a worker's ability to present to work in a state that allows them to perform their tasks without harm to their personal health and safety are important.

Our wellbeing programs focus on holistic health, encompassing physical, mental and emotional wellness. We recognise the importance of mental health, providing resources such as confidential counselling services, mental health and mindfulness training and stress management workshops to promote mental wellbeing and create psychologically safe work environments.

Our Employee Assistance Program (EAP) offers 24/7 support via professional counselling services for employees, contractors and their families. The AltiusLife app by EAP provides team members with resources and tools to support physical, social and mental health. This includes articles, health assessments, recipes and access to live webinars.

Our Chaplaincy Team, a dedicated pastoral care service, offers onsite support to all employees, contractors and their families.

Our wellness centres offer employees complimentary classes including Pilates, yoga and meditation, accessible in our Perth head office as well as our Pilbara-based villages.

Since opening our Perth Wellness Centre in October 2022, we've welcomed 13,219 users and offered 1,610 classes. We've introduced a class of the month for our Perth team to sample a rotating variety of wellness experiences including tai chi, sound healing, Zumba and breath work. We have also delivered 42 tailored events for Fortescue teams including wellness seminars and classes on fatigue management, work-life balance strategies and healthy habit building.

Our Pilbara villages provide a range of options for wellbeing and deliver dynamic and engaging programs including:

1. Health – physical exercise, nutrition, stretching, injury prevention
2. Wellness – mental wellbeing and other support services
3. Community engagement – events, social sports, one-on-one interactions.

In FY24, we aligned all villages to an integrated health, wellbeing and engagement calendar and delivered over 5000 in person fitness classes, and over 900 social and 900 sports activities.

Virtual wellness options were also introduced at Solomon, Eliwana and Cloudbreak mine villages. This technology will extend the usage of our wellness centre on site through engagement with residents at non-peak times, and providing specialised classes on demand.

Investing in knowledge

Our health and safety professionals work within a global competency framework which tracks knowledge and skills in our diverse and multidisciplinary teams. This ensures that we continue to grow and challenge our people, perform at the required standard and use emerging technology.

Fortescue's onboarding process provides knowledge needed to control risk and maintain compliance. This ensures personnel have the necessary knowledge to perform their work safely and competently within their respective areas.

Application of technology

We leverage technology to deliver efficiency, reduce risk, and build a safer, more resilient work environment.

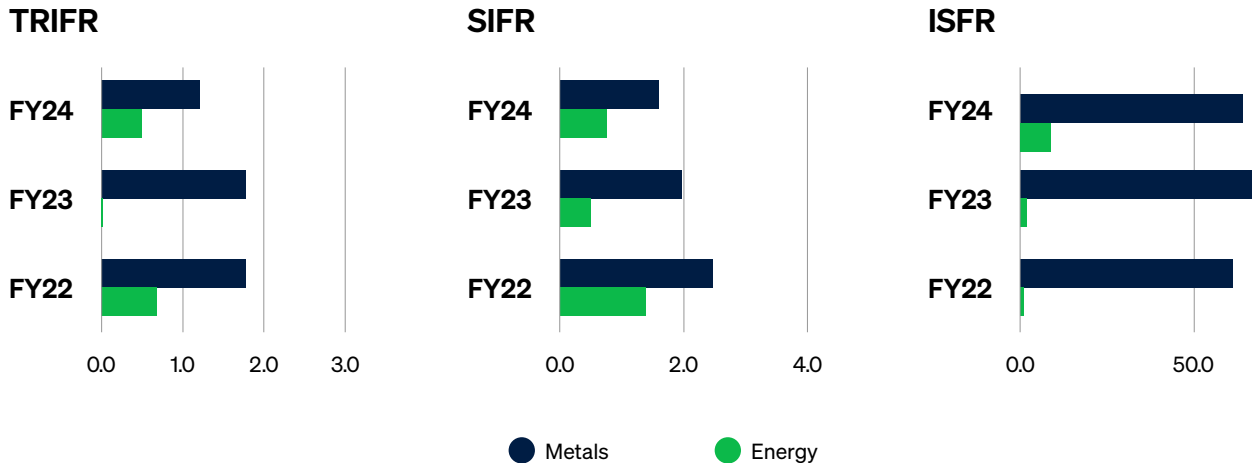
To make safety information more accessible, we developed a chatbot which retrieves information from Fortescue's safety management system. The chatbot uses natural language processing and machine learning to understand the user's queries and provide relevant answers from the documents. This saves time and effort for our people, providing instant and current information to help improve safety outcomes and compliance.

Fortescue has also implemented RiskTalk, a global mobile solution for frontline health and safety risk assessment that is transforming our process. It provides real-time data on our frontline risk management practices and continuous assurance of critical controls in the field, making it more productive and efficient for frontline teams to participate in Fortescue's safety assurance program. This enables us to move beyond traditional lagging indicators such as TRIFR and focus on predictive analytics, allowing for timely interventions and risk mitigation.



Managing performance

We use three key health and safety metrics to assess performance, identify areas in which to drive continuous improvements and determine data-driven decisions which enhance workplace safety in our business; TRIFR, significant incident frequency rate (SIFR), and injury severity frequency rate (ISFR).



*Energy TRIFR in FY23 does not include Power Systems, which had a stand-alone TRIFR of 2.0 recorded.

Frequency rates include all employees and contractors working for Fortescue and are calculated based on one million hours worked, while the ISFR captures days lost and days restricted from completing full duties at work.

The Fortescue Metals TRIFR has seen a steady decline to 1.3 in FY24. The Fortescue Energy TRIFR for FY24 was 0.5.

This represents a record low for our 15 years of Metals operations, underscoring our unwavering commitment to workplace safety and the effectiveness of our Identify Then Rectify (ITR) risk reduction program in our Metals business. Our sustained focus on the ITR program has resulted in the identification of 1,149 ideas to prevent fatalities and over 3,068 ideas to eliminate injuries in the workplace. The ITR program is an integral part of maintaining a safe working environment across Fortescue by taking a proactive approach to reduce injury and fatality risk. This all-inclusive and diverse program allows all workers to contribute to making change to some of our biggest risks such as working at height, using vehicles and exposure to rotating equipment. In FY24, we realised a 22 per cent reduction in our fatality risk profile and 25 per cent reduction in our injury risk profile. The ITR program will be implemented in the Energy business in FY25.

We have developed and trialled a new metric called the Leading Safety Index (LSI), which measures the presence of safety in the workplace. The LSI is based on statistical methods like regression analysis, and combines data from various sources, including actions closed on time, hazards identified and closed, significant incidents, and operational breakdowns. The LSI assigns positive scores to promoters of safety and negative scores to detractors of safety, and calculates an overall score for each team, site and business unit.

The LSI is displayed in a dashboard that helps teams manage their safety activities and identify areas for improvement. The dashboard provides real-time feedback and enables teams to track their progress and compare their performance with other teams. The LSI reflects Fortescue's Values and culture of safety and by adopting it, we aim to enhance our safety performance, reduce our injury rate and improve our sustainability outcomes. An LSI target will be determined in future, following collection of baseline data for this new metric.

There were no workplace health and safety fines issued to Fortescue at any of our operations in FY24.

DIVERSITY, INCLUSION AND EQUITY

WHY IT MATTERS

Having a workforce that represents our community produces better programs and policies relevant to the experiences and needs of all our people.

Inclusive workplace cultures see benefits such as improved employee engagement and wellbeing, performance, innovation, retention of talent, and elimination of unlawful behaviour.

Employees with a high sense of belonging are more likely to recommend their company as a great place to work and contribute to substantial bottom-line benefits for the company.

Diversity, inclusion and equity is good for business.

AMBITION

Increase gender diversity to reflect 40:40:20 across Fortescue. This refers to a minimum of 40 per cent men and 40 per cent women, with the remaining 20 per cent represented by any gender.

Provide opportunities for female employees to move into leadership positions.

Increase the number of First Nations Australian employees to be reflective of general society.

Provide opportunities for First Nations Australian people to move into leadership positions.

CONTRIBUTING TO SDGS



SALIENT HUMAN RIGHTS RISKS



| Targets | In FY24: | Looking forward |
|---|---|----------------------------|
| Year on year increase in female employment | <p>FROM 23% IN FY23 TO 24% IN FY24</p> | Target continues into FY25 |
| Year on year increase in female employment in leadership (manager and above) roles | <p>FROM 26% IN FY23 TO 29% IN FY24</p> | Target continues into FY25 |
| Year on year increase in female employment in senior leadership (group manager and above) roles | <p>FROM 30% IN FY23 TO 37% IN FY24</p> | Target continues into FY25 |
| Year on year increase in our First Nations Australian employment rate | <p>FROM 10% IN FY23 TO 11% IN FY24</p> | Target continues into FY25 |
| Year on year increase in the First Nations Australian employment rate in Pilbara operations | <p>FROM 16% IN FY23 TO 15% IN FY24</p> | Target continues into FY25 |
| Year on year increase in the First Nations Australian employment rate in leadership roles | <p>FROM 4% IN FY23 TO 5% IN FY24</p> | Target continues into FY25 |

As of 30 June 2024, we employed 15,672 people across our organisation, comprising 13,257 people in our Metals business and 2,415 people in our Energy business. Our workforce primarily comprised employees holding permanent full-time roles (13,065).

As of 30 June 2024, we employed 14,066 people in Australia with the remainder working overseas in more than 35 countries, including in the United Kingdom, Argentina, USA and China.

A full breakdown of our employment numbers and statistics is provided in our FY24 ESG Databook available on our website at [fortescue.com](https://www.fortescue.com).

**OUR VALUES - FAMILY
FAMILY MEANS MAKING SURE
OUR WORK ENVIRONMENT
IS DIVERSE IN EVERY WAY,
INCLUDING THOUGHT,
KNOWLEDGE AND
EXPERIENCES. OUR FAMILY
VALUE ENCOMPASSES
BUILDING HIGH-PERFORMING,
DIVERSE TEAMS THAT
ARE WHOLEHEARTEDLY
COMMITTED TO ACHIEVING
FORTESCUE'S AMBITIONS**

We respect freedom of association, including the right to representation by independent unions and collective bargaining or enterprise agreements. In Australia, 44 per cent of our employees are covered by enterprise agreements. The annualised voluntary turnover in FY24 was nine per cent.

We respect the right to a fair wage and work towards achieving the commitment for all employees to be 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.

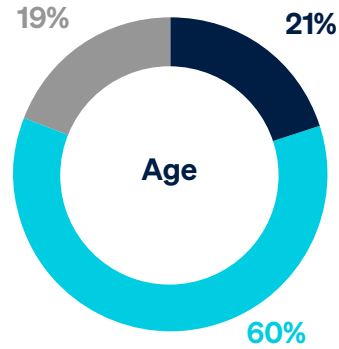
We are committed to diversity and inclusion in all its forms, and commit to a year-on-year increase across our measurable categories of diversity representation. Our Board has ultimate responsibility for diversity and inclusion matters through the People, Remuneration and Nomination Committee (a new committee of Fortescue's Board of Directors commencing on 1 July 2024 and replacing the existing Remuneration and People Committee).

It is recognised that the mining, energy and technology sectors in Australia and globally suffer from a lack of diversity and equality. At the end of the financial year, our Chairman reached out to the entire Fortescue Family asking for help to address this issue. During FY25, volunteers will participate in workshops held both in person and online across all our global locations, designed to ensure that participants can freely express themselves and speak openly about their experiences. These workshops will help us to understand our challenges and barriers; only when we have addressed these will we achieve real diversity across Fortescue. There will be direct involvement of our Chairman and global members of the Board to support these workshops.

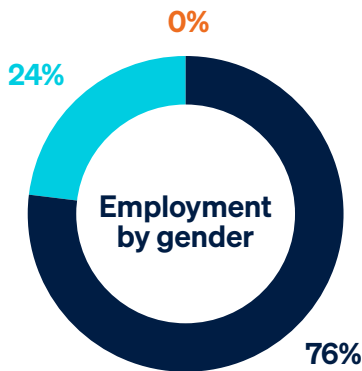
Our Executive team is responsible for effectively managing diversity, inclusion and equity within the organisation's day-to-day operations, supported by our Director of People and Culture and the Fortescue People team. This summary highlights some of our programs and achievements at Fortescue during FY24.



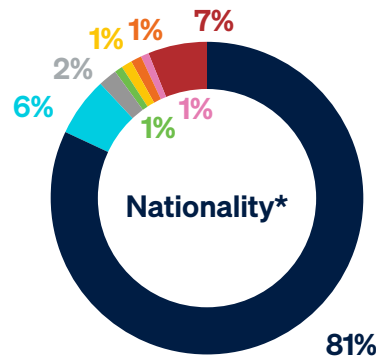
- First Nations Australian employees in Australia: 1,518
- Other employees in Australia: 12,584



- ≤ 30: 3,322
- 31-50: 9,387
- ≥ 51: 2,963



- Male: 11,832
- Female: 3,836
- Non binary / Gender Diverse: 4



- Australian: 12,012
- New Zealander: 929
- British: 294
- Argentinian: 138
- Indian: 130
- Chinese: 110
- American: 130
- Other: 1,057

*Nationality data for our UK-based Power Systems employees is not available and is therefore excluded from summary

The Fortescue Diversity and Inclusion Plan

The Fortescue Diversity and Inclusion Plan embodies our commitment to provide a workplace where everyone feels safe to be themselves and where they are acknowledged and celebrated for their strengths as an individual. True diversity drives better and more sustainable outcomes.

The plan focuses on:

- Gender equity
- First Nations people
- Diversity of age
- LGBTQ+
- Culturally and linguistically diverse backgrounds
- Neurodiversity and differing abilities.

| FY23 ACTIONS | FY24 PROGRESS |
|--|---|
| Reviewing our policies and processes for inclusive approaches and language | Ongoing process aligned with scheduled document revision timeframes. |
| Implemented our updated Parental Leave Policy | This year, 645 people accessed this leave. |
| Building diversity through the development of internal talent pools, succession planning and improved recruitment planning | <p>This year, 60 First Nations emerging leaders graduated from our internal Leadership Empowerment for Aboriginal People (LEAP) program. This intake has increased by 40 from last year.</p> <p>We have launched a Performance and Talent Cycle that includes performance, development, and talent and succession activities. As part of this, our people can update their individual talent profile, creating an internal talent pool. The profiles record information such as language skills, geographic mobility, education and skills, allowing us to leverage existing talent more effectively. The talent profiles have been designed to integrate with our talent management processes, including performance management, career development, learning and development, and succession planning.</p> |
| Sharing diversity and inclusion success stories | <p>We have consistently communicated our success stories through various channels, such as the 'Faces of Fortescue', Hub story campaigns and our diversity group events and communities.</p> <p>We take great pride in sharing and celebrating prestigious award nominations and notable progression as finalists. As a gold sponsor in the first ever Chamber of Commerce Industry Diversity awards, we celebrated a first place win, acknowledging the incredible work of our diversity groups.</p> |
| Facilitating inclusive leadership modules on site and in our head office | More than 200 of our leaders participated in Fortescue diversity and inclusion workshops in FY24. |
| Consider inclusion from a workplace design perspective | <p>As part of our new Perth head office build we are:</p> <ul style="list-style-type: none"> • continuing to offer the Family Room service free to our Fortescue Family • continuing to offer the Wellness Centre service free to our Fortescue Family • working with our diversity networks in our design process to ensure our office meets the needs of our employees. These groups include, but are not limited to, First Nations and neurodiverse community. |
| Recognise and reward diversity and inclusion efforts across our Fortescue operations | <p>As part of our reward and recognition program, we have two categories related to diversity and inclusion:</p> <p>Encouraging a diverse workplace - We recognise the benefits of diversity across the business as contributing to Fortescue's success. This award acknowledges employees who foster a diverse, inclusive and collaborative workplace where team members from diverse backgrounds can thrive.</p> <p>Closing the gap by supporting Aboriginal development - This award recognises people who create training, employment and business development opportunities for Aboriginal people, supporting our commitment to end Aboriginal disparity. Nominees for this award demonstrate a commitment to supporting and promoting our existing Aboriginal development programs and/or creating new initiatives.</p> <p>Twice a year, the top nominations in these categories receive our prestigious Northern Spirits awards.</p> |
| Recruitment and selection panels have diverse representation | This is encouraged and implemented where possible. |
| Development of department diversity and inclusion action plans | All senior leaders have developed a diversity plan for their department. |

Our diversity networks

Throughout FY24, we continued to demonstrate a strong commitment to our diversity networks. These networks are an integral part of our Diversity and Inclusion Plan, to ensure our Fortescue Family members can share information and stories, raise awareness and, most importantly, are empowered to create change. Our diversity groups are led by employees, championed by senior leaders and supported by the Fortescue People team.

Fortitude

Fortitude Network (LGBTQ+)



Neurodiversity Network



Young Professionals Network



Fortescue Women

Global Fortescue Women

Female employment and development

Increasing our female employment rates remains a key priority for us. As at 30 June 2024, we employed 3,836 women, an increase from 3,113 in FY23 and 2,659 in FY22.

Our female employment rate increased steadily this year, with female employees holding 24 per cent of total positions, 29 per cent of leadership positions (Manager roles and above) and 37 per cent of senior leadership roles (General or Group Manager roles and above). We also focus on gender diversity at the team level to help build successful, high-performing teams across our business.

Increasing the gender diversity of the Fortescue workforce has been an ongoing focus across FY24, with all leaders working to achieve commitments to increase gender diversity in their respective teams. An increase from 23 per cent female workforce during FY23 to a 24 per cent female workforce in FY24 was a positive achievement, realised through deliberate actions in site and team-based diversity plans.

Fortescue previously maintained separate diversity targets for our Metals and Energy businesses, including a target for Fortescue Energy to achieve a minimum of 38 per cent female employment. We have now focussed our approach on One Fortescue, reflecting our ambition to achieve 40:40:20 across the organisation.

For the fifth consecutive year, in 2024 Fortescue was listed in the Parity.org Best Companies for Equal Advancement Opportunity.

We made progress against the female employment and development actions that we identified in FY23.

| FY23 ACTIONS | FY24 PROGRESS |
|---|--|
| Strengthening flexible working arrangements | Our flexible work guidelines support our leaders and workforce to manage all different types of working options. |
| Continued operation of the Fortescue Family Room | <p>Our Fortescue Family Room continued operating in FY24.</p> <p>As part of our head office relocation, our highly utilised Family Room will continue operating until the transition has been finalised. The new and improved Family Room will include:</p> <ul style="list-style-type: none"> • increased capacity from 28 children to 35 children per day • a dedicated dining area for children to eat their meals (provided by parents/guardians) • an adjacent working space for parents/guardians to work from outside the six-hour Family Room allocation, with their children accompanying them • additional Nursing/Parent Room facilities. |
| Continued support for mentoring opportunities through Mentor Walks and our internal mentoring program | <p>The Fortescue mentoring program was refreshed and it is now accessible through SuccessFactors, making it easier for mentees and mentors to connect and manage their development.</p> <p>As a result of the changes, we have seen 112 mentoring relationships form, with 28 per cent female mentors and 42 per cent female mentees.</p> <p>We continued to support Mentor Walks in FY24 which connects female team members with inspiring female CEOs, directors, executives and founders, providing a supportive space to build relationships, discuss career progression, work worries and experiences.</p> |
| Establishing the Global Fortescue Women Network across our locations which meets regularly to develop female support networks and discuss initiatives | <p>In March 2024, to coincide with International Women's Day, we launched our global initiative Fortescue Women, with the sponsorship of our Chief Operating Officer, Shelley Robertson. This network aims to provide information about professional development, learning and networking opportunities.</p> <p>We have continued to support our Pilbara Operations Women in Mining groups as part of Fortescue Women to ensure there are targeted local initiatives. Hear more from our team on Fortescue Women here.</p> |
| Providing development opportunities through National Association of Women in Operations (NAWO) membership | We have continued to promote and provide opportunities to our Fortescue Family through programs offered by the National Association of Women in Operations. |
| Providing speaking opportunities for females through our partnership with the Australian Institute of Mining and Metallurgy (AusIMM) | <p>We continued our partnership with AusIMM in FY25.</p> <p>Fortescue attended AUSIMM's International Women's Day event with Fortescue as a major sponsor.</p> |
| Our ongoing commitment to gender pay equity | Pay equity is assessed annually across various roles in our business. Additional information is provided in the section below. |

As at 30 June 2024, our flexible work arrangements were being used by 393 of our employees, both male and female. Female employees make up 56 per cent of our part-time workforce.

Following parental leave, 97 per cent of carers returned to work during FY24, and we maintained a high primary carers 12-month retention rate of 83 per cent for those who returned following leave in FY23. This year, 1,449 bookings were made in our Family Room in Perth.

Our full time, part time and casual employees have access to up to 10 days of paid family and domestic violence (FDV) leave each year. This can be used where employees are personally experiencing FDV, supporting family members experiencing FDV, or where employees are using forms of abuse and seeking help to change their abusive behaviour or improve the safety of their family.

Female development opportunities

We provide a range of professional and personal development opportunities for our female staff to promote gender equity in our workplace. For example, this year Fortescue Zero family in the UK hosted their third annual Women in Engineering Day event. Hear more from our women in engineering [here](#).

In FY24, there were 75 female participants in our Apprenticeship program, representing 36 per cent of overall participants. Of the FY24 participants, eight have successfully gained permanent employment with us during the year. Since its inception in FY11, 113 females have participated in our Apprenticeship program, making up 20 per cent of overall participants. In FY24, there were 19 female participants in our Traineeship program, representing 44 per cent of overall participants. Of the FY24 participants, two have successfully gained permanent employment with us during the year.



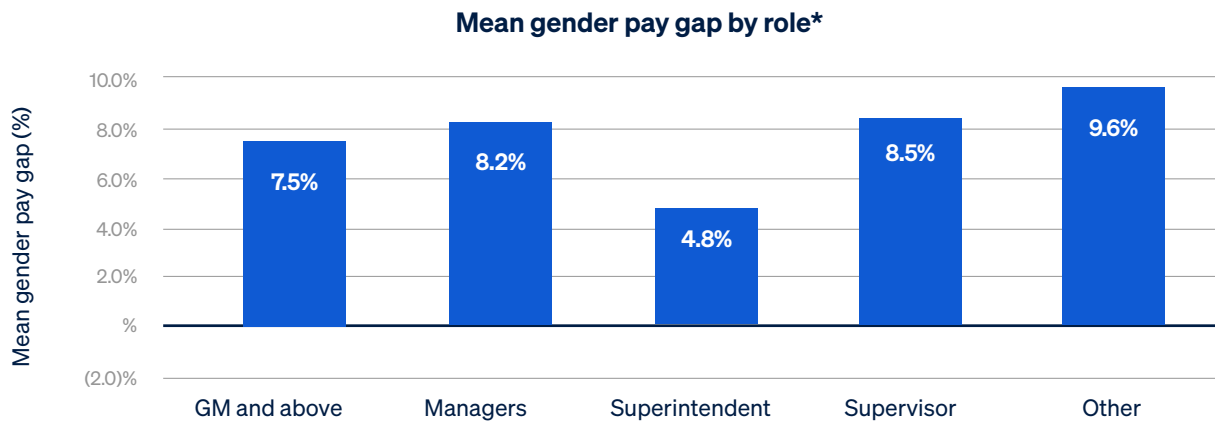
Pay equity

We undertake an annual remuneration benchmarking assessment to ensure that remuneration is comparable with equivalent roles in relevant jurisdictions and industries 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.

For FY24, we aligned our pay equity calculation methodologies with the approach set out by the Australian Government's Workplace Gender Equality Agency. For consistency, we then applied the same methodology to our other significant locations of operation, being the United Kingdom, China and Singapore. As a result of our change in calculation methodology, we acknowledge Fortescue's gender pay gap will appear different from previous years. We are confident, however, that this change in approach will provide greater transparency and consistency with our publicly disclosed data.

The mean gender pay gap for Fortescue employees in the above-mentioned locations is eight per cent, with a median gender pay gap of nine per cent. Included in this percentage is a mean gender pay gap for Power Systems team (previously known as Fortescue WAE) UK employees of 18 per cent, with a median gender pay gap of 18 per cent. We continue to focus on closing the gender pay gap at Fortescue Zero and throughout our operations via a robust and equitable remuneration structure and the appointment of more women to senior roles.

Differences between male and female salaries at Fortescue are primarily driven by variation 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 can differ significantly in remuneration, often due to pay related to roster and site conditions.



*This graph represents employees within our significant locations of Fortescue Metals and Energy operations, being Australia, Singapore, China and UK.

First Nations Australian employment and development

Increasing First Nations Australian employment rates in our Australian workforce remains a key priority for us. As at 30 June 2024, we employed 1,518 First Nations people in Australia, an increase from 1,288 in FY23. In our Australian workforce, First Nations people hold 11 per cent of total positions, five per cent of leadership positions and 15 per cent of positions in our Pilbara operations.

Vocational Training and Employment Centre

Our VTEC has been providing sustainable career pathways for First Nations people for 18 years. The program is a key part of our training and development strategy, and is built on the concept that, following the completion of training, participants are guaranteed employment.

During FY24, 111 graduates completed their training through VTEC. The recent cohort of graduates commenced employment in various roles at our Solomon, Eliwana and Chichester hubs, as well as at our Port Hedland operations. Since its inception in 2006, the VTEC has resulted in the successful employment of more than 1,500 First Nations people across our sites.

Apprenticeship and trainee programs

In FY24, there were 89 Aboriginal and Torres Strait Islander participants in our Apprenticeship program, representing 42 per cent of overall participants. Of the FY24 participants, nine successfully gained permanent employment with us during the year.

In FY24, there were 13 Aboriginal and Torres Strait Islander participants in our Traineeship program, representing 30 per cent of overall participants. Of the FY24 participants, three successfully gained permanent employment with us during the year. Since its inception in FY22, 18 Aboriginal and Torres Strait Islander people have participated in our Traineeship program, making up seven per cent of overall participants.

This year, we also welcomed the Fortescue Hive's first ever school-based trainees. Hear more from the team [here](#).

Leadership Empowerment for Aboriginal People program

First Nations leaders are critical to enabling a culture that supports and allows First Nations people to thrive. We provide a range of professional development opportunities for First Nations employees with leadership aspirations to realise their goals. A key component of this is our Leadership Empowerment for Aboriginal People (LEAP) program that provides our First Nations Australian employees with a 12-month formal training program which includes offsite education, practical onsite development, internal mentoring, Board exposure, First Nations leadership education and business leadership training.

In FY24, we had 60 Aboriginal and Torres Strait Islander participants in our LEAP program, our biggest cohort to date, including 36 Native Title partners as well as 19 females. Since its inception in FY15, 170 First Nations Australians have participated in our LEAP program, including 104 Native Title partners as well as 53 females.

Graduate in Fortescue Together program

Fortescue, in collaboration with Curtin University and the Pilbara Kimberley University Centres, launched a pilot program in FY24 providing its First Nations employees with an opportunity to pursue higher education in engineering.

The Graduate in Fortescue Together (GIFT) program allows participants to undertake a Curtin University Undergraduate Certificate in Engineering, fully funded by Fortescue, at the Pilbara Kimberley University Centres' Port Hedland campus. The inaugural GIFT cohort comprised 12 Fortescue teammates, with an equal gender split and ages ranging from 28 to 50.

Supporting our First Nations Australian workforce

Our First Nations Australian training and employment programs are complemented by initiatives designed to overcome the barriers faced by First Nations Australians 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 First Nations Australian workforce. Key responsibilities of the health coordinator are to:

- support candidates to address health barriers
- conduct health screening
- implement VTEC's fitness program
- promote and support trainees with health initiatives and fitness for work
- work with personal trainers to review and develop the VTEC health and fitness program.

We strive to build a workplace that understands, supports and champions First Nations 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 First Nations employees
- recognising and rewarding employees who support First Nations employment and development
- celebrating significant First Nations cultural events throughout the year, including National Aboriginal and Islander Day Observance Committee (NAIDOC) Week in Australia.

Fortescue's CEO for a Day program provides aspiring First Nations leaders the opportunity to join the Executive team to experience how the business operates at the highest levels. Since the program began in 2015, there have been 29 participants, with 52 per cent female.

Diversity of age

Fortescue continues to provide opportunity pathways for prospective employees of all ages in several ways, including our Vacation Program and Graduate Program. In FY24, we welcomed 116 vacation and 42 graduate students to the Fortescue Family. Our Graduate Program runs for up to two years with the aim of participants moving into permanent roles following the completion of the program. This year, 38 of our previous graduates gained permanent employment with Fortescue. Planning for our FY25 Vacation Program has commenced, with 100 placement projects approved. We have received over 3,000 applications for the coming year, and have worked to promote our Graduate Program through engagements such as the recent Women in STEM event in Perth, Western Australia.

We continued to support our Young Professionals Network, led by our graduates who run networking events throughout the year to provide an avenue for Fortescue's young professionals to develop their career through fostering lines of communication between young professionals and leaders.

LGBTQ+

Our LGBTQ+ network, Fortitude, has grown over the past year, now sitting at approximately 200 members. In FY24, the Fortitude team also finalised its own branding and first visibility merchandise.

Fortitude was honoured at the first Chamber of Commerce and Industry WA Awards Gala at Crown Perth as the recipient of the Inclusion Award. This award is a significant milestone for Fortescue, showcasing our commitment to fostering a truly inclusive and diverse workplace. We are proud of the positive impact Fortitude has made in enhancing the visibility and outcomes for our LGBTQ+ team members.

Fortescue has continued its membership with Pride in Diversity which provides support to our diversity and inclusion initiatives. We are also a key member and participate in Pride in Resources, to promote advocacy, best practice, and inclusion in the resources sector. This membership has been renewed for FY25.

In FY24, we supported the Pride Professionals Mentoring Program as a scholarship sponsor. Four Fortescue team members participated in the program, one as a mentor and three as mentees. We also sponsored an additional

person from outside Fortescue. We are continuing to sponsor this program through funding another three mentees and a scholarship placement in FY25.

The Fortitude team is working towards the Australian Workplace Equality Index (AWEI) bronze submission, hoping to attain this by the end of 2024. We also participated in the AWEI survey for the first time this year with 173 responses that will help determine our focus for the year ahead.

The Fortitude group held a number of networking events for the broader Fortescue LGBTQ+ family, including our Minderoo family, and participated in the Pride Parade for WA Pride Month in November 2023 under Pride in Diversity. Approximately 30 Fortescue team members also attended the Perth Pride Luncheon at Crown to celebrate WA Pride month.

We are continuing to progress with internal policy updates and learning packages that support both LGBTQ+ and the broader Fortescue Family.

FOCUS ON

PRIDE PROFESSIONALS MENTEES

"Interactions with my mentor have been the best part of the program. The organisers did a fantastic job of matching me with a mentor who understands my personal and professional circumstances and has had a similar life journey. The advice and guidance I received from my mentor are invaluable and have already made a difference in my career," Sho said.

"My key takeaways are that it is okay to ask for what you want at work. It's also okay if your parents don't fully accept you; they still love you. I've learned a lot about the particularities of working on-site and what the work-life balance is like, which has helped me greatly in determining whether on-site work is the right fit for me."

Sho Zunnun - Electrical Engineer

"I really enjoyed getting the opportunity to be a part of the Pride Professionals mentoring program and to meet inspiring, like-minded professionals across many different WA industries. As someone recently new to Fortescue, it was awesome to connect with my fellow co-workers within Fortitude and gain the on and off-site support that I didn't previously know I had access to," Edwina said.

"Through this program, I have met some passionate and determined humans who have helped teach me the strength in community. My mentor provided me with a safe space to navigate career goals as well as when to personally take rest and reflect on your own success. It was really awesome to connect with a mentor who had experience within my industry and could share their learnings with me on a personal level. A very valued experience!"

Edwina Williamson - Mine Geologist

Culturally diverse backgrounds

We employ team members in more than 35 countries, representing 112 different nationalities. The expansion of Fortescue as a global entity and the development of the global Energy business has resulted in a significant increase in the cultural diversity of our business.

Important calendar dates recognising our cultural diversity include Chinese New Year, celebrated across the organisation and Harmony Day.

We are currently trialling a digital learning platform for intercultural training. All staff are to complete the training prior to travelling to a different country to better facilitate exchanges between people of different nationalities.

We are now capturing the language skills of our people through our talent management platform, along with country of birth and ethnicity. This will help us further understand the diversity of our Fortescue team members and inform decisions and diversity and inclusion initiatives.

Information on language skills has been completed by 585 employees to date and, other than English, the most common languages spoken are Chinese, French and Spanish.

Neurodiversity and differing abilities

Our Neurodiversity Network continues to provide support, education and awareness, and opportunities to further enhance the experience of our neurodivergent family.

Our Property and Travel team have engaged with the Neurodiversity Network as part of the design process for the head office move in Perth, Western Australia. Our aim is to provide a workspace environment where all team members can be productive at work. With regard to accessibility, we are proactive and compliant with the national construction code and all other relevant regulations.

Over the past year, we have held quarterly 'identifying community' catch-ups, to ensure our team members can connect in a safe space, discuss issues and share guidance and tips.

The network team members are currently developing education packages for the business and leaders.

The Neurodiversity Network was a finalist for the Best Company Initiative award at the inaugural Chamber of Commerce and Industry Diversity and Inclusion awards.



Fortescue's global family

As we expand into new parts of the world, we have prioritised the integration of our Fortescue Values into our global workforce. We incorporate our Values into our recruitment and onboarding processes, inductions and performance and talent cycle. We are currently working on new initiatives to ensure that our Values are deeply ingrained in recognition programs, development opportunities, and leadership practices on a global scale.

During FY24, our senior leaders and executives took the Values to our sites and regions delivering Values Forums, where they engaged directly with team members to discuss our Values, vision, and mission as One Fortescue. International Values Forums were delivered in the UK, United Arab Emirates, Kenya, China and the USA.

We continue to be committed to building a strong values-driven culture throughout Fortescue. We are working to ensure a shared sense of purpose and alignment, driving the continued success of the Fortescue way on a global scale.

Fortescue Family engagement

Over the past 12 months, we have become One Fortescue, an integrated green technology, energy and metals company. We recognise that employee engagement is integral to building and maintaining this and we measure engagement with team members through a number of channels, including forums, surveys and workshops.

The People Experience Survey FY24 provided a comprehensive insight into the views and workplace experience of the Fortescue Family across our organisation, including both employees and labour hire contractors. Since the People Experience Pulse Survey in December 2023, efforts focused on the delivery of a One Fortescue action plan to better manage and communicate change, to improve how we engage with our teams, and to demonstrate action on the survey feedback.

The FY24 survey was completed by 13,105 of our 15,820 eligible employees and labour hire contractors, achieving a response rate of 83 per cent overall. Given the survey completion is entirely voluntary, this result was very encouraging, showing that our people want to speak up and make a difference. The highest scoring questions share themes of safety, sustainability, respect and trust in direct leaders.

- Engagement: 76 per cent of responses were favourable (three per cent above the Australian benchmark)
- Intent to stay: 69 per cent of respondents indicated they intended to keep working at Fortescue for over three years (a three per cent increase from our pulse survey results in December 2023)
- Inclusion: 72 per cent of responses were favourable
- Experience versus expectations: 86 per cent of respondents felt that their experience met, exceeded or greatly exceeded their expectations.

Our FY24 employee Net Promoter Score (eNPS) of 23 indicates a positive sentiment from respondents. Our eNPS has increased by one point since FY23 showing an increase in people recommending Fortescue as a place to work.

Appropriate workplace behaviour

We are committed to providing a workplace that is free from unlawful discrimination, harassment, bullying, victimisation and other behaviour which is inappropriate or inconsistent with our Values. Inappropriate behaviour of any form has no place at Fortescue, in our industries, in the workplace or in society.

Our Code of Conduct and Integrity, together with our Appropriate Behaviour Policy and Workplace Resolutions Statement outline our expectations of employees, contractors and other team members who work in our business. We reiterate our expectations through inductions, training (online and in person) and leadership development programs.

Additionally, we foster a culture of speaking up and being a good bystander. All team members are encouraged to raise any issue through our multiple, confidential and anonymous methods for raising grievances. Support services are also available to our team members through our external Employee Assistance Program and internal Chaplaincy program.

Building safe and respectful workplaces

The Building Safe and Respectful Workplaces collaboration between Fortescue, Rio Tinto and BHP finalised the design and delivery of a one and two-day social awareness program for industry during FY24. This is an important initiative to help address inappropriate behaviour in the workplace.

During the financial year, the first Train the Trainer session was delivered and a facilitator community of practice established to ensure alignment, share feedback and review and update content between the three mining companies. Fortescue delivered seven one-day programs in Perth and Gladstone as part of the collaboration, with 146 people attending in FY24.

Workplace Integrity Review

Fortescue has a strong Values-based culture. We remain committed to ensuring we are providing a safe and inclusive work environment for all our team members that is based on inclusivity, kindness, dignity, courtesy and respect.

Fortescue's Workplace Integrity Review was launched in June 2021. It allows us to understand directly from our Fortescue Family what makes our team members feel safe or unsafe while working at a Fortescue workplace and/or living at a Fortescue village. It gives us insight into any experiences of inappropriate behaviour, and provides guidance on where we can continue to make improvements.

During FY24, our Workplace Integrity Review developed and delivered initiatives in four broad areas:

1. Safety and accommodation – more than 700 additional cameras have now been deployed in our mine site village accommodation facilities. We have also standardised our check-in and check-out processes and our key management protocols to enhance our commitments to managing security and psychosocial and safety risk within our villages.
2. Leadership and training – including designing a new training module to assist leaders in appropriately responding to concerns raised with them, providing updated specialised training to Fortescue People team members about workplace investigations and trauma-informed approaches, having members of our Fortescue People and Health and Safety team participate in an external workshop regarding restorative justice, and providing psychosocial safety training to operational leaders.

3. Policy review and enhancement – including updating our grievance resolution framework and Appropriate Behaviour Policy. In addition, the Company launched our new Values Booklet explaining the meaning of each of our Values and the behaviours each Value encompasses .
4. Industry collaboration – including continuing our practices of regular touchpoints with our key contractors to promote effective partnerships and share knowledge when addressing workplace behaviour matters, participating in industry workshops facilitated by the Chamber of Minerals and Energy in addressing industry psychosocial safety initiatives, and continuing our Building Safe and Respectful Workplaces collaboration.

We also continued to engage with and seek ongoing feedback from our team members to further enhance the safety, culture and experience of working at Fortescue. In FY24, we heard from our workforce in a range of ways, including:

- our annual People Experience Survey, which included questions specifically in relation to raising concerns and experiences of inappropriate behaviour
- a standalone People Experience Pulse Survey, which asked team members about how they are feeling as the company undergoes key transformations to support our journey towards Real Zero by 2030.

Speaking up

Fortescue encourages and empowers our team members to raise psychosocial hazards in the workplace. This includes any behaviours which may not align with our values, or our workplace policies and procedures. There are many ways our employees can raise concerns, including:

- speaking with any Fortescue leader
- speaking to a member of the Fortescue People team or Health and Safety team
- contacting our Speak Up service.

All matters are treated with the utmost confidentiality, and everyone is supported throughout this process, including with anonymous reporting options. Our dedicated Fortescue People team are trained to deal with complaints of all types of inappropriate behaviour professionally and respectfully, with a victim-centric trauma-informed approach.

Additionally, our Fortescue Chaplaincy services and external Employee Assistance Program are always available to provide support to all team members.

Looking forward

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 ensure Fortescue remains a safe and inclusive place to work.

In FY25, we will continue to work to develop and complete new initiatives based on the feedback we receive.

TALENT AND SKILLS

WHY IT MATTERS

Fortescue is committed to providing a safe and inclusive workplace that attracts, rewards, develops and retains motivated, high performing team members. Our success is driven by our talented and skilled people

AMBITION

We aspire to be an industry leader in the development of our people, nurturing internal talent and strengthening our leadership capability through targeted development interventions.

CONTRIBUTING TO SDGS



SALIENT HUMAN RIGHTS RISKS



Fortescue is dedicated to building a high-performing global workforce of diverse, motivated and innovative team members. In FY24, we launched an integrated performance and talent cycle, providing a simple roadmap for leaders and team members to meet their performance review, career development and succession planning obligations. The annual cycle, incorporating quarterly actions, highlights our commitment to fostering both career progression and performance excellence.

Our People team supports all functions and leaders across our business to develop the talent and skills of our workforce. Leaders are accountable for future planning to ensure our business and team members are set up for success. This includes performance reviews, recruitment, development planning and talent and succession planning to ensure the right balance of talent and skills for our vertically integrated green metals, technology and energy business.

Managing our workforce capacity and capability to meet our current and future skill requirements is a material risk exposure for Fortescue, and is discussed in detail in our FY24 Corporate Governance Statement available on our website at [fortescue.com](https://www.fortescue.com).

Targets

Team members participate in mid-year and year-end performance and development reviews

In FY24:



Looking forward

Target continues into FY25

Critical roles identified succession plans in place

NOT
APPLICABLE -
NEW TARGET

Target commences in FY25

Supporting our talent

First impressions count. During FY24, we launched a refreshed induction and onboarding experience that can be scaled globally and modularised to suit different roles and areas within our business. Our updated induction and onboarding program provides an improved experience, to get people work ready, faster.

In FY24, we also implemented a talent assessment and management framework that spans the employee life cycle. Talent assessment informs our senior leadership pipeline and specific actions for executive development, as well as providing targeted development for our team members. We aim to identify high performing individuals and engage them in development planning.

A 360-degree leadership impact tool was also developed in-house and deployed during FY24. Combined with actions in our annual performance and talent cycle, this tool supports the talent and succession pipelines, helping us to develop meaningful careers at Fortescue.

FOCUS ON

GREEN ENERGY SKILLS FORECASTING AND DATABASE

In 2022, Fortescue developed the Green Energy Workforce Demand Forecasting Model, to:

1. Understand labour demand for green energy assets during the Operations Phase
2. Plan for future workforce
3. Identify and plan for the future skills and training needs of the existing workforce to transition to working with hydrogen
4. Underpin forecasting by a series of business rules to generate number and type of roles required.

This model is a critical basis for Fortescue's local content planning for all energy projects and was updated in May 2024 to incorporate the roles required for ammonia trucking. We use the model outputs to engage with university partners to inform curriculum development for future skills.

Fortescue's Green Skills Database sits behind the Green Energy Workforce Demand Forecasting Model to identify and plan for future skills and training needs for existing workforces to transition to green energy work.

It also enables the identification of specialised and core skills to inform development of vocational micro-credentials and postgraduate skills.



Providing development opportunities

Our Learning and Organisational Development teams provide employees and contractors with a range of educational and professional development opportunities. Individual development plans are created by team members in consultation with their direct leaders as part of the annual performance and talent cycle.

Our leadership development in FY24 included:

- **Values Leadership Program** – Our one-day values program was refreshed and provided participants with the skills and tools to lead by Fortescue's Values. In FY24, 414 team members completed this training.
- **Lead Fortescue** – A new leadership program established in December 2023, consisting of interactive modules designed to fast-track leadership development. In FY24, we delivered 58 one-day sessions for 738 leaders.
- **Senior Leaders Program** – In FY24, 21 leaders graduated the two-year program which comprised tertiary studies, coaching, masterclasses, lunch and learn with the Board and a number of workshops targeted to the leaders' individual development aspirations.

We are developing the Fortescue Leadership Academy as we invest further in developing our leadership capability. The academy will establish four cornerstone programs that focus on building internal talent pipelines for current and future leaders. The programs will be underpinned by leadership capability frameworks, ensuring the learning is specific and relevant to business drivers and addresses capability gaps. Modules in leading change, leading global and leading values will be part of the foundational leadership curriculum.

Our Apprenticeship program is an award-winning program which provides participants with a pathway to full-time employment through an apprenticeship. It includes a four-year apprenticeship contract, with specialist training conducted at our accredited Trade Training Centre located at our Cloudbreak mine. This is combined with practical experience at various Fortescue sites. In line with our diversity objectives, our Apprenticeship program provides development opportunities to our female and First Nations Australian employees (see page [55](#) and [57](#) for further details).

In FY24, the Apprenticeship program included 211 participants, with 21 participants successfully gaining permanent employment with Fortescue. The program is supported by our contracting partners North Regional TAFE, South Metropolitan TAFE, Australian Skills Group, Apprenticeship Support Australia and the Chamber of Commerce and Industry of Western Australia.

Our Traineeship program provides participants with a pathway to full-time employment through a registered traineeship. It includes a one to three-year traineeship contract, with specialist training conducted through one of our partnered registered training organisations, combined with practical experience at various Fortescue sites. In line with our diversity objectives, our Traineeship program provides development opportunities to our female and First Nations Australian employees (see page [55](#) and [57](#) for further details).

In FY24, the Traineeship program included 43 participants, with 15 participants successfully gaining permanent employment with Fortescue. The program is supported by our contracting partners LabTech Training Group, North Metropolitan TAFE, Railtrain, Apprenticeship Support Australia and the Chamber of Commerce and Industry of Western Australia.

Upskilling our workforce

We are in a unique position as a vertically integrated green metals, technology and energy business and our workforce is well placed to support this transition.

Throughout FY24, we worked to understand the changes in skills needed for our mining workforce to support our decarbonisation objectives. There remains significant demand for traditional roles to maintain our heavy mobile equipment (HME) fleet and new demand for electrical trades.

We seek to develop and deliver operational training material in-house, accessing nationally recognised qualifications where available and working with original equipment manufacturers to develop and deploy product-specific training. We also continue to work

closely with registered training organisations and government to promote subsidised and industry-wide availability of relevant qualifications like electrical apprenticeships.

We seek to upskill employees to service the battery-electric and cable-electric fleet to enable them to safely operate and maintain the new equipment. Over 140 staff received upskilling training in FY24.

We work to establish and influence a future talent pipeline by engaging with universities and education providers. Through close connections with our Native Title partners and local communities both in the Pilbara and globally, we continue to offer entry-level and professional opportunities.

Recognising individuals

Northern Spirits

Our Northern Spirits program is a three-tiered program that recognises and celebrates Fortescue employees and contractors who are outstanding role models as they build our culture by living the Fortescue Values.



Northern Spirits is the pinnacle recognition program award. Every six months the top True Colours nominations for the period are selected for the Northern Spirit award and celebrated for their outstanding contribution.

True Colours are monthly awards issued to our teammates to recognise special contributions to Fortescue that go above and beyond expectations of them in their role.

True Blues are an informal recognition process at a workgroup level. Team members are encouraged to recognise someone in their team for their positive contribution by giving them a shout out at a team meeting.

Legends tenure recognition

We also recognise those who have contributed to our success by celebrating our 5, 10, 15 and 20 year Legends with events held in Perth and Port Hedland. In FY24, we celebrated 1,569 Legends.

Measuring effectiveness and continual improvement

We measure the success and outcomes of our various talent and skills programs using a combination of the following:

- **Feedback and surveys** – gathering information from participants, to assess satisfaction, relevance and quality of the learning experience
- **Learning** – aligning development activities to development objectives, evaluating the participant's ability to apply learning in the context of their role
- **Observations and assessments** - in-field verification of the transfer of learning
- **Performance metrics** – Measuring business outcomes by evaluating employee retention, productivity and morale.

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

During FY24, an average of 18 hours of training was provided per participant across the Fortescue group. This included 13,511 direct employees trained with average of 32 hours of training per person.



CULTURE AND FIRST NATIONS PEOPLES

WHY IT MATTERS

We are committed to building and maintaining strong and respectful relationships with the communities upon whose traditional lands our activities take place.

AMBITION

Working together with Indigenous people to manage First Nations heritage responsibly and sustainably.

To create economic opportunities for First Nations businesses through local procurement, business development, mentoring and capacity-building opportunities.

Achieve an annual Australian spend of 10 per cent with First Nations Australian businesses.

CONTRIBUTING TO SDGS



SALIENT HUMAN RIGHTS RISKS



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 upholds, including the principle of free, prior and informed consent (FPIC). In line with the principles of the ICMM and the Green Hydrogen Standard, we work to obtain the consent of First Nations people 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.

Fortescue has been focused on practical initiatives that drive economic and employment opportunities for First Nations peoples through the following actions:

- established governance framework and dedicated teams focusing on First Nations peoples
- established training and employment programs for First Nations Australians
- our Billion Opportunities program and the Buriya Capital Funding program

Targets

Ensure no impact to First Nations heritage without consultation with and consent from First Nations peoples

In FY24:



Looking forward

Target continues into FY25

Year on year improvement, working towards our ambition to achieve an annual Australian spend of 10 per cent with First Nations Australian owned businesses



Target continues into FY25

- established stakeholder engagement processes
- established Native Title agreements with seven Pilbara Native Title Holders
- ongoing development of co-management models for our Pilbara operations.

We have established targets relating to First Nations Australians, and we transparently report our progress against these targets in this Sustainability Report.

At Fortescue, as we are well-established in our relationships with our Native Title partners and the broader First Nations community, we have chosen not to progress a formal Reconciliation Action Plan with Reconciliation Australia at this time.

Business risk associated with our operations potentially adversely impacting the community, including Aboriginal heritage sites, has been recognised as a material risk exposure for Fortescue, and is discussed in detail in our FY24 Corporate Governance Statement available on our website at [fortescue.com](https://www.fortescue.com).

Pilbara operations

Preserving First Nations Australian heritage

We have strong relationships with the First Nations peoples of the Pilbara region of Western Australia. These relationships 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 First Nations peoples to ensure cultural heritage is managed sustainably and responsibly.

Over the past year, there has been a significant increase in the demand for engagement with our Native Title partners to support an expanding portfolio and new developments. We work closely with the Registered Native Title Bodies and Prescribed Bodies Corporate to understand how we can best support our Native Title partners and minimise potential delays to approvals including, but not limited to:

- funding additional resources in Prescribed Bodies Corporate to manage the increase demand of heritage surveys
- early engagement with Native Title partners on upcoming approvals and development to ensure adequate access to Traditional Custodians for surveys and meetings
- working collaboratively with our Native Title partners to co-design what engagement looks like to them, ensuring culturally appropriate practices are implemented.

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 (ILUAs):

- 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 First Nations 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.

Protecting First Nations heritage sites

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

During FY24, we undertook 1,133 days of heritage surveys in the Pilbara region, archaeologically surveying 14,403 hectares of land and ethnographically surveying 100,031 hectares. The outcomes of these surveys are discussed with the relevant Native Title party at Heritage Sub-Committee or other engagement meetings, which provide an opportunity to discuss learnings and improvements.

To date, we have surveyed 330,885 hectares for archaeological heritage, and surveyed 3.05 million hectares of land for ethnographic heritage. Through our seven major Native Title agreements and many dozens of First Nations heritage agreements, we have worked closely and transparently to manage 7,137 heritage places.

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 (GIS). We work in partnership with First Nations people 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 demarcated 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 team engages heritage monitors from the relevant Native Title group. Action is taken to address any impacts, and processes are amended where required for continuous improvement.

Fortescue is also engaged in social surrounds consultation with First Nations peoples, and is leading the industry in a co-management approach to this type of consultation. In FY24, Fortescue undertook 12 social surrounds site assessments across various First Nations groups in the Pilbara. The outcomes of these consultations are discussed at both Heritage Sub-Committee and Working Group meetings, and other similar forums which provide opportunities for discussion and collaboration.

We implement Social Cultural Heritage Management Plans and other similar management plans and procedures to manage social, cultural and heritage values identified during social surrounds consultation. These plans incorporate Fortescue's heritage management strategies and relevant environmental management strategies to manage aspects of the environment that are culturally significant to the First Nations people of the Pilbara.

Moving to a co-management approach

Applying a co-management approach involves providing flexibility in the way we work directly with each Native Title holding community. As part of implementing this approach, we recognise that there is no one-size-fits-all approach to working with First Nations communities and that a great opportunity is presented through customising our approach based on the priorities of individual communities.

As a practical example of implementing this approach, Fortescue has signed a major agreement with the Nyamal Traditional Custodian group to provide mining equipment for our Iron Bridge Magnetite Project. The \$18 million agreement will see Nyamal Aboriginal Corporation initially provide five contour drill rigs, one stemming loader and two platform rigs to Fortescue. This will grow to include six additional platform rigs over the next two years to meet the Iron Bridge mine plan. Contracts like this are a great example of Fortescue directly supporting the growth of Indigenous businesses, in turn providing ongoing economic benefits to communities.

We have also recently signed a Memorandum of Understanding (MoU) with the PKKP people. This MoU is intended to guide the development of a co-management model which will apply to the company's existing and future projects on PKKP lands. The agreement provides PKKP with greater certainty on the protection of cultural heritage and provides Fortescue with greater certainty on our projects. For us, this means sharing mine and project plans as early as possible to enable early engagement and feedback. Working closely and strategically with our Native Title partners is vital to the success of our operations, and at Fortescue we have a strong foundation to build on in order to maintain mutual benefit for many years to come.

Ongoing engagement and resolution

At Fortescue, we care deeply about our relationship with, and responsibility to, the Traditional Custodians of the land upon which we operate. We are committed to building strong relationships built on a foundation of open and transparent engagement, mutual respect and the development of comprehensive Native Title agreements.

Following a Federal Court judgement in 2017, which determined the extent of the Native Title rights that the Yindjibarndi Ngurra Aboriginal Corporation (YNAC) hold in relation to the Yindjibarndi determination area, the YNAC is progressing a Native Title compensation claim against the State of Western Australia and others in the Federal Court of Australia.

In the proceedings, YNAC is claiming that the Yindjibarndi people are entitled to compensation for the grant of mining tenements, by the State of Western Australia, to Fortescue in relation to our Solomon Hub operations. The compensation trial is ongoing at the time of publication of this report.

We are committed to seeing this matter resolved. We have offered compensation to the Yindjibarndi people in the past, and we continue to be ready to provide compensation. The Federal Court is currently considering the economics of compensation in what is a developing area of Native Title law.

From the outset, we have always been focused on practical initiatives that drive economic and employment opportunities for First Nations people. This remains our focus.

In our commitment to meaningful engagement with First Nations peoples, we acknowledge the rights of Indigenous peoples and the important and complex considerations central to responsible land use – particularly in matters concerning the management of heritage values and Native Title rights and interests. We understand that failures in engagement can have significant implications for affected land-connected peoples, our relationship with these communities and, ultimately, the quality of our land-use outcomes.

We prioritise transparent dialogue, two-way information sharing and agreement-making. Through the establishment of jointly designed frameworks and forums, Fortescue aims to ensure that its operations are properly informed by the views of affected Indigenous peoples.

Australia-wide

Across Australia, we are demonstrating our respect for First Nations people while also ensuring legal compliance requirements are met.

In Queensland, Cultural Heritage Management Agreements are in place with the Turrbal and Jagera peoples who claim connection to the land in Brisbane where our Gibson Island Renewable Hydrogen and Ammonia project is located.

Fortescue entered legally binding cultural heritage management arrangements with these parties to avoid and mitigate potential impacts on cultural heritage prior to any ground disturbance occurring, exceeding the Queensland legislative duty of care regulatory requirements. We continue to work closely with Traditional Custodians on their self-determined aspirations.

In South Australia and wider Western Australia, we are working with a number of First Nations groups to enter into agreements including MoUs.

During FY24, a further cultural heritage survey was successfully undertaken for a development project in Queensland.



Global operations

Respecting local culture is central to our principles and part of the Fortescue 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 people globally to manage Indigenous cultural heritage responsibly and sustainably. We focus on actively communicating with all stakeholders, including our local communities, and seek to secure the consent of First Nations peoples for any energy, manufacturing, mineral exploration or development on their traditional lands.

A series of cultural heritage assessments have been undertaken as part of the Belinga Project in Gabon. People from local villages also identified heritage sites during participatory social mapping. This process provides insight into local and customary land uses within the immediate Belinga project area, and was undertaken as part of the Environmental and Social Impact Assessment for the project in FY23. These sites will be managed in consultation with local communities. Hear more from our team on this work [here](#).

Outside of Australia, cultural heritage is typically considered as part of our Environmental and Social Impact Assessment (ESIA) process. This was the case for our Pecém project in Brazil. However, no surveys were conducted during FY24. Cultural heritage surveys are currently underway for our Holmaneset Project in Norway, noting there are no First Nations peoples' interests within the project site.

FOCUS ON

ENGAGING FIRST NATIONS IN PECÉM'S PUBLIC HEARING

Fortescue Energy's Pecém Project in Brazil is a good example of our approach to engagement. The project's public hearing that took place on 2 August 2023 in the Ceara state was undertaken with great success. Over 320 people attended, including a broad cross-section of the community, young and old, and inclusive of the local First Nations peoples. Feedback was positive on the whole, noting that Fortescue has been inclusive and respectful in its processes to date.

Growing business opportunities

Billion Opportunities Program

Our Billion Opportunities program stands as a cornerstone of our commitment to fostering economic growth and prosperity for the Traditional Custodians of the regions in which we operate. Since its inception in 2011, the program has awarded contracts and subcontracts totalling more than \$5.3 billion to 200 First Nations businesses. Hear more from the team on reaching this 5 Billion Opportunities milestone [here](#).

Complementing these financial opportunities are practical initiatives designed to empower First Nations enterprises with the tools needed to enhance their value and sustainability. This approach not only stimulates job creation but also facilitates broader economic development.

Key to the program's achievements are:

- offering procurement opportunities to First Nations businesses commensurate with their capacity and capability
- strengthening the operational capabilities of First Nations enterprises to ensure their long-term sustainability
- implementing a company-wide framework for engaging and mentoring First Nations businesses, complete with procurement targets and key performance indicators for our procurement leaders
- integrating First Nations engagement into our established procurement processes to ensure equitable evaluation in tendering
- establishing joint ventures that enable First Nations businesses to collaborate with established capable contractors, thereby bolstering their capabilities before transitioning to majority ownership in contracts.

In FY24, our expenditure with First Nations businesses amounted to \$685 million (including GST) for goods and services, representing significant growth from \$505 million in FY23. Notably, 76 per cent of this expenditure was directed towards businesses owned by Native Title partners and their members. Furthermore, we awarded 29 contracts to a value of \$713 million to First Nations businesses during the year.

The Billion Opportunities program continues to drive positive change and contribute to the development of sustainable communities. Its success underscores our hope that it will inspire other businesses to adopt First Nations procurement strategies, thereby creating opportunities for thousands of First Nations enterprises nationwide.

Fortescue's Buriya Capital Funding program in partnership with ANZ

Fortescue's Buriya Capital Funding program, developed in collaboration with ANZ, addresses a significant challenge for First Nations businesses accessing capital. Since 2017, this initiative has enabled finance for eligible First Nations businesses at a competitive rate. Fortescue acts as guarantor, eliminating the need for these businesses to offer security. Throughout the contract term, the First Nations business retains ownership of the assets, which can be used as security in the future.

In FY24, Fortescue guaranteed over \$56 million to three First Nations businesses. Since the inception of this program, nearly 200 mobile assets have been acquired through this funding, including excavators, water carts, graders, prime movers, buses and light vehicles.

FOCUS ON

BILLION OPPORTUNITIES AND KINGKIRA GROUP

KingKira Group was formed in 2014 by a prominent Palyku woman with ties to Nyiyaparli and Kariyarra heritage. KingKira Group embarked on a series of partnerships with waste management provider Cleanaway, forming joint ventures PTK and PES supported by Fortescue's Billion Opportunities program entering into multiyear contracts for waste services.

Through these partnerships, KingKira has developed capability and economic empowerment and established themselves as an independent 100 per cent First Nations-run business, acquiring 103 mobile assets and employing over 119 personnel delivering to 124 customers from four locations in the Pilbara region. KingKira has recently been awarded a comprehensive waste management contract for Fortescue's operations in their own right.

From the outset, Fortescue has focused on practical initiatives that drive economic and employment opportunities for First Nations Australians. Contracts like this support the growth of First Nations businesses, enabling them to build capability which in turn provides ongoing economic benefits to communities.



Supporting our First Nations employees and their families

We strive to build a workplace that understands, supports and champions First Nations peoples. Supporting First Nations peoples to live and work on Country is a cornerstone to our approach.

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 our First Nations team members to remain on Country with their families while still accessing employment opportunities.

In FY24, all Pilbara-based employees were eligible to receive housing support and entitlements. Currently, 373 First Nations employees are accessing our owned and leased properties. To support our Pilbara-based First Nations employees, we invested approximately \$19 million for housing support this year.

Promoting First Nations culture

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

We continued to deliver cross-cultural awareness training during FY24, with 3,000 employees and contractors undertaking the mandatory training this year. Heritage inductions are provided to those who may encounter heritage sites through their work.



COMMUNITIES

WHY IT MATTERS

Fortescue is guided by the imperative of being welcomed by the communities that host our business activities. Our aim is to support the growth of strong thriving communities that continue in the same manner after we depart.

AMBITION

Fortescue is dedicated to supporting the successful development of socially responsible green energy, exploration and mining projects worldwide while ensuring we pose no harm.

We aim to achieve a sustained social license to operate wherever we are present, while also ensuring the wellbeing of host communities and delivering value through our strategic social and community investment. We are committed to upholding our values, fulfilling our commitments, and meeting best practice social performance standards.

CONTRIBUTING TO SDGS



SALIENT HUMAN RIGHTS RISKS



As Fortescue establishes a global presence, we remain committed to contributing positively to the communities in which we operate. This multifaceted approach goes beyond traditional philanthropy, encompassing a range of initiatives aimed at addressing societal needs while aligning with the Fortescue Values. From supporting education and healthcare to environmental sustainability and economic development, Fortescue seeks to create long-term social impact while fostering goodwill and trust among our stakeholders.

Activities and engagement with local communities and stakeholders across Australia is led by our Community team while engagement and community affairs for First Nations Australians are managed by our Native Title and Cultural Heritage teams.

Internationally, this work is led by Fortescue's Global Communities and Social Performance teams who engage with local communities and stakeholders in the areas being evaluated for mining exploration and green energy projects.

Business risk associated with our operations potentially adversely impacting the community, including Aboriginal heritage sites, has been recognised as a material risk exposure for Fortescue, and is discussed in detail in our FY24 Corporate Governance Statement available on our website at [fortescue.com](https://www.fortescue.com).

| Targets | In FY24: | Looking forward |
|--|------------------------------------|----------------------------|
| Social impact assessments considered during the feasibility phase for each Fortescue Energy project | NOT APPLICABLE - NEW TARGET | Target commences in FY25 |
| Allocate funding according to priorities set in the Social Investment Framework and the Project-Based Community Investment Guideline | \$86.7 MILLION INVESTED | Target continues into FY25 |

Supporting sustainable communities

Our overarching objective is to obtain and maintain community support, creating an environment that fosters thriving communities and leaves a positive project legacy. The CSP Standard has been developed to support the management of our social activities as well as the implementation of our Human Rights Policy. The governance and management of our community affairs are framed in this standard. It sets out our global approach to managing social performance throughout the life cycle of our projects.

Strong focus on the Pilbara

Fortescue's local Pilbara communities are important stakeholders. In collaboration with community stakeholders, Fortescue has implemented strategies to foster sustainable development and prosperity for generations to come.

We support a regional FIFO workforce for our Pilbara iron ore operations, with employees based in Port Hedland, Broome, Fitzroy Crossing, Kununurra and Karratha. FIFO flights are provided from these regional centres to our sites. In FY24, we invested \$4.5 million in providing regional flights. This allows our employees to access our sites while living in regional communities with their families, supporting local economies. Our regional flights also support our First Nations employees to live on Country and stay connected to the land in our northern communities. As at 30 June 2024, we provided housing support to 564 Pilbara-based employees.

As Principal Partner of the West Coast Fever, Fortescue brought this elite group of female athletes to Port Hedland in FY24. It was an historic moment as the Fever set foot in the Pilbara for the first time, igniting the passion of more than 400 fans who flocked to Wanangkura Stadium to witness the action up close. West Coast Fever embraced the opportunity to inspire young talent with local children treated to a coaching clinic. Additionally, the Fever's seasonal dress presentation featured ten participants from the Shooting Stars program at Hedland Senior High School, highlighting the team's dedication to empowering and uplifting the next generation of netball enthusiasts. Hear more our team about our partnership with West Coast Fever [here](#).

We remain committed to ensuring the ongoing support and use of local businesses that in turn employ local people. In FY24 93.8 per cent of our total procurement spend was with Australian businesses and entities, 67.4 per cent was within Western Australia and 2.4 per cent was with local Pilbara suppliers.

To decarbonise our Pilbara operations, Fortescue is advancing the planning and delivery of multiple renewable energy and infrastructure elements including solar, wind, BESS, dedicated workforce accommodation and the phased deployment of a green fleet. We recognise that our Pilbara decarbonisation activities affect communities, stakeholders and the social environment surrounding each of our iron ore hubs. In FY24, Fortescue completed a social impact assessment to identify how we can enhance the decarbonisation project's benefits and opportunities for communities, and manage social impacts.

Thriving global communities

As Fortescue develops project in new locations, we are focused on creating economic opportunities in the regions in which we operate. We recognise that effective stakeholder engagement is critical in this process, to communicate our intentions and to listen to the expectations and concerns of the local communities.

We acknowledge both the rights of First Nations peoples and the rights of our community members that may be impacted by activities along the value chain and the important and complex considerations central to responsible land use. We understand that failures in engagement and misalignment with community priorities can have significant implications for affected land-connected peoples and our relationship with our communities.

Our objective is to obtain and build community support, while respecting local communities and human rights. Our approach to thriving communities consists of the four key areas.

Managing impacts

Of our projects on and presence in host communities

Community investment

Implementing well designed community investment programs



1. Community investment

As a global company, we consider that community investment should be prioritised as a means to address social impact or risk and to consistently drive local value creation for communities. Fortescue's community investment approach is tailored to reflect specific projects circumstances and community needs.

We partner with credible, local organisations and prioritise locally appropriate capacity-building initiatives that foster sustainable community development outcomes. At a minimum, our community investment efforts will include:

- a CIP for most projects unless deemed not required by the project and communities
- a process for monitoring and evaluating community investment initiatives to measure impacts and allow for future improvements, as well as progress reporting to inform internal and external reporting requirements.

In Gabon, Fortescue commenced delivery of its community investment program (CIP) in FY24. Elsewhere, our CIPs are in the development phase for our international Energy and Metals projects as these projects are still in early stages of their life cycle. Plans are also in development for our projects in Norway and Brazil.

2. Benefit sharing

Community benefit sharing involves sharing financial and other benefits with local communities, enhancing social and economic outcomes for the local community beyond compensation and impact mitigation. We recognise there is a growing expectation from those that own or inhabit land around the world to share in tangible and authentic benefits from developments. We are developing our approach and framework in this area.

3. Local content

We add value in the communities where we work by focusing on four pillars of local content: R&D; green energy education; training and employment; and opportunities for small and medium enterprise development.

The Green Hydrogen Standard includes an expectation that due consideration and planning can be demonstrated to maximise local development opportunities and to engage smaller businesses in the supply chain. In addition, project-specific local content requirements often apply, with obligations or commitments outlined in local legislation, framework agreements negotiated with government authorities, and conditions associated with land auctions, grants or financing agreements.

Local content requirements are established in our contracts, ensuring all parties to our projects are delivering local value creation.

4. Managing project impacts

It is critical that we manage our direct and indirect impacts on communities and the environment on which those communities often depend. We do this by adhering to rigorous environmental and social principles and standards, including national regulatory requirements, international lending standards, such as those from the IFC, and the Green Hydrogen Standard, where applicable, through effective impact assessment and management practices over the entire project life cycle. We adopt a best practice, collaborative approach, ensuring community stakeholders are engaged during the process. Impact mitigation is used to offset negative impacts and leverage positive impacts.

Ensuring we identify, assess and manage our community impacts (typically via social impact assessment) is a requirement of our CSP Standard and is expected for green energy projects progressing through the PIF. By applying this approach, we are able to monitor and evaluate the performance of our projects and, for example, adjust engineering activities where required. We have recently completed ESIA's for our energy projects in Norway and Brazil. These documents form the basis of social management plans required to mitigate impacts on our local communities.

FOCUS ON

UNIVERSITY PARTNERSHIPS FOR LOCAL CONTENT RESEARCH

In the countries where Fortescue intends to operate transition to a green economy, there is a need for both the private and public sector to develop an understanding of the current state (baseline) of workforce and supply chain capability in the country. In FY23 and FY24, Fortescue partnered with a number of universities globally to undertake this research. This research is informing industry, government and academic planning for future skills in the green industry, as well as our own targeted industry and workforce development, capacity and competency building.

Building strong relationships

At Fortescue, effective engagement serves as the cornerstone for cultivating strong relationships and fostering meaningful collaborations. We share information, listen to community members and leaders, including Indigenous peoples and other vulnerable groups, and directly support local workers and businesses to ensure the benefits of our proposed projects, developments and activities are maximised and our impacts are managed with their feedback and understanding.

Our Stakeholder Engagement Guidelines and CSP Standard support the development of a specific Stakeholder Engagement Plan for each project or significant activity. Each plan identifies stakeholders, relevant issues, sentiment and engagement required during the process/project phases and outlines tools, actions, management and monitoring activities required. They are designed to ensure good consultation and information sharing with the correct project stakeholders at the correct stages as a project progresses and include a stakeholder record is maintained, guiding the levels of engagement for relevant stakeholders of the projects.

For green energy projects, we undertake stakeholder engagement in accordance with the requirements of the CSP Standard and PIF, which include the requirement to commence early, transparent engagement. We recognise that stakeholder interests and concerns are commonly raised early in the project life cycle, often when limited information is available.

Our commitment to FPIC is outlined in our FPIC Position Statement, Human Rights Policy, CSP Standard and the PIF. Where First Nations groups are identified as potentially impacted by our project activities, a First Nations Engagement Plan is developed, outlining how we seek to obtain FPIC.

FOCUS ON

MANAGING SOCIAL IMPACT IN GABON

Management of social and economic impacts identified in the Belinga Project ESIA commenced in FY24. The ESIA identified several potential social impacts, such as population influx into the region, and transport impacts from project vehicles.

These transport impacts were identified as requiring close attention to effectively manage community health and safety risks from increased vehicle movements, dust, and noise impacting local villages which are often located parallel to roads.

To manage these risks, the following controls were put in place in close consultation with local communities and stakeholders:

1. undertaking a road safety awareness campaign with local villages, including posting of road safety notices
2. recruiting Village Liaison Officers at seven local villages along the main project transport corridor to monitor and report on project traffic
3. equipping some Village Liaison Officers with handheld speed radars to actively monitor project vehicle speeds
4. regular engagement via Ivindo Community Liaison Officers and Village Liaison Officers with impacted villages to monitor and resolve concerns related to traffic impacts.



FOCUS ON

KENYA COMMUNITY DIALOGUE MEETING

In March 2024, and in the lead up to planned biodiversity and social survey studies being undertaken as part of the ESIA, the Fortescue Kenya team organised a community dialogue meeting in Naivasha, Kenya. The meeting was hosted by the community leaders from the Olkaria and Suswa areas.

The community was provided with a project overview and the ESIA survey as well as the engagement activities to be carried out over the following months, together with the opportunity to ask questions and share comments about the project.

The meeting was chaired by the Assistant County Commissioner and was attended by more than 60 participants, including the area Member of Parliament and other community leaders.

Community grievance processes

Our Grievance Procedure guides how Fortescue records, manages, remediates and closes out grievances related to our activities. Our Grievance Procedure is aligned with the United Nations Guiding Principles on Business and Human Rights and requires that wherever Fortescue has an active presence, a local-level grievance mechanism is established. This provides a formal process for the community to raise concerns and ensures transparency in grievance management. Grievances can be communicated through two processes: Fortescue's global feedback channel and project-level grievance processes.

For more information on our policy, procedure and remediation processes, please refer to the Grievances section on page [36](#).

Our global feedback channel provides an independent, confidential and anonymous mechanism for any members of the community to raise concerns or grievances at the corporate level. This grievance mechanism can be accessed via multiple channels, including toll-free phone, WhatsApp, web form and traditional post.

Project-level grievance processes are typically developed in collaboration with a local communities to reflect local and cultural norms. The process is then shared with the community, with the primary feedback channel being in person through our Community Liaison Officers (CLOs), or via WhatsApp. An example of this during FY24 was the establishment of a local grievance mechanism procedure to support the Belinga Project in Gabon.

However, given the infancy of the majority of our green energy projects to date, few project-level grievance processes have been finalised. As such, only a small number of grievances have been lodged. However, those that have been received were investigated by our local teams and closed out with mutual agreement from all parties involved. None were categorised as serious.

It is anticipated that more community grievances may be lodged in future as Fortescue's activities develop and grow internationally. To ensure we continue to manage grievances effectively, our project teams are informed about addressing specific community-related grievances with the support of our regional and corporate teams. Our SRM system also enables our project and global teams to monitor and report on the progress and severity of grievances as they arise.

Note: grievances related to internal business matters and processes are handled through Fortescue's Speak Up process managed by our Governance and Compliance function.

FOCUS ON

BELINGA PROJECT COMMUNITY INVESTMENT

Working with Ivindo Iron as the operating company of the Belinga Project in Gabon, Fortescue has delivered its first major community investment project for the communities surrounding the project.

As a core pillar of its Community Investment Plan for the project, the 'Resources for Schools' initiative has delivered significant educational supplies to primary and secondary schools in the region where the project is located.

Stakeholder engagement over several months with government representatives, schools and local communities was vital in developing Resources for Schools to help us understand potential areas of educational need and build an understanding of and support for the work.

Following this, a comprehensive analysis of educational resources provided a solid foundation to identify priority needs for both primary and secondary schools. These needs centred on basic resources such as textbooks, stationery, paper goods, cleaning supplies, students desks and chairs to support teachers and improve student attendance and outcomes.

Approximately 5 tonnes of school supplies were purchased from Gabonese businesses and distributed across the province of Ogooué-Ivindo over a six-week period in early 2024.

Facing at times challenging conditions due to the remote location of many schools, the Ivindo Iron Communities Team were well received by teachers and students at the 53 schools where deliveries were made. The books, pens, pencils, paper, desks and chairs and other supplies are now being used by almost 15,000 students in the region to improve their educational experience.

Initial monitoring and evaluation indicate improvements in teaching outcomes, and that Resources for Schools has encouraged some students to return to school who had previously dropped out due to not being able to access educational supplies.



Meaningful investment

Our programs are guided by our Social Investment Framework and Project-Based Community Investment Guideline which steer how we deliver meaningful investment aligned with community needs, business objectives, our sustainability strategy and the SDGs. Our programs are purposeful, accountable, respectful and ethical in delivering positive impact and outcomes for the communities in which we do business.

Our Global Communities team is currently in the planning phase of developing our community investment programs, engaging with a number of reputable global NGOs with experience in regions where we plan to operate. The aim is for these partners to support us in designing and implementing scalable community investment programs that will result in sustainable outcomes for all.

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. Where we identify vulnerable groups (such as ethnic minorities, females, refugees, those impacted by climate change), we may design programs that build their capability.

Voluntary social investment activities form a critical part of our commitment to build vibrant and thriving communities. In FY24, we contributed \$87 million in social investment, including financial, in-kind contributions and management costs. In-kind contributions have included humanitarian aid in Kenya and conducting green energy education in a school in Gladstone, Australia.

Our FY24 voluntary social investment

| | |
|---|---|
| | \$2.5 million through our long-term commitments |
| Corporate charity partnerships | \$93,694 in other corporate donations \$31,456 in employee workplace giving |
| Community partnerships, donations and sponsorships | \$3.0 million towards community partnerships, donations and sponsorships |
| Community grants | 74 community grants totalling \$340,000 A total of \$3.2 million has been awarded through this program to date |
| Local training programs | \$45.9 million on community-based training and development |
| Support of local residential employees | Support valued at \$33.9 million to our local employees |

Our FY24 in-kind contributions and management costs

| | |
|------------------------------|---|
| In-kind contributions | In-kind support to the value of \$156,000 |
| Management costs | \$854,583 in management costs |

Charity partners

Our five corporate charity partners share a strong alignment with our values and we are proud to support them with significant, long-term commitments.



**FY24 contribution:
\$1.4 million**

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.

In FY22, we launched a new partnership with the RFDS to provide \$7 million over five years in support of the first aeromedical helicopter service in Western Australia. In the two years since its launch, the RFDS Fortescue Heli-med service transported over 220 patients within a 250 kilometre radius of Perth. To date, we have contributed \$2.8 million as part of this partnership.



FY24 contribution:
\$280,000

Lifeline WA delivers core suicide prevention and crisis support services and creates opportunities for emotional wellbeing across Western Australia. During FY24, Lifeline representatives joined Fortescue staff on a roadshow during mental health awareness month, visiting each of our WA operational hubs to speak with staff about avenues for support for themselves, their colleagues and families.

Since our partnership commenced in FY21, Fortescue has contributed over \$750,000 to Lifeline WA. In FY24, we have committed to further funding, with \$795,000 to be donated the next three years. During FY24, we also contributed more than \$15,000 through Containers for Change. Our Fortescue Family also made significant personal contributions to Lifeline during the year through fundraisers hosted on the Fortescue Heart employee giving platform.



FY24 contribution:
\$292,000

The Salvation Army supports those experiencing hardship or injustice. We committed and donated \$750,000 to the Salvos over a three-year partnership founded in FY22 to ensure the highest level of support and care can continue to be delivered into the Perth community. In addition to our core partnership, Fortescue also supports the Karratha Women's Refuge, operated by the Salvation Army. The Refuge provides housing and wraparound services for women and children escaping domestic violence. In FY24, Fortescue also donated more than \$17,000 to the Salvos through Containers for Change. We are pleased to have extended our partnership for a further three years. Between FY25 and FY27, Fortescue has pledged \$845,000 to the Salvation Army.



FY24 contribution:
\$307,000

Ronald McDonald House Charities WA (RMH) provides emergency accommodation to regional families with children requiring medical treatment in Perth. Our partnership with RMH was established in 2012, and in 2024 we were pleased to renew our support for a further three years.

In addition to our annual corporate charity partnership contribution of \$265,000, Fortescue also donated over \$41,000 through Containers for Change and our Fortescue family also made significant personal contributions totalling more than \$23,000 as part of our annual Christmas raffle. Team Fortescue also raised over \$124,000 for RMH through their Up All Night fundraiser event

2024 also saw an exciting evening for families staying at RMH, with 9 members of the West Coast Fever visiting the house to make dinner, enjoy a photo shoot and sign Fever merchandise for families. Children and parents alike were delighted to see the netball players' smiling faces as they served up a delicious, homemade dinner, something many of the families rely on after spending all day at medical appointments.



FY24 contribution:
\$269,000

Fortescue has partnered with MADALAH to boost education support for Aboriginal students from remote and regional communities in Western Australia.

In our initial three-year partnership, we committed \$750,000 to the not-for-profit organisation. This funding supported eight secondary students and four tertiary students from the Pilbara region to achieve their educational aspirations while receiving ongoing holistic support throughout their education journey. In addition to our corporate charity partnership support of \$250,000 in FY24, Fortescue also donated over \$19,000 through Containers for Change.

Sponsorships and donations

In FY24, Fortescue's social investment program supported over 100 organisations.

Black Swan Theatre Company

Beginning in 2020, Fortescue has proudly supported Black Swan State Theatre Company as its Principal Partner. Fortescue's funding helps to enable Black Swan's annual production calendar, bringing new and existing works to life, both in Perth and through regional tours across the state. In 2024, Fortescue supported the regional tour of 10 performances of Barracking for the Umpire, with the show ultimately reaching over 1,500 people in nine Western Australian towns. Regional Western Australia also benefited from Black Swan's 25 interactive workshops for 320 participants, with hands-on sessions for Clontarf and Follow the Dream students with First Nations cast members. Fortescue recognises the value of making art accessible and is proud to play a role in delivering professional theatre to regional Western Australia.

Fortescue Heart

Fortescue Heart, our workplace giving platform, provides the Fortescue Family with a convenient way to donate and fundraise with our partner and community charities.

Fortescue employees also have the option to support other charities via workplace giving on Fortescue Heart, such as SAFE, WWF, Minus18 Foundation and others. In total, Fortescue staff contributed over \$10,000 via workplace giving on Fortescue Heart.

Great Days program

In FY24, Fortescue project teams donated a total of \$83,700 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. Once \$10,000 is raised, the project team selects a charity for the donation.

The initiative was first implemented in January 2019 and continued through to the Iron Bridge Project, Pilbara Transmission Project and Pilbara Energy Generation Solar Farm Project. During FY24, we supported SAFE WA, Breast Cancer Care WA, Hedland Women's Refuge and Make-A-Wish Foundation through this program.



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| WATER | 97 |

**FORTESCUE VIDEO
DIARIES FEATURING**

Bird Life Australia partnership
and development of Avistep

Environmental management at Holmaneset



PLANET - SAFEGUARDING NATURAL SYSTEMS

CLIMATE AND DECARBONISATION

WHY IT MATTERS

July 2023 was the hottest month on record, over 1.5°C warmer on average than in pre-industrial times. The climate is changing faster than we are. We literally cannot act fast enough. The only answer is to step beyond fossil fuels, step beyond offsets and invest in green energy.

AMBITION

Fortescue is an integrated green technology, metals and energy company. We are reducing emissions by working to decarbonise our operations and deliver renewable energy and green technology to the world. We will show industry it is possible to decarbonise profitably.

Fortescue is focused on the sustainability of our supply chains and is committed to supporting a just transition, ensuring that the communities in which we operate benefit from our success.

CONTRIBUTING TO SDGS



SALIENT HUMAN RIGHTS RISKS



| Targets | In FY24: | Looking forward |
|---|-------------|---|
| Emissions reduction targets verified by the SBTi | IN PROGRESS | Science based verification of emissions reduction targets |
| Real Zero Scope 1 and 2 emissions across our Australian terrestrial iron ore operations by 2030 | IN PROGRESS | Ongoing target to 2030 |
| Enable a reduction in emissions intensity from steelmaking by Fortescue's customers of 7.5 per cent, from FY21 levels by 2030 | IN PROGRESS | Ongoing target to 2030 |
| Enable a reduction in emissions intensity levels from the shipping of our iron ore by 50 per cent, from FY21 levels by 2030 | IN PROGRESS | Ongoing target to 2030 |
| Net Zero Scope 3 emissions by 2040 | IN PROGRESS | Ongoing target to 2040 |

Fortescue recognises the urgent, global need for innovation at scale, both to enable industry to decarbonise and to drive large-scale generation of green energy and green hydrogen.

Our targets reflect our strategic ambition to decarbonise our operations by 2030 and leverage this first mover advantage to accelerate commercial decarbonisation through industry rapidly, profitably and globally.

Our climate change strategy focuses on:

- decarbonising Fortescue's operations
- responding to Fortescue's climate-related risks and opportunities
- contributing to an economy-wide transition.

Our Board holds ultimate accountability for climate transition and decarbonisation of our operations, overseeing strategic decisions in these areas. Our Executive team is responsible for effectively managing climate action in the organisation's day-to-day operations, supported by our Decarbonisation team, Decarbonisation Delivery team and Sustainability team.

This summary provides an overview of our transition to an integrated green technology, metals and energy company. For further information on our climate-related risks and our strategic response to those risks, refer to the Climate Change Report in our FY24 Annual Report. For more information on our approach to climate action, refer to our Climate Transition Plan. Both reports are available on our website at fortescue.com.

FY24 emissions snapshot

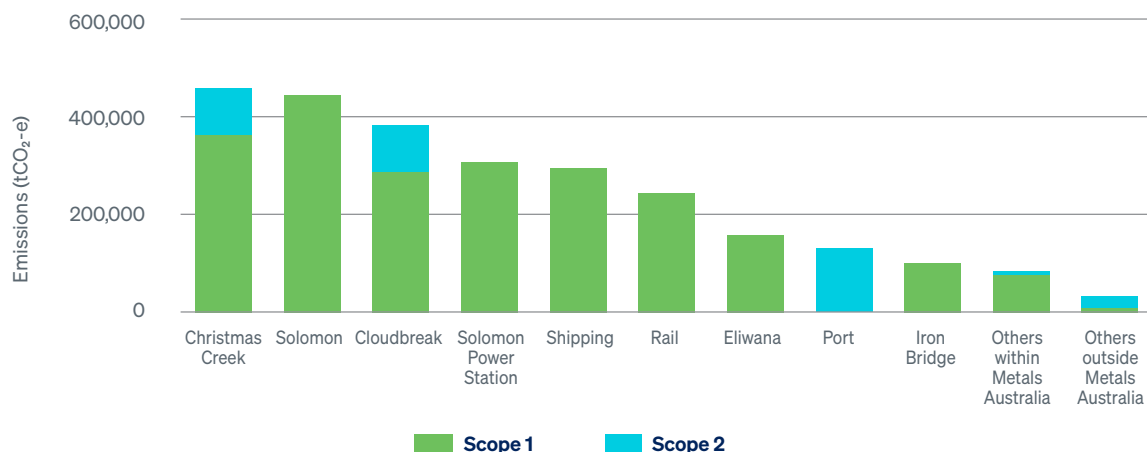
Scope 1 and 2

In FY24, total group Scope 1 and 2 emissions were 2.72 million tonnes of carbon dioxide equivalent (mtCO₂-e). Our Scope 1 emissions consisted of 2.36mtCO₂-e, while our Scope 2 emissions from power purchases were 0.37mt CO₂-e (location-based method).

As part of our plan to achieve Real Zero terrestrial emissions across our Australian terrestrial iron ore operations by 2030, we expect that our Scope 1 and 2 emissions in the Pilbara will continue to rise until around FY26, before they begin to fall in response to the the scaling of decarbonisation activities. As forecast, FY24 Scope 1 and 2 emissions are slightly higher compared to FY23, where emissions were 2.20mtCO₂-e and 0.35mtCO₂-e respectively. The increase in emissions is driven by increased iron ore production from Iron Bridge, which is still powered by fossil fuels. Emissions from Iron Bridge will reduce as we implement the decarbonisation program outlined in our Climate Transition Plan.

Emissions covered by our Real Zero target represent 87 per cent of our FY22 Group Scope 1 and 2 emissions (our base year). Metals Australian Terrestrial Scope 1 and 2 emissions increased by 5.4 per cent in FY24 from FY23. Energy efficiency initiatives helped limit this increase, translating to approximately 10 per cent reduction against Fortescue's budgeted emissions for FY24.

FY24 Group Operational Emissions



Scope 3

Scope 3 emissions are those that fall within our value chain but are outside our operational control, including those generated during the shipping of our products in non-Fortescue vessels and iron and steel production. At 269.31mtCO₂-e, our Scope 3 emissions in FY24 were 0.6 per cent higher than in FY23, primarily driven by increases in steelmaking and shipping emissions.

Steelmaking accounted for 97 per cent of our Scope 3 emissions in FY24. Our overall volume of iron ore shipped remained stable at 191.6Mt. Changes to product mix and customer base led to a 0.3 per cent increase in processing of sold products (Scope 3 category 10).

An 18.7 per cent increase in combined Scope 3 categories 4 and 9 emissions was driven by the update of emissions factors in the [Global Logistics Emissions Council Framework v3.0](#) and reflects an accounting-driven variance. Emissions for FY23 and earlier have not been re-assessed or restated this year, although this is planned to ensure that we are accurately monitoring progress against a like-for-like baseline.

Business in a changing climate

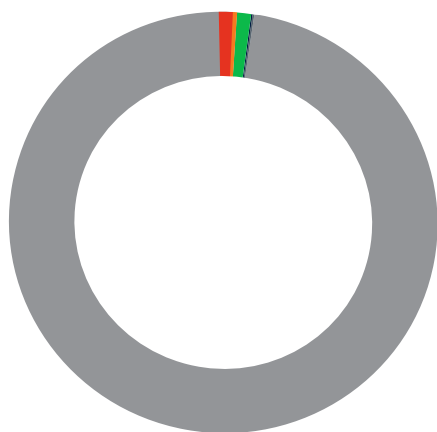
Climate change is the greatest challenge facing the global community. It also presents a once-in-a-lifetime opportunity for economic growth and value creation.

We will decarbonise profitably by lowering operating costs, future-proofing our business and creating new revenue streams. Iron ore and green metal are essential components in the energy transition.

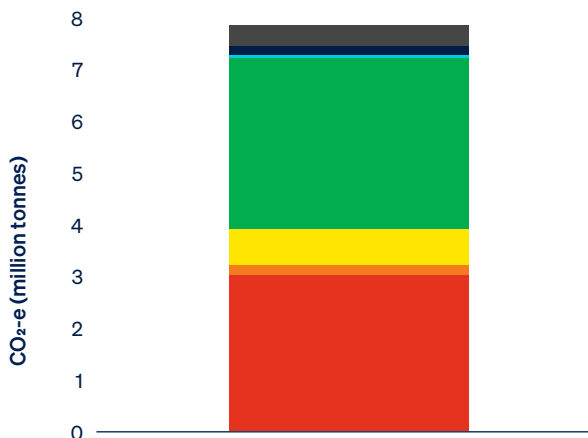
We move beyond our direct operations, considering our whole value chain in an attempt to reduce emissions globally and share green fuels and technology with the world. Our Values of generating ideas, stretch targets and empowerment foster an embedded culture of innovation across our workforce, placing our company at the forefront of technological development.

We are providing the world with green alternatives to fossil fuels and show that change is possible.

Our Climate Transition Plan outlines our strategy and specific actions we will take to achieve zero emissions, including detailed pathways, timelines, the implementation of low-carbon technologies and practices, serving as our decarbonisation roadmap and supporting a just transition. Fortescue's Climate Transition Plan is available on our website at fortescue.com.



- Purchased goods and services
- Capital goods
- Fuel and energy related
- Upstream transport
- Waste
- Business travel
- Employee commuting
- Upstream leased assets
- Downstream transport
- Processing of sold products



- Purchased goods and services
- Capital goods
- Fuel and energy related
- Upstream transport
- Waste
- Business travel
- Employee commuting
- Upstream leased assets
- Downstream transport

BIODIVERSITY

WHY IT MATTERS

Declines in biodiversity represent a threat to our planet and humanity.

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 projects and operations. We recognise our role in safeguarding the environment and we aim to create overall biodiversity benefits in the areas in which we work.

AMBITION

To be a leader in safeguarding the environment and taking accountability for our actions.

CONTRIBUTING TO SDGS



SALIENT HUMAN RIGHTS RISKS



Global environment model

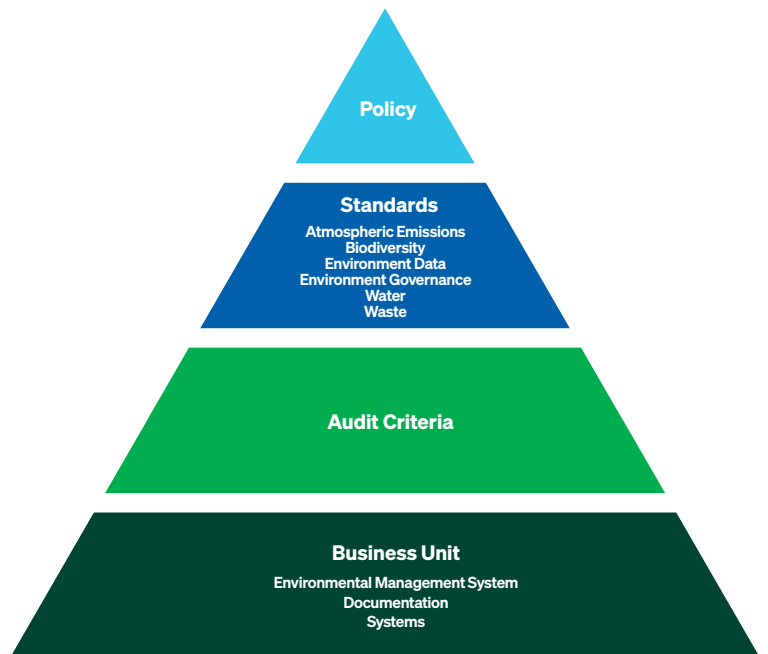
Our Global Environment Model outlines the minimum acceptable requirements for environmental management at Fortescue, and consists of our Environment Policy, Environment Standards and Audit Criteria.

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

Our Environment Standards outline the specific requirements to demonstrate implementation of the Environment Policy commitments relevant to the project life cycle. The Audit Criteria are used in support of the Standards and outline the required evidence to show compliance with the Standards. Environmental management systems and documentation will be guided by the requirements of the Environment Policy and the Standards. All Fortescue business units are required to implement and conform with the Global Environment Model.

| Targets | In FY24: | Looking forward |
|--|--------------------|----------------------------|
| Achieve zero significant environmental incidents year on year | ACHIEVED | Target continues into FY25 |
| Develop a clear pathway to net positive impact on biodiversity by 2030 | IN PROGRESS | Ongoing target to 2030 |

In FY24, Fortescue had environment teams supporting both the Metals and Energy businesses. Any key decisions on environmental policy approaches were endorsed for both teams by the executive Sustainability Committee and, if required, the ARMSC (effective 1 July 2024, such matters would be referred to the SSC).



Environmental Management System

It is the responsibility of everyone at Fortescue to ensure that we safeguard the environment for future generations through responsible environmental management wherever we operate.

At Fortescue, we implement, maintain and continually improve a company-wide Environmental Management System (EMS) that is aligned with ISO14001. Our EMS is implemented across our operational sites, development projects, exploration activities and corporate offices. It applies to contractors and subcontractors where Fortescue maintains operational control in respect to the environmental impacts of our activities, products and services. In the UK, the Power Systems group also maintains an ISO 14001 certified EMS for the engineering design, development and testing activities at its Spires HQ facility.

The SSC is responsible for overseeing all matters relating to environmental management on behalf of the Board.

Specialists in our Environment teams work to protect biodiversity in day-to-day operations. Our biodiversity specialists are supported by independent external

consultants to complete baseline environmental surveys and assessments of our project areas. We use data collected during these surveys to inform project design and operational activities and to contribute to detailed environmental impact assessments. The outcomes of these surveys assist with developing sound biodiversity protection measures.

We work closely with our stakeholders, including state and federal government agencies, First Nations people, and communities to ensure appropriate mitigation practices are in place. We engage with stakeholders throughout the life of our projects with formal engagement undertaken as part of the planning and approvals processes for all operations and facilities.

We have identified sites associated with critical biodiversity values (those of global, national or local significance) within, or in close proximity to, our operations. This information is provided in our FY24 ESG Databook available on our website at [fortescue.com](https://www.fortescue.com). We work to ensure that these sites are managed to protect their significant biodiversity value.





Approach to biodiversity

Biodiversity is a complex issue and, in order to understand and manage our impact and ultimately achieve a net positive effect, we first need to understand the biodiversity in the areas in which we operate, including their intrinsic and societal values and ensure that they are outweighed by actions taken to avoid, minimise, restore and offset any residual impacts. We aim to continually work to understand the biodiversity in the regions in which we operate and to understand what additional mitigation actions or additional conservation actions can be undertaken.

The recently published Metals Biodiversity Strategy outlines our pathway for working towards net positive impact on biodiversity for our established Metals business, as explained below. Our developing energy projects assess how they can achieve a net positive impact on biodiversity aligned with IFC requirements.

Identification and management of impacts

Fortescue is committed to being a leader in safeguarding the environment and taking accountability for our impacts. The rigorous application of the mitigation hierarchy of avoiding, mitigating, restoring and, as a last resort, offsetting impacts through early influence in project siting and design, including embedding sustainability in design measures, is fundamental to supporting biodiversity and ecosystems.

All projects undertake a rigorous environmental impact assessment process, informed by subject matter experts, to provide a comprehensive understanding of our interactions with the natural environments and how these will be mitigated, managed, monitored and ultimately disclosed, throughout the life of the project.

In FY24, Fortescue concluded its pilot assessments for the Taskforce on Nature-related Financial Disclosures (TNFD). The pilot assessments followed TNFD's 'Locate Evaluate Assess and Prepare' integrated assessment process for nature-related risk and opportunity management. The pilot studies considered operational iron ore facilities in the Pilbara, the Belinga Project in Gabon and our US-based Arizona Hydrogen site. The pilot studies identified water and biodiversity as potentially significant risks and opportunities for Fortescue. Fortescue will continue to build on these exploratory studies in preparation for TNFD alignment.

Ecosystem services

Climate change and the loss of nature are intricately intertwined, forming a complex web of cause and effect. Acknowledging this interdependence is essential to developing comprehensive strategies to mitigate the impacts of climate change and safeguard our planet's diverse and invaluable ecosystems and the contributions they provide to human wellbeing.

Our environmental impact assessment process integrates biodiversity and ecosystem services at the earliest stages, addressing the rights, values, dependencies and benefits that people derive from biodiversity and ecosystems in the areas in which we operate. We take a participatory and transparent approach throughout our impact assessment process.

Metals Biodiversity Strategy


In our established Metals business, our goal is to be a leader in biodiversity management. We want to enable innovation and application of science-based solutions in environmental management and to reinforce strong environmental practices through working together with government regulators and First Nations and community groups. Our Metals Biodiversity Strategy was released in June 2024 and aims to meet this goal, as well as including the commitment to work towards net positive impact on biodiversity by 2030. The strategy comprises four pillars which prioritise key actions we need to deliver to ensure we meet our commitment and goals across our existing operational sites and our current and future projects.



Biodiversity in design and decision making
Embedding diversity throughout the full life-cycle of our operations and other activities to inform important planning, risk management and strategic decision making.



Protect, maintain and enhance ecosystems
Driving innovative techniques, First Nations knowledge, methods and plans to ensure species/habitat conservation, ecosystem functionality and ecosystem services.



Biodiversity knowledge generation
Building our biodiversity knowledge to address gaps, improving our understanding of biodiversity and forming partnerships with key biodiversity partners.



Rehabilitation and restoration excellence
Demonstrating Fortescue's commitment to land-use stewardship, reducing closure liabilities, and taking opportunities to develop First Nations Business and capabilities.

This strategy is essential to Fortescue's long-term success and, most importantly, it will protect our planet for generations to come. The full strategy is available on our website at fortescue.com.

On the ground in the Pilbara

We implement environmental management plans at all of our established operations in the Pilbara region, including but not limited to:

- **Conservation Significant Fauna Management Plan** – identifies potential impacts to conservation of significant fauna and ensures effective management and monitoring measures are in place for species including the Pilbara olive python, night parrot, northern quoll, greater bilby, ghost bat, Pilbara leaf-nosed bat and several migratory bird species
- **Vegetation Health Monitoring and Management Plan** – identifies potential impacts to conservation of significant flora and vegetation and ensures effective management and monitoring measures are in place for vegetation of significance including threatened ecological communities, riparian vegetation, groundwater-dependent vegetation, mulga and samphire communities
- **Fortescue Marsh Hydrology and Vegetation Monitoring and Management Plan** – we implement measures to protect the biodiversity value of the Fortescue Marsh, a wetland of national significance listed on the Directory of Important Wetlands of Australia located south of our Chichester Hub

- **Noise Management Plan** – ensures that noise levels associated with our rail and port activities comply with statutory requirements and acceptable standards and do not impact noise-sensitive receptors including native fauna.

In FY24, we undertook biodiversity surveys spanning vast areas of the Pilbara, with over \$6.3 million spent on environmental baseline studies to broaden our knowledge of the environment in which we work. Highlights include:

- several studies supporting our decarbonisation activities across the Pilbara, including flora and fauna surveys, short-range endemic fauna surveys, visual assessments and noise and vibration surveys
- detailed surveys for flora and fauna, including invertebrate fauna, subterranean fauna and ethnobotanical and ethnozoological aspects
- species-specific focused surveys, including call analysis research for the endemic and endangered night parrot, and ecological water regime surveys for the Western coolabah, *Eucalyptus victrix*, a groundwater-dependent species that occurs along creek beds within our mine sites.

Strong focus in Gabon

Following on from preliminary environmental studies, detailed baseline studies commenced in FY24 within our 440,105ha Mining Convention Area.

In FY24, a comprehensive desktop assessment was completed, as well as the first three of eight field campaigns, representing \$2.7 million invested in baseline surveys. The remaining field campaigns are scheduled to be completed in FY25.

The objective of the desktop analysis was to compile existing and accessible data within the project area about flora and ecosystems and to identify potentially threatened species considered as critical habitat triggers that are present or potentially present in the immediate project area. The results of this initial analysis are used to inform future field campaigns and regional survey efforts.

The field missions completed in FY24 included botanical, mammal, bat, bird, fish, reptile and amphibian surveys, with preliminary results suggesting that new species have likely been discovered within the survey areas, as well as numerous endemic species restricted to the Belinga area. Additionally, the presence of a threatened forest ecosystem, high-altitude forest, was recorded and mapped. This ecosystem likely represents the most important conservation stake for the project and has subsequently been set up as an exclusion for any future works until detailed regional studies of similar ecosystems have been completed.

The results of these surveys are informing design of the Belinga Project, allowing for consideration of the environment in which we are to operate. Infrastructure will be located to avoid critical biodiversity such as waterways, significant tree species, fauna habitat and heritage, where practicable.

Global energy projects and environment

All global energy projects are required to undertake a rigorous environmental impact assessment, aligned with good international industry practice.

In FY24, we continued to progress the environmental assessments of our global portfolio of projects with \$5.6 million spent on environmental baseline studies. The outcomes of these surveys inform project development decisions through the application of the mitigation hierarchy to ensure we avoid and minimise our environmental footprint wherever possible. Hear more from the team on how these studies have helped inform our Holmaneset green ammonia project [here](#).

Research and conservation initiatives

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

In FY24, our contribution to biodiversity research and conservation initiatives totalled over \$6.0 million, including among others:

- \$50,000 towards the ENVestigator Initiative (environmental investigation tools), a suite of tools using remote sensing and machine learning techniques for near real-time environmental monitoring and change detection
- \$100,000 of funding to support research into the taxonomy of subterranean pseudoscorpions as part of the WABSI subterranean fauna research program
- \$2 million for the implementation of the 'Pilbara Leaf-nosed Bat Research Plan', 100 per cent funded by Fortescue.

Fortescue has partnered with BirdLife Australia in co-operation with BirdLife International to develop AviStep, an Australia-wide open access avian sensitivity tool. Hear more from the team on this partnership [here](#).

Environmental incidents and monitoring

During FY24, there were zero significant environmental incidents and zero 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 where required.

During FY24, the Western Australian Department of Water and Environmental Regulation and the Western Australian Department of Energy, Mines, Industry Regulation and Safety (DEMIRS) completed several desktop and site-based audits across our Pilbara operations, including exploration and development sites. The audits assessed compliance against approvals issued under the *Environmental Protection Act 1986* (WA), *Mining Act 1978* (WA) and *Environment Protection and Biodiversity Conservation Act 1999* (Commonwealth).

WATER

WHY IT MATTERS

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.

AMBITION

Effective stewardship of water resources and responsible water management throughout our areas of operation and across all current and future project stages.

Continual improvement of water use efficiency and minimisation of water loss through surface water discharge and evaporation.

CONTRIBUTING TO SDGS



SALIENT HUMAN RIGHTS RISKS



| Targets | In FY24: | Looking forward |
|---|------------------------------------|----------------------------|
| 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. | ACHIEVED (98%) | Target continues into FY25 |
| Pilot the Minerals Council of Australia Water Accounting Framework at Eliwana, in line with the ICMM Water Stewardship Framework to provide a catchment-wide view of water flows, uses and quality. | IN PROGRESS | Target continues into FY25 |
| Complete a site-wide water resource efficiency assessment for Solomon to inform long-term water efficiency planning. | IN PROGRESS | Target continues into FY25 |
| Set public, site-specific water management targets for Iron Bridge in FY25 following the formal transition of the project into operations. | NOT APPLICABLE - NEW TARGET | Target continues into FY25 |

Both our Metals and Energy businesses are inextricably linked with water. Fortescue is committed to the effective stewardship of water resources and practising responsible water management throughout our areas of operation and all current and future project stages. We seek to contribute to the achievement of the United Nations' SDG 6, “Ensure availability and sustainable management of water and sanitation for all”.

The SSC is responsible for overseeing all matters relating to environmental management, including protection of water resources, on behalf of the Board.

Our CEOs are responsible for effectively managing water stewardship within the organisation's day-to-day operations, supported by our Technical Services team and our Water Stewardship roles. This summary highlights some of our programs and achievements at Fortescue during FY24.

A cross-functional Water Working Group was established in FY23 to further develop our business-wide water governance framework to drive business resilience for water supply and water risk management and to build on our existing water strategy. The Water Working Group facilitated the development of a number of new site-specific water targets during FY23, and had aimed to develop a new site-specific target for Iron Bridge during FY24, in accordance with our target. This target-setting exercise was delayed and will now apply for FY25 as operations become more established for this mine. Public, site-specific water management targets are in place for each operating mine site with the exception of Iron Bridge. Fortescue will consider developing site-specific targets for operational energy projects in future, prioritising those operations with significant existing or forecast water demand.

Water governance

Fortescue's new internal Water Policy was approved by the ARMSC in May 2024 and sets out our commitment and strategy for the company (effective 1 July 2024, such matters would be referred to the SSC). This policy will be implemented in future to support water-related decision-making throughout our global operations.

Our Water Policy acknowledges the strong nexus between water, climate and biodiversity and the connected impacts on society, as well as the shared value of this resource. In recognising this value, we also acknowledge the varied risks of water stress and the importance of protecting water for the benefit of all. This is also reflected in our Climate Change, Environment and Human Rights policies available on our website at [fortescue.com](https://www.fortescue.com).

Our water strategy defined within the Policy focuses on the following core principles:

1. Source water responsibly
2. Maximise water efficiency across all project stages
3. Minimise adverse physical and chemical impacts on water systems
4. Steward water as a shared resource
5. Implement robust and transparent water governance practices.

All Fortescue Energy projects strive for certification under the Green Hydrogen Standard. The standard addresses water and wastewater, including sustainable water sourcing, water efficiency and wastewater management. Green energy projects progressing to FID must develop tailored water stewardship management plans to ensure that these criteria are met as projects progress into operations.

We 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 mitigate impacts by complying with all regulatory requirements as the absolute minimum and implement sustainable, adaptive water management practices across all our sites.

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.

Water reporting is an important component of Fortescue's water governance practices. Statutory and voluntary reporting of water data is regularly undertaken to meet our obligations and commitments. We disclose our water withdrawal, consumption, reuse and discharge according to the GRI standards for facilities within our operational control. Facilities using less than 0.001 per cent of Fortescue's total water withdrawal for the previous year are excluded from reported data as they are considered immaterial. For FY24, our materiality threshold is a withdrawal of 1.58ML.

A full breakdown of our FY24 water withdrawal, consumption, reuse and discharge is provided in our FY24 ESG Databook available on our website at [fortescue.com](https://www.fortescue.com).

Water risk

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.

We consider our water risk and water stress for new developments using the World Resources Institute BETA Aqueduct Water Risk Atlas tool. We also undertake detailed site-specific assessments, considering regional and local data, as well as applicable regulatory requirements.

This process 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. Water risk evolves over time and is closely linked to climate change. For further details on how we enhance our resilience to physical risk, including water use and water management, please refer to the Climate Change Report in our FY24 Annual Report, available on our website at [fortescue.com](https://www.fortescue.com).

Facility-level risk assessments are undertaken regularly as part of planning processes, including operational and environmental risks, constraints and challenges.



| 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 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 operations | <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 operations | <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 operations | <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 operations | <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 |
| Meeting site water demand | All operations | <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 operational 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, Iron Bridge | <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 • Impacts to dewatering due to changing climate are assessed by modelling different wet and/or dry climate scenarios |

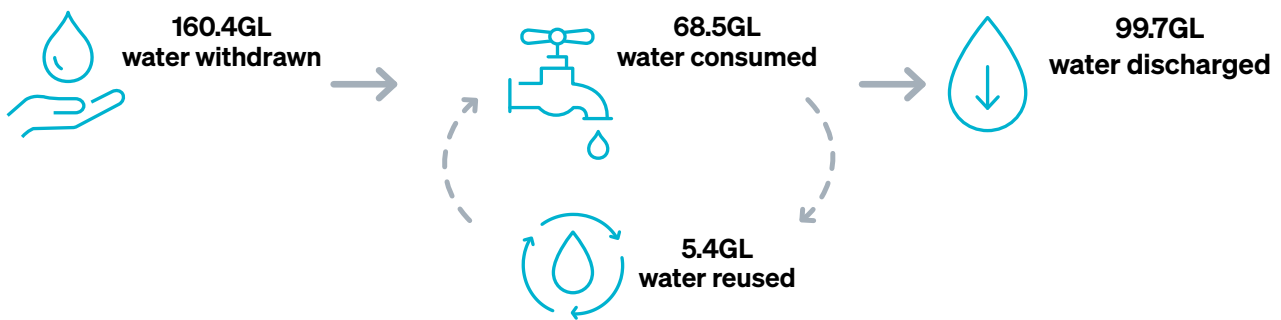
Metals

Pilbara Metals operations

Our major interactions with water occur at our Pilbara Metals operations, consisting of Hedland Operations (Port and Rail facilities), Chichester Hub (Cloudbreak and Christmas Creek facilities), Western Hub (Eliwana and Solomon facilities) and the Iron Bridge facility. In addition, we have two active development projects, at Nyidinghu and Mindy South.

Our Metals operations require water for ore processing, dust control, drilling, test pumping and for village requirements, including the supply of drinking water.

Water balance - Metals operations



Our Pilbara Metals operations primarily source water from local groundwater resources, with minor quantities purchased from municipal suppliers. Our port also uses desalinated seawater. Surface water is not used to supply water to any of these facilities.

We conduct mine pit dewatering at several of our mine sites to access iron ore present below the natural groundwater levels. This water is used to meet operational requirements and forms a key water source at our Cloudbreak, Christmas Creek, Eliwana and Solomon mine sites. The use of water is subject to a water quality hierarchy, ensuring that water is of a suitable quality for the required purpose.

At locations where mine dewatering volumes exceed operational use and environmental water supplementation, excess water is returned to the environment by reinjection. In FY24, 112 gigalitres (GL) of water was abstracted for mine dewatering at our Chichester Hub and 90GL was reinjected as part of our Managed Aquifer Recharge program. We actively maintain groundwater levels for key groundwater-dependent ecosystems and also water levels in some permanent pools of local creeks. With the exception of our regulated surface water supplementation requirements, we do not discharge water to surface water bodies.

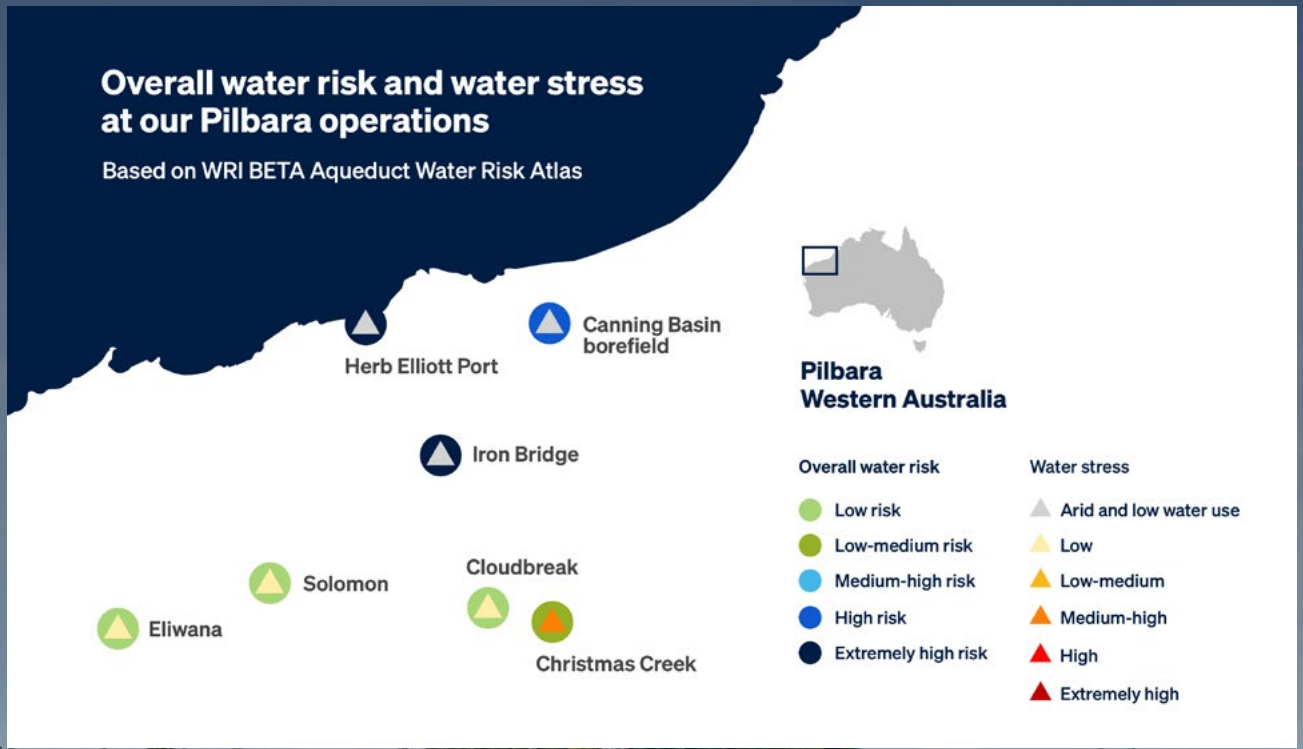
Iron ore is transported by rail from our Chichester Hub and Western Hub mine sites to Port Hedland for shipping. Iron Bridge produces a wet magnetite concentrate product that is transported to our concentrate handling facility in Port Hedland through a slurry pipeline. With limited suitable local groundwater sources within 100km of the Iron Bridge mine site, water for operational needs is mainly sourced from the Canning Basin borefield, located 160km east of Port Hedland. An approximately 200km water supply pipeline transports water from the Canning Basin to Iron Bridge. Water recovered from the magnetite slurry is returned from the concentrate handling facility to the mine site for reuse, allowing for improved water efficiency in the magnetite production and transport processes and minimising abstraction requirements from the Canning Basin.

Our Chichester Hub and Western Hub mine sites are located in low or low-to-medium water risk areas as per the BETA Aqueduct Water Risk Atlas tool. Both our Port and Iron Bridge facilities are located in an extremely high water risk area. To manage this risk at Port Hedland, over 60 per cent of the water for our Port Hedland operations is sourced from desalinated seawater. At Iron Bridge, the majority of operational water requirements will be met by the Canning Basin remote borefield.

None of our existing Pilbara Metals operations are located within areas defined as being highly water stressed.

Overall water risk and water stress at our Pilbara operations

Based on WRI BETA Aqueduct Water Risk Atlas



Other Metals facilities

Our material water activities are limited outside our Pilbara Metals operations, accounting for withdrawals of 619.4 ML and representing less than one per cent of our total water abstraction in FY24. Water is used at our corporate offices, laboratory facilities, at various international minerals exploration sites and for the Belinga Project. The Belinga Project is located in an area of medium-high water risk and low water stress.

Energy

Operational Energy facilities include manufacturing facilities, research facilities, laboratories and corporate offices. The following operational Energy facilities met the FY24 materiality threshold for water withdrawal and are included in our reportable data this year:

- GEM Centre, Queensland
- Bennett St corporate office
- Perth Innovation Centre, Hazelmere, Dawson Road and Forrestfield laboratory and research facilities.

Of our facilities with material water withdrawal during FY24, only the Perth Innovation Centre is located within an area high or above water stress using the BETA Aqueduct Water Risk Atlas tool.

Our Energy development projects include resource exploration projects, green energy and renewables projects. In some cases, site investigations being carried out to support these projects involve water withdrawal or consumption. No Fortescue Energy developments recorded material water use in FY24. All potential developments are assessed for water risk and water stress using the BETA Aqueduct Water Risk Atlas tool, especially those with significant projected water demand.

Water activities for Fortescue Energy accounted for 41.9ML of withdrawals, representing less than one per cent of total water abstraction in FY24.

Our TNFD pilot studies identified water as a key risk and dependency across both Metals and Energy, and as we expect water use in Energy to increase in future, this is a growing area of focus for us.

FOCUS ON

LAND LEASES

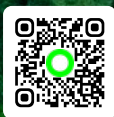
In a number of locations, Fortescue leases land to third parties. Water use by those third parties is outside the scope of our operational control, and thus outside the scope of our sustainability disclosure and water accounting under the GRI Standards.

Lease arrangements are in place in Australia, where various properties are leased to third parties as operating pastoral stations. In Arizona, Fortescue leases land to an agricultural tenant who withdraws groundwater for the irrigation of crops. Fortescue is implementing baseline data collection measures for this water use for comparison against future water withdrawals that may occur as part of the Arizona Hydrogen development.

The Arizona Hydrogen development is located in an area of high water risk and extremely high water stress. As such, Fortescue is collecting detailed water measurements, considering design optimisation and engaging a range of inter-related internal and external stakeholders on this issue.

PROCESS - OPERATING WITH INTEGRITY

| | |
|--|------------|
| BUSINESS STRATEGY AND INTEGRITY | 105 |
| PROCUREMENT AND MARKETING | 115 |
| SECURITY PRACTICES | 120 |



FORTESCUE VIDEO DIARIES FEATURING:

Global Speak Up platform

Engagement with membership networks

Emission mapping with a critical supplier - Continental case study

Rolling out training on conflict and Human Rights with International Red Cross

BUSINESS STRATEGY AND INTEGRITY

WHY IT MATTERS

At Fortescue, we are committed to doing business ethically and honestly, and in compliance with the laws of the countries in which we operate. Business integrity is critical to maintaining our social license to operate. It is built on the professionalism of our team members and being transparent in our dealings and accountable for our actions.

AMBITION

To ensure our Values reflect ethical conduct and respect, and that our Values are embedded in the business.

CONTRIBUTING TO SDGS



Targets

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

In FY24:

639 ATTENDEES AT FACE-TO-FACE ANTI-BRIBERY AND CORRUPTION ADVANCED TRAINING

Looking forward

Target continues into FY25

SALIENT HUMAN RIGHTS RISKS



Climate change poses an existential threat to humanity. Fortescue chose to lead the world in action through our unique decarbonisation and green energy strategy and expansion into new, global iron ore markets. Maintaining our strong integrity and sound governance is critical to our success.

Business risk associated with breaches of our legal and regulatory obligations may lead to fines and potential loss of license to operate and has been recognised as a material risk exposure for Fortescue. This is discussed in detail in our FY24 Corporate Governance Statement available on our website at [fortescue.com](https://www.fortescue.com).

Business transition

The successful delivery of our green energy strategy represents an important opportunity for our business. Currently, Fortescue emits 2.7mt CO₂-e into the atmosphere each year from our operations. Cutting out these emissions not only makes a significant difference to national and global emission reductions, but it also helps us to reduce our exposure to regulatory and supply chain risk, while potentially generating significant operating cost savings.

The even greater opportunity is our ability to influence large-scale decarbonisation worldwide, especially within the hard-to-abate sectors, and to influence the

uptake of green technologies and green hydrogen in the global market. We recognise that this comes with the responsibility of demonstrating the commercial viability of decarbonisation and the opportunities for change at a global scale. We also recognise the consequences of not meeting our commitments.

Risk associated with the transition to a low carbon economy has been recognised as a material risk exposure for Fortescue, and is discussed in detail in our FY24 Corporate Governance Statement and the Climate Change Report in our FY24 Annual Report, both available on our website at [fortescue.com](https://www.fortescue.com).

Integrity and governance

Our Values guide our business decisions and foster integrity and honesty

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, officers, employees, contractors, suppliers, business partners, and all those affiliated with our subsidiaries and related companies over which we have control.

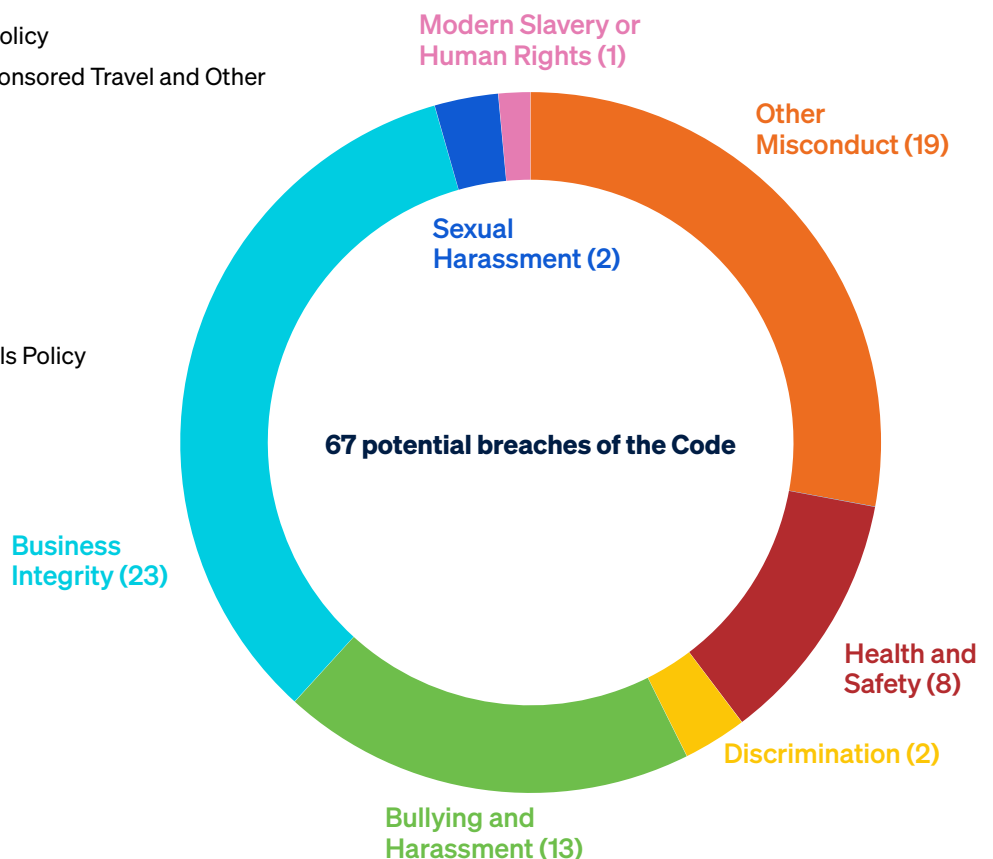
Our core principles and Values are documented in the Code, which is supported by a suite of policies and standards that shape our business, including:

- 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
- Gifts, Entertainment and Sponsored Travel and Other Items of Value Policy
- Health and Safety Policy
- Human Rights Policy
- Media Policy
- Privacy Policy
- Procurement Policy
- Sanctions and Trade Controls Policy
- Securities Trading Policy
- Water Policy
- Whistleblower Policy.

Those who work for us and with us 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 FY24, 67 potential breaches of the Code were reported via our Whistleblower process, which is now known as Speak Up. Hear more from our team about Speak Up [here](#).

The majority of issues raised via the Whistleblower service were employee relations matters, including concerns of antisocial behaviour such as bullying and harassment. An investigation has been completed for each of these cases, with 20 substantiated breaches confirmed. A number of these investigations resulted in corrective actions, including warnings and, in some cases, termination. Disciplinary action resulted in three terminations in FY24.



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 or Governance and Compliance teams via the Speak Up program
- encouraging community members to report via our community or site offices or via our website
- providing a Whistleblower service for employees and external stakeholders.

Our Whistleblower service, Speak Up, 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 service can be accessed via a QR code, online portal or phone and has multilingual capabilities.

Our Whistleblower Policy is publicly available on our website.

All disclosures are received and reviewed by our Governance and Compliance team, who either conducts or commissions an investigation. Investigation findings are reported biannually to the Audit, Finance and Risk Management Committee (AFRMC). The effectiveness of the Whistleblower program is regularly reviewed.

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. Risk assessments have been completed for Fortescue's operating jurisdictions. In FY24, we continued to assess risks associated with doing business in a number of countries across Europe, the Middle East, Africa, Central Asia and Latin America. 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 FY24, 639 employees in roles with high exposure to bribery and corruption risk completed face-to-face anti-bribery and corruption advanced training.

The ARMSC is responsible for overseeing matters related to anti-bribery and corruption (effective 1 July 2024, such matters would be referred to the AFRMC). All AFRMC members are aware of our policies and procedures and received face-to-face anti-bribery and corruption advanced training in March 2024. Advanced anti-bribery and corruption training was also delivered to 110 Ivindo Iron employees and secondees associated with our Belinga Project in FY24.

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 the 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 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.

All vendors onboarded via our standard supplier platforms are provided with our vendor documentation pack, containing our Anti-Bribery and Corruption Policy and the associated Standard. No external investigations into bribery or corruption occurred in FY24. Zero fines or settlements related to anti-competitive business practices have been received in the last four years.

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. Zero political donations occurred in FY24.

Attendance at political functions is permitted where there is a legitimate business reason. Records of political engagement forum memberships, attendance and costs associated with political functions are maintained.

Privacy

Fortescue is committed to the appropriate handling of all personal data it receives, whether it belongs to individuals with whom we do business, recruitment candidates, visitors to our sites, users of our websites or otherwise.

We align with the European Union's General Data Protection Regulation. Our Privacy Policy, Privacy Standard and Data Protection Standard govern all data processing activities, detailing how we collect, use, manage and protect personal information.

Cyber security

We are working 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
- we have a strong culture based on shared responsibility for cyber security
- 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 AFRMC 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.

We had zero material cyber security incidents resulting in data breaches or loss events in FY24.

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 Secure Controls Framework which encompasses 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.

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 for 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.

More information on cyber security is available on our website at [fortescue.com](https://www.fortescue.com).

Memberships and commitments

We are members of a broad range of industry groups and associations, allowing Fortescue to contribute in a coordinated way to the development of effective policy frameworks, share best practice and access information and insights on material topics. Hear more about Fortescue's engagement and advocacy throughout the last year [here](#).

Fortescue conducts an annual review of all current corporate memberships and partnerships. We examine each association to ascertain its ongoing alignment with Fortescue values, and its synchronisation with at least one of our areas of interest.

Associations and organisations are assessed against specific criteria before membership is recommended. All memberships must be approved by either the Director of Global Sustainability and External Affairs or the Chief Operating Officer.

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 85 industry groups and associations, contributing \$3 million in fees. Our most significant memberships of FY24 include:

- Chamber of Minerals and Energy Western Australia (CME) – \$582,836
- Port Hedland Industries Council (PHIC) – \$388,301
- Sustainable Markets Initiative (SMI) – Hydrogen Taskforce – \$380,000
- Australian Resources and Energy Employers Association (AREEA) – \$133,991
- Massachusetts Institute of Technology: Industrial Liaison Program (MIT-ILP) – \$132,094.

Several memberships were discontinued in FY24, though none as a result of policy misalignment.

Our FY24 Industry Association Report is available on our website at [fortescue.com](https://www.fortescue.com).

Tax transparency

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 duly reporting and paying all necessary taxes in a timely manner
- managing tax risks through appropriate review 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
- seeking and claiming tax incentives offered by government authorities in a transparent manner, consistent with statutory and regulatory frameworks
- ensuring public disclosures are transparent, timely, accurate and meet stakeholder expectations
- operating in good faith through appropriate transfer pricing practices using the arm's length principle and not engaging in 'profit shifting' activities
- entering into transactions on the basis of commercial merit, not for the purpose of avoiding tax or obtaining a tax benefit which is in excess of a reasonable interpretation of the relevant tax rules
- paying tax on profits according to where value is created within the normal course of our commercial activity.

A copy of our Global Taxation Policy is available on our website at [fortescue.com](https://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, received regular updates from senior management on the operation and effectiveness of our Global Tax Corporate Governance Framework (from 1 July 2024, these updates would be made to the AFRMC).



Our attitude to tax risk

Fortescue adopts a low-risk approach 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 may consult with the relevant taxation authority 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)'s 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 in 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 apply the prevailing laws in each jurisdiction to work out how much tax we pay. These taxes include:

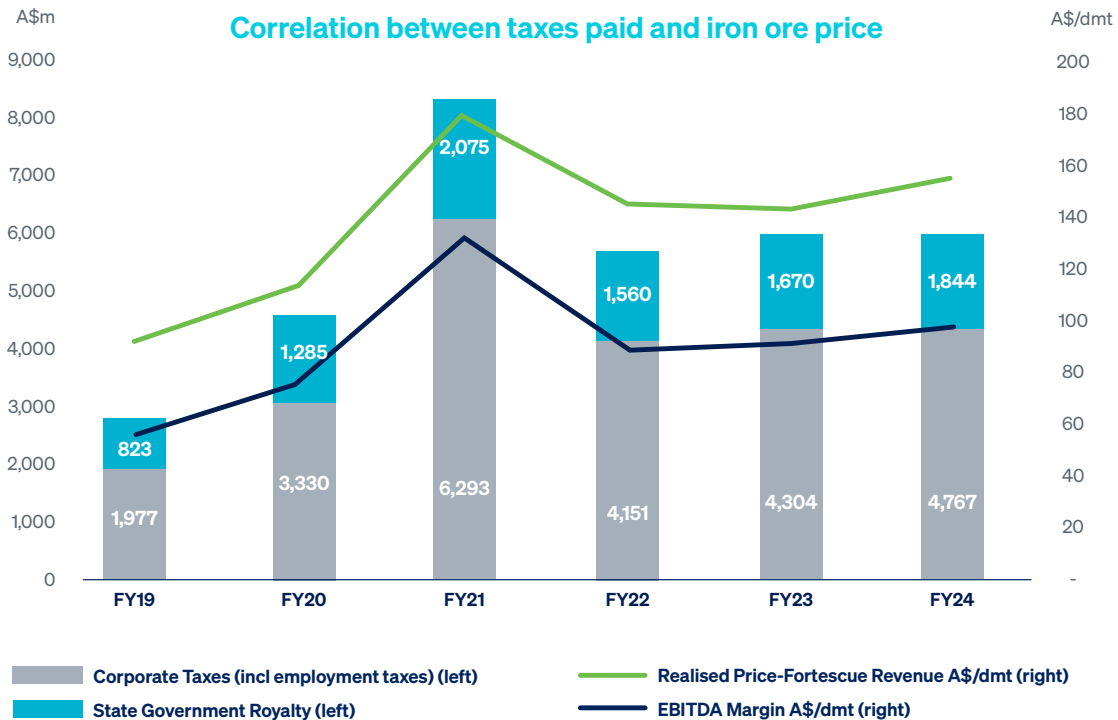
- company taxes
- mining royalties, such as those imposed by state governments
- employment taxes, such as fringe benefits tax and payroll taxes.

We also collect and pay a number of additional taxes beyond those which are directly attributable to our business activities. These include pay as you go (PAYG) withholding from salary and wages paid to employees.

As our primary revenue-generating operations are in Australia, most of our tax liabilities arise and are paid in Australia.

Additionally, some of our international subsidiaries are subject to Australia's Controlled Foreign Company (CFC) rules. Under these rules, certain profits generated by relevant overseas entities are taxable in Australia at the 30 per cent Australian corporate tax rate (with a credit for any taxes payable in the entity's country of tax residence).

The total taxes we pay are closely correlated to the earnings before interest, tax, depreciation and amortisation (EBITDA) margin we achieve. Our taxation payments vary in proportion to earnings, which are themselves driven primarily by the iron ore price and the cost of production. A summary of our FY24 tax obligations and tax payment history is provided below.



Australian tax return information

Fortescue's Australian income tax return is usually due for lodgement in the January following the end of each financial year. For the year ended 30 June 2024, the tax return is expected to be due by 31 January 2025.

Each year, the Australian Taxation Office (ATO) issues a Report of Entity Tax Information, which provides high-level details of corporate income taxpayers' most recently lodged income tax returns.

The following table shows this information for the Fortescue Australian tax consolidated group based on the 2021 to 2023 lodged income tax returns. The 2023 income tax return information shown below will be published by the ATO, together with that of other corporate taxpayers, late in the 2024 calendar year.

It is noted that income tax is payable on taxable income, not gross income or revenue. Taxable income is calculated by subtracting allowable tax deductions from gross income. Taxable income may also differ from accounting profit due to differences between accounting and tax rules concerning income and deductions/expenses.

| FORTESCUE LTD AUSTRALIAN TAX CONSOLIDATED GROUP | 2023 A\$M | 2022 A\$M | 2021 A\$M |
|--|----------------------|----------------------|----------------------|
| ATO exchange rate | 0.6734 | 0.7258 | 0.7468 |
| Total income | 24,585 | 21,611 | 28,778 |
| Accounting profit before tax | 10,383 | 12,033 | 19,597 |
| Taxable income | 12,156 | 11,926 | 19,424 |
| Income tax payable at 30% | 3,647 | 3,578 | 5,827 |
| Less: tax offsets ¹ | (124) | (69) | (38) |
| Final income tax payable in Australia | 3,523 | 3,509 | 5,789 |
| Effective tax rate in Australia ² | 33.9% | 29.2% | 29.5% |

¹Includes credits for foreign taxes paid on offshore income which is also taxed in Australia at 30 per cent (double taxation relief), and the R&D tax incentive.

²Effective tax rate is calculated by dividing the final income tax payable in Australia by accounting profit before tax.

We first calculate Fortescue's taxable income using its tax functional currency of US dollars, and then convert this to Australian dollars at the ATO's average exchange rate for the relevant year.

The amounts shown in the table above are different from the tax numbers disclosed in our annual reports for the relevant years for the following reasons:

- The above amounts only reflect the tax payable by the Australian tax consolidated group, which does not include foreign subsidiaries or Australian entities that are not wholly owned. By contrast, the tax disclosures in the annual report include the tax balances for the global Fortescue Group of entities.
- The above amounts only reflect current tax payable, whereas the tax balances in the annual report include 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 principles.
- Income tax expense in the annual report is based on current year provisional calculations. True-up adjustments resulting from changes between the provisional calculations and those adopted in the final lodged tax returns are reflected in tax expense in a subsequent year.

Our relationship with the ATO

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 was maintained for the subsequent FY19, FY20 and FY21 income years, each of which have been subject to discrete review. The FY22 and FY23 income years are currently being reviewed by the ATO, with these reviews expected to be completed prior to December 2024. At this stage, Fortescue does not expect a reduction in its overall high level of assurance with the ATO.

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 had paid the right amount of GST, which is again the highest possible rating that can be achieved under the program. The rating was retained for the FY21, FY22 and FY23 income years. The FY24 review will be a full GST refresh review, scheduled to commence in August 2024, and expected to be completed by 30 June 2025.

We continue to engage transparently and cooperatively with the ATO in respect of all tax matters, including meeting regularly with the ATO 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 cross-border related party transactions.

Consistent with our global tax strategy, we conduct all international related party dealings in accordance with arm's length principles, using methodologies prescribed by the Australian transfer pricing laws

and the Organisation for Economic Cooperation and Development (OECD) guidelines. We have implemented a Global Transfer Pricing Policy that applies to our international related party transactions, in order to identify, and to comply with, our global transfer pricing obligations.

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, which are available on our website at [fortescue.com](https://www.fortescue.com).

Tax incentives and minimum tax regimes

Various governments have negotiated and implemented alternate forms of tax incentive regimes. Many of these incentives are intended to stimulate foreign direct investment and economic development, whereas others target positive transformations like green energy industries. When we evaluate potential projects, we investigate the availability of such incentives, but balance this against a desire to ensure we contribute positively to the communities where we operate.

From 1 July 2024, the Fortescue Group has commenced applying the OECD's Base Erosion and Profit Shifting (BEPS) Pillar Two rules. This new tax regime seeks to ensure multinational groups like Fortescue pay tax at an effective tax rate of at least 15 per cent on their profits in each jurisdiction of operation. Going forward, BEPS Pillar Two tax is expected to reduce the benefit of tax incentive arrangements that may be provided by certain governments.

Foreign incorporated subsidiary entities

The Fortescue Group had consolidated subsidiary entities established in 32 countries outside Australia in FY24. A list of these entities is included in the Consolidated Entity Disclosure Statement in the FY24 Annual Report available on our website at [fortescue.com](https://www.fortescue.com).

Some foreign-incorporated subsidiary entities in the Fortescue Group generated significant external revenue during the year ended 30 June 2024. These entities are summarised below:

| ENTITY NAME | JURISDICTION OF INCORPORATION | DESCRIPTION OF BUSINESS |
|---------------------------------|-------------------------------|--|
| FMG Trading Shanghai Co., Ltd | China | <p>The key purpose of this entity is to supply iron ore products directly to Chinese customers in smaller volumes, in renminbi, from regional ports in China.</p> <p>Income generated by the entity 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, as the entity is also taxable in Australia.</p> |
| FMG Hong Kong Shipping Ltd | Hong Kong | <p>This entity provides iron ore transportation services to another wholly owned Australian subsidiary, FMG Pilbara Pty Ltd, under a Transportation Services Agreement using ore carriers.</p> <p>Net finance lease interest income generated by the entity is subject to corporate income tax in Hong Kong at a rate of 16.5 per cent.</p> <p>However, 5 per cent of the gross freight income generated by the entity is taxed in Australia under the Australian Shipping Tax Regime at a rate of 30 per cent.</p> |
| FMG International Pte Ltd | Singapore | <p>Since 2012, this entity has managed 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, the entity provides ship management services to FMG Hong Kong Shipping Ltd.</p> <p>Income generated by this entity 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 the entity's taxable income in Singapore is attributed back to Fortescue's Australian tax consolidated group and is taxed at 30 per cent (net of a foreign tax credit offset for Singapore income tax paid).</p> |
| FMG Insurance Singapore Pte Ltd | Singapore | <p>This entity provides insurance services to the Fortescue Group.</p> <p>Income generated by the entity is taxable in Singapore at a corporate income tax rate of 17 per cent. Based on the nature of its activities, no income was attributed to the Fortescue Australian tax consolidated group pursuant to the CFC rules.</p> |
| Fortescue Zero Limited | United Kingdom | <p>This entity (formerly known as WAE Technologies Limited) undertakes a technology and engineering business in the field of electrification and battery systems, supporting Fortescue's decarbonisation strategy. The entity is subject to United Kingdom corporation tax at a rate of 25 per cent. As a United Kingdom tax resident company, no income was attributed to Fortescue's Australian tax consolidated group pursuant to the CFC rules.</p> |

Due to the early-stage status of their businesses, most of the Group's other foreign subsidiary entities do not currently generate significant revenue from operations, and therefore do not generate significant income tax payments. We recognise the important impact that paying taxes can have on the social and economic development of local communities. The majority of our entities that do not yet generate revenue nonetheless pay taxes in their local jurisdiction by way of withholding taxes and Value Added Taxes (VAT) (which are not always creditable back to the entity), providing benefits to the local communities where they operate.

Country-by-country reports

In FY24, we published our first country-by-country report (available at [fortescue.com](https://www.fortescue.com)) that details the financial metrics and tax paid in FY22 by the Fortescue Group in our various jurisdictions. As country-by-country report information is not available for a significant period following the end of each year, disclosures are delayed. The country-by-country report in respect of FY23 is expected to be published by December 2024, with the FY24 report following during 2025.

PROCUREMENT AND MARKETING

WHY IT MATTERS

We recognise our direct links to potential impacts or benefits both upstream and downstream of our operations through our supply chain and the sale of our products. This can affect our business through disruptions to supply and demand, as well as potentially resulting in our contribution to environmental and societal impacts.

AMBITION

To pioneer collaborative sustainable value chain practices that generate long-term value for our shareholders and customers, and our suppliers and workers in our supply chain and communities in which we operate.

CONTRIBUTING TO SDGS



SALIENT HUMAN RIGHTS RISKS



Fortescue's upstream supply chain is complex and global with 2,910 Australian and 1,669 international suppliers engaged during FY24 by our green technology, energy and mining operations. There are a broad range of sustainability factors that are considered in our sourcing processes, including traceability, emissions intensity and decarbonisation innovation, circularity opportunities, worker welfare and human rights impacts.

The SSC (and prior to 1 July 2024, the ARMSC), on behalf of the Board, is responsible for overseeing all matters relating to sustainability, including the sustainability of the supply chain. Our Executive team is responsible for effectively managing the sustainable supply chain as part of the organisation's day-to-day operations, supported by our Director of Procurement, Contracts and Supply Chain together with our Sustainable Supply Chain team. The Director of Procurement, Contracts and Supply Chain also sits on Fortescue's executive SC and reports directly to the Chief Operating Officer.

Considering our downstream value chain, China and Southeast Asia are the key geographies for our iron ore customers. China currently accounts for around 90 per cent of our iron ore sales. For our energy business, we see a global market for products including green hydrogen and green ammonia commodities.

As an ASX top-10 company, we are committed to create value for our shareholders. Fortescue's Chief Operating Officer is responsible for day-to-day management of marketing activities, supported by the Sales, Marketing and Shipping team. Fortescue has dedicated marketing functions within this team for Metals and Energy, focused on developing and maintaining our global customer base.

| Targets | In FY24: | Looking forward |
|---|------------------------------------|--------------------------|
| All procurement team members to have a sustainability-related aim in their individual annual performance goals by FY26. | NOT APPLICABLE - NEW TARGET | Target commences in FY25 |
| Year on year, achieve an 85 per cent or greater response rate from the vessels we charter in providing actual emissions data to support our Scope 3 emissions calculations. | NOT APPLICABLE - NEW TARGET | Target commences in FY25 |

Sustainable supply chain

We continue to develop our approach to sustainable supply chains in collaboration with our supply chain partners.

In FY24, we established a dedicated Sustainable Supply Chain team as a centralised global service within our Contracts and Procurement function to support our Metals and Energy businesses. Their role is to work with the teams to establish and maintain responsible and sustainable supply chains for our operations and products, reduce emissions, promote decent work, and drive circularity opportunities.

We strengthened our due diligence process for high-risk sourcing activities with an internal tool to assess supplier maturity in managing modern slavery risk and traceability capability. Where a supplier does not meet expectations, a risk management plan is implemented as part of the contract award for ongoing monitoring.

Transparency helps us build supply chain resilience while providing a platform to better understand our emissions profiles, environmental impact and human rights risks. We achieve transparency through building trusting relationships and genuine collaboration that prioritises shared value creation. This year, we accelerated internal and external capability building within renewable categories by delivering responsible sourcing training with strategic suppliers and introducing collaborative traceability audits to supplement our worker welfare audit program.

Looking forward, we will continue to expand our verification activities to achieve greater transparency through partnerships with our suppliers and further exploration of technology solutions.

Transformation project

This year, we completed a comprehensive benchmarking exercise focused on sustainable supply chain. It considered our current sustainability approach within Contracts and Procurement, measured against international sustainability instruments and best practice. The result is the establishment of a multiyear roadmap to address gaps and transition to best practice beyond our industry to meet our own sustainability commitments, generate shared benefit and drive competitiveness in our value chain.

We are preparing to launch the first stage of initiatives associated with our transformation project which includes: training, sustainability due diligence (beyond modern slavery), technology review and the development of a sustainable raw materials sourcing strategy.

Decarbonisation program

This year, we also created a stand-alone Decarbonisation Project Management Office within the Contracts and Procurement function to drive decarbonisation initiatives with onsite contractors in our Pilbara operations to meet our 2030 target.

We are committed to enhancing the capabilities of our Contracts and Procurement teams to drive our decarbonisation program including sharing our learnings with our contractors. This year, we developed a contractor action plan and implemented a targeted engagement strategy through a variety of external forums. We communicated our decarbonisation journey, key milestones and expectations of our suppliers to deliver zero emissions solutions at our sites.

We are investigating an equipment tracking system to improve visibility of equipment utilisation and emissions.

Our future focus areas include:

- continuing to educate and engage with our onsite contractors to develop individual decarbonisation roadmaps
- enhancing our procurement governance and tools (e.g. tender documentation, evaluation scoring, contract clauses) to support our goals
- continuing to develop our approach to collecting data from our suppliers to improve the accuracy of emissions measurement
- developing external guidance to support supplier engagement on emission reduction across their operations.

Decarbonisation continues to be a priority for Fortescue and is underpinned by what goods and services we procure and how we procure them. More information is available in our Climate Transition Plan available on our website at fortescue.com.

Supply chain modern slavery due diligence

Fortescue opposes all forms of slavery in our operations and those of our suppliers. We work in collaboration with our suppliers to eradicate modern slavery from our supply chain and aim to continually strengthen our actions.

Our Modern Slavery Procurement Procedure outlines how to identify, verify and manage modern slavery risk in each stage of the source-to-contract process. This includes an initial risk assessment that considers category, country of origin, spend and entity ownership. High-risk sourcing activities are subject to mandatory enhanced due diligence which includes third party screening, supply chain mapping and a self-assessment questionnaire. We work in collaboration with our suppliers to discuss potential risks and agree mitigating actions for implementation during contract management. We supplement desktop due diligence with ongoing monitoring and verification activities such as site visits, traceability audits, worker welfare audits and third party screening.

Our FY23 annual risk assessment identified 10 high-risk supply chain categories: renewable energy technology/fuels, rubber, electronics, construction, shipping, rail rolling stock, offshore fabrication, labour hire, cleaning and security services. Due diligence will continue to be critical and commensurate with the risk in these areas.

During FY24, we undertook the following key actions:

- continued to refine and update our modern slavery work program
- further enhanced our renewables due diligence approach
- conducted worker welfare assessment with three suppliers
- completed our scientific traceability testing pilot
- updated our human rights and modern slavery terms and conditions.

Our FY24 annual risk assessment and further details will be published in our FY24 Modern Slavery Statement in December 2024 and will be available on our website at fortescue.com.

Industry and market

Fortescue is a low-cost supplier of seaborne iron ore. Throughout Fortescue's history, China has been the largest consumer of our products. We maintain 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. We have also expanded into other markets in recent years including Japan, South Korea and South East Asia. We are also continuing to build opportunities in European and Middle Eastern markets, where high-grade material is sought after and opportunities for green metal and steel are growing.

We continue to grow our Energy business, focusing on several green hydrogen and green ammonia production opportunities globally. Our business is represented on all major continents, and we have projects in various stages of the supply pipeline. We believe that a number of sectors including green steel, refining, fertiliser and shipping fuel provide the greatest opportunity to meaningfully decarbonise industry through green hydrogen and green ammonia.

Globally, the green energy industry is navigating a landscape where policy frameworks, regulatory measures, and financial models need to align with the imperatives of supply security and environmental stewardship. Fortescue actively monitors market developments and engages with stakeholders to maintain our multifaceted approach and build strong relationships in the energy sector.

Shipping

Our Sales, Marketing and Shipping team manages shipping activities, both by Fortescue's own very large ore carriers (VLOCs) and third party owned vessels which transport our ore on a contract basis.

Fortescue continues to maintain a ship vetting program and other processes to help mitigate modern slavery risks and ensure compliance with the Maritime Labour Convention on vessels nominated to Fortescue's terminal. This year, we conducted 46 vessel inspections, an increase from 17 inspections conducted in FY23.

We are also progressing decarbonisation in shipping, installing energy saving devices on a number of our Fortescue-owned vessels.

Iron ore

Our Chichester Hub and Western Hub mines produce low-to-mid-grade hematite ore. Iron Bridge signifies Fortescue's entry into the high-grade segment of the iron ore market, providing an enhanced product range while also increasing our annual production and shipping capacity. Iron Bridge is Fortescue's first magnetite operation.

Our current Pilbara iron ore products available to the market include:

- Fortescue Blend - a versatile product that can be substituted for all Pilbara ores
- Super Special Fines - blended with high-grade material, this product forms a base load sinter blend with attractive value in use
- Kings Fines - a low alumina product, in strong demand in non-China markets
- West Pilbara Fines - a mid-grade product, with lower phosphorus and alumina
- Iron Bridge - a high-grade magnetite, suitable for pelletisation
- Fortescue Lump - a niche lump product with low phosphorus and good metallurgical performance.

The Belinga Project in Gabon shipped produced a small volume of ore in FY24 as part of the pilot production phase, the current focus is on continuing exploration work and progressing detailed technical and environmental studies.

Our downstream environmental and social impacts are linked to the steelmaking value chain. This year, 97 per cent of our calculated emissions are related to the processing of our sold iron ore products in downstream steelmaking. This is significant both for our own emissions footprint, but also for the wider iron ore industry in demonstrating the scale of emissions that lie outside of a mining company's operational boundary. To meet our net zero 2040 Scope 3 emissions target, we need to address decarbonisation in the steelmaking value chain.

For more details on our emissions footprint and our decarbonisation roadmap, please refer to the Climate and decarbonisation section in this report on page [89](#).

We have several opportunities we are pursuing to address our downstream emissions impacts related to our iron ore products:

- innovation and development of green metal technologies
- including high-grade products in our product mix to support lower emission iron and steel-making operations by our customers
- developing a green metal value chain.

Green metal is a key focus for our innovation (see page [125](#)), and is a critical step in the decarbonisation of our value chain (see page [127](#)).

Broadly speaking, we are expecting demand for higher grade, lower emission products to increase in our markets. Fortescue is looking to increase our proportion of these products as part of our overall product offerings, acknowledging that premiums for these products are also expected to increase over time.

For more details on our strategic ambitions, please refer to our Climate Transition Plan, available on our website at fortescue.com.

Green hydrogen and ammonia

Fortescue Energy is developing renewable energy, green hydrogen and ammonia projects as well as the products that will be critical to eliminating fossil fuels from hard-to-abate sectors, including shipping, fertilisers and steel.

Fortescue is a first mover, looking to develop green hydrogen and green ammonia at scale. Our green energy project development pipeline is expected to facilitate first production before 2030. We are committed to developing renewable energy and green hydrogen projects, both to enable our own company and others to decarbonise. We are identifying and developing new market and partnership opportunities for our green energy products.

We have identified the cost of power as a significant barrier to scalability of green hydrogen, and we are focusing on bringing this cost down in the near term. We have taken three FIDs to date on green hydrogen-based projects and commenced a joint venture in 2024 with OCP Morocco to supply green hydrogen, ammonia and fertilisers to Morocco, Europe and international markets.

We look to align to the Green Hydrogen Standard for our green energy projects, considering both upstream and downstream social and environmental impacts in product development. The standard requires operators to identify, assess and mitigate human rights impacts, provide access to remedy through effective grievance mechanisms and ensure continuous improvement. It also sets out requirements concerning: social impact; affected communities and livelihoods; resettlement; Indigenous peoples; labour and working conditions; and modern slavery, child and forced labour. This includes the requirement to undertake broad-based stakeholder consultation, engaging with governments and their agencies, companies and their suppliers, local communities that 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.

For more details on our strategic ambitions, please refer to our Climate Transition Plan, available on our website at fortescue.com.

SECURITY PRACTICES

WHY IT MATTERS

Risks of geopolitical conflict are heightened in some of the jurisdictions in which we are developing a presence. We are responsible for protecting our people and managing operational risk.

The global mining and energy sectors also have a history of human rights abuses being committed by security forces using unnecessary force and violence in the protection of assets and operations. We acknowledge this risk and our responsibility to protect the rights of our community members.

AMBITION

To conduct our business globally in line with our Values, protecting our Fortescue Family as well as the rights of our community members that may be impacted by security operations.

CONTRIBUTING TO SDGS



SALIENT HUMAN RIGHTS RISKS



The Corporate Intelligence and Protection (CI&P) function assesses risks to Fortescue's people, assets and reputation.

In FY24, the team was led by the Group Manager Corporate Intelligence and Protection and sits with the portfolio of Fortescue's Chief General Counsel and Company Secretary.

Risk associated with geopolitical and economic tensions, including market volatility, has been recognised as a material risk exposure for Fortescue, and is discussed in detail in our FY24 Corporate Governance Statement available on our website at [fortescue.com](https://www.fortescue.com).

| Targets | In FY24: | Looking forward |
|---|------------------------------------|--------------------------|
| Become a full member of the VPI | ACHIEVED | Target completed in FY24 |
| Progress against the VPSHR Implementation Action Plan | NOT APPLICABLE - NEW TARGET | Target commences in FY25 |

Global Monitoring Centre

In FY24, our GMC served as a critical component of our organisation, dedicated to identifying and assessing global threats and risks that may impact the safety, security, reputation or information of our employees and assets.

The GMC team included experienced professionals specialising in security, intelligence and logistics. The GMC provided direct support by delivering timely alerts, security risk advice and comprehensive analysis to inform decision-making and enhance our preparedness.

Conflict and high-risk areas

As per Fortescue's Security Policy, CI&P respects international humanitarian law and takes a risk-based approach to operating in areas of armed conflict.

Conflict and high-risk operational locations are identified through a rigorous threat assessment process conducted by the GMC during the pre-feasibility and feasibility stages of a project. The threat assessment is then incorporated into the relevant security risk assessment and helps guide security planning. This process also includes assessment of each of the risks as detailed in the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas.

The GMC maintains a register of threat ratings for locations where Fortescue operates. This is updated based on our monitoring of global events and also uses third party providers, including International SOS and Control Risks, to support our assessments. In FY24, Fortescue had interests in three areas considered as conflict and high-risk locations: Ethiopia, the Democratic Republic of Congo and Papua New Guinea.

All CI&P team members have completed the online training module, Introduction to Security, Armed Conflict and International Humanitarian Law. This knowledge is incorporated into our threat assessment and security risk assessments.

Fortescue continues to implement an online International Humanitarian Law: Security and Conflict training module developed with Australian Red Cross and launched in FY23. This online module was completed by 390 Fortescue employees during FY24. Fortescue also partnered with Australian Red Cross for the delivery of an International Humanitarian Law: Security and Conflict education seminar as part of the Director Education Program in June 2024. Hear more from the team on this training [here](#).

Security

The Security team is staffed by highly skilled security practitioners who have extensive domestic and international experience. They support our projects from the early feasibility stage through to operations and decommissioning. The team provides:

- 24/7 support to Fortescue travellers, including for remote or hazardous journeys, and helps coordinate any required emergency response
- monitoring and analysis of emerging security risks or geopolitical developments and expert advice on how Fortescue can protect against or leverage them
- expert security risk management advice for operational and strategic projects globally comprising tailored security recommendations for projects under development, contributing to new country entry assessments, high-risk travel assessments, and journey management planning
- access control, CCTV monitoring, and personnel and asset protection services at Fortescue facilities and for teams deployed in high-risk locations.

Fortescue's security risk approach is set out in our Security Risk Management Framework. The methodology of the framework aligns with both ISO 31000 and the AS/NZS 167 (2006).

Fortescue applies an all-hazards approach to our security risk assessments, taking into consideration the security risk/threats to our people, assets, reputation and information according to the primary threat vectors of terrorism, crime, war (inter-state and intra-state), civil unrest and kidnap.

Consideration is also given to internal/external contexts which may also impact Fortescue's operations such as politics, corruption, culture, topography, economy, society, infrastructure, cyber security, security forces, security and human rights, supply chains, legislation and armed conflict.

Trusted third party security partners are engaged by our Security team to provide appropriately licensed and qualified security practitioners for international operations. Engaging third party security providers, both public and private, will likely increase in the short to medium term as our expansion continues. Potential negative impacts of using public and private security providers are mitigated through the implementation of our commitments to the Voluntary Principles on Security and Human Rights (VPSHR).

Fortescue has not employed public security forces at any of our operational sites to date. However, in the event of potential engagement with public security forces, Fortescue adopts a case-by-case approach, ensuring any agreements or MoUs incorporate clauses related to the VPSHR.

The process for vetting, managing, sourcing, contracting and interacting with private security providers is conducted in accordance with the VPSHR, Fortescue's Anti-Bribery and Corruption Policy and Standard, Australia's *Security (Protection) Industry Act 2004*, and the laws governing the jurisdiction of our overseas operations. This is outlined in Fortescue's Security Policy.

Human rights training for security personnel

Our security personnel are required to undertake human rights and modern slavery training. In FY24, 17 security personnel (employees and labour hire) attended this training, with a total of 31 (91 per cent) of our security personnel completing training in the past two years. Human rights training must be updated every two years.

In FY24, Fortescue paused the development of an online security and human rights training module to prioritise the delivery of face-to-face training in Gabon aligned to the VPSHR.

To date, Fortescue has employed, through Ivindo Iron, 34 Community Custodians in Gabon to help protect our people, assets, reputation and information. An additional 40 Gabonese people have been provided with training and will be used as a merit pool from which to recruit future Community Custodians. This pool and the existing Community Custodians will all receive training in the VPSHR. The training timetable will be extended, from five to seven days, to incorporate the learning outcomes stipulated in the VPSHR training course. This program will be used as a template to roll out to Fortescue's global sites as they become operational.



Inaugural Community Custodian training - Gabon

Voluntary Principles on Security and Human Rights

Fortescue is committed to the implementation of the VPSHR. We joined the Voluntary Principles Initiative (VPI) in 2022 as an engaged member, and became a full member of the VPI in May 2024.

The VPI is a multi-stakeholder group comprising companies, governments and NGOs committed to working together to address security-related human rights issues in the extractive, energy and related industries. Members are able to share learnings and common challenges, and develop joint approaches to address human rights challenges in security. The VPSHR guide companies on how they can conduct their security operations in a way that respects human rights. Fortescue is committed to aligning our operations to these principles.

In February, Fortescue undertook an independent audit of our progress towards the implementation of the VPSHR. The audit found that Fortescue had made good progress towards the implementation of the VPSHR and highlighted opportunities to further strengthen our approach. The findings from the audit and opportunities for improvement have been included in our FY25 Implementation Action Plan.

In April, Fortescue submitted its implementation report and made a presentation on our progress to implement the VPSHR to the VPI Secretariat and members. The presentation and the report included an overview of our actions to date, the audit findings and our FY25 Implementation Action Plan.

We are proud to be a full member of the VPI, and will continue our work to further implement and embed the VPSHR in our business.

**WE'RE HARNESSING THE POWER OF INVESTMENT TO
HARNESS THE POWER OF GREEN TECHNOLOGY**

PRODUCT – FOCUSING ON A GREEN FUTURE

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FORTESCUE VIDEO DIARIES FEATURING:

Decarbonising industry

Artificial intelligence delivering logistics optimisation

Zero-emissions battery - what's happening on site

Fortescue's Green Pioneer

Emission mapping with a critical supplier - Continental case study

Energy efficiency on site - diesel use and haul trucks

Solar powered lights at our Cloudbreak aerodrome

High-density polyethylene pipe recycling project

INNOVATION

WHY IT MATTERS

Fortescue recognises the urgent, global need for innovation at scale, both to drive large-scale generation of green energy and green hydrogen and enable industry to decarbonise.

AMBITION

Investment and development in early stage technologies will enable the achievement of our decarbonisation ambitions and increase the efficiency of our existing activities. Such innovation will promote use cases for our green energy products, and support the pursuit of new avenues of green value creation across the technology, energy and metals portfolio.

CONTRIBUTING TO SDGS



Fortescue has a substantial opportunity to deliver commercially viable technology, leveraging our innovation to support the green energy transition and attract further investment in our green products and decarbonisation technologies.

Our Values foster an embedded culture of innovation across our workforce, placing our company at the forefront of technological development in the energy, technology and mining industries.

Targets

Continued support of collaboration initiatives for key areas of innovation benefiting industry such as mining, steelmaking, energy and shipping.

In FY24:

NOT APPLICABLE - NEW TARGET

Looking forward

Target commences in FY25

Our Values - Empowerment, Stretch Targets, Generating Ideas, Courage and Determination

A culture of setting stretch targets and a 'never, ever give up' attitude empowers the Fortescue Family to develop innovative ways of generating new ideas and achieving challenging outcomes. We hold ourselves and each other to account to deliver these goals.

Innovation is integral to every aspect of our business, from embracing technology in the automation of our mining fleet, to the decarbonisation of our iron ore operations and the development of commercial-scale green hydrogen and ammonia by Fortescue Energy. Continual improvement and advancing our performance through innovation drives our product development, and brings new decarbonisation solutions to the market.

Ultimately driven by our Board, innovation is integrated into key functions across the business. Our Executive team is responsible for effectively managing the incorporation of innovation in the organisation's day-to-day operations, supported in FY24 by our Innovation and Technology Development team and our Strategy and Integrated Operations team. Cutting-edge technological advances in our green energy products and technology is led by Fortescue Zero. This summary highlights some of Fortescue's groundbreaking work and programs, as well as our achievements in driving innovation in FY24.

Research and development

R&D is a key pillar in Fortescue's emissions reduction strategy. Fortescue's R&D team is developing technologies that will help us deliver step-changes in the cost and efficiency of green products, including solar power, hydrogen, sustainable fuels and green metal. Hear more from our team on our research and development [here](#).

Innovation and a new way of mining

We strive to be the safest and most productive iron ore operator in the Pilbara, building on our track record as one of the world's lowest cost iron ore producers. From the outset, Fortescue has been at the forefront of innovation in the mining industry and we look to continue this legacy as we drive to Real Zero.

Embracing technology

The Fortescue Hive, our purpose-built remote operations facility, includes our planning, operations and mine control teams, together with port, rail, shipping, marketing and energy operations teams. The Hive enables us to operate our Pilbara mines and the generation and integrated distribution network for the PEC project from the centre of Perth.

Fortescue has led the way globally in embracing automation, leading to productivity and efficiency gains. In October 2020, we completed one of the largest fleet conversions to an autonomous haulage system (AHS) in the industry. We now have 190 AHS trucks operating across our Solomon and Chichester hubs. These AHS trucks travel roughly 2 million kilometres a month, the equivalent of 50 trips around the globe, and have to date moved over 3.9 billion tonnes of material. Looking forward, we plan to ramp up to around 400 battery electric AHS trucks by 2030 as we bring online our own battery operated fleet.

Innovation in automation also extends to our other heavy machinery, reflecting our commitment to increasing operational efficiency through technology. In partnership with Epiroc we helped develop the world's first autonomous crawler drill rig at Iron Bridge which we're busy deploying at scale as a world first into our Solomon operations. We've also commenced the deployment of vendor agnostic Non-Line of Sight (NLOS) capabilities into our small excavator and dozing fleets, allowing us to remove people from high risk working areas whilst supporting our future vision of further remote operations of ancillary fleet.

We continue to pursue opportunities for automation and AI to drive greater efficiency across the business, including the use of data to predict outcomes and optimise performance, the expansion of autonomy to fixed plant and non-mining equipment and the application of relocatable conveyor technology. In FY24, we delivered a breakthrough AI initiative, focused on using advanced decision automation to improve our supply chain scheduling operations. It allows our schedulers to harness more data from across the supply chain and ensure they can make the best decisions hour by hour on where to send our trains and which products to transport. Hear more about this initiative [here](#).

Decarbonising our mines

We are strongly focused on the decarbonisation of our iron ore operations and the decarbonisation of our value chains, contributing to an economy-wide transition. The Climate Change Report in our FY24 Annual Report provides an update on our decarbonisation progress. Our Climate Transition Plan focuses on our strategic decarbonisation ambitions, as well as our implementation and engagement strategies to achieve our goals. Our FY24 Annual Report and our Climate Transition Plan are available on our website at [fortescue.com](https://www.fortescue.com).

Innovation is central to our decarbonisation plans. Advances this year have included the commissioning of Australia's first operational electric excavator at our Cloudbreak mine. Hear more from our teams here on our R&D and site roll-out of our zero emissions battery [here](#).

Green metal future

On average, the global production of steel results in approximately 1.9 tonnes of CO₂-e emissions per tonne of steel, with about 70 per cent of all steel produced using the blast furnace and basic oxygen furnace steel-making process. Put in perspective, the industry is responsible for about seven to nine per cent of global CO₂-e emissions.

As such, decarbonising steel is a critical global challenge. Fortescue is innovating, to develop the technologies and processes to produce green metal: producing the green inputs for the process (decarbonised iron ore, green hydrogen and renewable energy) and building a plant to demonstrate that green metal is a reality.

Innovation powering Fortescue Energy

Through Fortescue Energy, we are developing for commercialisation the technologies required to support our decarbonisation plans, creating energy products such as green hydrogen and green ammonia, and applying these solutions across hard-to-abate sectors such as shipping and iron and steel production.

The existing GEM Centre and the PEM50 Project in development by Fortescue Hydrogen Systems demonstrate our innovation in developing hydrogen production systems commercially, in Australia. We have also designed, tested and certified the 1MW PEM electrolyser, which has undergone third party performance verification.

Fortescue Zero brings together our innovation in a way we can share with the wider market. In October 2024, we announced the opening of a new state-of-the-art technical innovation centre in Kidlington, UK, focused on the technical development, testing and prototype production of batteries and zero emission powertrains for a wide range of applications, including motorsports, mining haul trucks, and other off-road and automotive applications. The US\$23million site will be home to 300 highly skilled workers, with up to 50 more jobs to be created across the next year.

Our Marine Systems team are developing marine engines that can run on green ammonia instead of heavy fuel oil. Fortescue's *Green Pioneer* has a Fortescue-developed engine which is already operating on green ammonia. Hear more from the team on the *Green Pioneer* [here](#).

Our Climate Transition Plan provides additional detail on the ambitions, implementation and engagement strategies relating to innovation in Fortescue Energy, and is available on our website at [fortescue.com](https://www.fortescue.com).

FOCUS ON

"GREEN METAL PROJECT" AT CHRISTMAS CREEK

Fortescue will demonstrate the world's first green 'pit to product' iron metal production process at our Christmas Creek Green Metal Project. Fortescue will mine the iron ore using its green mining fleet (electric excavators and battery-electric trucks), process the ore using renewable energy, and convert it into green metal on site.

The project will use renewable energy and green hydrogen reduction technology together with an electric smelting furnace to produce high-purity green metal which will be suitable for use in almost any steel plant globally.

The project is expected to produce more than 1,500 tonnes of green metal per year, using green hydrogen produced at Christmas Creek. The ironmaking technology will support our magnetite and hematite ores.

Subject to approvals, construction is expected to begin during 2024, with the first green metal targeted to be delivered before the end of 2025. The Board has endorsed an investment of up to US\$50 million.

Collaboration

We consider collaboration essential to innovation. Collaboration allows us to work together with people and organisations to achieve greater outcomes than we can deliver in isolation. Fortescue collaborates extensively across our business areas with key stakeholder groups including suppliers, industry bodies, academia and local communities.

Our R&D program is delivered through a combination of in-house capability, and collaborations and partnerships with universities and government agencies in Australia and the USA, including:

- Commonwealth Scientific and Industrial Research Organisation (CSIRO)
- Australian National University
- Curtin University
- University of Adelaide
- National Renewable Energy Laboratory (NREL), USA
- Colorado School of Mines
- University of Michigan
- Northwestern University.

We are a founding member of the Heavy Industry Low-carbon Transition Cooperative Research Centre (HILT CRC). HILT CRC is a collaborative research venture that brings together industries, researchers, and government organisations in an effort to de-risk the technology pathways to decarbonise heavy industry.

As Fortescue decarbonises and expands globally, we are aware of the importance of innovative collaboration in areas of training and general workforce development. Through collaboration with identified strategic partners, we have co-developed industry-leading training and upskilling, such as our collaboration with ATCO for the co-development of hydrogen-related training. We have leveraged this to tailor prerequisite training for Hazelmere and mine site teams, while contributing to hydrogen training capability across the emerging industry.

As we develop our global footprint, Fortescue's collaborative approach to building talent and skills is driven by the engagement we have with key stakeholders in developing and then executing our local content plans. Further detail is presented in our talent and skills section on page [64](#) and our thriving global communities section on page [77](#).

Attracting investment

To build on our innovation, we must demonstrate the commercial viability and practical applications of our green products and decarbonisation technologies and innovate in the way we finance and deliver our projects.

Fortescue Capital, launched in November 2023, is our new green energy transition investment platform and an integral next step in our commitment to deliver green energy projects and decarbonisation investments. Established as a green asset management business, Fortescue Capital will be a capital multiplier through the introduction of third party capital, investing alongside Fortescue Energy in those projects, technologies and companies which it has either originated, developed, or in which it has already made an investment.

PRODUCT STEWARDSHIP

WHY IT MATTERS

Coordinated action to decarbonise value chains is imperative for addressing climate change. As the impacts of climate change are increasingly felt globally, the risks to the value chain for products will likely also increase. By understanding our value chains in more detail, Fortescue will be better able to mitigate these risks. Globally, disclosure is increasing as governments and stakeholders acknowledge the importance of the value chain impacts of companies.

AMBITION

As Fortescue develops products, and the supply chains mature, our ambition is that each relevant product offered to the market has a digital product passport that enables our customers to understand the emissions impact of a Fortescue product.

CONTRIBUTING TO SDGS



SALIENT HUMAN RIGHTS RISKS



As Fortescue shifts to manufacturing products, including electrolysers, battery systems, and other technologies, to enable a Real Zero world, we are focused on developing environmentally responsible products that meet emerging regulatory requirements and market expectations. This requires a consideration of the upstream value chain.

By working to understand during the early phases of product development where emissions impacts lie, we are able to prioritise decarbonisation efforts with suppliers and work to design out or minimise emissions impacts of inputs where possible.

| Targets | In FY24: | Looking forward |
|--|------------------------------------|----------------------------|
| Develop Fortescue guidance documentation for life cycle assessment (LCA) to be used throughout Fortescue's global business in FY24 | <p>COMPLETED</p> | Target completed in FY24 |
| Externally publish LCA for Fortescue's PEM electrolyser by FY26. | NOT APPLICABLE - NEW TARGET | Target established in FY25 |

Ultimately driven by our Board and managed by our Executive team, our approach to product stewardship is supported by several functions of the business, in particular our Green Certification team and Sustainable Supply Chain team. This summary highlights some of our groundbreaking work and programs in defining and building our product stewardship, as well as the achievements made during FY24.

Defining 'green'

The term 'green' can mean different things to different people. For now, there is no clear, industry-accepted definition, standard or certification requirement for many of our priority product areas. We are working with partners to advocate externally for standardised definitions.

What is clear is the collective understanding of the aim—to minimise environmental impact and promote sustainability throughout the value chain.

The green product space is rapidly evolving globally, with new multifaceted definitions emerging and stakeholders refining and increasing expectations. This presents a risk to Fortescue as an early mover. To manage these risks, Fortescue actively monitors legislative developments and engages with industry bodies and governments to stay informed about new regulations.

Building our green energy product stewardship

As we build our Energy business and decarbonise our Metals business, we also build our green energy value chains. Starting from scratch, this enables us to take advantage of the opportunity to apply global best practices and leading concepts for product stewardship on the road to Real Zero.

A life-cycle view

As an integrated technology, energy and metals company, we now have a diverse product offering and a complex value chain, requiring new ways of working and communication with our customers as well as our suppliers and business partners.

We have introduced life cycle assessments (LCA) as a tool to understand the potential impacts of our products across the entire life cycle, from material extraction to disposal or recycling. Life cycle thinking involves evaluating each stage of production, distribution, use and disposal to minimise environmental impact.

The results of these studies guide our product development teams in designing out specific materials and working with our suppliers to reduce negative impacts where we can. Materials identified as having a significant impact are assessed for recycling and end-of-life options.

Our LCAs are based on the principles defined in two global standards: the global ISO standard for LCA and the Greenhouse Gas Protocol. Our approach is product agnostic, unless there is specific legislation that requires calculations to be performed in specified ways.

In FY24, we developed internal LCA guidance documentation which will be used throughout our global business. We also completed our first internal LCA for a prototype electrolyser design. Looking forward, we are aiming to complete and publish our first publicly available LCA in FY26 for Fortescue's PEM electrolyser.

We are also investigating developing digital product passports (DPPs) for our manufactured products. DPPs would provide a detailed electronic record for our manufactured products, giving our customers a breakdown of the materials, production process, and life-cycle environmental impacts of the product they purchase.

Fortescue looks to global best practices for inspiration for our LCA and DPP development and intends on implementing these as part of typical product offerings. Given the significant resource and time requirements to develop DPPs, Fortescue is embarking on these progressively as products are in their design phases, aligning with upcoming regulatory requirements.

Importance of product design

Fortescue Hydrogen Systems has redefined the electrolyser. The wholly internally designed stack has enabled the team to focus on design for manufacturing from the start to support automated assembly. Components of the electrolyser have been optimised for part count, sub-assembly integration and material yields in their fabrication.

Fortescue Hydrogen Systems is working to enable 100 per cent recyclability of all stack components and greater than 90 per cent recyclability of all precious metals and advanced polymers used in its membranes. This focus on recyclability has enabled Fortescue to control consumption of finite new precious metals and critical minerals in our value chain.

Partnerships and transparency

We consider sustainability to be a tool for value creation throughout the sourcing process. Our Contracts and Procurement team work closely with our Sustainability team to identify areas to deep dive into our supply chains and find opportunities to collaborate with strategic partners. We focus on capability building in Contracts and Procurement to ensure our people can clearly link sustainability with commercial outcomes that are specific to their portfolio, understand the possible impacts and opportunities, and communicate expectations with suppliers early in the sourcing process.

Transparency is critical to building genuine trust and collaboration with suppliers to understand key inputs, materials and processes to inform sustainability decisions. In FY25, we will develop our traceability strategy for electrolyzers and prioritise critical materials to unpack through LCAs. This will help us choose more sustainable materials and better manufacturing processes, and address risk associated with reliance on supply chains that lack transparency.

Our Sustainable Supply Chain team drives transparency within our upstream value chain. For more details refer to the sustainable supply chain section on page [116](#).

Hear more from our team about our collaboration with the conveyor belt supplier, Continental Industry, and our emission mapping study [here](#).

Stewardship for Metals products

Stewardship for our magnetite and hematite products is currently focused on decarbonisation across Scopes 1, 2 and 3. Decarbonising our direct operations is the first step and our Climate Transition Plan provides information on our credible pathway to Real Zero by 2030.

As referenced in the Climate and decarbonisation and Innovation sections from pages [89](#) and [125](#), the majority of Fortescue's emissions are related to the processing of our sold iron ore products in downstream steel-making. Fortescue's work to support decarbonisation of this process, (incorporating the processing of iron ore into iron, as well as the further processing of iron into steel), involves green steel innovation as well as collaboration with our customers and the broader steelmaking industry. This is also outlined in the Climate Transition Plan, available on our website at [fortescue.com](https://www.fortescue.com).

ENERGY AND RESOURCES

WHY IT MATTERS

Using energy and resources efficiently is the first step in addressing climate impact and reducing our overall environmental footprint.

Energy is a fundamental dependency for mining operations. Reliance on fossil fuels is a business risk. For us, decarbonisation centres around investing in renewable energy and using it effectively to eliminate the use of diesel and gas in our Australian iron ore operations. Energy efficiency is critical to the success of our decarbonisation efforts.

AMBITION

To embed optimisation and energy efficiency in all aspects of our operations to support our commitment to decarbonisation.

By 2030, approximately 97% of our electricity demand is to be met by renewable resources.

CONTRIBUTING TO SDGS



| Targets | In FY24: | Looking forward |
|---|--|----------------------------|
| Construction of North Star Junction solar farm | <p>MILESTONE ACHIEVED JUNE 2024</p> | Target completed |
| North Star Junction Solar farm to commence operations | NOT APPLICABLE - NEW TARGET | Target established in FY25 |

Fortescue is one of the world's lowest cost iron ore producers. Using energy and resources efficiently is a cornerstone of our business, optimising our operations, keeping costs low and reflecting our Values.

Our Values - Frugality Thinking of ways we can do things better, faster, cheaper and safer.

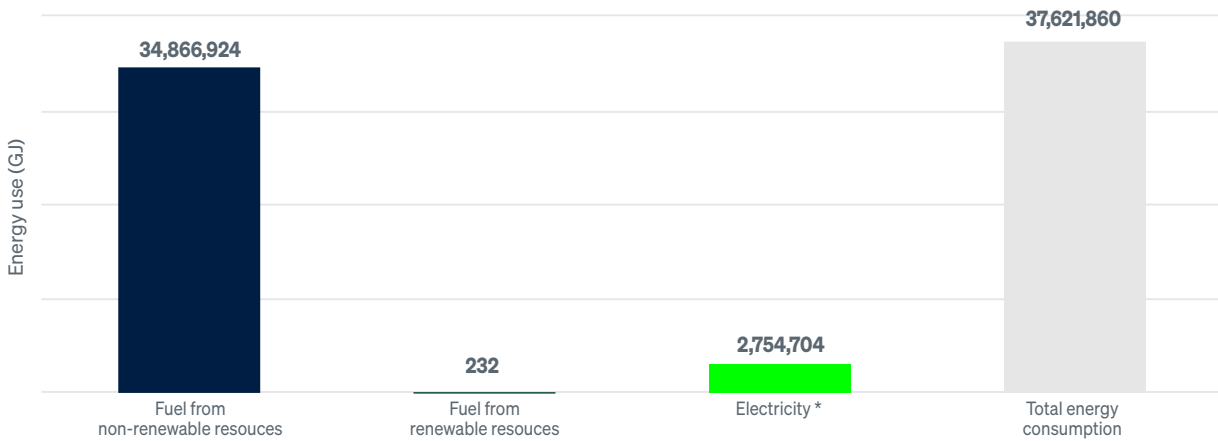
Our energy generation philosophy is based on maximising the efficiency of our power production and reducing our operating costs by improving energy efficiency.

Green systems and optimisation are also a key workstream in our decarbonisation program to achieve Real Zero Scope 1 and 2 emissions by 2030 for our Australian iron ore operations. Energy efficiency is a vital and immediate step in reducing our emissions while we develop our decarbonisation technologies and roll out solutions across our mine sites over the next six years.

Ultimately driven by our Board and overseen by our Executive team, embedding energy efficiency in our operations is led by our Decarbonisation team and Decarbonisation Delivery team. Value chain energy considerations are embedded in different functions across the organisation, in particular our Sustainable Supply Chain team, Green Certification team, Climate team, Global Communities team and Sustainability team. This summary highlights some of Fortescue's achievements during FY24.

Energy and resource use across the business

FY24 Energy consumption



*Fortescue did not purchase heating, cooling or steam and did not on-sell energy in the form of electricity, heating, cooling or steam during FY24.

Our current diesel use is significant at 631 million litres consumed during FY24, powering our HME, haul trucks, rail, very large ore carriers (VLOCs) and tug fleet, representing 70 per cent of our total fuel energy consumption from non-renewable sources. The remaining 30 per cent of non-renewable fuel energy consumption is from the use of natural gas in our power stations, as well as non-diesel marine fuels and oil-based energy, such as lubricating oils, grease, acetylene, and LPG throughout our operations.

We are committed to developing zero-emissions solutions for our diesel-based mine, port and rail equipment. In line with our commitment to eliminate emissions across our mining operations, we are working to power electrified mining equipment with renewable electricity.

We continued to investigate the use of fuel from renewable sources during FY24. Small volumes of biofuels were trialled as part of our sustainable aviation fuel (SAF) program during the year, as well as hydrogenated vegetable oils (HVO) being used on the Green Pioneer for showcasing voyages, sea and manoeuvrability trials. In FY25, we will trial HVO on site as a replacement for diesel in our blasting product.

Electricity generation and renewable power

Fortescue is developing a network of stationary power sources and transmission lines to support our mine sites in the Pilbara. We are making significant investments in renewable power, battery storage and transmission links to phase out existing diesel and gas-fired power generation infrastructure at our sites.

Through our PEC project, we are building an integrated transmission network, enabling renewable electricity generated at any of Fortescue's sites to move between our Pilbara port and mine operations, via over 500km of transmission lines, aiming to integrate to one common 220kV network. This program of works will continue to FY28 to enable our sites to have the electrical infrastructure ready to enable our decarbonisation solutions.

In FY24, Fortescue completed the construction of a 100MW solar farm at North Star Junction, located near Iron Bridge. North Star Junction solar farm is expected to produce more than 250GWh per year, which represents more than 30 per cent of our forecast FY25 energy demand for the Iron Bridge facility. North Star Junction solar farm complements the 60MW solar farm commissioned in 2021 as part of the Chichester solar gas hybrid facility.

In FY24, Fortescue continued to develop and refine energy modelling to understand how to optimise our Pilbara iron ore operations following the transition to renewable energy. This model will continue to inform our understanding of our needs for renewable energy infrastructure and battery storage. We also investigated various technology options to provide optimal long-duration renewable energy storage solutions. As a result, we anticipate we will need 2-3GW of renewable energy supported by battery storage.

To date, the Board has approved significant investment to fund multiple green power projects including utility-scale solar at Cloudbreak, utility-scale batteries at North Star Junction and Eliwana, high voltage electrical transmission infrastructure to connect renewable energy generation sources to our mining operations, as well as wind and solar project feasibility studies.

Energy efficiency measures

During FY24, we achieved an energy intensity ratio of 0.20 GJ/tonne of iron ore, representing the total energy consumed in Fortescue per tonne of iron ore shipped. Moving forward, we will develop energy intensity metrics for our product lines and the business as a whole to help contextualise our energy usage.

Our Decarbonisation Delivery team help drive energy efficiency across each of our Pilbara mine sites to feed bottom-up measures in our operations. Each mine site General Manager is responsible for energy use at their site.

Energy efficiency initiatives helped limit the 5.4 per cent increase in FY24 from FY23 Metals Australian Terrestrial Scope 1 and 2 emissions, translating to approximately 10 per cent reduction against Fortescue's budgeted emissions for FY24.

We have several ongoing focus areas designed to improve the efficiency of our mining operations through collaboration across various teams. These include innovative technology trials, energy conservation in operations and rethinking mining practices.

Our activities also focus on the most efficient use of renewable energy. This is driving a restructuring of our energy-intensive processes, looking to co-locate infrastructure with the renewable energy production locations. This will avoid the unnecessary transport of both energy and materials. For example, we are aiming to process iron ore into green metal at the renewable energy source location where possible.

Hear more from our teams on our efficiency breakthroughs this year in rolling-out solar-powered lights at our Cloudbreak aerodrome and managing our diesel use in haul trucks at Solomon [here](#).

We will continue to drive for energy efficiency measures in FY25 and beyond, supporting our 2030 Real Zero target.

Energy and resource use in our value chain

A significant amount of energy is used downstream in steel-making and processing of our iron ore, as discussed in the Climate and Decarbonisation section (see page [89](#)) and Product stewardship section (see page [129](#)). Moving forward, we plan to start tracking the energy consumption outside of our organisation, specifically for energy consumed as part of processing of sold products (GHG Protocol Scope 3 Category 10).

There are also key energy-related choices embedded in our upstream value chain. We address this through our decarbonisation activities and sustainable supply chain management, as detailed in the Procurement and Marketing section (see page [115](#)).

We also consider the energy footprint of our manufactured products. By leveraging LCAs, we make informed decisions that enhance the circular use of materials, reduce environmental impacts throughout the value chain, and support our commitment to a sustainable future. Our approach to LCAs is detailed in the Product stewardship section on page [129](#).

With the development of our energy business, we have the opportunity to support access to energy for our local communities, as well as promote education and advocate for climate action, green energy and safety. We can also positively impact local communities through helping to stabilise access to energy where appropriate as we continue to develop our projects.

Community benefits

Fortescue's Green Energy Education Program introduces school students to the pressing issues associated with climate change, and the technologies that can help us tackle these challenges. Integrating technology, engineering and societal issues, students are introduced to the fundamentals of climate change and renewable energy.

As we continue to develop our global energy assets, community investments, including access to energy, will be further developed as identified within our community needs and assets assessment. During FY24, no energy-related community infrastructure investments were undertaken.

CIRCULARITY

WHY IT MATTERS

Circularity promotes resource efficiency by reusing and recycling materials, reducing waste and lowering costs. It minimises environmental impact by extending the life cycle of products and reducing the need for raw material extraction. By making proactive design decisions that facilitate reuse, repair and recycling, we seek to align with increasing regulatory demands and consumer expectations for greener products.

AMBITION

Fortescue sees waste as a resource, driving a circular approach to our use of materials. We address the generation of waste through prevention, reduction, recycling and reuse. Our circular approach also minimises our reliance on virgin material inputs in the manufacturing processes.

CONTRIBUTING TO SDGS



The circular economy is based on three principles: designing out waste and pollution, keeping products and materials in use and regenerating natural systems. It is a systemic approach to economic development driven by innovation and designed to benefit business, society and the environment.

Fortescue seeks practical circularity solutions that balance cost and environmental benefits, in alignment with our Value of frugality. Circularity opportunities are identified and progressed both at the corporate level through the Sustainability team, and within specific discipline and functional areas.

We aim to diversify suppliers to avoid dependency on single sources, optimise inventory levels to reduce waste, and leverage technology to better understand our supply chains. We forge strong partnerships with strategic suppliers who share our commitment to sustainability by co-developing solutions using sustainable and recyclable materials for products and packaging where possible.

Our Fortescue Zero products seek to include modularity and recyclability, ensuring that components can be easily disassembled, repaired and reintroduced into the production cycle.

Our mine sites remain committed to reducing plastic and packaging waste by using biodegradable, recyclable or reusable materials and working with suppliers to eradicate the excessive use of packaging, including plastics, to reduce waste.

Targets

Year on year, recycle more than 80 per cent of our non-mineralised waste volumes at our mine sites, excluding tyres and concrete waste

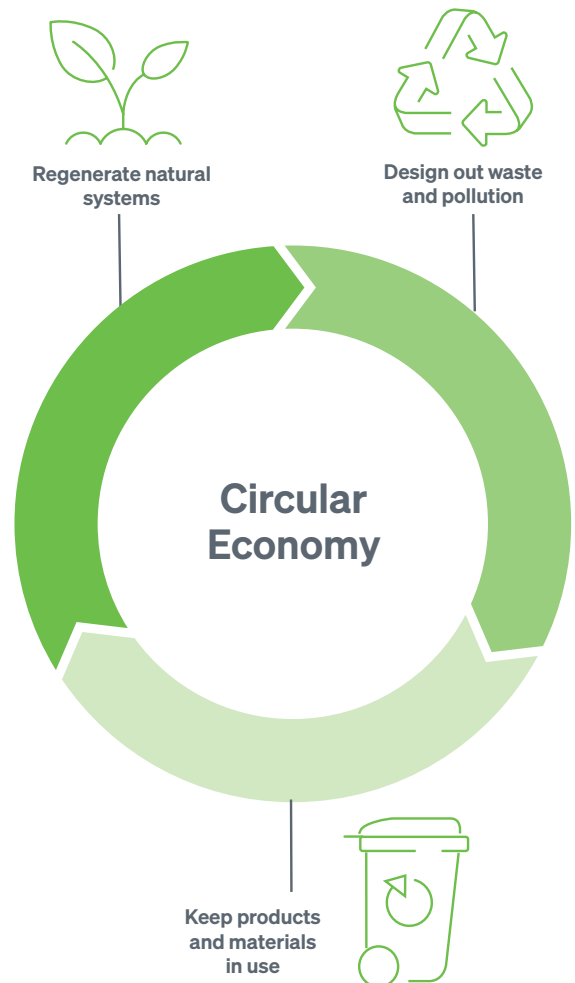
In FY24:



Looking forward

Target continues into FY25

SALIENT HUMAN RIGHTS RISKS



Circular approach for products

Fortescue recognises the importance of designing products with their entire life cycle in mind, aiming to reduce waste, maximise resource efficiency and minimise environmental impact where practical. By working to integrate circularity into our manufacturing and design processes, we prioritise the use of recyclable and renewable materials and incorporate modular designs that facilitate easy repair, upgrading and eventual recycling. Establishing new supply chains that align with these principles is crucial, ensuring that we source sustainable materials and maintain supply chain security. This dual focus on circularity and supply chain surety not only reduces environmental impact but also helps us navigate increasing regulatory demands and consumer expectations for sustainable products, ensuring our innovations contribute to a circular and sustainable economy.

FOCUS ON

PROJECT CIRCUS - NORWAY

During the feasibility study of Fortescue's proposed Holmaneset Project in Norway, the Fortescue in-country project team developed Project Circus, a working group to understand circular economy opportunities.

The concept is to investigate ways in which the by-products or end products from the hydrogen production process can be reused to stimulate local economic development. The first phase of the project (September 2023 to May 2024) received public funding from Vestland County to map potential offtakers (purchasers) of ammonia, oxygen and heat locally. As of May 2024, the in-country team are working together with Hub for Ocean to explore opportunities to collaborate on the next phase of the project aimed at progressing business opportunities for the potential offtakers.

The LCA process supports circular supply chains. By assessing each input material option, the product development team will be able to assess the ability for circular materials to reduce the environmental impact of a product when compared to the use of virgin materials.

Looking forward, we seek to:

- develop a global circularity strategy for reducing emissions and waste in our supply chain
- continue the development of LCAs in our product lines
- collaborate with strategic partners on LCA and environmental product declarations.

Electrolysers

The Fortescue PEM electrolyser will be returned to Fortescue at end of life, enabling core components to be recycled and, where possible, reused. For all components that cannot be reused, we are committed to working with suppliers who offer safe and sustainable recycling solutions.

Battery systems

We aim to create battery systems that contribute to a sustainable and circular economy. The Product Development Framework that governs the development of the Fortescue Zero battery systems incorporates end-of-life obligations. These requirements occur in the early stages of product development and, as markets mature their requirements, products will work to meet these requirements. Where possible, the design process prioritises the use of recyclable and renewable materials, reducing dependency on finite resources and reducing the overall environmental impact of the product. We are also investigating designs that extend the lifespan of the battery through easy disassembly, repair and upgrading.

Circular approach for Metals

In FY24, we progressed circular economy opportunities in our Metals business, with a focus on initiatives aimed at designing out waste and keeping products in use. Primary waste streams from our operating mine sites include metal, general waste, wood, rubber, wastewater treatment plant sludge and hydrocarbons. Circularity options have been progressed through various initiatives including:

- sustainable procurement and sourcing due diligence processes
- avoidance of single-use packaging by working directly with high-volume suppliers
- aligning our decarbonisation schedule for stationary and mobile assets with existing asset lifespans where possible

- continuation of HDPE recycling processes
- upcycling of used uniforms
- establishing Containers for Change recycling processes
- continuing established recycling processes for metals and hydrocarbons, along with some rubber and wood waste products.

A key challenge we face for implementing circularity initiatives is the remote location of our mining operations. We consider trade-offs associated with transport energy and emissions where local recycling opportunities cannot be identified.

FOCUS ON

PFAS

Perfluoroalkyl and polyfluoroalkyl substances (PFAS) are a large, complex group of synthetic chemicals that have been used in consumer products around the world since about the 1950s. PFAS molecules have a chain of linked carbon and fluorine atoms. Because the carbon-fluorine bond is one of the strongest, these chemicals do not degrade easily in the environment. Approximately 14,000 different PFAS chemicals are used across millions of products globally. Regulatory and policy changes are being made rapidly around the world to reduce or eliminate the use of PFAS chemicals in products.

Adopting a circular approach to PFAS in electrolyser membranes presents significant challenges and opportunities in supply chain management, regulatory compliance and environmental impact as the world's understanding and management of PFAS rapidly evolves. Fortescue aims to develop its own internal standards for the management and handling of PFAS-containing products. Our customers will return their used electrolyser membranes for recycling or repurposing according to this standard.

TYRES

Used tyres are currently managed in a range of ways across our sites, including off-site recycling by third parties, off-site disposal at local municipal landfill facilities and on-site disposal in accordance with our site environment licenses.

Fortescue is collaborating with Tyre Stewardship Australia, along with several independent organisations, to identify viable recycling opportunities for used tyres from our Pilbara operations. Recycling options currently under assessment with third parties include pyrolysis, devulcanisation and rubber crumbing.

Waste management

Our non-mineral waste produced across all sites is classified as either non-hazardous or hazardous. Our waste management approach aims to reduce waste disposed through the prevention, reduction, recycling and reuse of waste produced across all sites, and we continue to investigate options to minimise the volumes of non-mineral, non-hazardous waste being sent to landfill. In FY24, 49,378t of non-mineral waste was generated at our Pilbara iron ore operations.

The conditions of our waste contracts require our contractors to not only manage our waste in a safe and environmentally conscious manner, but also to consistently research and provide recovery and recycling solutions to minimise our waste and carbon footprints.

Non-hazardous waste

Non-hazardous waste generated at our sites includes steel, wood, rubber, food and food packaging wastes and office waste.

Reuse and recycling mechanisms have been established for materials including scrap steel, HDPE pipe and rubber. Hear more from our team on our HDPE pipe recycling [here](#).

Where waste cannot be recycled or reused, it is disposed of at regulated landfill facilities both on and off site. In FY24, we recycled 81 per cent of non-mineralised waste volumes across our Pilbara operations, excluding tyres and concrete waste. Our contribution to the Containers for Change program continues as our waste management contractor, PES, removed 125 bulk containers of glass bottles historically stored at our Solomon site for recycling. This initiative represents one of the most substantial glass bottle donations ever made to Containers for Change in WA.

Hazardous waste

During FY24, 9,045t of hazardous waste, as classified under the Basel Convention, were generated at our Pilbara operations, with none being disposed of on site. This hazardous waste includes hydrocarbons, chemicals, waste oil and batteries, and is removed from our sites for recycling and disposal by licensed, third party waste management companies.

MINE PLANNING

WHY IT MATTERS

Robust mine planning is vital to ensuring the safe, economic, responsible and sustainable production of iron ore from existing and future Fortescue iron ore deposits.

AMBITION

We strive to be the safest and most productive iron ore operator in the Pilbara.

At end of mine life, we will ensure the closure of our mines and key infrastructure areas is undertaken in a planned approach, with appropriate financial provisioning in place.

CONTRIBUTING TO SDGS



Effective forward planning through robust mine planning is vital to ensuring the safe, economic, responsible and sustainable production of iron ore from existing and future Fortescue iron ore deposits.

Fortescue's continuous improvement and tiered approach to mine planning ensures that, as we gain increased knowledge and understanding of our resources and the environment in which we operate, this knowledge and understanding is continually incorporated into our mine plans so that forecasts can be improved and longer-term strategies optimised.

Incorporation of the data and guidance from resource definition, geology, marketing, environment, heritage and land access, decarbonisation, port, rail and mine operations teams in a regular and process-driven way allows our mine planning teams to ensure the most cost-effective, safe and sustainable mining of our iron ore deposits. It also allows us to plan and optimise the world-leading decarbonised mining operations of the future.

Targets

Closure plans to be in place for each major operational site

In FY24:



Looking forward

Target continues into FY25

Rigorous long (>2 years), medium (3 month to 2 years) and short term (<3 months) mine planning practices help to minimise the risk of poor closure outcomes and potential serious safety, environmental or heritage incidents. Clear and transparent mine planning also allows Fortescue to identify and develop opportunities to foster new partnerships with communities and First Nations peoples.

Although some negative impacts are unavoidable by the very nature of mining (for example, large scale land disturbance), Fortescue's employment of innovation, green technology and community and First Nations collaboration leads the way to an environmentally and socially acceptable outcome.

Strategy and operations planning

Through strategically integrating operations using enhanced data sharing systems, Fortescue is able to leverage our leading practices from across the business in decarbonisation, sustainable supply chain, environmental management and innovation (such as automation and AI) to contribute to the ongoing success and sustainability of Fortescue's mining operations.

Fortescue's approach is holistic, with sustainability embedded in mine planning from across the business. Refer to sections including [climate and decarbonisation](#), [biodiversity, water](#), [procurement and marketing](#), and [innovation](#). Our integrated approach means each component (as well as the overall output) is optimised and streamlined.

Mineral waste management

Management of mineral waste is a key aspect of mine technical services. Mineral waste refers to mine overburden or waste rock, uneconomic material or mineralised waste. Mineral waste is managed at our Pilbara sites through waste rock dumps or sent to tailings storage facilities after undergoing processing at our ore processing facilities. Mineral waste may contain material that can be a hazard to the health and safety of the workforce, community and the environment. Some of these hazards include acid and/or metalliferous drainage (AMD), spontaneous combustion and reactive ground, and fibrous minerals.

We undertake geochemical characterisation of mineral waste identified from exploration through to, and during, operations to understand these hazards and employ management strategies to mitigate them. These studies aim to determine the geochemical characteristics, location and likelihood of mineral waste hazards that could be generated through mining activities and any mitigation measures required – which may occur over the life of the mine. Where possible, geological units with an identified risk are avoided through the mine planning process and, where avoidance is not possible, potential hazardous material is segregated and actively managed to reduce the risk of harm. At our operations, this is typically managed through encapsulation within waste rock landforms and no further treatment or remediation is required.

In FY24, our Pilbara mine sites generated 391 million wet metric tonnes (wmt) of mineral waste, inclusive of pre-strip material. This material is retained on site and is managed in a number of ways, including:

- backfilling into completed mine pits
- temporary or permanent storage in waste rock facilities
- use as a construction material on site.

Our Belinga Project first shipped ore as part of the pilot production phase in FY24. Small volumes of waste rock were produced during the year (less than 0.65Mt, which was used as fill material for infrastructure construction, including non-processing infrastructure, roads and ramps.

Our mine closure planning process assists us to manage mineral waste to achieve optimal post-closure outcomes.

Under current mine plans, interaction with AMD material will occur at two of our five Pilbara mine sites; Iron Bridge and Eliwana. In FY24, AMD material is under active management at Iron Bridge, where this material is being encapsulated in waste dumps in accordance with an AMD Management Plan. There is no interaction with AMD material at the Belinga Project.

Tailings management

Our iron ore processing facilities in the Pilbara generate a fine-grained waste by-product, referred to as tailings. Tailings are pumped as a slurry via pipelines to site-specific designed tailings storage facilities (TSFs). Over time, the fine-grained material settles, allowing water (termed 'decant') to be recovered and recycled where possible. The tailings produced during the processing of our Pilbara iron ore are geochemically benign (non-acid forming) and pose a negligible environmental or health contamination risk .

Iron ore produced at our Belinga Project in FY24 as part of the pilot production phase was direct shipping ore. No wet tailings were produced at Belinga in FY24.

We manage our TSFs according to leading industry practice standards for design, construction, operation and closure, including comprehensive monitoring and management programs, independent auditing and a strict corporate governance regime. This is undertaken by internal subject matter experts and external consultants. Currently, as all of our TSFs are located in Western Australia, all activities and work are carried out in full compliance with the requirements of DEMIRS and the Australian National Committee on Large Dams (ANCOLD). This ensures that our TSFs are designed, built, operated and closed in line with regulatory requirements.

The handling of tailings, particularly the operating of TSFs, involves environmental, community, safety and engineering risks. A failure of a TSF could lead to a wide range of consequences, and some of our TSFs are considered a material risk for the business as described in our FY24 Corporate Governance Statement, available on our website at [fortescue.com](https://www.fortescue.com). By applying the minimum requirements by DEMIRS and ANCOLD, as well as applying international best practice and appropriate risk management controls, we minimise the risk of failure, any environmental and community impacts, and ensure operational efficiency. Our TSFs are located away from any major populated areas, including mining camps.

Inspections and audits

We implement internal TSF monitoring and surveillance programs that include daily, 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.

All of our TSFs are inspected annually by the Engineer of Record and undergo annual independent audits as per the DEMIRS requirements.

Tailings Management Plan

We are committed to the safe storage of tailings and support the improvements recommended by the Global Industry Standard on Tailings Management (GISTM). We are proactively working towards general compliance with the GISTM as outlined in our Tailings Management Policy.

Our Tailings Management Plan (TMP) provides a consistent approach and the minimum requirements, systems and accountabilities to maintain the safety and integrity of our TSFs. The TMP complements the commitments of our Tailings Management Policy and the intent of the GISTM. The TMP provides the requirements of a Tailings Governance Framework, as defined by the GISTM.

The TMP has been created to ensure that every person involved in, responsible for or accountable for tailings management is focused on managing the risks throughout the TSF life cycle.

The risk-based process ensures risks are identified and reviewed, and that implementation and control effectiveness are monitored and audited. This process mitigates the potential for TSF failure through targeted response plans.



Each active and decommissioned TSF has a comprehensive operations, maintenance and surveillance manual and Trigger Action Response Plan. Where necessary, a TSF-specific Emergency Response Plan acts in parallel with the site-wide Emergency Response Plan. Our Emergency Response Plans are reviewed annually and updated as required.

Our tailings storage facilities

Fortescue maintains 12 TSFs at our sites in the Pilbara, Western Australia. We currently operate four active TSFs and manage an additional two inactive facilities. An additional four TSFs have been decommissioned and two facilities have been rehabilitated. One new TSF is currently in construction and planned to be operational in FY25. All our TSFs are located in remote areas and there are no communities situated near these facilities. The active TSFs are located at our operational mine sites at Cloudbreak, Christmas Creek, Solomon Hub and Iron Bridge. None of our TSFs are operated in high-risk settings.

TSFs typically include a range of infrastructure, including dams, ponds, embankments, water and tailings management infrastructure and pits. In FY24, 29.7 million dry metric tonnes of tailings were produced at our sites.

During the TSF planning and design phase, we build the TSF knowledge base, and a number of aspects are considered, including the location of infrastructure, employees and communities, areas of environmental and cultural 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 method. This involves construction of embankments on hydraulically deposited tailings where stability and integrity rely on the underlying tailings. Our priority is in-pit storage facilities utilising existing open pit voids whenever possible. When embankment raise methods are employed, the centreline or downstream raise methods are adopted, where progressive embankments are constructed above previous embankments.

According to the seven consequence rating categories defined by the ANCOLD (Very Low, Low, Significant, High C, High B, High A and Extreme), all of our TSFs are Very Low or Low with the exception of Solomon TSF1 (Significant), Cloudbreak Brampton Phase 3 TSF (Significant) and Iron Bridge TSF2 (High C). The higher classifications reflect an increased risk associated with exposure of 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 catastrophic failure.

Our TSF register can be found on the Environment page of our website at [fortescue.com](https://www.fortescue.com).

Closure and rehabilitation

Fortescue's commitment to responsible mine closure and rehabilitation is to meet our stakeholder expectations, minimise our long-term environmental impacts and footprint, and align with our broader sustainability goals. This commitment is critical for mitigating the long-term environmental and socioeconomic impacts of mining activities that arise from ineffective rehabilitation and the potential negative impacts from landscape scarring and biodiversity loss. We understand that these issues can have long-lasting consequences on the environment, surrounding communities, and our reputation.

To address these risks, we have developed mine closure plans for each of our operating mines. Risks of ineffective rehabilitation can potentially contribute to social disruption, continued environmental degradation and economic losses through reduced sustainable land uses with ongoing environmental monitoring and remediation efforts. Negative impacts from landscape scarring and biodiversity loss can potentially result in disruption of cultural and aesthetic values, increased vulnerability to climate change that may in turn cause habitat destruction and fragmentation impacting biodiversity and ecosystem function.

Fortescue's integrated approach to address these risks and negative impacts seeks the involvement of stakeholders and community engagement and meeting regulatory frameworks and expectations. It is supported by rehabilitation strategies, adaptive management and monitoring to promote sustainable land use practices that support both human wellbeing and ecological health over the long term. By proactively managing our mines and addressing stakeholder interests, we are working towards a sustainable future that minimises the impacts of mining activities and ensures positive outcomes for all involved parties.

Closure planning

Our mine and non-mining 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 people, 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 new solar and wind power generation and transmission projects.

The closure horizon for our mine sites and supporting energy generation projects is beyond 2040. Although none of our sites are expected to close within 10 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 FY24 Annual Report, which is available on our website at [fortescue.com](https://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

Fortescue's commitment to providing future use and value for our mined and disturbed land prioritises the repurposing of land and infrastructure to provide social and regional-economic benefits. Where opportunities for reuse and repurposing cannot be realised, infrastructure will be removed and 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 sustainable rehabilitation activities are integrated into all standard operating procedures and that environmental performance objectives for closures are met. Each mine closure plan includes a closure activities implementation schedule, including rehabilitation activities. Our progressive rehabilitation activities currently focus on research, field trials, progressively rehabilitating closed mine areas and progressively backfilling pits with waste rock, to reduce the area of unusable mined land that is left at the end of mining, and to achieve our agreed closure outcomes.

Areas where progressive rehabilitation has been completed are monitored regularly to track the performance of these areas towards self-sustaining ecosystems. Sustainability monitoring procedures consider local environmental issues, using indices such as plant species diversity and composition and erosion.

During FY24, sustainable rehabilitation included:

- continuation of field trials
- direct disposal (backfill) of 222Mt of waste rock into exhausted mine pits at our Cloudbreak, Christmas Creek and Solomon mines
- progressive rehabilitation of minor disturbance areas.
- research projects as outlined below.

Partnerships and collaboration

During FY24, we continued to collaborate with industry peers to better understand and improve our closure planning and land use transition practices. We continued our support of the Cooperative Research Centre for Transformations in Mining Economies, 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.

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NAVIGATIONAL AND GRI CONTENT INDEX

Fortescue's FY24 Sustainability Report contains General and Topic Disclosures in accordance with the GRI Standards, applying GRI 1: Foundation 2021. It is noted that the GRI sector standard for Mining (GRI 14) was published in February 2024, and will be effective from 1 January 2026. We have applied aspects of GRI 14 Mining Sector 2024 within our FY24 reporting, working towards disclosing in accordance with this Standard from FY26.

The FY24 Sustainability Report also serves as our Active Level Communication on Progress for the UNGC.

The navigation index indicates the sections of Fortescue's FY24 Sustainability Report that align with the GRI Standards, the principles of the United Nations Global Compact and the 10 principles of the ICMM. References to our FY24 Annual Report, FY24 Industry Association Report, FY24 Corporate Governance Statement, Climate Transition Plan and FY23 Modern Slavery Statement are provided where information is present in those reports.

| GRI Standard | Disclosure | Location in FY24 Sustainability Report | GRI Sector Standard | ICMM Principles | UNGC Principles |
|--|--|--|---------------------|-----------------|-----------------|
| FOUNDATIONAL SUSTAINABILITY DISCLOSURES | | | | | |
| GRI 2 General Disclosures 2021 | | | | | |
| 2-1 | Organisational details | About this report: page 3 About Fortescue: pages 6-19 | - | | |
| 2-2 | Entities included in the organisation's sustainability reporting | About this report: page 3 | - | 2 | |
| 2-3 | Reporting period, frequency and contact point | About this report: page 3 | - | 10 | |
| 2-4 | Restatements of information | Restatements: page 161 | - | | |
| 2-5 | External assurance | Assurance and verification: page 3 Also refer: Fortescue's FY24 ESG Databook | - | 10 | |
| 2-6 | Activities, value chain and other business relationships | About Fortescue: pages 6-19 Procurement and marketing: pages 115-119 | - | | |
| 2-7 | Employees | About Fortescue: page 6 FY24 sustainability performance: pages 26-27 Diversity, inclusion and equity: pages 49-63 Also refer: Fortescue's FY24 ESG Databook | - | | |
| 2-8 | Workers who are not employees | Refer: Fortescue's FY24 ESG Databook | - | | |
| 2-9 | Governance structure and composition | Leadership and sustainability: pages 21-22 Our Safety and Sustainability Committee: page 23 Also refer: Fortescue's FY24 Corporate Governance Statement and FY24 Annual Report | - | 1 | |

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| GRI Standard | Disclosure | Location in FY24 Sustainability Report | GRI Sector Standard | ICMM Principles | UNGC Principles |
|--------------|---|--|---------------------|-----------------|-----------------|
| 2-10 | Nomination and selection of the highest governance body | Leadership and sustainability: pages 21-22 Our Safety and Sustainability Committee: page 23 Also refer: Fortescue's FY24 Corporate Governance Statement and FY24 Annual Report | - | | |
| 2-11 | Chair of the highest governance body | Leadership and sustainability: pages 21-22 Also refer: Fortescue's FY24 Corporate Governance Statement and FY24 Annual Report | - | | |
| 2-12 | Role of the highest governance body in overseeing the management of impacts | Leadership and sustainability: pages 21-22 Our Safety and Sustainability Committee: page 23 Also refer: Fortescue's FY24 Corporate Governance Statement and FY24 Annual Report | - | 2 | |
| 2-13 | Delegation of responsibility for managing impacts | Leadership and Sustainability: pages 21-22 Our Safety and Sustainability Committee: page 23 Also refer: Fortescue's FY24 Corporate Governance Statement and FY24 Annual Report | - | 2 | |
| 2-14 | Role of the highest governance body in sustainability reporting | About this report: page 3 Leadership and sustainability: pages 21-22 Our Safety and Sustainability Committee: page 23 | - | 1, 2 | |
| 2-15 | Conflicts of interest | Leadership and sustainability: pages 21-22 Integrity and governance: page 106 Also refer: Fortescue's FY24 Corporate Governance Statement | - | | |
| 2-16 | Communication of critical concerns | Leadership and sustainability: pages 21-22 Our Safety and Sustainability Committee: page 23 Also refer: Fortescue's FY24 Corporate Governance Statement | - | | |
| 2-17 | Collective knowledge of the highest governance body | Leadership and sustainability: pages 21-22 Our Safety and Sustainability Committee: page 23 Also refer: Fortescue's FY24 Corporate Governance Statement and FY24 Annual Report | - | 2 | |

| GRI Standard | Disclosure | Location in FY24 Sustainability Report | GRI Sector Standard | ICMM Principles | UNGC Principles |
|--------------|--|--|---------------------|-----------------|-------------------------|
| 2-18 | Evaluation of the performance of the highest governance body | Leadership and sustainability: pages 21-22 Our Safety and Sustainability Committee: page 23 Also refer: Fortescue's FY24 Corporate Governance Statement and FY24 Annual Report | - | | |
| 2-19 | Remuneration policies | Refer: Fortescue's FY24 Corporate Governance Statement and FY24 Annual Report | - | | |
| 2-20 | Process to determine remuneration | Refer: Fortescue FY24 Corporate Governance Statement and FY24 Annual Report | - | | |
| 2-21 | Annual total compensation ratio | Refer: Fortescue's FY24 ESG Databook | - | | |
| 2-22 | Statement on sustainable development strategy | Chief Executive Officers' message: pages 4-5 Our Values: page 1 Leadership and sustainability: pages 21-22 | - | 2 | 1, 4, 5 |
| 2-23 | Policy commitments | Human rights: pages 33-38 Business strategy and integrity: pages 105-114 Also refer: Fortescue's FY23 Modern Slavery Statement | - | 1, 2, 3 | 1, 2, 3, 4, 6, 8, 9, 10 |
| 2-24 | Embedding policy commitments | Embedding policy commitments are noted throughout the report within the text, including: Stakeholder engagement and collaboration: pages 39-40 Human rights: pages 33-38 Business strategy and integrity: pages 105-114 FY24 stakeholder engagement summary: page 162 Also refer: Fortescue's FY23 Modern Slavery Statement and FY24 Corporate Governance Statement | - | 1, 2, 3 | 2, 4, 5, 6, 9 |
| 2-25 | Processes to remediate negative impacts | Human rights: page 33-38 Community grievance processes: page 83 Integrity and governance: page 106 Also refer: Fortescue's FY23 Modern Slavery Statement and FY24 Corporate Governance Statement | - | | |
| 2-26 | Mechanisms for seeking advice and raising concerns | Human rights: pages 33-38 Speaking up: page 63 Business strategy and integrity: page 107 | - | | |

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| GRI Standard | Disclosure | Location in FY24 Sustainability Report | GRI Sector Standard | ICMM Principles | UNGC Principles |
|--|---|---|---------------------|-----------------|-----------------|
| | | Our Values: page 1 | | | |
| 2-27 | Compliance with laws and regulations | Leadership and sustainability: pages 21-22 Business strategy and integrity: pages 105-114 | - | | |
| 2-28 | Membership associations | Memberships and commitments: page 109 Also refer: Fortescue's FY24 Industry Association Report | - | 2, 10 | |
| 2-29 | Approach to stakeholder engagement | Stakeholder engagement and collaboration: pages 39-40 FY24 stakeholder engagement summary: page 162 | - | 4, 9, 10 | |
| 2-30 | Collective bargaining agreements | Diversity, inclusion and equity: page 50 | - | 3 | 3 |
| GRI 3 Material Topics 2021 | | | | | |
| 3-1 | Process to determine material topics | Sustainability materiality: page 24 Also refer: Fortescue's 2024 Sustainability Materiality Report | - | | |
| 3-2 | List of material topics | Fortescue's material topics: page 25 Also refer: Fortescue's 2024 Sustainability Materiality Report | - | | |
| GRI 408 Child Labour 2016 | | | | | |
| 408-1 | Operations and suppliers at significant risk for incidents of child labour | Human rights: pages 33-38 Sustainable supply chain: pages 116-117 Also refer: Fortescue's FY23 Modern Slavery Statement | 14.18.2 | 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 | Human rights: pages 33-38 Sustainable supply chain: pages 116-117 Also refer: Fortescue's FY23 Modern Slavery Statement | 14.19.2 | 3 | 1, 2, 4 |
| GRI 201 Economic Performance 2016 | | | | | |
| 201-1 | Direct economic value generated and distributed | The road to Real Zero: inside cover Also refer: Fortescue's FY24 Annual Report | 14.9.2 14.23.2 | 1, 9 | |
| MATERIAL TOPIC: SAFETY AND WELLBEING | | | | | |
| GRI 3 Material Topics 2021 | | | | | |
| | | | 14.3.1 | | |
| 3-3 | Management of material topics | Safety and wellbeing: pages 42-48 | 14.15.1 | | |
| | | | 14.16.1 | | |
| GRI 403 Occupational Health and Safety 2018 | | | | | |
| 403-1 | Occupational health and safety management system | Safety and wellbeing: pages 42-48 Also refer: Fortescue's FY24 ESG Databook | 14.16.2 | 4, 5 | 1 |



| GRI Standard | Disclosure | Location in FY24 Sustainability Report | GRI Sector Standard | ICMM Principles | UNGC Principles |
|--|---|--|---------------------|-----------------|-----------------|
| 403-2 | Hazard identification, risk assessment, and incident investigation | Safety and wellbeing: pages 42-48 | 14.16.3 | 4, 5 | 1 |
| 403-3 | Occupational health services | Safety and wellbeing: pages 42-48 | 14.16.4 | 5 | 1 |
| 403-4 | Worker participation, consultation, and communication on occupational health and safety | Safety and wellbeing: pages 42-48 | 14.16.5 | 4, 5 | 1 |
| 403-5 | Worker training on occupational health and safety | Safety and wellbeing: page 47 Also refer: Fortescue's FY24 ESG Databook | 14.16.6 | 4, 5 | 1 |
| 403-6 | Promotion of worker health | Safety and wellbeing: pages 42-48 | 14.16.7 | 5 | 1 |
| 403-7 | Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | Safety and wellbeing: pages 42-48 | 14.16.8 | 4, 5 | 1 |
| 403-8 | Workers covered by an occupational health and safety management system | Safety and wellbeing: pages 42-48 Also refer: Fortescue's FY24 ESG Databook | 14.16.9 | 5 | 1 |
| 403-9 | Work-related injuries | Safety and wellbeing: pages 42-48 Also refer: Fortescue's FY24 ESG Databook | 14.16.10 | 5 | 1 |
| 403-10 | Work-related ill health | Safety and wellbeing: pages 42-48 Also refer: Fortescue's FY24 ESG Databook | 14.16.11 | 5 | 1 |
| GRI 305 Emissions 2016 | | | | | |
| 305-7 | Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions | Refer: Fortescue's FY24 ESG Databook | 14.3.2 | 4, 5, 6 | |
| MATERIAL TOPIC: DIVERSITY, INCLUSION AND EQUITY | | | | | |
| GRI 3 Material Topics 2021 | | | | | |
| 3-3 | Management of material topics | Diversity, inclusion and equity: pages 49-63 | 14.17.1 14.21.1 | | |
| GRI 202 Market Presence 2016 | | | | | |
| 202-1 | Ratios of standard entry level wage by gender compared to local minimum wage | Refer: Fortescue's FY24 ESG Databook | 14.17.2 | 3 | 1, 6 |
| 202-2 | Proportion of senior management hired from the local community | Refer: Fortescue's FY24 ESG Databook | 14.21.2 | 9 | 1 |
| GRI 401 Employment 2016 | | | | | |
| 401-1 | New employee hires and employee turnover | Refer: Fortescue's FY24 ESG Databook | 14.17.3 | 3 | 6 |

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|--|--|---|------------------------------|-----------------|-----------------|
| 401-2 | Benefits provided to full-time employees that are not provided to temporary or part-time employees | Diversity, inclusion and equity: pages 49-63 | 14.17.4 | 3 | 6 |
| 401-3 | Parental leave | Diversity, inclusion and equity: pages 52, 54 Also refer: Fortescue's FY24 ESG Databook | 14.17.5 14.21.3 | 3 | 6 |
| GRI 405 Diversity and Equal Opportunity 2016 | | | | | |
| 405-1 | Diversity of governance bodies and employees | Our safety and Sustainability Committee: page 23 Also refer: Fortescue's FY24 ESG Databook, FY24 Corporate Governance Statement and FY24 Annual Report | 14.21.5 | 3 | 6 |
| 405-2 | Ratio of basic salary and remuneration of women to men | Pay equity: page 56 Also refer: Fortescue's FY24 ESG Databook and the publicly available WGEA Data Explorer | 14.21.6 | 3 | 1, 6 |
| GRI 406 Non-discrimination 2016 | | | | | |
| 406-1 | Incidents of discrimination and corrective actions taken | Appropriate workplace behaviour: pages 62-63 Integrity and governance: pages 106-107 Also refer: Fortescue's FY24 ESG Databook | 14.21.7 | 3 | 1, 6 |
| MATERIAL TOPIC: TALENT AND SKILLS | | | | | |
| GRI 3 Material Topics 2021 | | | | | |
| 3-3 | Management of material topics | Talent and skills: pages 64-68 | 14.17.1 | | |
| GRI 404 Training and Education 2016 | | | | | |
| 404-1 | Average hours of training per year per employee | Talent and skills: pages 64-68 Also refer: Fortescue's FY24 ESG Databook | 14.17.7 14.21.4 | 5 | 6 |
| 404-2 | Programs for upgrading employee skills and transition assistance programs | Talent and skills: pages 64-68 Also refer: Fortescue's FY24 ESG Databook | 14.17.8 | | |
| 404-3 | Percentage of employees receiving regular performance and career development reviews | Refer: Fortescue's FY24 ESG Databook | - | 5 | 6 |
| MATERIAL TOPIC: CULTURE AND FIRST NATIONS PEOPLES | | | | | |
| GRI 3 Material Topics 2021 | | | | | |
| 3-3 | Management of material topics | Culture and First Nations peoples: pages 69-76 | 14.9.1 14.11.1 14.12.1 | | |



| GRI Standard | Disclosure | Location in FY24 Sustainability Report | GRI Sector Standard | ICMM Principles | UNGC Principles |
|--|---|---|------------------------------|-----------------|-----------------|
| GRI 411 Rights of Indigenous Peoples 2016 | | | | | |
| 411-1 | Incidents of violations involving rights of indigenous peoples | Culture and First Nations peoples: pages 69-76 Also refer: Fortescue's FY24 ESG Databook | 14.11.2 | 3 | 1, 2 |
| GRI 14 Mining Sector 2024 | | | | | |
| - | List the locations of operations and proven reserves where Indigenous Peoples are present and are or may be affected by the activities of the organisation | Culture and First Nations peoples: pages 69-76 Also refer: Fortescue's FY24 ESG Databook | 14.11.3 | 3, 9 | 1, 2 |
| - | Report the percentage of workers hired from the local community at the mine-site level, broken down by gender, and the organisation's definition used for 'local community' | Culture and First Nations peoples: page 76 Diversity, inclusion and equity: pages 57-58 Also refer: Fortescue's FY24 ESG Databook | 14.9.6 | 3, 9 | 6 |
| Non-GRI: Additional disclosure | | | | | |
| - | Number and description of significant disputes relating to land use, customary rights of local communities and indigenous communities | Culture and First Nations peoples: pages 69-76 Also refer: Fortescue's FY24 ESG Databook | - | 3 | 1, 2 |
| MATERIAL TOPIC: COMMUNITIES | | | | | |
| GRI 3 Material Topics 2021 | | | | | |
| 3-3 | Management of material topics | Communities: pages 77-87 | 14.9.1 14.10.1 14.12.1 | | |
| GRI 413 Local Communities 2016 | | | | | |
| 413-1 | Operations with local community engagement, impact assessments, and development programs | Communities: pages 77-87 | 14.10.2 | 3, 9 | 1 |
| 413-2 | Operations with significant actual and potential negative impacts on local communities | Communities: pages 77-87 | 14.10.3 | 3, 9 | 1 |
| GRI 203 Indirect Economic Impacts 2016 | | | | | |
| 203-2 | Significant indirect economic impacts | Communities: pages 77-87 | 14.9.4 | 9 | |

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| GRI Standard | Disclosure | Location in FY24 Sustainability Report | GRI Sector Standard | ICMM Principles | UNGC Principles |
|--|---|--|---------------------|-----------------|---|
| MATERIAL TOPIC: CLIMATE AND DECARBONISATION | | | | |  |
| GRI 3 Material Topics 2021 | | | | | |
| 3-3 | Management of material topics | Climate and decarbonisation: pages 89-91 Also refer: Fortescue's Climate Change Report within the FY24 Annual Report and Climate Transition Plan (September 2024) | 14.1.1 14.2.1 | | |
| GRI 305 Emissions 2016 | | | | | |
| 305-1 | Direct (Scope 1) GHG emissions | Climate and decarbonisation: pages 89-91 Also refer: Fortescue's Climate Change Report within the FY24 Annual Report and Climate Transition Plan (September 2024) | 14.1.5 | 6 | 8, 9 |
| 305-2 | Energy indirect (Scope 2) GHG emissions | Climate and decarbonisation: pages 89-91 Also refer: Fortescue's Climate Change Report within the FY24 Annual Report and Climate Transition Plan (September 2024) | 14.1.6 | 6 | 8, 9 |
| 305-3 | Other indirect (Scope 3) GHG emissions | Climate and decarbonisation: pages 89-91 Also refer: Fortescue's Climate Change Report within the FY24 Annual Report and Climate Transition Plan (September 2024) | 14.1.7 | 6 | 8, 9 |
| 305-4 | GHG emissions intensity | Refer: Fortescue's Climate Change Report within the FY24 Annual Report and Climate Transition Plan (September 2024) | 14.1.8 | 6 | 8, 9 |
| 305-5 | Reduction of GHG emissions | Climate and decarbonisation: pages 89-91 Also refer: Fortescue's Climate Change Report within the FY24 Annual Report and Climate Transition Plan (September 2024) | 14.1.9 | 6 | 8, 9 |
| GRI 201 Economic Performance 2016 | | | | | |
| 201-2 | Financial implications and other risks and opportunities due to climate change | Refer: Fortescue's Climate Change Report within the FY24 Annual Report and the Climate Transition Plan | 14.2.2 | 6 | 7 |
| MATERIAL TOPIC: BIODIVERSITY | | | | |   |
| GRI 3 Material Topics 2021 | | | | | |
| 3-3 | Management of material topics | Biodiversity: pages 92-96 | 14.4.1 14.15.1 | | |
| 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 | Biodiversity: pages 92-96 Also refer: Fortescue's FY24 ESG Databook | - | 7 | 8 |

| GRI Standard | Disclosure | Location in FY24 Sustainability Report | GRI Sector Standard | ICMM Principles | UNGC Principles |
|---|---|--|---------------------|-----------------|-----------------|
| 304-2 | Significant impacts of activities, products and services on biodiversity | Biodiversity: pages 92-96 Also refer: Fortescue's FY24 ESG Databook | - | 4, 7 | 8 |
| 304-3 | Habitats protected or restored | Biodiversity: pages 92-96 Also refer: Fortescue's FY24 ESG Databook | - | 7 | 8 |
| 304-4 | IUCN Red List species and national conservation list species with habitats in areas affected by operations | Refer: Fortescue's FY24 ESG Databook | - | 7 | 8 |
| GRI 306 Effluents and Waste 2016 | | | | | |
| 306-3 | Significant spills | FY24 sustainability performance: page 28 Biodiversity: pages 92-96 Also refer: Fortescue's FY24 ESG Databook | 14.15.2 | 7 | 8 |
| Non GRI: Additional disclosures | | | | | |
| - | 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 | Biodiversity: pages 92-96 Also refer: Fortescue's FY24 ESG Databook | - | 7 | 8 |
| MATERIAL TOPIC: WATER | | | | | |
| GRI 3 Material Topics 2021 | | | | | |
| 3-3 | Management of material topics | Water: pages 97-103 | 14.7.1 | | |
| GRI 303 Water and Effluents 2018 | | | | | |
| 303-1 | Interactions with water as a shared resource | Water: pages 97-103 | 14.7.2 | 6 | 7, 8 |
| 303-2 | Management of water discharge-related impacts | Water: pages 97-103 | 14.7.3 | 4, 6 | 7, 8 |
| 303-3 | Water withdrawal | Water: pages 97-103 Also refer: Fortescue's FY24 ESG Databook | 14.7.4 | 6 | 7, 8 |
| 303-4 | Water discharge | Water: pages 97-103 Also refer: Fortescue's FY24 ESG Databook | 14.7.5 | 6 | 7, 8 |
| 303-5 | Water consumption | Water: pages 97-103 Also refer: Fortescue's FY24 ESG Databook | 14.7.6 | 6 | 7, 8 |

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| GRI Standard | Disclosure | Location in FY24 Sustainability Report | GRI Sector Standard | ICMM Principles | UNGC Principles |
|--|--|---|---|-----------------|---|
| MATERIAL TOPIC: BUSINESS STRATEGY AND INTEGRITY | | | | |   |
| GRI 3 Material Topics 2021 | | | | | |
| 3-3 | Management of material topics | Business strategy and integrity: pages 105-114 | 14.22.1 14.23.1 14.24.1 | | |
| GRI 205 Anti-corruption 2016 | | | | | |
| 205-1 | Operations assessed for risks related to corruption | Integrity and governance: pages 106-108 | 14.22.2 | 1 | 10 |
| 205-2 | Communication and training about anti-corruption policies and procedures | Integrity and governance: pages 106-108 Also refer: Fortescue's FY24 ESG Databook | 14.22.3 | 1 | 10 |
| 205-3 | Confirmed incidents of corruption and actions taken | Integrity and governance: pages 106-108 | 14.22.4 | 1 | 10 |
| GRI 415 Public Policy 2016 | | | | | |
| 415-1 | Political contributions | Political donations: page 108 Also refer: Fortescue's FY24 Industry Association Report | 14.24.2 | 1 | 10 |
| GRI 207 Tax 2019 | | | | | |
| 207-1 | Approach to tax | Tax transparency: pages 110-114 Also refer: Fortescue's FY24 ESG Databook | 14.23.4 | 1 | |
| 207-2 | Tax governance, control, and risk management | Tax transparency: pages 110-114 Also refer: Fortescue's FY24 ESG Databook | 14.23.5 | 1 | |
| 207-3 | Stakeholder engagement and management of concerns related to tax | Tax transparency: pages 110-114 Also refer: Fortescue's FY24 ESG Databook | 14.23.6 | 1 | |
| 207-4 | Country-by-country reporting | Tax transparency: pages 110-114 Also refer: Fortescue's FY22 Country-by-Country Report | 14.23.7 | 1 | |
| Non-GRI: Additional disclosure | | | | | |
| - | Number of cyber security incidents resulting in material data breaches | Cyber security: page 108 | - | 1 | |
| MATERIAL TOPIC: PROCUREMENT AND MARKETING | | | | |    |
| GRI 3 Material Topics 2021 | | | | | |
| 3-3 | Management of material topics | Procurement and marketing: pages 115-119 | 14.9.1 14.17.1 14.18.1 14.19.1 | | |
| GRI 204 Procurement Practices 2016 | | | | | |
| 204-1 | Proportion of spending on local suppliers | Culture and First Nation peoples: pages 69, 74 Also refer: Fortescue's FY24 ESG Databook | 14.9.5 | 2, 9 | 6 |



| GRI Standard | Disclosure | Location in FY24 Sustainability Report | GRI Sector Standard | ICMM Principles | UNGC Principles |
|---|--|---|---------------------|-----------------|-----------------|
| GRI 308 Supplier Environmental Assessment 2016 | | | | | |
| 308-1 | New suppliers that were screened using environmental criteria | Sustainable supply chain: pages 116-117 | - | 2 | 8 |
| 308-2 | Negative environmental impacts in the supply chain and actions taken | Sustainable supply chain: pages 116-117 | - | 2 | 8 |
| GRI 414 Supplier Social Assessment 2016 | | | | | |
| 414-1 | New suppliers that were screened using social criteria | Sustainable supply chain: pages 116-117 | 14.17.9 | 2, 3, 4 | 1, 2, 3, 4, 5 |
| | | Also refer: Fortescue's FY24 ESG Databook and FY23 Modern Slavery Statement | 14.18.3 14.19.3 | | |
| 414-2 | Negative social impacts in the supply chain and actions taken | Sustainable supply chain: pages 116-117 Also refer: Fortescue's FY23 Modern Slavery Statement | 14.17.10 | 2, 3, 4 | 1, 2, 3, 4, 5 |
| GRI 409 Forced or Compulsory Labour 2016 | | | | | |
| 409-1 | Operations and suppliers at significant risk for incidents of forced or compulsory labour | Human rights: pages 33-38 | 14.19.2 | 3 | 1, 2, 3, 4, 5 |
| | | Sustainable supply chain: pages 116-117 Also refer: Fortescue's FY23 Modern Slavery Statement | | | |
| GRI 408 Child Labour 2016 | | | | | |
| 408-1 | Operations and suppliers at significant risk for incidents of child labour | Human rights: pages 33-38 Sustainable supply chain: pages 116-117 Also refer: Fortescue's FY23 Modern Slavery Statement | 14.18.2 | 3 | 1, 2, 5 |
| MATERIAL TOPIC: SECURITY PRACTICES | | | | | |
| GRI 3 Material Topics 2021 | | | | | |
| 3-3 | Management of material topics | Security practices: pages 120-123 | 14.14.1 14.25.1 | | |
| GRI 410 Security Practices 2016 | | | | | |
| 410-1 | Security personnel trained in human rights policies or procedures | Security practices: pages 120-123 Also refer: Fortescue's FY23 Modern Slavery Statement | 14.14.2 | 3 | 1, 2 |
| GRI 14 Mining Sector 2024 | | | | | |
| - | List locations of operations in conflict-affected or high-risk areas and how these were identified | Security practices: pages 120-123 | 14.25.2 | 3, 4 | 1, 2 |
| MATERIAL TOPIC: INNOVATION | | | | | |
| GRI 3 Material Topics 2021 | | | | | |
| 3-3 | Management of material topics | Innovation: pages 125-128 | - | | |

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| GRI Standard | Disclosure | Location in FY24 Sustainability Report | GRI Sector Standard | ICMM Principles | UNGC Principles |
|---|--|--|---------------------|-----------------|-----------------|
| Non-GRI: Additional disclosures | | | | | |
| - | Key approach and key activities | Innovation: pages 125-128 Also refer: Fortescue's Climate Transition Plan (September 2024) | - | 2, 4, 10 | 9 |
| MATERIAL TOPIC: PRODUCT STEWARDSHIP | | | | | |
| GRI 3 Material Topics 2021 | | | | | |
| 3-3 | Management of material topics | Product stewardship: pages 129-131 | - | | |
| GRI 417 Marketing and labelling 2016 | | | | | |
| 417-1 | Requirements for product and service information and labelling | Product stewardship: pages 129-131 | - | 2, 8 | 9 |
| Non GRI: Additional disclosures | | | | | |
| - | Application of Life Cycle Assessment (LCA) within the organisation | Product stewardship: pages 129-131 | - | 2, 8, 10 | 9 |
| MATERIAL TOPIC: ENERGY AND RESOURCES | | | | | |
| GRI 3 Material Topics 2021 | | | | | |
| 3-3 | Management of material topics | Energy and resources: page 132-135 Also refer: Fortescue's Climate Transition Plan (September 2024) | 14.1.1 | | |
| GRI 302 Energy 2016 | | | | | |
| 302-1 | Energy consumption within the organisation | Energy and resources: pages 132-135 Also refer: Fortescue's FY24 ESG Databook | 14.1.2 | 6 | 8 |
| 302-3 | Energy intensity | Energy and resources: pages 132-135 Also refer: Fortescue's FY24 ESG Databook | 14.1.4 | 6 | 8 |
| 302-4 | Reduction of energy consumption | Refer: Fortescue's FY24 ESG Databook | - | 6 | 8 |
| MATERIAL TOPIC: CIRCULARITY | | | | | |
| GRI 3 Material Topics 2021 | | | | | |
| 3-3 | Management of material topics | Circularity: pages 136-139 | 14.5.1 | | |
| GRI 306 Waste 2020 | | | | | |
| 306-1 | Waste generation and significant waste-related impacts | Waste management: page 139 | 14.5.2 | 4, 8 | 7, 8, 9 |
| 306-2 | Management of significant waste-related impacts | Waste management: page 139 | 14.5.3 | 4, 8, 10 | 7, 8, 9 |
| 306-3 | Waste generated | Waste management: page 139 Also refer: Fortescue's FY24 ESG Databook | 14.5.4 | 4, 8 | 7, 8, 9 |
| 306-4 | Waste diverted from disposal | Waste management: page 139 Also refer: Fortescue's FY24 ESG Databook | 14.5.5 | 4, 8 | 7, 8, 9 |
| 306-5 | Waste directed to disposal | Waste management: page 139 Also refer: Fortescue's FY24 ESG Databook | 14.5.6 | 4, 8 | 7, 8, 9 |

| GRI Standard | Disclosure | Location in FY24 Sustainability Report | GRI Sector Standard | ICMM Principles | UNGC Principles |
|--------------------------------------|---|--|---------------------|-----------------|---|
| MATERIAL TOPIC: MINE PLANNING | | | | |   |
| GRI 3 Material Topics 2021 | | | | | |
| | | | 14.5.1 | | |
| 3-3 | Management of material topics | Mine planning: pages 140-145 | 14.6.1 | | |
| | | | 14.8.1 | | |
| GRI 306 Waste 2020 | | | | | |
| | | Mineral waste management: pages 141-142 | | | |
| 306-3 | Waste generated | Tailings management: pages 142-143 Also refer: Fortescue's FY24 ESG Databook | 14.5.4 | 4, 6, 8 | 7, 8 |
| | | Mineral waste management: pages 141-142 | | | |
| 306-4 | Waste diverted from disposal | Tailings management: pages 142-143 Also refer: Fortescue's FY24 ESG Databook | 14.5.5 | 4, 6, 8 | 7, 8 |
| | | Mineral waste management: pages 141-142 | | | |
| 306-5 | Waste directed to disposal | Tailings management: pages 142-143 Also refer: Fortescue's FY24 ESG Databook | 14.5.6 | 4, 6, 8 | 7, 8 |
| GRI 14 Mining Sector 2024 | | | | | |
| - | Report the tailings disposal methods used by the organisation. | Tailings management: pages 142-143 | 14.6.2 | 4, 6 | 7, 8 |
| | List the organisation's tailings facilities, and report the name, location, and ownership status, including whether the organisation is the operator. | Tailings management: pages 142-143 Also refer: Fortescue's Tailings Storage Facilities Register | 14.6.3 | 4, 6 | 7, 8 |
| | Amount of land (owned or leased, and managed for production activities or extractive use) disturbed and rehabilitated | Closure and rehabilitation: pages 144-145 Also refer: Fortescue's FY24 ESG Databook | 14.8.6 | 6 | 8 |
| | For each mine site, report if it has a closure and rehabilitation plan in place; is undergoing closure and rehabilitation activities; or if it has been closed and rehabilitated. | Closure and rehabilitation: pages 144-145 | 14.8.4 | 6, 9 | 7, 8 |

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OMISSIONS

| GRI Standard | Disclosure | Requirement(s) | Reason for omission and explanation |
|---|---|---|---|
| Topic Disclosures | | | |
| GRI 404 Training and Education 2016 | | | |
| 404-2 | Programs for upgrading employee skills and transition assistance programs | Transition assistance programs provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment. | Information unavailable. Information being recorded internally does not currently align with GRI requirements for this Standard. We continue working to improve internal record keeping for this information to allow for disclosure in future. |
| GRI 406 Non-discrimination 2016 | | | |
| 406-1 | Incidents of discrimination and corrective actions taken | <p>a. Total number of incidents of discrimination during the reporting period.</p> <p>b. Status of the incidents and actions taken with reference to the following:</p> <ul style="list-style-type: none"> i. Incident reviewed by the organization; ii. Remediation plans being implemented; iii. Remediation plans that have been implemented, with results reviewed through routine internal management review processes; iv. Incident no longer subject to action. | <p>Confidentiality constraints.</p> <p>Fortescue cannot provide the requested level of detail regarding incidents of discrimination as this information relates to a matter which is currently before the courts.</p> <p>Fortescue has instead provided information pertaining to the number of whistleblowing cases submitted relating to discrimination and a total view of substantiated cases during the year, as well as a summary of psychosocial matters reported to the regulator.</p> |
| GRI 417 Marketing and Labelling 2016 | | | |
| 417-1 | Requirements for product and service information and labeling | <p>a. Whether each of the following types of information is required by the organization's procedures for product and service information and labeling:</p> <ul style="list-style-type: none"> i. The sourcing of components of the product or service; ii. Content, particularly with regard to substances that might produce an environmental or social impact; iii. Safe use of the product or service; iv. Disposal of the product and environmental or social impacts; v. Other (explain). <p>b. Percentage of significant product or service categories covered by and assessed for compliance with such procedures.</p> | <p>Information unavailable.</p> <p>This disclosure has not been applicable to our iron ore products. However, this disclosure becomes relevant for our green energy product portfolio. We intend to develop individual Digital Product Passports (DPP) as relevant to our products and are establishing our in-house LCA processes. We will strengthen our disclosures under this Standard as these processes mature.</p> |

RESTATEMENTS

Restatements within the FY24 Sustainability Report and the FY24 ESG Databook are detailed below.

| GRI Standard | Disclosure | Restatement | Explanation |
|---|---|-----------------|---|
| Topic Disclosures | | | |
| GRI 303 Water and Effluents 2018 | | | |
| 303-3 | Water withdrawal (total) | 247 | In FY23, groundwater testing for project exploration in Texas recorded a material water withdrawal of 1.95 ML of groundwater (fresh) in an area of extremely high water stress. This project is no longer being pursued. This information is included in the FY24 report as it was not available at the time of reporting for the FY23 report. |
| 303-3 | Water withdrawal (groundwater total) | 247 | |
| 303-3 | Water withdrawal (groundwater - fresh) | 247 | |
| 303-4 | Water discharge (total) | 2 | In FY23, groundwater testing for project exploration in Texas recorded a material water withdrawal with a discharge of 1.81 ML to groundwater in an area of extremely high water stress. This project is no longer being pursued. This information is included in the FY24 report as it was not available at the time of reporting for the FY23 report. |
| 303-4 | Water discharge (groundwater injection) | 2 | |
| 305-2 | Scope 1 and market-based Scope 2 (Australian) emissions | 2.73 | In FY23, the disclosed value included emissions from a facility whose emissions were already accounted for in Group scope 1. Restated value results from the deduction of these emissions. |
| 401-1 | Number of New employee hires by gender (Male) | 2,768 | The disclosed value for FY22 was found to be incorrect. Error identified during FY24 reporting and rectified. |
| 401-1 | Number of New employee hires by gender (Female) | 1,021 | The disclosed value for FY22 was found to be incorrect. Error identified during FY24 reporting and rectified. |
| 401-1 | Number of New employee hires by gender (Total) | 3,789 | The disclosed value for FY22 was found to be incorrect. Error identified during FY24 reporting and rectified. |
| Non-GRI | | | |
| - | Renewable electricity purchased (GWh) | 131.01 | The disclosed value for FY23 was found to be incorrect. Error identified during FY24 reporting and rectified. Note that renewable electricity was purchased only in Australia and not in any other global locations where Fortescue operates. |
| - | Renewable electricity purchased (GWh) | 108.46 | The disclosed value for FY22 was found to be incorrect. Error identified during FY24 reporting and rectified. Note that renewable electricity was purchased only in Australia and not in any other global locations where Fortescue operates. |
| - | Non-renewable electricity purchased (GWh) | 566.29 | The disclosed value for FY23 was found to be incorrect. Error identified during FY24 reporting and rectified. |
| - | Non-renewable electricity purchased (GWh) | 475.25 | The disclosed value for FY22 was found to be incorrect. Error identified during FY24 reporting and rectified. |
| - | Green bond allocation | US\$537 million | The calculation methodology was amended in FY24 and is based on the forecasted percentage of renewable energy utilising the Pilbara Transmission Project Infrastructure over the maturity profile of the bond, in line with Fortescue's decarbonisation roadmap. The FY23 comparative spend has been restated to reflect the updated calculation methodology which has changed from the actual percentage of renewable energy in each period. |

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FY24 STAKEHOLDER ENGAGEMENT SUMMARY

| STAKEHOLDERS | KEY INTERESTS AND CONCERNS | HOW WE ENGAGED | RELATED MATERIAL TOPICS | PAGE |
|---|--|--|-----------------------------------|------|
| Employees and contractors Fortescue and our subsidiaries' employees and contractors | Safety and wellness, particularly for fly-in fly-out (FIFO) workers | Weekly company-wide meetings, intranet, company newsletter, team meetings, surveys, direct engagement, email, Viva Engage, direct SMS, Fortescue TV | Safety and wellbeing | 42 |
| | Diversity and inclusion | | Diversity, inclusion and equity | 49 |
| | Fortescue performance, growth and targets | | Business strategy and | 105 |
| | Decarbonisation plans and achievements | | Climate and decarbonisation | 89 |
| | Leadership changes | | Culture and First Nations peoples | 69 |
| | Local Content opportunities | | Talent and skills | 64 |
| Communities Local residents, businesses and organisations, special interest and community groups, landowners, pastoralists Residential workforce | Employment and contracting opportunities | Direct engagement, phone calls, email, newsletters, local media including newspapers, meetings, events, website, feedback, sponsorships, Community Grants Program, VTEC | Communities | 77 |
| | Land access, use and acquisition requirements | | Culture and First Nations peoples | 69 |
| | Benefit sharing agreements (and equivalent) | | Safety and wellbeing | 42 |
| | Health, safety and environmental protection and management | | Business strategy and integrity | 105 |
| | Community opportunities (sponsorships, donations and community investment) | | Security practices | 120 |
| | Engagement process and program | | Energy and resources | 132 |
| | Approvals requirements and process | | | |
| | Grievance management | | | |
| First Nations peoples First Nations peoples, including Native Title partners | Indigenous heritage protection | Direct engagement, phone calls, email, newsletters, local media including newspapers, meetings, events, website, feedback, sponsorships, Community Grants Program, VTEC and heritage surveys, contracts and subcontracts | Culture and First Nations peoples | 69 |
| | Business development | | Diversity, inclusion and equity | 49 |
| | Benefits sharing | | Biodiversity | 92 |
| | Environmental protection | | Water | 97 |
| | Project participation and training | | Procurement and marketing | 115 |
| Suppliers We source from a range of businesses, including both local and multinational businesses across diverse sectors and markets | Decarbonisation journey and expectations for onsite contractors | Website, emails, contractor forums, decarbonisation roadshow, direct engagement, contract reviews, enhanced due diligence processes, supplier visits and greenhouse gas knowledge shares | Procurement and marketing | 115 |
| | Existing and emerging opportunities to participate in green transition | | Climate and decarbonisation | 89 |
| | Supply chain traceability and developing sustainable supply chains | | Product stewardship | 129 |
| | | | Circularity | 136 |

| | | | | | | | | |
|---|---|---|---------------------------------------|---|---|--------------------------------------|----|---------------------------------------|
| Customers We supply our products to a global market | Iron ore price and trends | Direct engagement at all levels, emails, operations site visits, market briefings, technical forums and engagement | Business strategy and integrity | 105 | OVERVIEW | | | |
| | Product quality and product strategy | | Procurement and marketing | 115 | | | | |
| | Changing regulations | | Climate and decarbonisation | 89 | | | | |
| | Decarbonisation strategy | | Innovation | 125 | | | | |
| | | | Product stewardship | 129 | | | | |
| Shareholders and investors We share regular updates with analysts, shareholders and investors via our reporting mechanisms | Iron ore price outlook | Website, investor briefings, annual general meeting, emails, in-person and virtual meetings, annual reporting suite including Sustainability Report, Annual Report and Climate Change Report | Business strategy and integrity | 105 | SUSTAINABILITY AT FORTESCUE | | | |
| | Iron Bridge ramp up profile | | Climate and decarbonisation | 89 | | | | |
| | Decarbonisation progress | | Innovation | 125 | | | | |
| | Green energy strategy | | Product stewardship | 129 | | | | |
| | Green metal vision | | Mine planning | 140 | | | | |
| | Leadership changes | | Energy and resources | 132 | | | | |
| Government and regulators We engage across all levels of government, including local, state and national, in multiple countries | Skill shortages and future workforce | Meetings, briefings, presentations, events, working groups, forums, letters, emails, formal submissions, website, participation in industry associations and advocacy bodies, annual reporting suite, including Sustainability Report, Annual Report, Climate Change Report | Talent and skills | 64 | PEOPLE – SUPPORTING A STRONG AND STABLE SOCIETY | | | |
| | Inflation | | Safety and wellbeing | 42 | | | | |
| | Resource management | | Diversity, inclusion and equity | 49 | | | | |
| | Competing land uses | | Mine planning | 140 | | | | |
| | Indigenous heritage | | Culture and First Nations peoples | 69 | | | | |
| | Workforce safety | | Energy and resources | 132 | | | | |
| | Changing climate policies | | Business strategy and | 105 | | | | |
| | Approvals processes and concerns | | Biodiversity | 92 | | | | |
| | Regulatory reform, including support for new energy projects | | Water | 97 | | | | |
| | Environmental protection | | | | | | | |
| | Biodiversity and endangered species | | | | | | | |
| | Non-government organisations (NGOs) Social investment partners, education institutions, industry groups and peak bodies | | Skills shortages and future workforce | Direct engagement, email, events, partnerships, website, fundraising support, increased exposure via Fortescue channels | | Talent and skills | 64 | PLANET – SAFEGUARDING NATURAL SYSTEMS |
| | | | Diversification of workforce | | | Diversity, inclusion and equity | 49 | |
| Gender equity | | Climate and decarbonisation | 89 | | | | | |
| Climate and environment | | Biodiversity | 92 | | | | | |
| Human rights | | Water | 97 | | | | | |
| First Nations peoples | | Human rights | 33 | | | | | |
| Competitive funding climate | | Culture and First Nations peoples | 69 | | | | | |
| | | Innovation | 125 | | | | | |
| | | Product stewardship | 129 | | | | | |
| | | | | | PROCESS – OPERATING WITH INTEGRITY | | | |
| | | | | | | PRODUCT – FOCUSING ON A GREEN FUTURE | | |
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GLOSSARY

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 FY24.

AFRMC

Audit, Finance and Risk Management Committee. A committee of Fortescue's Board of Directors (Board), commencing 1 July 2024.

AHS

Autonomous haulage system.

AI

Artificial intelligence.

AMD

Acid and/or metalliferous drainage.

AMEC

Association of Mining and Exploration Companies.

ARMSC

Audit, Risk Management and Sustainability Committee. A committee of Fortescue's Board of Directors (Board), replaced on 1 July 2024 by the AFRMC.

ASX

Australian Securities Exchange.

ATO

Australian Taxation Office.

Australian spend

Contestable spend incurred by Fortescue entities located in Australia.

BESS

Battery energy storage system.

Billion Opportunities

A Fortescue program to award contracts and subcontracts to First Nations Australian businesses. From 2011 to 2019, businesses with 25 per cent or greater Aboriginal ownership were considered Aboriginal businesses. From 2020 onward, businesses with 50 per cent or greater First Nations Australian ownership are considered First Nations Australian businesses.

Board membership

Members of Fortescue's Board of Directors, who are elected in accordance with Fortescue's Constitution and the *Corporations Act 2001* (Cth).

CEO remuneration

Nominal value of total remuneration package maximum opportunity, as stated within Executive Contract Terms in the relevant Annual Report.

CFC

Controlled foreign company.

Chichester Hub

Fortescue's mining hub with two operating iron ore mines, Cloudbreak and Christmas Creek, located in the Pilbara, approximately 250km south-east of Fortescue's Herb Elliott Port in Port Hedland.

CIP

Fortescue's Community Investment Program.

CI&P

Fortescue's Corporate Intelligence and Security team.

CLO

Community Liaison Officer.

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.

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.

CSP Standard

Fortescue's Community and Social Performance Standard.

DEMIRS

Western Australian Department of Energy, Mines, Industry Regulation and Safety.

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.

DPP

Digital product passport.

EAP

Employee Assistance Program.

EBITDA

EBITDA is defined as earnings before interest, tax, depreciation and amortisation, exploration, development and other expenses.

Employee contributions

Financial contributions donated by Fortescue employees, including workplace giving through Fortescue Heart.

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 FY24.

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 FY24.

EMS

Environmental Management System.

eNPS

Employee Net Promoter Score.

ESIA

Environmental and Social Impact Assessment.

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 2024.

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, 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 2024.

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, 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 2024.

FID

Final investment decision.

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.

First Nations Australian

Those who identify themselves as Australian Aboriginal and/or Torres Strait Islander.

First Nations Australian employment rate

The number of permanent, fixed term (full time and part time), and labour hire First Nations Australian (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 2024.

First Nations Australian people employed

Total number of permanent, fixed term (full time and part time), and labour hire First Nations Australian (Aboriginal and Torres Strait Islander) employees as at 30 June 2024.

First Nations Australian-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.

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 Ltd (ACN 002 594 872) and its subsidiaries.

FPIC

Free, prior and informed consent.

Freshwater

Water with concentration of total dissolved solids equal to or below 1,000mg/L.

FY

Financial year.

GEM

Gladstone Electrolyser Manufacturing Centre.

GIFT

Graduating in Fortescue Together initiative.

GIS

Geospatial Information System.

GJ

Gigajoules.

GL

Gigalitre.

GMC

Global Monitoring Centre.

Green Hydrogen Standard

The Global Standard for Green Hydrogen and Green Hydrogen Derivatives including Green Ammonia. Produced by the Green Hydrogen Organisation (GH2) in 2023.

Green metal

Fortescue defines 'green metal' as metal ore mined and processed into metal using renewable energy and with near zero carbon emissions. This green metal definition similarly applies to processing iron ore into iron.

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.

GST

Goods and services tax.

GWh

Gigawatt hours.

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 (USA).

HDPE

High-density polyethylene.

Health and safety training hours

Total training hours for health and safety recorded during FY24 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.

HILT CRC

Heavy Industry Low-carbon Transition Cooperative Research Centre.

HME

Heavy mining equipment.

HRREC

Human Rights Resources and Energy Collaborative.

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.

IFC

International Finance Corporation.

ILO

International Labour Organization.

ILUA

Indigenous Land Use Agreement. A statutory agreement between a Native Title group and others about the use of land and waters.

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.

ISFR

Injury severity frequency rate. Calculated using lost or restricted days methodology. ISFR provides valuable insights into the impact of injuries on the injured person, as well as workforce productivity and overall business operations. By monitoring ISFR, Fortescue can identify areas where injuries are resulting in significant work disruptions and assess the effectiveness of our rehabilitation and return-to-work program.

ITR

Identify Then Rectify risk reduction program.

IUCN

International Union for Conservation of Nature.

km

Kilometre.

KPI

Key performance indicator.

kV

Kilovolt.

Labour hire employees

Contractors backfilling permanent Fortescue roles and employed through selected recurring external labour hire agencies.

Land archaeologically surveyed in FY24

The area of land archaeologically surveyed across Fortescue's Western Australian tenement portfolio in FY24, measured in hectares. Surveys are undertaken by Traditional Custodians and a cultural heritage professional.

Land ethnographically surveyed in FY24

The area of land ethnographically surveyed across Fortescue's Western Australian tenement portfolio during FY24, measured in hectares. The survey is undertaken by Traditional Custodians and a cultural heritage professional.

LCA

Life cycle assessment.

Leadership roles

Leadership roles include manager positions and above. Calculated using data as at 30 June 2024.

Leadership roles held by First Nations Australian people

The number of permanent and fixed term (full-time and part-time) First Nations Australian 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 2024.

LEAP

Leadership Empowerment for Aboriginal People.

Local Pilbara supplier

Suppliers whose head office is located in the Pilbara region of Western Australia as defined by postcode.

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.

LSI

Leading Safety Index.

LTIFR

Lost time injury frequency rate. Calculated using lost days methodology.

m³

Cubic metre.

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, excluding tyres and concrete waste. 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.

MW

Megawatt.

MWh

Megawatt hour.

Nationality

Nationality as self reported during the onboarding process.

NGO

Non-government organisation.

NIST

National Institute of Standards and Technology.

Non-mineralised waste

The volume of waste generated at Fortescue's Pilbara operational sites, including port and rail, in FY24, measured in metric tonnes.

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 FY24. 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 2024. 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 2024.

OECD

Organisation for Economic Cooperation and Development.

OPF

Ore processing facility.

Parental leave

Paid and unpaid primary or secondary carer leave taken for the purpose of caring for dependants in Australia during FY24.

PEC

Pilbara Energy Connect project.

PEM50

Gladstone Proton Exchange Membrane 50MW project.

PFAS

Perfluoroalkyl and polyfluoroalkyl substances.

PFDVN

Pilbara Family and Domestic Violence Network.

PHIC

Port Hedland Industries Council.

PIF

Fortescue's Project Investment Framework.

Pilbara

The Pilbara region in the north-west of Western Australia.

PKKP

Puutu Kunti Kurrama and Pinikura peoples.

POP

Persistent organic pollutants. Listed in the Stockholm convention on Persistent Organic Pollutants. Most are pesticides, industrial chemicals or by-products.

Principles and recommendations

ASX Corporate Governance Council's Corporate Governance Principles and Recommendations.

Produced water

Water that is a result of raw material use or other processing.

R&D

Research and development.

Real Zero

Real Zero refers to no fossil fuels and no offsets.

Fortescue has a plan to decarbonise our Australian terrestrial iron ore operations (Scope 1 and 2) in the Pilbara by 2030. We have identified the solutions needed to eliminate approximately 90 per cent of terrestrial Scope 1 and 2 emissions from our Australian iron ore operations and are actively working to identify solutions for the final approximately 10 per cent.

We are also finalising our plan for how to eliminate Fortescue's remaining Scope 1 and 2 emissions from across our operations, including Fortescue Energy. Fortescue will no longer buy voluntary carbon offsets unless required by law, as offsets have been shown to be troubled by extensive concerns about quality, lack of additionality and an inability to deliver real reductions in emissions. Through Fortescue Energy, we are also going to give the world an alternative to fossil fuels.

RFDS

Royal Flying Doctors Service of Western Australia.

SBTi

Science Based Targets initiative.

Scope 1

Scope 1 emissions are direct emissions that are from sources owned or controlled by an entity.

Scope 2

Scope 2 refers to emissions associated with the production of electricity, heat, or steam. Purchased by an entity.

Scope 3

Scope 3 refers to all other indirect emissions associated with activities or facilities not owned or controlled by the entity.

Senior leadership roles

Senior leadership roles include Group Managers/General Manager positions and above. Calculated using data as at 30 June 2024.

SIFR

Significant incident frequency rate per million hours worked. SIFR, measures the frequency of significant incidents within a given period, providing insights into the most serious safety incidents. It helps to identify high-risk activities or hazards that may have the potential for catastrophic consequences.

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.

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 First Nations people. Contributions include financial (donations, grants, 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.

SRM

Fortescue's Stakeholder Relationship Management platform.

SSC

Safety and Sustainability Committee. A committee of Fortescue's Board of Directors (Board), commencing 1 July 2024.

TCFD

Taskforce on Climate-related Financial Disclosures.

TMP

Tailings Management Plan

TNFD

Taskforce on Nature-related Financial Disclosures.

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 FY24, measured in hectares. Surveys are undertaken by Traditional Custodians 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 2023 (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 FY24, measured in hectares. Surveys are undertaken by Traditional Custodians and a cultural heritage professional.

Total land rehabilitated

The total land area rehabilitated across Fortescue's Australia operations, in 2023 (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 FY24, 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 FY24, 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 FY24, measured in metric tonnes. Emissions are measured in accordance with the reporting requirements of National Environment Protection (National Pollutant Inventory) Measure 1998.

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 FY24. 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 FY24. Excludes payments to labour hire and contractors, or other pension payments made to international employees.

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.

Training hours

Total training hours recorded during FY24 for permanent and fixed term (full time and part time) employees across all of Fortescue's 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 sites during FY24. Excludes casual employees.

TRIFR

Total recordable injury frequency rate per million hours worked, comprising lost time injuries, restricted work and medical treatments. TRIFR serves as a benchmark to compare safety performance.

TSF

Tailings storage facility.

TSF decant return water

Volume of water recovered from tailings storage facilities and made available for reuse.

TTC

Tax Transparency Code.

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.

UNGPs

United Nations Guiding Principles on Business and Human Rights.

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".

VAT

Value added tax.

VLO

Village Liaison Officer.

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.

VPSHR

Voluntary Principles on Security and Human Rights.

VTEC

Vocational Training and Employment Centre.

Water consumption

Total water used and reused across Fortescue's sites in FY24. Includes water use through ore processing facilities, potable camp supply and dust suppression and construction and TSF decant return water. Facilities using less than 0.01 per cent of Fortescue's total water withdrawal for the previous year are excluded from reported data as they are considered immaterial.

Water discharges

Total water returns across Fortescue's sites in FY24. Includes water returned through managed aquifer recharge, surface water discharge, supplementation, infiltration, evaporation and seepage. Facilities using less than 0.01 per cent of Fortescue's total water withdrawal for the previous year are excluded from reported data as they are considered immaterial.

Water withdrawn by source

Total water withdrawn from across Fortescue's sites in FY24. Includes water withdrawn from the following sources: groundwater, surface water, seawater, municipal water supplies and third party. Facilities using less than 0.01 per cent of Fortescue's total water withdrawal for the previous year are excluded from reported data as they are considered immaterial.

Whistleblower cases

The total number of whistleblower cases reported through the Whistleblower Hotline in FY24.

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 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.

YNAC

Yindjibarndi Ngurra Aboriginal Corporation.

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Australian Business Number

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Auditor

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Securities Exchange listings

Fortescue Metals Group Limited shares
are listed on the Australian Securities
Exchange (ASX)
ASX Code: FMG

Fortescue Share Registry

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DISCLAIMER

Our report contains certain statements which may constitute “forward-looking statements”. Words that may indicate a forward-looking statement include words such as “intend”, “aim”, “ambition”, “commitment”, “aspiration”, “project”, “anticipate”, “likely”, “estimate”, “plan”, “believes”, “expects”, “may”, “should”, “could”, “will”, “forecast”, “target”, “set to” or similar expressions.

Examples of forward-looking statements include: our projected and expected production and performance levels; our plans for major projects including investment decisions; our expectations regarding future demand for certain commodities; the assumptions and conclusions in our climate change related statements and strategies; and our plan to achieve Real Zero as described in this report.

Any forward-looking statements in this report reflect the expectations held at the date of this document. Such statements are only predictions and are subject to inherent risks and uncertainties which could cause actual decisions, results, values, achievements or performance to differ materially from those expressed or implied in any forward looking statement. Forward-looking statements are based on assumptions regarding Fortescue’s present and future business strategies and the future conditions in which Fortescue expects to operate. Forward-looking statements are also based on management’s current expectations and reflect judgements, assumptions and information available as at the date of this report. Actual and future events may vary materially from the forward-looking statements made (and the conclusions and assumptions on which the forward looking statements were based) because events and actual circumstances frequently do not occur as forecast and future results are subject to known and unknown risks such as changes in market conditions and regulations.

Some of the various factors that could cause Fortescue’s actual results, achievements or performance to differ from those in forward-looking statements include: geopolitical and political uncertainty; trade tensions between major economies; the impacts of climate change; supply chain availability and shortages; the impacts of technological advancements including but not limited to the viability, availability, scalability and cost-effectiveness of technologies that can be used to decarbonise our business; our ability to profitably produce and transport minerals and/or metals extracted to applicable markets; the availability of skilled personnel to help us decarbonise and grow our businesses; new ore resource levels, including the results of exploration programmes and/or acquisitions; inadequate estimates of ore resources and reserves; our ability to successfully execute and/or realise value from acquisitions and divestments; our ability to raise sufficient funds for capital investment; disruption to strategic partnerships; damage to Fortescue’s relationships with communities and governments; labour unrest; our ability to attract and retain requisite skilled people; declines in commodity prices; adverse exchange rate movements; delays or overruns in projects; change in tax and other regulations; cybersecurity breaches; the impacts of water scarcity; natural disasters; the ongoing impacts of the COVID-19 pandemic, or other epidemic or pandemic; safety incidents and major hazard events; and increasing societal and investor expectations, including those regarding environmental, social and governance considerations.

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