



RioTinto

The way
we work



Contents

3	Introduction
5	Our values
6	Safety
7	Teamwork
8	Respect
9	Integrity
10	Excellence
13	Our code of conduct
14	Safety and health
15	Employment and inclusion
16	Human rights
17	Data privacy
18	Conflicts of interest
19	Fair competition
20	Bribery and corruption
21	Confidential information and insider trading
22	Communities
23	Governments, international organisations and civil society
24	Transparent communication
25	Environment
26	Intellectual property
27	Company property and records
29	Making the right choice



Introduction

The way we work outlines how we deliver both our purpose and strategy. It makes clear how we should behave, in accordance with our values of safety, teamwork, respect, integrity and excellence.

As pioneers in mining and metals, we produce materials essential to human progress. We have been doing so for more than 140 years. The way we go about the work we do every day, everywhere we operate around the world, is as important as what we deliver.

The way we work outlines how we deliver both our purpose and strategy. It makes clear how we should behave, in accordance with our values of safety, teamwork, respect, integrity and excellence.

Our success depends on the trust we have with each other and with all of our partners, including host communities, governments, business partners, suppliers, customers and investors. We build this trust, and set ourselves apart from others, through the way we behave, every day. *The way we work* provides a clear framework for how we should conduct our business, no matter where we work or where we are from. Importantly, it provides clear boundaries that we should hold ourselves and each other accountable for, to help make the right choices.

The way we work applies to each of us as employees as well as to our consultants, agents, contractors and suppliers. We also want these principles to be respected by our joint venture partners and non-controlled companies.

It is important that we all ensure that *The way we work* – our values and code of conduct – guides our behaviour every day. We can be proud to be part of something bigger and part of a company that does the right thing. Pioneering progress every day, together all of us at Rio Tinto make a difference, in our local communities and to the world at large.

Be safe,

J-S Jacques
Chief executive



Our values

- Safety
- Teamwork
- Respect
- Integrity
- Excellence



Safety – Caring for human life and wellbeing above everything else

At Rio Tinto this means:

We make the safety and wellbeing of our employees, contractors and communities our priority number one. Always. Safely looking after the environment is an essential part of our care for future generations.

In action we:

- Make safety the first part of every interaction.
- Stop work and speak out when health, safety or wellbeing is potentially at risk.
- Regularly check in with colleagues and partners to ask how they are doing.



Teamwork – Collaborating for success

At Rio Tinto this means:

We work together with colleagues, partners and communities globally to deliver the products our customers need. We learn from each other to improve our performance and achieve success.

In action we:

- Seek and give feedback to learn from others and share our knowledge.
- Do the best job we can and trust others to do the same.
- Identify and work towards common goals.



Respect – Fostering inclusion and embracing diversity

At Rio Tinto this means:

We recognise and respect diverse cultures, communities and points of view. We treat each other with fairness and dignity, to make the most of everyone's contributions.

In action we:

- Actively seek out different points of view.
- Listen with respect and value the contributions of others.
- Are aware of our assumptions and biases, and are prepared to challenge them.



Integrity – Having the courage and commitment to do the right thing

At Rio Tinto this means:

We have the courage and commitment to do what is right, not what is easiest. We maintain our focus on ethics, transparency and building mutual trust with each other and everyone we work with.

In action we:

- Act honestly and transparently at all times.
- Speak up and challenge when the situation requires it.
- Accept accountability for our decisions and actions.



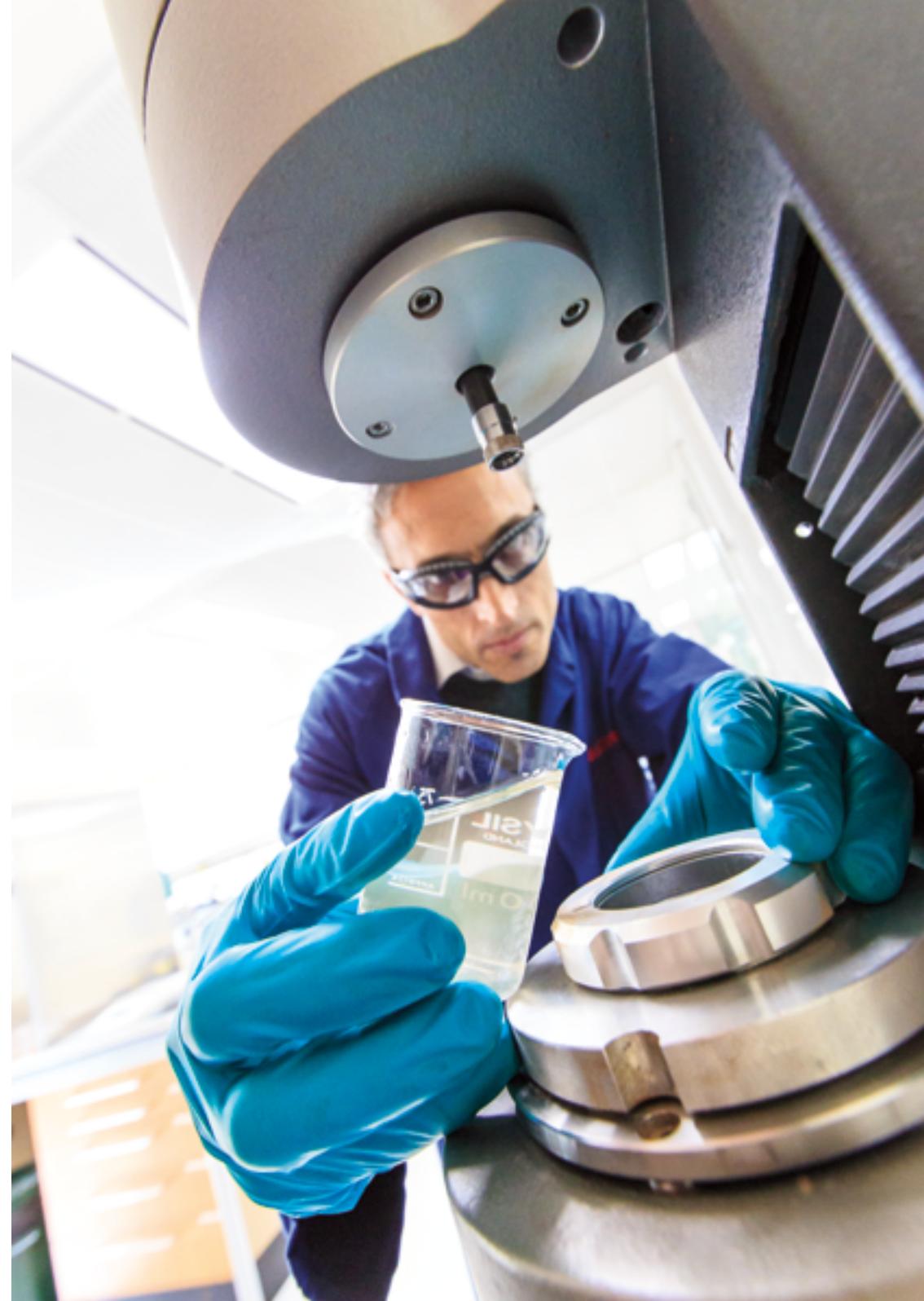
Excellence – Being the best we can be for superior performance

At Rio Tinto this means:

We challenge ourselves and others to create lasting value and achieve high performance. We adopt a pioneering mindset and aim to do better every day.

In action we:

- Are responsive to what customers and partners expect and need from us.
- Set high expectations for ourselves and regularly meet and exceed them.
- Innovate and look to continuously improve the work we do.





Our code of conduct

No matter where we work or where we are from, we have clear boundaries that we should hold ourselves and each other accountable for, to help make the right choices.



Safety and health

- Each of us is responsible for working safely, sticking to our standards and caring for the health and safety of those around us.
- We are all responsible for making sure we are fit for work every day. This means not being under the influence of alcohol or drugs, being well rested, and being physically and mentally fit to perform our jobs at Rio Tinto.
- We expect others we work with, including consultants, agents, contractors and suppliers, to respect and stick to our health and safety requirements.
- We have a responsibility to stop and report the work of colleagues if we think they are putting their health and safety – or that of others – at risk.

We believe all fatalities, injuries and occupational illnesses are preventable. We commit to the goal of everyone going home safe and healthy every day.



Employment and inclusion

- We value diversity and offer the same welcome to all employees and partners, regardless of race, gender, nationality, ethnic origin, religion, age or sexual orientation.
- We believe everyone should be treated with dignity and respect. Bullying, intimidation or harassment of any kind is not acceptable in our workplace.
- We are committed to meeting local laws and international agreements about workforce labour. We recognise that people have the right to choose whether to belong to a union and to seek to bargain collectively.
- We work with governments to share the economic benefits of developing a country's mineral resources with the communities in which we operate. This includes prioritising local employment and suppliers where we can do so.

We believe all employees have the right to a fair and inclusive working environment of which they are proud to be a part.



Human rights

- We support the United Nations' Universal Declaration of Human Rights and respect those rights wherever we operate. We are committed to operating consistently with the UN Guiding Principles on Business and Human Rights. This means that we need to know what adverse human rights impacts we are causing, contributing to or are directly linked to, and that we manage them.
- We expect our suppliers to adhere to the same human rights standards as we do. We reject any form of child labour or slavery, including forced labour. We work hard to ensure that slavery or child labour is not taking place in our business and that our supply chains comply with international standards.
- We work with public and private security providers to avoid security arrangements that harm human rights. We limit the use of firearms for the security of our sites as far as possible.

Data privacy

- We only collect and handle the personal information of our colleagues, shareholders, business partners, suppliers, customers and associated family or next of kin when needed for legitimate business purposes. We respect the rights each of us has to review, update and correct our information.
- We only share personal data with others when there is a legitimate business or legal need to do so. We ensure that those receiving personal data understand the importance of keeping the data private.
- When we work with others who may see or process our data, we make clear the importance we place on privacy and the standards we require them to meet.

We respect human rights and commit to avoid human rights harm.



We respect each person's privacy. We comply with all laws in the collection, use and protection of personal information in connection with our business.



Conflicts of interest

- We use good judgement to avoid situations where there may be, or even appear to be, a conflict of interest.
- We report any actual or potential conflict of interest. Where a conflict cannot be avoided we manage it appropriately and transparently, taking advice from other colleagues.
- We do not allow ourselves to obtain any undeclared personal advantage through our position or role within Rio Tinto.

Fair competition

- We believe in free and fair competition. We compete ethically and respect all applicable competition and antitrust laws across the globe.
- We do not obtain information about our competitors, suppliers or customers illegally, nor communicate false information about our competitors.
- When we interact with competitors or potential competitors, we do not share confidential information which may impact how we all compete.

We ensure our personal activities, interests and relationships do not conflict with our responsibilities at Rio Tinto.



We compete ethically and lawfully in all our activities.



Bribery and corruption

- We do not offer or pay bribes, no matter where we operate, no matter what the situation is, and no matter who is involved. Nor do we allow our agents or intermediaries to do so. Bribery is where someone is persuaded by gifts, payments or other personal favours to behave improperly, to do something that they shouldn't do, or to not do something that they should do. It is also where someone wants a payment, even a small one, to do what they ought to do.
- We never accept or take bribes. We do not demand or accept any financial or other favour from anyone else for doing our job, or to persuade us to behave improperly, to breach our duties to Rio Tinto, or as a reward for doing so.

We do not engage in bribery or corruption of any form.



Confidential information and insider trading

- Confidential information includes technical information about products or processes, vendor lists, pricing, marketing or service strategies, non-public financial reports, and information on asset sales, mergers and acquisitions.
- We are careful about where and to whom we talk about confidential information, and where and how we store it.
- We do not disclose or use any confidential information for personal profit or advantage.
- We do not share inside information with anyone else, including our family and friends. We never commit the offence of insider dealing in Rio Tinto or third parties' securities.

We protect our shareholders and ourselves by responsibly managing our own and third parties' confidential information. We never use it for personal advantage.



Communities

- Our relationships with local and regional communities are a key part of our projects and operations. We recognise and respect the cultures, lifestyles and heritage of our neighbours.
- We respect the special connection of local and Indigenous people to land and waters. We seek mutually beneficial arrangements with each community on their engagement with us in the development and performance of our operations.
- We operate in a manner consistent with the UN Declaration on the Rights of Indigenous Peoples in those jurisdictions that have signed the Declaration, and elsewhere in accordance with the Declaration's principles. We strive to achieve the free, prior and informed consent of Indigenous communities as described in the 2012 International Finance Corporation Performance Standard 7 and supporting guidance, and consistent with the law.
- We work with communities to understand any impacts from our activities, and with the community and other stakeholders to undertake appropriate sustainable development initiatives that reflect community priorities and focus on local and/or regional development.

We seek the ongoing support of our local and regional communities by developing strong and lasting relationships with them that are based on respect, open conversation and shared benefit.



Governments, international organisations and civil society

- We respect every country's political processes and do not favour any political party, group or individual. As a company, we do not involve ourselves in party political matters nor do we make any type of payments to political parties or political candidates.
- We do not restrict individual rights and freedoms. Employees and contractors may support political parties, candidates or campaigns in their own time and with their own money.
- We engage on public policy and legislative issues that affect our business. We contribute relevant information and share our experiences to help in the creation of robust policy, regulation and legislation.

We build lasting relationships with governments and engage with international organisations and civil society in a respectful and collaborative manner.



Transparent communication

- We share accurate information about our operations and financial performance with our stakeholders, including media, investors and regulators.
- We comply with our market disclosure obligations and share material information that may affect how the market views Rio Tinto.
- We are open and honest in our communication, sharing information, insight and advice frequently and constructively, and managing tough situations with courage.

We build trust by communicating openly and honestly.



Environment

- We understand and mitigate the impacts our activities and products might have on the environment as we plan, build, operate, decommission and close our operations.
- We collaborate with the communities in which we operate and continually seek sustainable improvements to product life cycles, biodiversity, carbon and energy management, our use of land, water and air, and closure of our sites to provide us continued access to resources and markets.

We are committed to protecting the environmental value of the regions where we operate and maintaining good stewardship for the long term.



Intellectual property

- We protect our intellectual property (including patents, copyright, trademarks and trade secrets) and closely monitor for unauthorised use of our intellectual property by others.
- We respect the intellectual property of others, such as our suppliers, customers and competitors, and only use their intellectual property when authorised to do so.

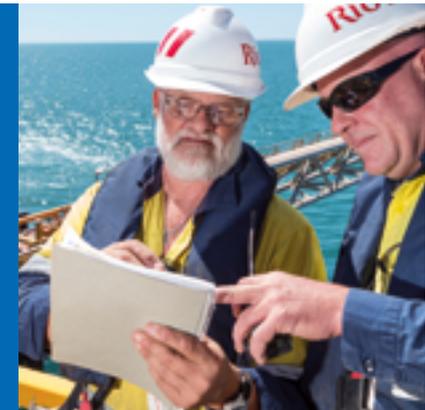
By protecting our intellectual property and respecting that of others, we maintain our competitive advantage.



Company property and records

- We do not obtain, use or divert company property or financial resources for personal (including family) use or benefit, or for any activity that causes a conflict of interest, or is inappropriate or illegal.
- We are provided with electronic resources such as email, internet and telephone to help us do our jobs. We can occasionally use these resources for personal reasons if that use does not impact company systems, incur undue costs for the company or interfere with our work duties.
- We keep true and accurate records of all financial and non-financial company materials in accordance with Group document retention policies from time to time.
- We do not alter, destroy or remove company property or company records unless authorised to do so.

We use company property and financial and electronic resources to conduct company business and not for personal gain or non-authorized use.





Making the right choice

The way we work provides clear boundaries to help understand and assess the choices we face. It helps us determine how to behave in situations that may sometimes be tough.

When faced with a dilemma, ask yourself:

- Are my actions consistent with *The way we work* and Rio Tinto's policies and standards?
- What would I tell a friend or a member of my family to do?
- What might others think of my actions?
- How might it look on the front page of the newspaper?

If you are uncomfortable with any of the answers, you should seek advice before acting.

National laws and *The way we work*

In every country where we work, we comply with applicable laws. When deciding whether to apply the laws of a country or the principles of *The way we work*, use whichever is stricter. If you break the law, *The way we work*, or any of our policies and standards, you will face disciplinary action. That may include dismissal or termination of your contract.

If you see something that might break the law or go against *The way we work* or any of our policies and standards, don't ignore it: report it.

Discuss any concerns with your line manager, a more senior manager, or anyone from Ethics & Integrity, Legal or Human Resources. *Speak-OUT* is also a safe, confidential way to report concerns or misconduct. Any form of retaliation against a person using *Speak-OUT* in good faith will not be tolerated.

Lead by example – help others to understand and use *The way we work*.

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The way we work is a set of clear and simple principles to apply in everything you do while working with, or for, Rio Tinto. The way you behave shows the world who you are and what you stand for.