



SUSTAINABILITY REPORT

2026

OUR PURPOSE

**AT FORTESCUE, OUR
PURPOSE IS CLEAR:
TO ACCELERATE
DECARBONISATION ON A
GLOBAL SCALE, RAPIDLY
AND PROFITABLY.**

Acknowledgement of Country

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

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A MESSAGE FROM OUR CEOs

DINO OTRANTO AND GUS PICHOT

The past year has been about turning ambition into action.

Across Fortescue, our teams have continued to deliver while never losing sight of what matters most – keeping people safe, creating lasting opportunities for future generations and helping build a green, liveable planet.

This year, we achieved a 12-month Leading Safety Index (LSI) of 172, advanced the electrification of our Pilbara operations and continued to strengthen the partnerships that underpin our business.

Sustainability is often measured by targets and commitments. Those are important, but what matters more is the work that turns ambition into real outcomes.

This report reflects that work. It shows how our teams are improving safety, building a culture where everyone feels respected and included, eliminating emissions, strengthening partnerships, operating responsibly, and creating opportunities for our people and the communities in which we operate.

None of this happens without great people.

The strength of Fortescue has always been its people. Whether they're operating our mines, advancing exploration programs, developing new technologies, delivering projects or supporting our operations around the world, they continue to raise the bar. Their commitment to challenge conventional thinking and achieve stretch targets is what sets Fortescue apart.

Since Fortescue was founded, we have believed that success means little unless it creates opportunities for the communities around us. That belief still guides us today. It's why we continue to create jobs, back businesses and invest in the skills and opportunities that help communities thrive.

Our Billion Opportunities program is a prime example. This year, we awarded more than \$1 billion in contracts to Indigenous businesses for the first time, taking the total value of contracts awarded through the program to more than \$7.6 billion since 2011.

This year, we also strengthened our partnership with the Puutu Kuntj Kurrma and Pinikura People through new agreements built on trust, respect and partnership. For Fortescue, these agreements are about more than compensation. They're about creating opportunities through jobs, businesses, training and economic participation, so people can build their own futures and create opportunities for generations that follow.

We're also proud to employ over 1,600 Aboriginal team members and, through programs such as VTEC, which marks its 20th anniversary in 2026, have delivered more than 1,600 training and employment pathway opportunities.

These are not just numbers. They are businesses growing, people building careers and communities creating their own futures.

Across the regions where we operate, we continue to invest in the things that matter most to communities – jobs, education, local businesses and opportunities for the next generation.

That same long-term thinking sits behind our approach to our Real Zero Target.

Decarbonising requires us to rethink not just how we mine, but how we grow as a company. It demands new technologies, new ways of working and a willingness to solve problems that have not been solved before. As we transform our own operations, we are also developing the technologies, innovations and energy needed to decarbonise heavy industry.

Every step we take is another step towards proving what is possible. We didn't set our Real Zero Target because it was easy. We set it because we believe industry has a responsibility to lead.

We're proud of what we've achieved, and we're only just getting started.



ABOUT THIS REPORT

This report has been prepared for our stakeholders, including employees, investors, community groups, suppliers and contractors, customers and end-users, industry bodies, research organisations, governments, regulators and policymakers, civil society and other 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 2025 to 30 June 2026 (FY26). It is part of our annual reporting suite which also includes the FY26 Annual Report. Both are available on our website at 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 with reference to the Global Reporting Initiative (GRI) Standards. The report also considers issues identified through the Fortescue Risk Management Framework (FRMF) and guidance provided by key bodies.

Unless stated otherwise, references to “our”, “we”, “us”, “the Company”, “the Group”, or “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 2026 unless otherwise stated. All monetary values are listed in Australian dollars (A\$) unless otherwise stated.

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

During FY26, Fortescue acquired Nabrawind Technologies S.L. and Alta Copper Corp (B.C.). Due to the timing of the acquisitions, neither entity has been fully integrated into Fortescue’s Group procurement, workforce, human rights and sustainability reporting systems and processes at the time of reporting. Where available, Fortescue has considered relevant information about each entity’s operations on a best-available basis. Unless otherwise stated, data has not been included in Group-level quantitative datasets where reliable, comparable data was not available through Fortescue systems.

The report was reviewed and approved by Fortescue’s Board of Directors (the Board) on 19 August 2026.

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, Aboriginal and Torres Strait Islander employment, cultural heritage sites, the Billion Opportunities program and gender diversity. All other metrics undergo a process of internal verification. Independent assurance on climate-related financial disclosures is detailed in the FY26 Sustainability Report: Climate Statements in the FY26 Annual Report.

Feedback

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



OUR APPROACH TO SUSTAINABILITY

Sustainability is integral to how Fortescue operates, grows and delivers its strategy. Our activities depend on our people, natural infrastructure, access to land and resources, strong stakeholder relationships, resilient assets and systems and sustainable supply chains. They can also create environmental and social impacts that must be understood and managed across our operations and growth activities.

Our approach is organised around three pillars: **Climate**, **Nature** and **People**. These pillars incorporate our material sustainability topics and provide a consistent structure for managing impacts, setting priorities, monitoring and reporting progress.

OUR OBJECTIVES AND PRIORITIES

PILLAR	OUR OBJECTIVES	OUR PRIORITIES
 CLIMATE	Decarbonise our operations and strengthen resilience to the physical and transition effects of climate change.	Progress our Real Zero Target, steelmaking and shipping targets; develop and deploy low-emissions technologies and decarbonisation pathways; strengthen climate adaptation and resilience; and work with suppliers, customers and industry partners to support decarbonisation of our value chain.
 NATURE	Manage our interactions with water, land, biodiversity and natural infrastructure across our operations and growth activities.	Steward shared water resources; manage tailings and mineral waste safely; avoid and minimise impacts on biodiversity and where possible improve net biodiversity outcomes, improve resource efficiency and circularity; and plan for rehabilitation and closure.
 PEOPLE	Respect human rights and support safe, capable and inclusive workplaces and trusted relationships with communities.	Embedding a culture where we look out for each other, prevent fatalities and work-related health impacts; strengthen workplace wellbeing; respect human rights and protect cultural heritage and Indigenous peoples' rights; meaningfully engage with communities; support economic participation and community development; and build diverse teams and the skills required for current and future operations.

OUR VALUES IN ACTION

Our Values guide how these priorities are put into practice across Fortescue. They are supported by the governance, systems and business practices that help us identify material topics and manage sustainability-related impacts. Our risk management and stakeholder engagement processes help us review these priorities as Fortescue's activities, operating contexts and stakeholder expectations evolve.

FAMILY

EMPOWERMENT

FRUGALITY

STRETCH TARGETS

INTEGRITY

ENTHUSIASM

SAFETY

COURAGE AND DETERMINATION

GENERATING IDEAS

HUMILITY

OUR PROGRESS IN NUMBERS

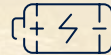


CLOUDBREAK SOLAR FARM

Construction continued at our 190MW Cloudbreak solar farm.

>300,000

solar panels installed



BATTERY ENERGY STORAGE SYSTEM

BESS commissioned at Eliwana and North Star Junction. This is equivalent to the battery capacity of 4,930 electric vehicles.

370MWh

Battery storage capacity installed



NULLAGINE WIND

Construction started on the Nullagine Wind project.

133MW

of renewable energy



OUR "GREEN GRID"

On 220kV transmission lines.

550km

of power network completed to date



TOTAL CONTRIBUTION TO BIODIVERSITY CONSERVATION IN THE PILBARA INCLUDING RESEARCH PARTNERSHIPS

Since FY24, Fortescue has invested in biodiversity conservation through partnerships and direct conservation projects including the Warramurrungka-ku jurnti maya Project

Over \$13 million

Total commitments since FY24 to biodiversity conservation including Warramurrungka-ku jurnti maya Project



LEADING SAFETY INDEX (LSI)

Fortescue's Leading Safety Index (LSI) is a patented, data-driven metric that combines leading and lagging indicators to measure the presence and effectiveness of safety across the organisation. The LSI supports improved safety performance, reduced injury rates and stronger sustainability outcomes.

172

Leading Safety Index FY26



WOMEN IN LEADERSHIP

Percentage of women working in senior leadership roles (GM and above).

40.5%

Real Diversity Strategy



ABORIGINAL AND TORRES STRAIT ISLANDER EMPLOYMENT

Percentage of the workforce who are Aboriginal peoples and Torres Strait Islanders.

11%



20 YEARS OF VTEC

Number of training and employment pathway opportunities delivered through VTEC training programs since inception in 2006.

Over 1,600



SPEND ON SOCIAL INVESTMENT

Total investment on community-based training, support local residential employees, donations, sponsorships and community partnerships.

A\$99 million



BILLION OPPORTUNITIES

Contracts and subcontracts to Aboriginal businesses since we began our Billion Opportunities program in 2011.

A\$7.6 billion

OUR FY26 REPORTING SUITE

Our FY26 reporting suite brings together Fortescue's key sustainability disclosures and supporting resources. These reports provide a comprehensive view of our values in action together with our approach, performance and progress across our pillars of climate, nature, and people.

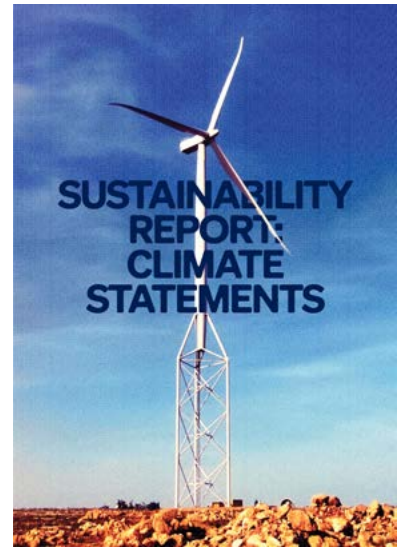
Executive Summary



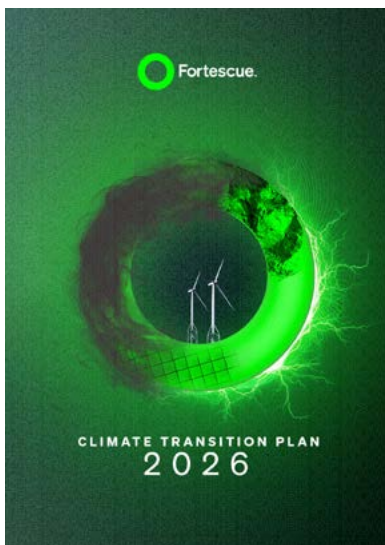
Sustainability Report



Climate Statements



Climate Transition Plan



Modern Slavery Statement



ESG Databook



OUR VALUES IN ACTION

Our Values guide how we conduct our business, make decisions and work with each other and our stakeholders. They shape the standards we expect across our operations, projects, supply chains and business relationships, and provide the foundation for how we pursue growth and manage our responsibilities.

As our business evolves, we face a broader range of sustainability-related impacts as well as evolving regulatory and reporting expectations. Clear accountability, reliable information and effective oversight help us manage these responsibilities. Our Values give us practical ways to respond to stakeholder needs, build meaningful relationships and maintain trust.

This section explains the governance and responsible business practices that support our sustainability performance. It covers how we identify material topics, apply governance for sustainability, operate with integrity, engage with stakeholders and provide access to grievance and remediation mechanisms. It also describes enabling activities including our approach to sustainable supply chains, product stewardship, tax transparency, and the security, integrity and resilience of our digital systems and data.

MATERIALITY

Fortescue uses the materiality assessment process to identify the impacts of our activities and the risks that may affect our business and growth strategy.

In FY26 we reviewed the FY25 material topics to confirm whether they remained relevant and whether any changes were required. The review built on the double materiality assessment completed in FY24 and the FY25 materiality review. It considered the GRI 14: Mining Sector Standard 2024 (GRI 14), feedback from over 230 internal stakeholders across 20 areas of the business, peer reporting, and recurring investor and media themes over the previous two years.

The review confirmed eleven material topics across the Climate, Nature and People pillars. The FY26 material topics were approved by the Board Safety and Sustainability Committee (SSC) in May 2026.

As our business evolves from its origins as an iron ore company to an energy, technology, and mining company, we will continue to mature our approach to materiality. In FY27, we will conduct an in-depth double materiality assessment, refreshing the exercise carried out in FY24.

PILLAR	FY25 MATERIAL TOPIC	FY26 MATERIAL TOPIC
 CLIMATE	Climate	Climate
	Water	Water
 NATURE	Mine planning	Tailings
		Closure and rehabilitation
	Biodiversity	Biodiversity
 PEOPLE	Human Rights	Human Rights
	Security Practices	
	Culture and First Nations Peoples	Indigenous Peoples and Cultural Heritage
	Communities	Communities
	Safety and wellbeing	Safety and Wellbeing
	Diversity, Equity and Inclusion	Diversity and Inclusion
	Talent and Skills	Talent and Skills

KEY OUTCOMES

Climate

Climate remains material to Fortescue, reflecting its importance to our strategy and the strong interest of internal and external stakeholders in our climate-related activities. In the FY26 materiality review, Climate was ranked as the highest-priority topic by internal stakeholders. External stakeholder interest continues to focus on Fortescue's commitment to its decarbonisation targets and the development of renewable energy infrastructure in the Pilbara.

In FY26, the Board approved a US\$680 million investment to expand renewable power capacity in the Pilbara through new generation and transmission infrastructure, and the expansion of our Green Grid. This investment is expected to provide renewable energy capacity to support Fortescue's decarbonisation program and potential regional decarbonisation opportunities beyond our existing terrestrial operations.

Nature

Water remains material for our operations and growth areas including future-facing commodities, renewable energy and digital infrastructure. Climate change modelling has reinforced the increasing risks related to water scarcity and competition for shared water resources in our current and future operating jurisdictions.

Mine planning was separated into two standalone topics:

- **Tailings** was noted as a global top-tier risk for miners and the need for more explicit consideration as a standalone material topic, in line with GRI 14.
- **Closure and rehabilitation**, reflecting the environmental, financial, regulatory and approval risks associated with closure planning and rehabilitation performance.

Biodiversity remains material because Fortescue's operations disturb land and may affect habitats, species, ecosystems and stakeholder relationships.

Circularity was identified as an enabler rather than a topic in the context of material efficiency and opportunities to reuse, recycle, recover value from materials, including batteries.

People

Human rights cuts across all material topics and includes impacts related to security practices, child labour, forced labour and modern slavery, freedom of association and collective bargaining and conflict-affected and high-risk areas.

Safety and wellbeing remains core to everything Fortescue does, in line with our Values.

Access to land was noted as a key dependency for Fortescue operations and growth which is closely linked to our relationships with Indigenous peoples. **Indigenous peoples and cultural heritage** acknowledges this dependency and covers the impacts on Rights of Indigenous Peoples and Land and resources rights. In FY26 we changed the language used from First Nations to Indigenous peoples to reflect our global presence. When we use this term, we include Traditional Owners and Custodians and other communities with customary, cultural, spiritual or livelihood relationships to lands, waters, territories and resources, noting that locally appropriate terminology may vary by region and community.

Building and maintaining trust with local **communities** remains a key dependency to Fortescue's success. It is also an opportunity to create social value through lasting and measurable benefits for the communities where we operate.

Cross cutting considerations

The materiality review confirmed the significance of the following topics contributing to how we put our Values into action: Operating with Integrity, Product Stewardship, Sustainable Supply Chain, Circularity, Sustainability Governance and Stakeholder Engagement.

The systems and processes to prevent, prepare for, control, respond to and remediate incidents that could cause fatalities, injury or ill health, environmental harm, or damage to communities and infrastructure (**Critical incident management**) was raised through the review as a significant cross-cutting consideration rather than a standalone material topic.

GOVERNANCE

Fortescue manages sustainability through its broader corporate governance and risk management and assurance framework. This includes Board and Board Committee oversight, executive and functional accountability, policies and standards, risk management processes, stakeholder engagement, reporting and assurance.

Further information on Fortescue's corporate governance framework, including Board and Committee responsibilities, Board composition and skills, meeting attendance, Delegations of Authority, risk governance and assurance, is available in the **FY26 Corporate Governance Statement**, in the FY26 Annual Report.

BOARD OVERSIGHT

The Board is responsible for Fortescue's performance on behalf of shareholders. This includes oversight of strategy, financial and non-financial risk management, governance frameworks, internal controls, management accountability and the embedding of Fortescue's Values across the business.

The Board oversees:

- sustainability-related risks and opportunities
- Fortescue's strategy, plans, major investments and capital expenditure requiring Board approval under the Delegations of Authority
- reporting systems, governance frameworks and internal controls
- performance against defined expectations, strategic priorities and approved targets
- alignment between Fortescue's purpose, Values, strategic objectives, risk appetite and remuneration practices.

The Board receives sustainability-related updates through Board papers, management briefings and reports from relevant Board Committees.

Board Committees

The Board has established Committees to assist in the execution of its duties and to ensure important and complex issues receive detailed consideration. Three Board Committees have roles relevant to sustainability:

- **Safety and Sustainability Committee (SSC)**
- **Audit, Finance and Risk Management Committee (AFRMC)**
- **People, Remuneration and Nomination Committee (PRNC)**

Further information on each Board Committee, including membership, composition requirements, responsibilities and reporting to the Board, is provided in the **FY26 Corporate Governance Statement**, in the FY26 Annual Report.

MANAGEMENT ROLES AND RESPONSIBILITIES

The Board delegates responsibility for day-to-day activities to management through the Delegations of Authority.

The following roles have responsibility for sustainability-related matters within their areas of functional or operational accountability. This should be read together with the broader management accountability framework described in the **FY26 Corporate Governance Statement**, in the FY26 Annual Report.

- **The Executive Team:** comprising the **Chief Executive Officer (CEO) Metals and Operations, CEO Growth and Energy, and Group Chief Financial Officer (CFO)**
- **Director Global Sustainability and External Affairs:** Responsible for developing, updating and supporting implementation of Fortescue's sustainability strategy, sustainability governance, policy, stakeholder engagement, external affairs activities and sustainability reporting.
- **Director Approvals, Communities and Services:** Responsible for approvals, communities, heritage and related social performance matters.

Executive Sustainability Committee

The Executive Sustainability Committee (ESC) supports management oversight and alignment on sustainability matters across Fortescue.

The Committee supports and advises relevant Board Committees on sustainability-related matters. It is chaired by the Director Global Sustainability and External Affairs or a C-suite executive and includes senior leaders from relevant business functions. Outcomes from Committee meetings inform updates to the Board and relevant Committees. In FY26, the Committee met five times.

MANAGING SUSTAINABILITY-RELATED RISKS

Fortescue manages sustainability-related risks through the Fortescue Risk Management Framework (FRMF) and supporting business and functional processes.

Fortescue's sustainability governance is supported by policies, standards, procedures, controls and reporting processes. These operate within Fortescue's broader governance and risk management framework and are applied through the relevant business functions. Topic-specific sections of this report describe the policies, standards and controls that are most relevant to each material sustainability matter.

The **FY26 Corporate Governance Statement**, in the FY26 Annual Report provides further detail on Fortescue's risk governance, material risk exposures, the role of the Audit, Finance and Risk Management Committee, internal audit, external audit and other assurance activities.

Topic-level governance in this report

The sections that follow describe how Fortescue manages its material sustainability topics across Climate, Nature, and People. To avoid repeating the broader governance and risk framework in each section, this report includes topic-level governance only where it helps explain specific accountabilities, forums, controls, due diligence processes, technical reviews or assurance activities.

OPERATING WITH INTEGRITY

Operating with integrity means conducting business responsibly, ethically and transparently, in a way that reflects our Fortescue Values, supports compliance with applicable laws and standards and helps maintain the trust and confidence of our stakeholders.

The Code of Conduct and Integrity (the Code) sets the standards of behaviour expected of everyone who works for and with Fortescue, including directors, officers, employees, contractors, suppliers, business partners and affiliated entities. The Code is supported by policies and standards that set expectations for ethical conduct, disclosure, conflicts of interest, anti-bribery and corruption, sanctions and trade controls, taxation, human rights, health and safety, environment and whistleblower protections.

For more information, please see the **FY26 Corporate Governance Statement**, in the FY26 Annual Report and the *Code of Conduct and Integrity*.

ANTI-BRIBERY AND CORRUPTION

Fortescue manages bribery and corruption risk through our FRMF, supported by due diligence, training, declarations of interest, monitoring, reporting and governance oversight. Risk assessments consider factors such as location, business activity, sector exposure, transaction type, government interaction and third-party relationships.

As Fortescue's global activities evolve, our risk profile changes, particularly where projects involve new jurisdictions, government interactions, third-party intermediaries, procurement activity or complex legislative approvals for mining or energy activities.

New employees are required to complete online anti-bribery and corruption training before commencing employment. Employees operating in higher-risk roles receive advanced training on a biennial cycle. In FY26, 3,129 employees completed online anti-bribery and corruption training. 159 employees in higher-risk roles completed advanced training.

The Audit, Finance and Risk Management Committee (AFRMC) provides oversight of anti-bribery and corruption. During FY26, Fortescue updated the Declaration of Interests Standard as part of the broader anti-bribery and corruption program, strengthening requirements for identifying, disclosing and managing actual, potential and perceived conflicts of interest and other disclosable interests. Fortescue was not subject to external regulatory investigations into bribery or corruption in FY26.

For further information please refer to the **FY26 Corporate Governance Statement**, in the FY26 Annual Report. For further details regarding anti-bribery and corruption training and communications, please see the FY26 ESG Databook.

STAKEHOLDER ENGAGEMENT

Fortescue has an established Stakeholder Management process based on transparency and inclusivity. We aim to engage continuously with all our stakeholders, using methods of engagement that have been identified by those we engage. Fortescue's Stakeholder Relationship Management (SRM) system maintains records of external engagement by project and operational site. 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.

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, Indigenous peoples, vulnerable and ethnic minority groups, customers, suppliers and industry peers, media, and non-government and community-based organisations.

STAKEHOLDER COLLABORATION ACROSS OUR PILLARS

Our stakeholder relationships help us understand potential impacts, manage risks, meet regulatory and approval requirements and identify opportunities for collaboration. The nature and purpose of engagement vary by stakeholder group, location and activity.

WHY AND HOW WE ENGAGE	RELEVANT PILLARS AND EXAMPLES
Communities We engage continuously with local communities to understand their perspectives, identify and mitigate potential impacts, build trust and maintain working relationships.	 CLIMATE  NATURE  PEOPLE As a founding member of the Port Hedland Industries Council (PHIC), Fortescue participates in the Community Industry Forum, which is designed to support ongoing engagement between industry, government, community groups and community members. We continue to engage with local communities within the mine permit areas in Gabon, Peru and Argentina to inform our exploration activities and Environmental and Social Impact Assessments.
Indigenous peoples In the Pilbara, we engage with Aboriginal peoples and Torres Strait Islanders through Native Title agreements, cultural heritage processes and direct consultation.	 CLIMATE  NATURE  PEOPLE Agreements support the identification, management and protection of cultural heritage, as well as vocational training, employment and contracting opportunities.
Customers and end users We engage with downstream customers, including steelmakers and end-use sectors such as automotive and infrastructure.	 CLIMATE In FY26, engagement supported low-carbon steelmaking, Green Metal adoption and sustainable supply chains. Partnerships with Chinese partners include work to develop Green Metal technologies.
Suppliers and contractors We engage with suppliers and contractors on sustainability requirements relevant to the goods and services they provide, including through sourcing, contracting, due diligence and supplier engagement.	 CLIMATE  NATURE  PEOPLE In FY26, engagement covered supplier emissions and access to renewable energy, waste, materials and circularity opportunities, human rights, modern slavery, worker welfare and security practices.
Industry bodies, research organisations and other partners We collaborate to develop and scale solutions, advance research and share knowledge and practice.	 CLIMATE  NATURE  PEOPLE In FY26, we engaged with the Clean Energy Council, Smart Energy Council and Climate Energy Finance on climate, energy, and industrial decarbonisation and with IUCN and Proteus on biodiversity, conservation and related technical work. We also collaborated with other partners on closure, human rights and modern slavery practice including the United Nations Global Compact Australia.

WHY AND HOW WE ENGAGE	RELEVANT PILLARS AND EXAMPLES
Governments, regulators and policymakers We engage on policy, approvals, compliance and regulatory requirements, and to understand emerging policy and regulatory developments relevant to our activities.	 CLIMATE  NATURE  PEOPLE In FY26, engagement included climate, industry and maritime policy, environmental approvals, water and closure, cultural heritage, safety standards and workforce planning.
Employees We engage through targeted forums, meetings, focus groups, surveys and reporting channels to understand employee experience, communicate priorities and identify workplace issues and opportunities.	 PEOPLE Employees may raise questions and issues through their leaders, including through Ask Us Anything. Employees and contractors may also raise workplace concerns through the People team, Health and Safety team or Speak Up. In FY26, the People Experience Survey achieved a 93 per cent response rate and a 76 per cent engagement score.
Shareholders and investors We engage with shareholders, investors and investor organisations to communicate our approach and performance and understand matters relevant to investment decision-making.	 CLIMATE  NATURE  PEOPLE In FY26, engagement covered climate, governance, transparency, human rights, cultural heritage, biodiversity, communities, safety, water and diversity and inclusion.
Environmental and other Non-government organisations and civil society We engage to understand external perspectives, draw on specialist knowledge and collaborate on issues relevant to our activities and stakeholders. Engagement includes consultation, information sharing, forums and partnerships.	 CLIMATE  NATURE  PEOPLE In FY26, engagement included climate and energy policy discussions with Farmers for Climate Action, biodiversity and conservation partnerships with BirdLife Australia and Fauna & Flora International, and human rights and community initiatives with Minderoo Foundation.
Networks We participate in networks to collaborate, share knowledge and learn from others.	 CLIMATE  NATURE  PEOPLE In FY26, these included the Human Rights Resource and Energy Collaborative, the Resource and Energy Collaborative, and Climate Action Network Australia.

Aboriginal peoples and Torres Strait Islanders

Our relationships with the Aboriginal peoples of the Pilbara region of Western Australia are built on open and transparent engagement, mutual respect and the development of comprehensive Native Title agreements.

Our Native Title agreements act to demonstrate our respect for Aboriginal peoples and Torres Strait Islanders while also ensuring legal compliance requirements are met. They include agreed processes for the identification, management and protection of significant 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. We work closely with 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.

Cultural considerations are at the forefront of our development and design process. We engage directly with Aboriginal peoples to identify cultural values, integrate traditional knowledge in management plans and inform project planning.

GRIEVANCE MECHANISMS

Fortescue provides several channels for employees, contractors, supplier workers and community members to raise concerns. These include the global Speak Up service, internal workforce channels and community-level grievance mechanisms. Fortescue does not tolerate retaliation against individuals who raise concerns in good faith.

Our Grievance Mechanisms



SPEAK UP

Target audience:

- Fortescue employees
- Supply chain workers including contractors and sub-contractors
- Local communities
- General Public

How it works:

Managed by Governance and Compliance Team, with worker concerns referred to People Team.

Independent third-party platform accessible online, by phone, and QR code. Confidential and anonymous. Available in multiple languages 24/7.

Can be used to report any concern and suspected or actual unethical, unlawful or undesirable behaviour or conduct inconsistent with our Code of Conduct and Integrity.



WORKFORCE CHANNELS

Target audience:

- Fortescue employees
- Contractors and sub-contractors at our sites

How it works:

Workers encouraged to raise concerns with managers, leaders, People Team, and Health and Safety Team.

Operational safety hazards and immediate risks are reported through Fortescue Incident Management System.



COMMUNITY GRIEVANCE MECHANISM

Target audience:

- Local communities

How it works:

The Communities Teams implement in local communities where we operate.

Design is aligned to our Grievance Procedure guided by UNGP effectiveness criteria, considering local context, language, culture, accessibility, and preference.

Our expectations of suppliers



SUPPLIERS

Target audience:

- Supply chain workers

Our expectations:

We expect our suppliers and contractors to provide appropriate and accessible grievance mechanisms for their workers to raise concerns.

This expectation is set out in our Sustainable Supply Chain Standard and our standard terms and conditions.

We provide our suppliers with information on how to establish their own grievance mechanisms in our Human Rights Supplier Information Pack available on our website.

Speak Up

Speak Up is Fortescue's global, confidential reporting service. It is administered by an independent third party, and provides confidential and, where requested, anonymous reporting channels for anyone who wishes to raise a concern including business culture or behaviour concerns, community complaints and issues relating to the environmental, social, cultural or economic impacts of our operations and supply chain.

Promoting Speak Up for human rights concerns

On International Human Rights Day, we launched a global campaign to increase worker awareness of Speak Up as a channel for raising human rights and modern slavery concerns. We also launched targeted communications at our Pilbara sites on indicators of modern slavery. Following the campaign, two subcontractors raised concerns through Speak Up about withheld wages. For more information on our remediation approach see the **Human Rights** section of this Report.

SPEAK UP

Is an independent platform offering a safe, confidential, and anonymous way to raise concerns about human rights issues, modern slavery or unethical behaviour in our business or supply chain. Available 24/7 online, by phone and in multiple languages.

 **1800 841 317**

AUSTRALIAN PHONE NUMBER

fortescue.ethicspoint.com

If any of the below apply to you... **SPEAK UP**



You are forced to work under threat of harm to you or your family



Your wages are being withheld



You paid fees to an employer or recruitment agency for this job



Your passport or identity card is held by someone else

Workforce channels

Employees and contractors may raise workplace concerns through internal workforce channels or use Speak Up where they prefer to report confidentially or anonymously.

Separate processes apply to operational safety hazards and immediate safety risks. Workers may report safety hazards through Fortescue's incident management system and may stop work where they believe an activity presents a safety risk. Further information is provided in the **Safety and Wellbeing** section of this report.

Community grievance mechanisms

Fortescue's Communities teams are responsible for implementing community level grievance mechanisms where we have a presence.

Our Grievance Procedure sets minimum standards for community grievance mechanisms and records, assesses, investigates, manages and responds to community grievances. It draws on the effectiveness criteria in the United Nations Guiding Principles on Business and Human Rights. When designing and reviewing local mechanisms, Communities teams consider local language, culture, accessibility and stakeholder preferences.

Supplier and contractor worker grievance mechanisms

Fortescue's Sustainable Supply Chain Standard and standard terms and conditions require suppliers and contractors to provide appropriate and accessible grievance mechanisms for their workers to raise concerns. Supplier and contractor workers may also raise concerns through Fortescue's Speak Up service.

In FY26, we updated the Human Rights Supplier Information Pack which is available on our website. This pack includes detailed guidance on how to establish and maintain a grievance mechanism and includes information about Fortescue's Speak Up service. Further information is provided in the Sustainable Supply Chain section.

HOW WE MANAGE CONCERNS

Concerns raised through Speak Up are reviewed by our Governance and Compliance team and referred for investigation by the relevant team. Investigations are conducted or commissioned as appropriate. Concerns raised through other channels are managed by the relevant function and escalated in accordance with applicable requirements.

Investigation findings that meet Fortescue's escalation thresholds are reported through the relevant management and governance forums. Whistleblower reporting and business integrity matters are reported to the AFRMC.

In FY26, we updated our Whistleblower Policy and eligible recipient training to strengthen understanding of obligations, protections and escalation processes. We also participated in the ASIC Whistleblower Questionnaire, contributing to broader industry and regulatory insights relating to the effectiveness and maturity of Fortescue's whistleblower program and practices.

Information on identifying, investigating and remediating adverse human rights impacts, including FY26 human rights grievances and remediation outcomes, is provided in the **Human Rights** section of this Report.

GENDER SENSITIVE GRIEVANCE MECHANISMS

Fortescue recognises that certain people and groups may experience greater barriers to exercising their rights due to their sex, gender identity, ethnicity, age, religion or other factors.

Groups such as women, girls and members of the LGBTQI+ community may face inequalities, marginalisation and barriers to participating in consultations and accessing grievance mechanisms. These experiences vary across locations and cultural contexts. Understanding these barriers is particularly important as Fortescue pursues growth opportunities globally.

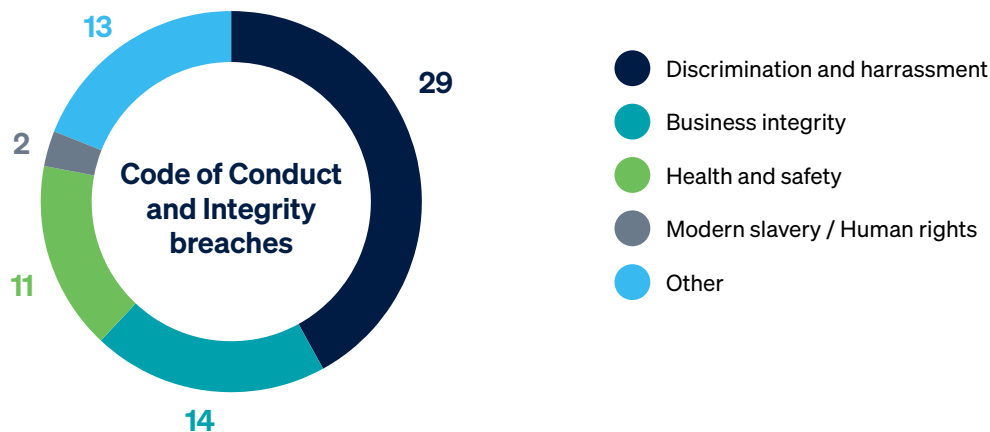
To strengthen our implementation of the Voluntary Principles on Security and Human Rights (VPSHR), Fortescue developed a Gender Sensitive Approach Grievance Mechanisms Toolkit. The Toolkit is designed to help our teams incorporate gender-sensitive approaches into the design, implementation and review of local-level community grievance mechanisms. It includes guiding principles, tools, checklists and templates to help teams understand local gender contexts, identify gender-related barriers and design measures that support participation.

In FY26, we tested the Toolkit as part of a review of our community-level grievance mechanisms at the Fortescue Belinga Project (Belinga Project) in Gabon and delivered a cross-functional workshop on gender-sensitive approaches to grievance mechanisms. Participants represented our Communities, Security, Global Policy and Insights, Sustainability, and Governance and Compliance teams. In FY27, we intend to incorporate the Toolkit into our Grievance Procedure.

FY26 UPDATE

Code of Conduct and Integrity breaches

In FY26, 69 of the alleged breaches of the Code of Conduct and Integrity reported through our Speak Up service were substantiated. The majority of these related to misconduct concerns, including behaviour such as discrimination and harassment. A number of investigations resulted in corrective actions, including warnings. In FY26, there were 11 dismissals relating to breaches of the Code.



Human rights-related grievances and remediation outcomes are reported in the **Human Rights** section of this Report.

Fortescue is required to report psychosocial matters to WorkSafe, the statutory regulator under the Work Health and Safety Act 2020 (WA). Reporting a matter to a regulator does not, by itself, indicate that it was substantiated or that a breach occurred.

In FY26, a total of 98 psychosocial matters were reported. This represents an overall decrease of 20 per cent on FY25. The composition of these matters was as follows:

- Inappropriate sexual contact: 13
- Sexual harassment: 10
- Work stress/demands: 51
- Bullying and/or harassment: 8
- Workplace violence or threats: 7
- Racism and discrimination: 5
- Traumatic events: 2
- Low reward and recognition: 1
- Sexual assault incident: 1

In July 2026, Fortescue was served with a class action proceeding filed in the Federal Court of Australia containing allegations relating to sexual harassment, sexual discrimination, and a hostile workplace. The matter is currently before the court. Fortescue is committed to providing a safe, respectful and inclusive workplace for all team members. Sexual harassment, unlawful discrimination and other behaviours that make people feel unsafe have no place at Fortescue.

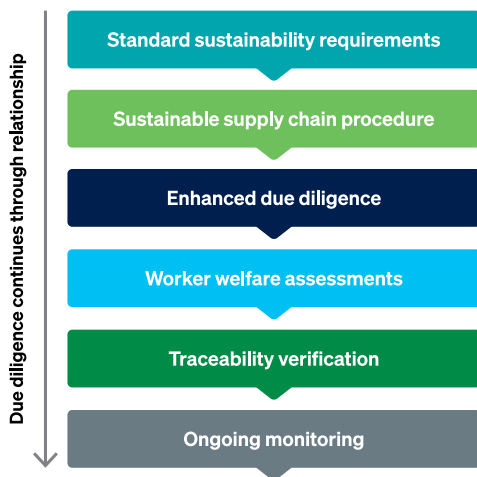
Fortescue treats all reports of harm or potential harm seriously. Each matter is investigated by team members who are trained in workplace investigations, using a trauma-informed approach. These investigations resulted in corrective actions, including warnings, and in some cases, termination of employees or removal of contractors from site.

SUSTAINABLE SUPPLY CHAIN

Fortescue works with suppliers globally who support and contribute to our operations, projects and products to manage sustainability risks and opportunities across our supply chain. Our Sustainable Supply Chain program has four priority pillars: human rights, greenhouse gas emissions, circularity and traceability. Our primary focus areas are human rights and traceability, while we continue to develop our approach to identifying Scope 3 emissions reduction and circularity opportunities aligned with Fortescue's strategic priorities.

Our approach focuses on setting clear supplier expectations, applying risk-based due diligence, engaging suppliers on priority issues and undertaking verification activities where required.

Fortescue has a dedicated Sustainable Supply Chain team within Contracts and Procurement. The team supports the business by embedding sustainability into the source-to-contract lifecycle. This includes strengthening governance and processes, building internal capability and working with suppliers to support delivery against our Sustainable Supply Chain Standard.



OUR APPROACH

Our Sustainable Supply Chain Procedure sets out our due diligence approach and is implemented by our Sustainable Supply Chain team and overseen by the ESC and SSC.

When tendering to market, we assess sourcing activities using our in-house Sustainability Assessment, which evaluates human rights risks, emissions impacts, circularity opportunities and traceability. This assessment determines a risk rating for each sourcing activity and triggers enhanced due diligence for those rated high risk.

Enhanced due diligence includes enhanced due diligence questionnaires (EDDQ) and fit-for-purpose verification activities, selected based on the nature of the risk or risks identified. These may include worker welfare assessments, worker voice mechanisms, chain of custody and traceability audits, supplier capacity building initiatives such as training, and site visits. Verification is conducted pre-contract award, where risks must be addressed before engagement, and post-award as part of ongoing due diligence or corrective action.

Where risks are identified, mitigation actions are developed and agreed with the supplier. They are recorded in risk management plans and our corporate risk register, and tracked through to closure.

We monitor suppliers for the duration of their engagement through third party screening platforms and regular contract management reviews.

DECARBONISATION IN THE SUPPLY CHAIN

We work with strategic suppliers to support Fortescue's decarbonisation objectives. This includes clearly communicating our goals, building collaborative relationships and using senior leadership sponsorship to progress dedicated supplier workstreams. We include sustainability requirements in relevant global tender documents and consider supplier emissions and access to renewable energy when developing contracting strategies.

In FY26, this work focused on improving traceability, building supplier capability to improve our understanding of supply chains that support Fortescue's decarbonisation programs.

Where risks or issues are identified, these are investigated by the Contract and Procurement team who engage with suppliers to agree on fit for purpose actions

HUMAN RIGHTS IN THE SUPPLY CHAIN

We adopt a risk-based approach and undertake supply chain due diligence to help identify, prevent and manage human rights and modern slavery risks and impacts guided by international standards including the OECD Due Diligence Guidelines and the United Nations Guiding Principles on Business and Human Rights (UNGPs).

Our Sustainable Supply Chain team work directly with suppliers to go beyond desktop assessment to identify and address human rights and modern slavery risks, build supplier capacity, improve transparency and deliver impact.

Fortescue rejects modern slavery in our supply chain and prioritises working with suppliers to identify risks and remediate impacts to workers in alignment with the UNGPs. Our Sustainable Supply Chain Standard sets out our human rights expectations of our suppliers including ethical recruitment, undertaking due diligence, providing workers with grievance mechanisms and remediation. Suppliers are expected to comply with human rights and modern slavery obligations set out in our contract terms and conditions.

For more information see our Modern Slavery Statements.

WORKER VOICE PILOT

In FY26, we completed our first worker voice survey pilot in collaboration with a supplier in the Pilbara. Worker voice is a flexible tool that enables us to seek direct and anonymous feedback from supply chain workers about their conditions and experience using a mobile application. The pilot achieved an 82.5% response rate and identified four findings for continuous improvement with the supplier. In FY27, we are targeting worker voice activities with five suppliers including international suppliers and in the Pilbara.

FY26 OUTCOMES

In FY26 our Sustainable Supply Chain program made progress in the following areas:

Human rights and worker voice

- completed our first worker welfare assessment at Tier 2 of the supply chain
- piloted our first worker voice activity at our Pilbara operations

Circularity

- completed a supply chain opportunity assessment to identify priority categories for circularity initiatives
- started two pilot projects with key suppliers, including one exploring how Fortescue can recycle used high-density polyethylene (HDPE) pipe into feedstock for new pipe, as this could reduce reliance on virgin plastic pellets and international transport, and strengthen supply chain resilience through domestic reprocessing

Capability building

- continued to build capability across our Procurement team through targeted training including enhanced due diligence training, traceability masterclasses and risk workshops covering topics such as migrant workers, mobile equipment and motorsport
- delivered site observation training for our Procurement team responsible for China to help them identify sustainability risks during supplier visits
- introduced sustainable supply chain training for new hires.

Emissions

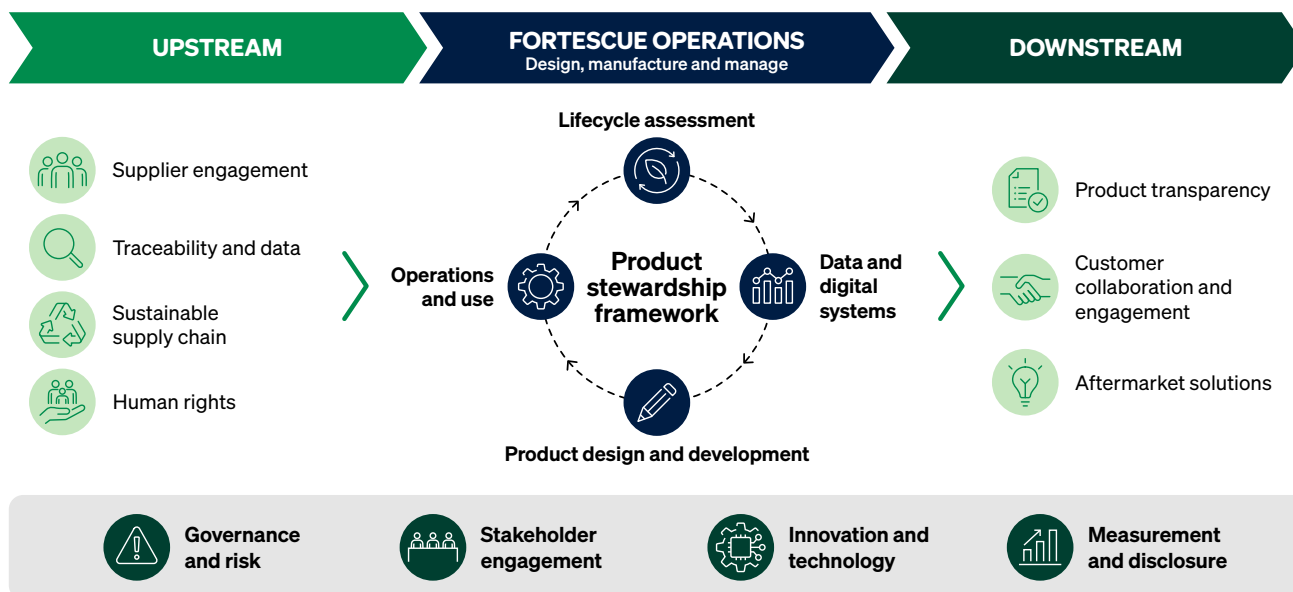
- In FY26, Fortescue was a member of the Qantas Sustainable Aviation Fuel Coalition program. Through our membership, we are actively helping efforts to reduce the environmental impact of aviation by assisting in the adoption of SAF and encouraging its broader use in Australia. This enables Fortescue to address a portion of its business travel emissions using allocated lifecycle emissions reductions associated with SAF. As there is currently no globally recognised book-and-claim system for SAF, Qantas applies its own methodology and documents the associated emissions reduction attributes through SAF certificates.

WORKER WELFARE ASSESSMENTS

We complete these to understand, assess and measure the approach to worker rights, compliance with local labour laws and alignment to international standards. They are undertaken by an independent third-party auditor paid for by Fortescue at supplier premises over two to three days.

They include interviews, observations and documentation review (e.g. payslips, time management system, training records). They may also be referred to as a social and labour audit, or human rights audit.

PRODUCT STEWARDSHIP



Product stewardship helps Fortescue understand, manage and communicate the environmental, social and economic impacts of the products we produce and sell. It also supports our ability to respond to evolving customer, regulatory and market expectations for credible information about product origin, lifecycle impacts and emissions performance.

A growing number of product standards and certification frameworks are emerging globally. Different definitions and requirements for terms such as “green” and “low-emissions” can make it difficult for customers, suppliers and regulators to compare products and assess claims consistently. Fortescue is developing a Product Stewardship Framework to provide a consistent starting point across markets for understanding and communicating product impacts. This is intended to support clearer product information and reduce the risk of unsubstantiated claims.

OUR APPROACH

Fortescue is continuing to develop our approach to product stewardship across our metals, energy and growth activities. Our focus is on strengthening transparency, improving traceability, understanding lifecycle impacts and identifying practical opportunities to reduce environmental impacts across relevant products and supply chains.

We are working with partners, governments and government agencies to support credible definitions and more consistent standards that can build confidence in lower-emissions products.

We also work with suppliers to strengthen the traceability of materials. This helps us understand where materials originate, how they are manufactured and the environmental and social risks associated with them. Improved traceability can help us build a clearer understanding of embedded emissions and other lifecycle impacts, so we can identify opportunities to reduce them.

Further information on supplier expectations, due diligence and verification is included in the **Sustainable Supply Chain** section of this Report.

PRODUCT STEWARDSHIP FOR IRON ORE

For our magnetite and hematite products, product stewardship is focused on understanding and reducing emissions associated with our operations and supporting decarbonisation across the downstream iron and steel value chain. Decarbonising our direct operations is the first step. The majority of Fortescue's emissions profile is associated with the downstream processing of our iron ore products into iron and steel.

Our product stewardship work therefore includes supporting steelmaking decarbonisation through Green Metal and Green Steel innovation, customer collaboration and engagement with the broader steel value chain. Strengthening product-level data will help Fortescue and our customers better understand product impacts and meet evolving market expectations as markets for lower-emissions materials develop.

In FY27, we intend to further develop our Product Stewardship Framework and integrate it into relevant business processes. As Fortescue develops new products, our ambition is to provide customers with clearer product-level emissions information through digital product passports, supporting more informed and consistent assessment of product impacts.

TAX TRANSPARENCY

Fortescue's principal revenue-generating operations are its Australian iron ore operations. Accordingly, most of the income tax and mining royalties associated with our business are paid in Australia. These payments form part of our economic contribution to the jurisdictions in which we operate and help fund public services and infrastructure.

As a Top 100 Australian taxpayer, Fortescue is part of the Australian Taxation Office's Justified Trust program. To date, the Australian Taxation Office has achieved a high level of assurance in all completed Justified Trust reviews of Fortescue's income tax since FY18 and GST since FY20. This is the highest assurance rating available under the program. We continue to engage openly and cooperatively with the Australian Taxation Office through its ongoing reviews and discussions about material tax matters and significant transactions.

Fortescue has been a signatory to the Australian Board of Taxation's voluntary Tax Transparency Code (TTC) since 2017. We address Part A through income tax disclosures in our Annual Report. Together, this section, our Global Taxation Policy and our public Country-by-Country Report, provide the relevant Part B disclosures concerning our tax approach, governance and international activities.

Detailed information about Fortescue's FY26 income tax expense, effective tax rate, and tax paid and the application of international minimum tax rules is provided in the FY26 Annual Report.

Our latest available public Country-by-Country Report provides jurisdiction-level information about our activities, revenue, profit and corporate income taxes paid and accrued.

This Report and our **Global Taxation Policy** are available at fortescue.com.

Support for innovation

Fortescue undertakes research and development activities and incurs expenditure that may qualify for appropriate tax treatment under applicable laws. Any related tax positions are assessed, substantiated and reviewed in accordance with prevailing legislation, Fortescue's Global Taxation Policy and Global Tax Corporate Governance Framework, and the Group's broader governance and risk management processes. Fortescue has long advocated for the removal of the cap on research and development claims. In FY26, the Australian Government introduced reforms addressing this issue.

DIESEL FUEL TAX CREDIT

Since 2021 Fortescue has called for changes to Australia's fuel tax credit scheme. Refunding fuel taxes disincentivises investment in decarbonisation and electrification. A \$50m cap would limit the refunds that Fortescue and 17 other large companies in mining receive. It would not impact 180,000 other claimants including farmers, road freight and small miners. In 2026 Fortescue ran a national advertising campaign to raise awareness of fuel taxes and the unfairness of over \$3 billion in refunds paid annually to Australia's 18 largest companies in the mining industry.



ARTIFICIAL INTELLIGENCE, DIGITAL AND DATA INTEGRITY

Fortescue's operations are becoming increasingly digital and automated. Mining and processing equipment, power systems, operational control, maintenance, business processes and regulatory reporting depend on digital infrastructure and reliable data. Artificial intelligence (AI) is also being introduced across analysis, software development and operational decision-making.

These technologies can improve safety, efficiency, equipment performance, data quality and the way Fortescue identifies and responds to risk. They can also create or increase adverse impacts if systems fail, data is inaccurate or privacy and data security are not effectively managed. Potential consequences include disruption to operations, unsafe decisions, privacy breaches, unreliable external reporting and loss of stakeholder trust.

AI also raises broader sustainability considerations. The technology and infrastructure that support it may require large inputs of electricity, water, equipment and critical minerals. The nature and scale of these impacts depend on the system, supplier, infrastructure and use case. Fortescue's challenge is to capture the benefits of digital technology and AI while maintaining appropriate protection for people, the environment and the integrity of our operations and information.

Fortescue manages digital resilience, cyber security, data integrity and AI-related risks through its broader risk and internal control framework, supported by cyber security, privacy, procurement and technology governance processes. These controls address data protection, information governance, accountability and oversight of AI-enabled solutions.

Data integrity is particularly important where information is used to make safety and operational decisions or prepare financial, regulatory and sustainability disclosures. Fortescue applies access, validation, change-management and review controls intended to support the accuracy, traceability and reliability of this information.

Our Artificial Intelligence Policy and Responsible Use of Artificial Intelligence Standard set expectations for the development, procurement and use of AI. AI-related risks are managed through existing cyber security, privacy, procurement and technology governance processes. These processes consider matters including information security, privacy, data quality, third-party providers, access and accountability.

Where AI-enabled products or services are procured from third parties, Fortescue considers the provider's security and data-management practices. Fortescue will continue to assess how environmental, human rights and other sustainability considerations should be reflected in its governance, procurement and supplier expectations for AI-enabled technologies.

FY26 actions and next steps

In FY26, Fortescue continued to strengthen controls supporting the resilience of information and operational technology systems. This included improvements to monitoring, access management, incident response, recovery processes and the assessment of third-party technology providers.

We also continued cyber security testing and workforce awareness activities and strengthened the governance processes supporting the adoption of AI by enhancing use-case risk assessments, third-party assurance and oversight of higher-consequence AI deployments.

Fortescue will continue to develop its assessment of AI uses that may have greater consequences for people, operations or the environment. This includes enhancing risk assessment, third-party assurance and consideration of relevant environmental and human rights issues.

In FY27, Fortescue plans to further develop its assessment of AI uses that may have greater consequences for people, operations or the environment. This includes enhancing risk assessment, third-party assurance and consideration of relevant environmental and human rights issues. The Human Rights Steering Group also plans to consider the intersection between AI and human rights. The Human Rights Steering Group also plans to consider the intersection between AI and human rights.

CLIMATE



Mining and Energy

2.72 MtCO₂-e



Shipping

3.81 MtCO₂-e



Steelmaking

268.64 MtCO₂-e

Metrics are presented on a rounded basis.

Fortescue is a mining, technology, infrastructure and energy company, accelerating decarbonisation at a global scale to create a greener, liveable world, proving it can be achieved through hard economics.

We are delivering one of the world's largest industrial decarbonisation programs while strengthening the long-term competitiveness of our business. In the Pilbara, we are building one of the largest Green Grids - Fortescue's owned and operated power system integrating solar and wind generation, battery energy storage, firming capability and high-voltage transmission infrastructure to provide reliable power to our Pilbara operations and electrified mobile fleet, with the potential to supply third parties.

REDUCING OUR EMISSIONS RAPIDLY AND PROFITABLY

Fortescue is committed to achieving our Real Zero Target by 2030. We are progressing the technologies, infrastructure and operational changes needed to reach this target, while maintaining mine productivity and meeting our guidance. Our operational decarbonisation pathway is built around three workstreams: power supply, mobility and system optimisation.

FY26 Progress

Power supply

More than 300,000 solar panels were installed at the 190MW Cloudbreak solar farm. Construction commenced at the 440MW Solomon Airport solar farm, the 690MW Turner River solar farm and the 133MW Nullagine Wind Project.

We commissioned 250MWh of battery energy storage at North Star Junction and 120MWh at Eliwana. On the power network, to date we have completed 550km of transmission lines, and construction has commenced on the remaining 110km. In FY26, Eliwana was connected to Fortescue's power grid, reducing emissions by displacing on-site diesel generation with grid power. As solar, wind and battery storage are added, the emissions intensity of the grid will continue to decline. This reduced diesel consumption at Eliwana for power generation by 10 million litres compared to FY25.

In FY26 North Star Junction produced 236GWh and avoided 0.116 MtCO₂-e that would otherwise have been emitted by the Solomon Gas Power Station.

Mobility

Our first electric drill and 18 electric excavators became operational. We continued the deployment, commissioning and testing of battery-electric locomotives, battery-electric truck technology and ancillary equipment.

System optimisation

We progressed the commissioning of Supervisory Control and Data Acquisition (SCADA) systems for remote monitoring and control of in-pit electrified mining equipment. We continued work with the Bureau of Meteorology and technology partners to improve Pilbara solar and wind generation forecasting. We also developed and deployed an AI-driven dispatch simulation to optimise charging of a mine site's battery-electric haul fleet.

OUR CLIMATE-RELATED TARGETS

Fortescue has four climate-related targets:

- **Real Zero Target:** eliminate Scope 1 and 2 emissions from our Australian terrestrial iron ore operations by the end of 2030.
- **Shipping Target:** enable a 50 per cent reduction in the emissions intensity of shipping our iron ore by 2030, from FY21 levels.
- **Steelmaking Target:** enable a 7.5 per cent reduction in the emissions intensity of steelmaking by our customers by 2030, from FY21 levels.
- **Net Zero Target:** achieve net zero Scope 3 emissions by 2040.

Further information on the scope, boundaries, progress and dependencies associated with these targets is included in the FY26 Sustainability Report: Climate Statements and FY26 Climate Transition Plan.

OUR EMISSIONS PROFILE

In FY26, our emissions profile reflected the growth and scale of our mining operations. The increase in Scope 1 emissions was primarily attributed to increased iron ore shipments, increased gas consumption as Iron Bridge ramped up and an increase in total materials moved to meet the mine plan.

Scope 1 and 2 emissions within the scope of our Real Zero Target increased from 2.60 MtCO₂-e in FY25 to 2.72 MtCO₂-e in FY26. This increase is consistent with our transition plan, under which emissions are expected to increase in the short term as production increases and while we deploy low-emissions technology. Based on current projections, these emissions are expected to decline from FY28.

Our climate-related targets remain unchanged. Achievement of the Real Zero Target remains dependent on technical performance, approvals, supply-chain delivery and the ability to implement solutions on a profitable basis.

DELIVERING BUSINESS RESILIENCE

Climate change can affect Fortescue through changes in markets, policy, technology and customer demand, as well as through more severe physical climate hazards. Understanding these risks and opportunities, and how our business may respond under different conditions, supports our strategic and operational decision-making.

Fortescue's Pilbara iron ore operations and export value chain are exposed to extreme heat, tropical cyclones, intense rainfall and flooding, severe storms, bushfire weather, sea-level rise and rainfall variability. These hazards may disrupt mining, processing, rail or port operations, damage infrastructure and affect shipments.

In FY26, these disruptions remained within expected operational parameters and had no material financial impact. Current exposure is managed through established emergency management procedures, operational controls and flexibility, including monitoring, contingency planning, inventory management and scheduling flexibility.

Scenario analysis indicates that the frequency and severity of weather-related events may gradually increase over time, potentially resulting in more frequent operational interruptions. We continue to integrate physical climate risk into strategic planning, risk management and investment decision-making.

RESPONDING TO CHANGING MARKETS

Decarbonisation of the steel value chain may influence demand for iron ore products through changes in customer preferences, product-quality requirements, processing performance and supply pathways that support lower-emissions steelmaking.

This creates both an opportunity and a risk through possible effects on price realisation, margins, market access and competitiveness. Fortescue is responding by monitoring changing customer and market requirements, maintaining flexibility across its product portfolio and protecting its low-cost operating position.

In parallel, we are progressing Green Metal initiatives to support potential future demand for lower-emissions products and steelmaking pathways.

OUR REPORTING ON CLIMATE

Sustainability Report: Climate Statements

The FY26 Sustainability Report: Climate Statements, included in the FY26 Annual Report, provides our statutory climate-related financial disclosures, including information on governance, strategy, risk management, climate-related risks and opportunities, financial effects, resilience, metrics and targets.

See the FY26 Sustainability Report: Climate Statements in the FY26 Annual Report, available at fortescue.com.

Climate Transition Plan

The FY26 Climate Transition Plan explains how we are delivering our strategy, what we have learned and what we need from others. It includes details on our targets, delivery plan, progress, risks, opportunities, assumptions, dependencies and remaining challenges.

The FY26 Climate Transition Plan is available at fortescue.com.

NATURE



Water



Tailings



Non-mineral waste



Biodiversity

Closure and
rehabilitation

Fortescue recognises nature as the interconnected systems that sustain life on Earth, including water, land, biodiversity, air, oceans and natural processes. This natural infrastructure is closely linked with climate and plays an essential role in supporting ecosystem resilience and regulating environmental conditions.

As a global metals, energy and technology company, Fortescue depends on nature for a range of ecosystem services.

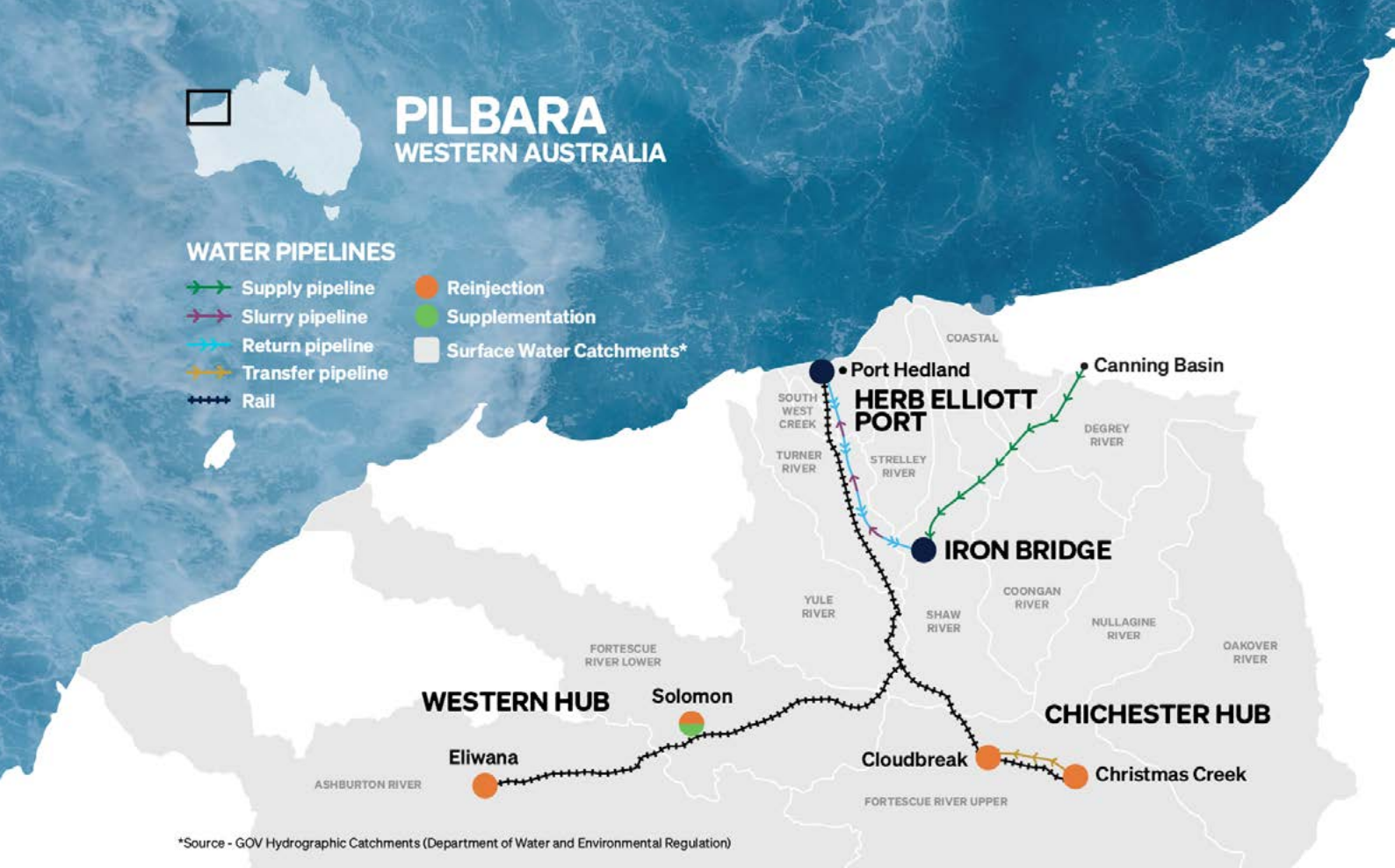
We are committed to responsibly managing our environmental impacts and embedding nature considerations into how we plan, operate and grow. Our approach focuses on avoiding and minimising impacts where possible, supporting ecosystem resilience and contributing to the long-term health of the natural environments in which we operate.

WATER

Water is fundamental to Fortescue's existing operations and future growth across mining, energy and digital infrastructure. Growing demand for materials, energy and enabling infrastructure is increasing pressure on water resources globally and in the catchments where we operate. This is compounded by climate variability and water-related hazards. Companies face increasing risks related to water scarcity and competition for shared water resources, particularly in regions affected by water stress and climate change. Variability in water availability may constrain production, increase operating costs, delay project development, or affect the viability and approval of future operations.

Our approach to water is linked to operational resilience, climate adaptation, ecosystem health and respect for human rights. We manage water at a catchment level, engaging with other water users and balancing our operational requirements with the needs of communities and ecosystems. Across our operating footprint, we focus on improving water efficiency, reuse and recycling and strengthening resilience to water-related risks. We seek to reduce pressure on shared water resources as our activities grow.





OUR INTERACTIONS WITH WATER

Operations

Our most significant water use occurs across our Pilbara operations, where water is essential for iron ore processing, dust suppression, drilling, construction activities and village requirements. The Pilbara is also where the risk of extreme weather events may potentially disrupt water infrastructure, overwhelm drainage systems, contaminate water sources and affect operational continuity.

Mine pit dewatering alters groundwater levels and hydrological systems, with potential impacts on groundwater-dependent ecosystems, cultural heritage values and other water users, including pastoralists. If not effectively managed, water discharge and effluent have the potential to affect water quality of the receiving surface water and groundwater systems. We manage the potential impacts associated with groundwater abstraction, through a Managed Aquifer Recharge (MAR) program. We adopt a strategic approach of injecting into aquifers of similar water quality characteristics to maintain the existing hydrological system.

In FY26, we abstracted 226,879 ML of water across our operations, with 99 per cent sourced from groundwater. Of this, 175,858 ML was from mine pit dewatering at the Cloudbreak and Christmas Creek mine sites to access ore below the water table. These operations are located adjacent to the Fortescue Marsh, a nationally recognised Nature Reserve, IUCN Category Ia Protected Area and Key Biodiversity Area (KBA). The MAR program reinjects abstracted groundwater primarily into nearby Oakover Aquifer, to manage excess groundwater, reduce potential impacts on groundwater-dependent vegetation surrounding the Fortescue Marsh and conserve groundwater resources. In FY26, we reinjected 145,230 ML of the total groundwater abstracted at Cloudbreak and Christmas Creek. The remaining was used to support operational activities, including dust suppression, drilling, construction and village water supply.

At Solomon, we operate a water reinjection and supplementation program using injection bores and underground pipelines to maintain groundwater and surface water levels that support the hydrological values of Karijini National Park and other culturally and ecologically significant receptors. In FY26, through our MAR program we replenished 5,415 ML and supplemented an additional 1,737 ML, which is 35 per cent of the total groundwater abstracted at Solomon.

At Iron Bridge, where suitable local groundwater resources are limited, water is primarily supplied from the Canning Basin borefield east of Port Hedland via pipeline, for use in ore processing. In FY26, we abstracted a total of 15,459 ML at Iron Bridge. To reduce the volume of water that would otherwise need to be abstracted from the Canning Basin, the wet magnetite concentrate is transported by slurry pipeline to our concentrate handling facility (CHF) in Port Hedland, where water is recovered and returned to Iron Bridge for reuse. In FY26, 11,112 ML of water was recovered at the CHF and returned to Iron Bridge for reuse.

Other than regulated surface water supplementation activities, we do not discharge water to surface at our Pilbara operations.

Site-based water efforts are made to help drive continuous improvement in efficiency and minimisation of water loss. As part of our ongoing efforts to improve water recycling, an additional in-pit Tailings Storage Facility was brought online at Cloudbreak in September 2025. This is expected to result in the recovery of approximately 1,600 ML in FY27, equivalent to approximately 13 per cent of the Cloudbreak Ore Processing Facility (OPF) demand.

Further information on water is available in the FY26 ESG Databook.

Growth

Water requirements for growth activities depend on location, technology, design and stage of development. Where relevant, Fortescue considers water availability, water quality, regulatory requirements and community and ecosystem needs as part of project assessment.

We monitor water in our exploration projects in Australia, Argentina, Gabon, Kazakhstan and Peru. In FY26, we recorded material water withdrawals at major mineral exploration projects in Australia, Argentina, Kazakhstan and Gabon (Belinga Project). This water supports camp water supply, drilling and test pumping activities associated with our exploration projects.

In FY26, Fortescue completed the acquisition of Alta Copper Corp., including the Cañariaco Copper Project. We have commenced early-stage environmental studies for Cañariaco and acknowledge that the project is located in an area experiencing water stress. As studies progress, water management will be an important focus for understanding and managing potential impacts on the environment and local communities.

MANAGING WATER

Policies and Standards

Fortescue's internal Water Policy sets out our commitment and approach to water management. Fortescue's Water Management Standard supports the implementation of that Policy, establishing a consistent framework for water stewardship across all stages of the project lifecycle. In FY26 we reviewed the Water Policy and will update it and the supporting governance documents in FY27 to clarify how Group and facility-level water strategies apply across our Operations and Growth activities.

Compliance

In Australia, relevant water legislation includes the Western Australian Environmental Protection Act 1986, Rights in Water and Irrigation Act 1914, Mining Act 1978 and the Commonwealth Environment Protection and Biodiversity Conservation Act 1999. We also apply relevant regulation, guidance and policy, such as use of operating strategies in the water licensing process.

We ensure compliance with relevant legislation via several processes, including:

- Approvals and permitting with ongoing reporting and audits.
- Our Water Policy and Water Management Standard.
- Water management plans and operating strategies implemented at all operational sites.
- Engineering Statement of Requirements (SORs) for assurance on design and construction of infrastructure.

Incidents of non-compliance are managed and recorded in Fortescue's Business Management System, which incorporates incident review processes, lessons learned and mitigation actions. Significant incidents¹ are reported to the relevant regulator, in accordance with regulatory requirements.

Reporting

We complete statutory and voluntary reporting to meet our obligations and commitments and to monitor water management outcomes against compliance threshold criteria of water level, water quality parameter or water volume. This reporting helps us identify opportunities to improve water efficiency and assess whether our water management approach is effective. In alignment with our reporting obligations and commitments, in FY26, Fortescue self-reported an incident at Iron Bridge involving a non-compliance of tenement conditions. Non-compliances to threshold criteria have also been reported, some of which are administrative in nature. We have reviewed these instances and have implemented or are implementing responses through the water management processes.

¹ Incidents classified at Level 3 and above (as defined through Fortescue's Environmental Consequence Descriptors Matrix). Level 3 environmental incidents result in environmental impact causing significant environmental harm.

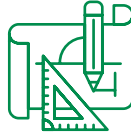
OUR APPROACH TO WATER STEWARDSHIP

Fortescue's actions to steward water resources and mitigate impacts include:



Surveys and studies

We undertake surveys and studies to understand the environments in which we operate. These include specific qualitative and quantitative investigations into groundwater or surface water.



Scoping, siting and design

We consider opportunities to reduce, reuse and recycle water when scoping, siting and designing infrastructure and projects. Scenario based assessments of water availability and flood risk inform infrastructure design, engineering specifications and contingency planning. Operational water management plans include water stewardship and regular risk reassessments.



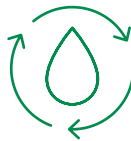
Stakeholder engagement

We engage with Indigenous peoples, neighbouring operators, local communities, pastoralists, other water users and regulators. This allows water-related concerns and opportunities to be addressed transparently and leverages data-sharing agreements and operational planning considerations to achieve mutual benefit and advance sustainable water management practices.



Environmental impact assessments

We conduct environmental impact assessments that incorporate water-related impacts. Impact assessments are informed and guided by regulatory approvals processes and incorporate water modelling tools, scenario analysis and sensitivity testing to evaluate potential effects on environmental, economic and sociocultural water-dependent values, as well as infrastructure design.



Impact mitigation and protection

We implement sustainable, adaptive water protection measures and impact mitigation strategies. We manage water resources at a catchment level across our operations and site-specific water balances are used to quantify supply and demand and identify opportunities to improve water use efficiency. We mitigate water-related impacts through comprehensive management strategies and collaborative measures.



Monitoring and continuous improvement

We manage and monitor water in compliance with our regulatory approvals. We monitor water quality and quantity at our operations, along with the health of key local water-dependent ecosystems and habitats, such as stygofauna and groundwater dependent vegetation.

TAILINGS

Fortescue's Pilbara ore processing facilities generate fine mineral waste known as tailings. These tailings must be safely managed throughout the lifecycle of each tailings storage facility (TSF), from planning and design through to operation, closure and post-closure.

In FY26, we added two new TSFs, one at Solomon (Brad TSF), and another one at Christmas Creek (Flinders TSF3).

Tailings management is material to Fortescue's ability to operate. Ineffective management could affect people, the environment, operational continuity, regulatory compliance, financial performance and our licence to operate. A TSF failure could result in catastrophic safety, environmental, financial and reputational impacts.

Tailings risk is also connected to climate resilience. Acute weather events and longer-term changes in climate conditions may affect TSFs and supporting infrastructure across our Pilbara operations. Further information on how Fortescue assesses and manages physical climate risks across the Pilbara value chain is available in the Sustainability Report: Climate Statements in the FY26 Annual Report.

Our approach to tailings management is aligned with applicable regulatory requirements, informed by the Australian National Committee on Large Dams (ANCOLD) guidelines and guided by the principles of the Global Industry Standard on Tailings Management (GISTM). We aim to manage tailings safely and responsibly across our managed operations through design, monitoring and independent assurance.

MINERAL WASTE

Mineral waste includes mine overburden or waste rock, tailings and other forms of mineralised waste. We undertake geochemical characterisation studies to better understand potential hazards associated with mineral waste, including acid and/or metalliferous drainage (AMD). Under current mine plans, interaction with AMD material is expected and actively managed at two of our five Pilbara mine sites - Iron Bridge and Eliwana. Our other operations manage potential inadvertent exposure in accordance with site management plans.

If mineral waste is not appropriately characterised, planned and managed, it may increase land disturbance, material handling and operating costs.

Waste rock

At Fortescue, waste rock is stored onsite in free-standing waste rock dumps or used as backfill material in completed mine pits. Waste rock stored onsite is intended to be repurposed for mine closure activities. No waste rock material is diverted offsite.

Through the mine planning process, waste rock is assessed according to the environmental risk it may pose. Waste inventories are developed for each type and classified by grade, supporting appropriate management of the material.

Tailings

Geochemical characterisation indicates that tailings generated by our Pilbara iron ore processing facilities are non-acid forming and present a negligible contamination risk to the environment.

Tailings are pumped through pipelines to TSFs as a thickened slurry. Thickened tailings support higher water recovery rates at ore processing facilities and help reduce water losses from seepage and evaporation within TSFs. Over time, the fine-grained tailings settle in the TSFs, allowing the remaining water, known as decant water, to be recovered and recycled where possible.

Tailings storage facilities

Fortescue manages 14 TSFs across our Pilbara operations, including four active facilities, two closed facilities and eight facilities that are inactive, under care and maintenance or awaiting closure.

All TSFs are located in remote areas, away from communities and mining camps and none operate in high-risk settings. The risks associated with each facility are assessed through the applicable consequence classifications and risk management processes.

Fortescue maintains a TSF register, which is updated annually. The register records the name, location and ownership status of each facility, along with the ANCOLD consequence category, regulatory consequence rating and GISTM consequence classification. Fortescue is the operator of all TSFs across our owned and managed operations.

MANAGING TAILINGS

Fortescue's Tailings Management Strategy adopts a life-of-mine approach to managing tailings storage across our operations, from planning and design through to operation, closure and post-closure. The strategy focuses on managing risk, environmental impacts and water consumption while supporting long-term production requirements and progressive closure outcomes.

The strategy is supported by our Tailings Management Policy, Tailings Management System, Tailings Management Plan and site-specific management plans and guidelines. Together, these establish requirements for risk-based and independently reviewed management of TSFs across their lifecycle, including controls for catastrophic failure risk. Our Environment Policy also outlines commitments relating to the efficient use of raw materials and the responsible disposal of mined waste and tailings.

Governance

In alignment with the GISTM, the CEO Metals and Operations is responsible for ensuring appropriate resources are available to meet the requirements of Fortescue's Tailings Management Plan and Tailings Management Policy.

Compliance

Fortescue's current mining operations are located in Western Australia and we are required to comply with applicable requirements administered by the Western Australian Department of Mines, Petroleum and Exploration (DMPE) and Department of Water and Environmental Regulation (DWER).

Under these requirements, an engineering or geotechnical specialist audits and reviews each active TSF annually. The audit and review report is submitted to DMPE, accompanied by a recent survey of the facility and an updated tailings storage data sheet.

Reporting

We undertake statutory and voluntary reporting relating to tailings, waste rock and acid and/or metalliferous drainage (AMD) to meet our obligations and commitments. As part of the Annual Environmental Report we geochemically characterise samples of waste rock and tailings at sites that generate tailings (including dry rejects).

Fortescue's approach to managing mineral waste and mitigating impacts aligns with the mitigation hierarchy.

Surveys and studies

We undertake surveys and studies to understand and characterise mineral waste materials.

Mineral waste properties are initially assessed during exploration drilling programs. Geologists visually identify rock layers that may present AMD or other material risks. Selected samples are then characterised and incorporated into geological and mining models.

As resource definition and mining activities progress, ongoing drilling supports further logging, characterisation and refinement of these models which are then used to develop mineral waste inventories, and inform risk management, mining schedules and backfilling activities.

We also undertake tailings studies to identify opportunities to minimise tailings generation, support tailing reprocessing and reduce the water content of produced tailings.

Scoping, siting and design

Mineral waste is stored in onsite waste rock dumps and TSFs. Where possible, mine planning seeks to avoid disturbing geological units identified as posing material risks. We prioritise backfilling mined-out pit areas over constructing large waste or tailings landforms. This reduces waste rehandling and may support future post-mining land uses.

We use multi-criteria alternatives analysis to select the most appropriate tailings storage strategy for each TSF. During planning and design we consider the location of infrastructure, employees and communities, areas of environmental and cultural significance, topography, geological and climatic conditions, surface water and groundwater, future land use, tailings characteristics and seismic conditions.

Monitoring

We manage and monitor our mineral waste facilities in accordance with regulatory approvals. Our TSF monitoring and surveillance programs include daily, fortnightly, monthly and quarterly visual inspections, as well as instrumentation monitoring and alarm systems. Responsible Tailings Facility Engineers are accountable for the safe operation and integrity of TSFs.

All TSFs are inspected at least annually by nominated qualified Engineers of Record², who provide technical oversight and support.

Independent annual reviews are also undertaken by third-party experts who are not directly involved in the design or operation of the facility being reviewed.

Fortescue's Independent Tailings Review Board (ITRB) provides independent technical review of the design, construction, operation, closure and management of TSFs. It also undertakes selected site visits and inspections.

Actions arising from audits, inspections and technical reviews are recorded and managed through Fortescue's Business Management System. Independent technical reviews completed in FY26 confirmed all TSFs were compliant with regulatory requirements supporting our commitment to maintaining high standards of safety and environmental management.

Trigger Action Response Plans (TARPs) are developed for each TSF to support proactive management of potential issues identified through monitoring. Trigger levels determine the required response actions, including whether the TSF Emergency Response Plan (ERP) must be activated.

A full breakdown of our FY26 tailings and waste rock data is available in the FY26 ESG Databook.

NON-MINERAL WASTE

Effective waste and materials management can reduce environmental impacts, support operational efficiency and create opportunities to recover value from resources that may otherwise be disposed of. For Fortescue, waste management is also connected to sustainable supply chains, product stewardship, decarbonisation and responsible closure planning.

OUR APPROACH

Fortescue generates non-mineral waste from mining operations, offices, transport, packaging and supplier activities. Key waste streams include steel, wood, rubber, packaging, food waste, hydrocarbons, batteries and other hazardous materials.

Our approach focuses on reducing waste generation where practicable, improving waste segregation and recycling, identifying reuse and recovery opportunities, working with suppliers and waste contractors to improve material outcomes. This approach is supported by Fortescue's Environment Policy and Waste Management Standard, which set expectations for waste handling, pollution prevention, resource efficiency and compliance with regulatory requirements.

Waste is managed at site level by operational teams. Hazardous and non-hazardous waste streams are managed by licensed third-party waste contractors in accordance with applicable regulatory requirements and Fortescue standards. At our corporate offices, we support recycling and waste reduction through waste segregation, staff engagement, organics processing where available and reusable cup initiatives.

Progress and next steps

In FY26, Fortescue focused on strengthening the foundations for waste and resource management by improving waste data visibility, supporting selected recycling initiatives and continuing engagement with suppliers, waste vendors and site teams. This included recycling 158.1 tonnes of selected lead-acid and lithium-ion batteries through Battery Rescue, commencing a pilot recycling program for heavy mining equipment (HME) tyres at Eliwana that has recycled 147.7 tonnes, and continuing to work with Loop Upcycling to identify textile reuse opportunities. These initiatives are helping us understand the technical, logistical and commercial conditions required to move from individual recycling activities towards more consistent circular outcomes across our operations. Further information on our circularity pilot for used HDPE pipe is available in the **Sustainable supply chain** section of this Report.

Achieving consistent waste outcomes depends on reliable waste data, effective site-level waste systems, suitable recycling infrastructure, supplier engagement and commercially viable end markets for recovered materials. In FY27, Fortescue will continue to strengthen engagement with waste vendors, suppliers and site teams, identify commercially viable reuse and recycling opportunities, evolve our approach to product stewardship, assess recycling opportunities linked to decarbonisation technologies and continue improving resource efficiency across our operations.

² The qualified engineering firm responsible for confirming that the tailings facility is designed, constructed and decommissioned with appropriate concern for integrity of the facility and that it aligns with and meets applicable regulations, statutes, guidelines, codes and standards.

BIODIVERSITY

Biodiversity refers to the variety of all living things on earth, including animals, plants, micro-organisms, bacteria, fungi and the ecosystems that they are part of. Fortescue's operations interact with diverse ecosystems, including areas of significant biodiversity value in the Pilbara region of Western Australia and across our international exploration sites. Biodiversity is closely connected to our operations, future growth activities and stakeholder relationships.

Fortescue depends on healthy and resilient ecosystems to support safe, stable and sustainable operations. Biodiversity and ecosystem services, including water regulation, soil stability, erosion control and climate resilience, contribute to the long-term performance of our assets and infrastructure. Maintaining ecosystem integrity supports operational performance, contributes to regulatory compliance and enables integrated closure outcomes. It also helps strengthen relationships with Indigenous peoples, local communities and other stakeholders who have an enduring connection to the environments in which we operate.

Mining activities across the value chain impact the environment and the balance ecosystems depend on. The key biodiversity-related impacts associated with our operations include:

- Land disturbance, habitat fragmentation and habitat loss, which may disrupt ecosystem values and species such as the greater bilby and ghost bat
- Water abstraction and altered hydrology, which may affect water quality and ecosystems that depend on stable water supply, including riparian vegetation. Supplementation and groundwater reinjection programs are implemented to help reduce these impacts
- Dust and air emissions generated through land clearing, material handling and processing activities, which may affect ecosystem values and vegetation health
- Operational activities, including vehicle movements, which may disturb, displace or injure wildlife

Environmental changes, including altered hydrology, the spread of invasive species, loss of significant species and ecosystem degradation, could negatively affect ecosystem values and disrupt operational activities. Failure to comply with regulatory requirements may result in fines, penalties, delays or the loss of operating or development approvals. Ineffective management of biodiversity-related impacts may also damage our reputation and erode community trust.

Investment in science-based solutions and innovative technologies may improve biodiversity outcomes while enhancing operational efficiency. Collaboration with Indigenous peoples, regulators and conservation organisations also provides opportunities to address complex environmental challenges, strengthen knowledge sharing, and support positive environmental and social outcomes across the regions where we operate.

We are working to minimise biodiversity impacts by integrating mitigation measures across all stages of our operations and growth activities. We believe our mining activities should not only minimise harm, but also contribute positively to the environment. To support this, we have set a goal to achieve a net positive impact (NPI) on biodiversity.

Pilbara operations

Fortescue's Pilbara operations span a range of habitats, including ephemeral wetlands, spinifex grasslands, gorges and riparian zones. These habitats support threatened fauna species such as the northern quoll, Pilbara olive python, bilby, ghost bat and Pilbara leaf-nosed bat. They also include threatened ecological communities, including Themeda grasslands on cracking clays at Hamersley Station and locally significant mangrove assemblages at Port Hedland, as well as threatened flora species such as the Pilbara foxglove.

Our Solomon mine is located adjacent to Karijini National Park. Our Christmas Creek and Cloudbreak operations are located adjacent to the Fortescue Marsh, a wetland of international significance that meets at least one criterion under the Global Standard for the Identification of Key Biodiversity Areas.



WARRAMURRUNGKA-KU JURNTI MAYA PROJECT

Fortescue designed and built an artificial Pilbara Leaf-nosed Bat (*Rhinonictis aurantia*) roost (called the Warramurrungka-ku jurnti maya) that replicates the conditions of natural roost caves. The Pilbara Leaf-nosed Bat is a conservation-significant species that relies on specialised cave roosts. The project has delivered positive results, with work continuing to optimise ecological conditions and monitor its success.

MANAGING BIODIVERSITY

We manage biodiversity through a structured framework of policies, standards and procedures designed to minimise impacts and protect ecosystems. Our Environmental Management System (EMS) aligns with the principles of ISO 14001 and provides a tiered system for biodiversity management, from corporate standards through to site-specific plans.

Governance

At a management level, the Approvals, Communities and Services teams are accountable for Fortescue's approach to biodiversity and environmental management. Additional governance processes - including regular audits, monitoring and reporting through Fortescue's Business Management System - help ensure accountability and continuous improvement.

Policy

Fortescue's publicly available Environment Policy sets out our commitment and approach to safeguarding the environment. The policy is reviewed annually. Core principles include maintaining strong governance, conserving resources and reducing emissions and waste.

Compliance

In Australia, relevant biodiversity and environmental legislation includes the Western Australian Biodiversity Conservation Act 2016, the Western Australian Environmental Protection Act 1986, and the Commonwealth Environmental Protection and Biodiversity Conservation Act 1999.

State and federal environmental approval processes define areas approved for mining activities, areas where disturbance is conditional on Fortescue meeting specific biodiversity requirements and areas where disturbance is not permitted.

Internationally, we comply with applicable local environmental regulations.

Fortescue also contributes to biodiversity offset programs in accordance with regulatory approval conditions, including the Pilbara Environmental Offsets Fund. Established by the Western Australian Government, the fund combines offset contributions from mining and development projects to support regional, landscape-scale conservation initiatives aimed at achieving better biodiversity outcomes than individual offset projects.

OUR APPROACH

Fortescue's biodiversity approach supports global efforts to halt and reverse nature loss by 2030 through alignment with the mitigation hierarchy, the IUCN Biodiversity Net Gain principles and nature-related disclosures (TNFD).

Our Biodiversity Strategy is built on four pillars that guide the actions required to support these global efforts and our objectives across existing operations, future projects and global growth activities.



Biodiversity in design and decision making

Embedding biodiversity throughout the full lifecycle of our operations and other activities to inform important planning, risk management and strategic decision making.



Protect, maintain and enhance ecosystems

Driving innovative techniques, Indigenous peoples knowledge, methods and plans to ensure species/habitat conservation, ecosystem functionality and ecosystem services.



Biodiversity knowledge generation

Building our biodiversity knowledge to address knowledge 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 Indigenous business and capabilities.

We seek to avoid and minimise impacts on biodiversity values through environmental studies, impact assessments and project planning. Where impacts cannot be fully avoided, we implement biodiversity management, monitoring and mitigation measures, including site-specific and species-specific management plans, in line with regulatory approval requirements.

Biodiversity outcomes are further supported through research partnerships and the integration of biodiversity considerations into closure and rehabilitation planning. Biodiversity offsets are considered only as a last resort to address residual impacts after avoidance, minimisation, rehabilitation and other mitigation measures have been applied.

Net Positive Impact on biodiversity

Fortescue aims to achieve a Net Positive Impact (NPI) on biodiversity. NPI means our impacts are outweighed by the actions we take, with an outcome of overall biodiversity benefit from our presence. By 2030, our objective is to have a clear pathway to achieve NPI on biodiversity across our operations with a proposed pathway of achieving NPI ten years after closure of each mine site.

To help develop this pathway, we are working with the IUCN at Eliwana and the surrounding Western Hub exploration area. This work applied the IUCN Review Protocol for Biodiversity Net Gain and piloted IUCN's Rapid, High-Integrity Nature-positive Outcomes (RHINO) approach, using the Species Threat Abatement and Restoration (STAR) metric to identify threatened species and priority threats. The findings will inform the development of a biodiversity action plan focused on actions intended to reduce species extinction risk and improve natural value thereby delivering a net positive impact for biodiversity and the greatest contribution to Nature Positive outcomes.

Our partnerships

Partnerships support Fortescue's Biodiversity Strategy by helping build the science, data, tools and conservation capability available to understand biodiversity values, assess potential impacts and design practical management responses across our operations and growth activities.

Since FY24, Fortescue has entered into biodiversity partnership commitments totalling over \$6 million with government agencies, research institutions, industry bodies and conservation organisations to support our NPI aspirations. These partnerships support work across the Pilbara and broader biodiversity practice, including threatened species and habitat research, taxonomic studies, biodiversity data and decision-support tools, invasive species management, closure and rehabilitation research and conservation-focused community engagement.



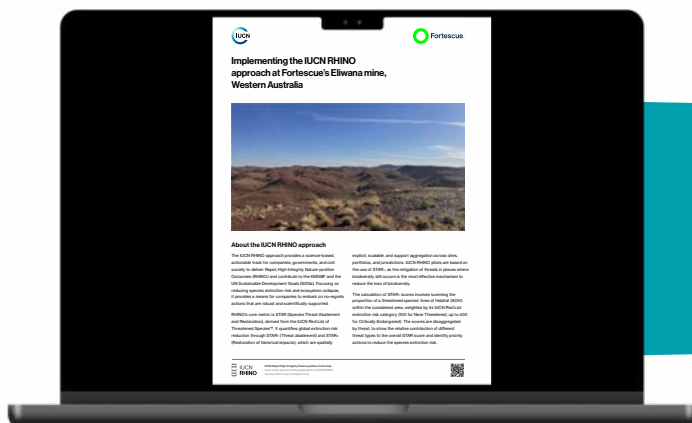
FY26 OUTCOMES

In FY26, Fortescue strengthened the systems, data and practical management approaches that support our Biodiversity Strategy and longer-term pathway towards NPI on biodiversity.

Improved biodiversity measurement: We completed the first IUCN Biodiversity Net Gain review for the Eliwana mine site. The review assessed site-level biodiversity impacts and opportunities using the IUCN Review Protocol for Biodiversity Net Gain. It improved our understanding of biodiversity performance in the Pilbara context and provided a foundation for developing future metrics to measure progress towards NPI outcomes.

Reduced invasive species risk: We continued to manage invasive species risk through site-based monitoring, control measures and support for regional programs. In FY26, this included aerial feral cat baiting with the Department of Biodiversity, Conservation and Attractions, regional weed control programs run by the Pilbara Mesquite Management Committee and participation in the Invasive Alien Species Collaborative Initiative led by Fauna & Flora International, in partnership with IUCN and supported by the TNFD. This work supports prevention, early detection and coordinated management of invasive species across landscapes and shared pathways.

Enhanced biodiversity knowledge: We continued research and collaboration to improve understanding of Pilbara flora, fauna and ecosystems. This work strengthened the biodiversity data and evidence available to understand biodiversity values, assess potential impacts and design practical management responses. It also supports future biodiversity measurement, impact assessment, risk management and rehabilitation planning.



LEARN MORE

About how we are implementing the IUCN RHINO approach at our Eliwana mine, Western Australia.
[Click here](#)

CLOSURE AND REHABILITATION

Fortescue's mining activities disturb land and can affect biodiversity, water, cultural values, surrounding communities and post-mining land uses. They also create long-term environmental, social, regulatory and financial obligations that must be managed through rehabilitation and closure planning.

Closure planning is essential to meeting our regulatory obligations and returning landforms and infrastructure areas to a safe, stable, non-polluting or non-contaminating condition. It also supports agreed post-closure land uses for communities and the environment.

Fortescue integrates closure planning across the asset lifecycle, from exploration and design through operations, closure, monitoring and relinquishment. Our approach is risk-based and adaptive and is informed by regulatory requirements, stakeholder expectations, environmental and cultural values, current mine plans, operational learnings, closure studies and monitoring results.

Effective closure outcomes also depend on reliable, site-specific information and appropriate financial provisioning. Inadequate provisioning, insufficient long-term planning or rehabilitation that does not meet completion criteria could result in additional costs and management obligations, regulatory non-compliance and adverse environmental or social outcomes. Rehabilitation performance may also affect future approvals processes, particularly where biodiversity outcomes are considered.

We seek to progressively rehabilitate disturbed land and reduce closure uncertainty through studies, trials and innovation. Progressive rehabilitation can contribute to Fortescue's longer-term biodiversity objectives by re-establishing native vegetation and fauna habitat, managing threats and supporting resilient post-closure ecosystems. As at December 2025, 4,325 hectares of land approved for disturbance was rehabilitated.

Where feasible and aligned with agreed closure outcomes, closure planning may also support conservation, community or regional economic uses of post-mining land and infrastructure.

MANAGING CLOSURE AND REHABILITATION

The CEO Metals and Operations is responsible for managing closure and rehabilitation, supported by the Environment, Closure, Mining Operations and Technical Services teams. Operational responsibility sits with the General Manager at each site.

Policies and standards

Our Environment Policy outlines our commitment to responsible environmental management and accountability for our impacts, forming the foundation of our approach to closure and rehabilitation.

Compliance

In Australia, relevant closure legislation includes the *Mining Act 1978* (WA), the *Environmental Protection Act 1986* (WA), including applicable requirements under Part IV of the Act - and the *Environment Protection and Biodiversity Conservation Act 1999* (Cth).

Fortescue's mining operations are located in Western Australia and are required to comply with applicable requirements set by relevant regulators, including statutory guidelines for mine closure plans (MCPs).

Our closure and rehabilitation activities are also informed by closure-related requirements within our Native Title agreements.

Reporting

Fortescue's Closure team prepares MCPs in accordance with regulatory guidance. Each year, we prepare Annual Closure Planning reports for all sites to support submission of Annual Environmental Reports to regulators. Additional reporting is completed annually, or as required by approval conditions, to meet obligations under Part IV of the *Environmental Protection Act 1986* (WA).

We update our closure and rehabilitation provision every six months. Independently audited financial provisions for closure and rehabilitation are disclosed in the consolidated financial statements in the Annual Report. Our closure cost estimate methodology is also periodically reviewed by an independent party to assess alignment with industry practice, most recently in April 2024.

PLANNING AHEAD

Fortescue treats MCPs as live documents. They are reviewed periodically to reflect changes in mine plans, asset configuration, approvals, regulatory obligations, stakeholder expectations, operational learnings, closure studies and monitoring results. We develop and maintain an MCP for each site and work with stakeholders to support agreed closure outcomes. We also maintain regulator-approved closure plans for our rail network and renewable energy and transmission projects.

Our MCPs document site-specific strategies and key actions to manage potential long-term closure and rehabilitation impacts. The planning process also identifies actions to manage financial, social and environmental risks associated with closure and assesses the feasibility of proposed closure strategies. Closure risk assessments are undertaken throughout the operational life of each mine to inform closure strategies and designs.

Each MCP includes long-term closure outcomes designed to support identified post-mining land uses. Completion criteria are developed for each closure outcome, including specific measurement or monitoring requirements. As our operations are not currently nearing closure, annual reports reflect limited progress against final closure criteria. As sites move closer to closure, or where significant progressive rehabilitation activities are planned, key stakeholders will be engaged in the process.

Fortescue currently has six mine sites that require compliant MCPs to be submitted to the relevant regulator. These include our five operational mine sites at Christmas Creek, Cloudbreak, Solomon, Eliwana and Iron Bridge, as well as the non-operational Nullagine mine site. In FY26, the total land disturbed and not yet rehabilitated associated with our mine sites, port and rail facilities was 47,776 hectares.

Fortescue develops and tests closure strategies through activities including infrastructure removal, contamination remediation, topsoil recovery and reuse, landform contouring, ripping or scarification, revegetation, drainage reconstruction, erosion control, fauna habitat considerations and weed management. We undertake site-specific closure planning studies and field trials to assess the feasibility of proposed closure strategies documented within our closure plans.

In FY26, we advanced our seed management approach, recognising seed supply as a key factor in achieving intended closure outcomes. This included formalising seed storage arrangements, beginning development of seed stockpiles aligned with species lists reflecting proposed post-mining land uses and commencing seed and topsoil studies both internally and in partnership with CRC TIME.

Progressive rehabilitation is prioritised where practicable, particularly for light disturbance areas such as access tracks, drill pads, laydowns, shallow borrow areas and linear infrastructure. Each MCP includes an implementation schedule for rehabilitation activities. Our current progressive rehabilitation activities focus on research, field trials and the rehabilitation of selected disturbed areas, including backfilling with waste rock to support future completion of final surface works. Progressive rehabilitation undertaken to date is monitored annually, with outcomes used to inform future rehabilitation activities and improve practices over time.

During FY26, we developed a GIS-based Rehabilitation Register that identifies areas across our mining operations available for rehabilitation. The register supports internal approval processes and helps align rehabilitation activities with mine planning. Further development of the register is expected in FY27.

A full breakdown of our FY26 closure and rehabilitation data is available in the FY26 ESG Databook.



PEOPLE



Human rights



Communities

Indigenous peoples
and cultural heritageSafety and
wellbeingDiversity
and inclusionTalent
and skills

Fortescue depends on safe workplaces, skilled teams, trusted community relationships and responsible management of cultural heritage to operate, grow and deliver our strategy. Our activities can affect employees, contractors, workers in our value chain, communities and Indigenous peoples. We focus on respecting human rights, preventing harm and building the capability and systems needed to support safe, inclusive and effective work. By managing people-related risks and supporting positive outcomes, we strengthen trust, operational resilience and long-term value creation.

HUMAN RIGHTS

Fortescue's activities can affect employees, contractors, workers in our supply chains, communities and Indigenous peoples. Human rights impacts may arise through workplace and labour conditions, contractor and supplier practices, land access, community and environmental impacts, cultural heritage, security arrangements and activities in higher-risk jurisdictions.

We seek to identify and address these risks and impacts through human rights due diligence, business and supplier standards, stakeholder engagement, grievance mechanisms and remediation processes. Our Human Rights Policy and Code of Conduct and Integrity provide the foundation for this approach.

FY26 HIGHLIGHTS

In FY26, Fortescue:

- updated our Human Rights Policy
- strengthened implementation of the Voluntary Principles on Security and Human Rights
- completed a worker voice pilot³ in the Pilbara to seek direct and anonymous feedback from contractors
- promoted Speak Up as a channel for human rights and modern slavery concerns through an International Human Rights Day Speak Up campaign
- improved Human Rights training compliance from 72 per cent in FY25 to 77 per cent in FY26
- received an 'A' rating for the last five years in Monash University 'Modern Slavery Disclosure Quality Ratings ASX100 Companies Update.'

HUMAN RIGHTS GOVERNANCE AND POLICY

Human Rights Policy

In FY26, we reviewed and updated our Human Rights Policy to strengthen alignment with the UNGPs, the VPSHR and the needs of our global business. The review included benchmarking, internal consultation across relevant functions, and external advice. The updated Policy was approved by Fortescue's Board in May 2026 and available at fortescue.com.

³ See definition in **Sustainable supply chain** section of this Report.

Governance and accountability

Fortescue's Board, through its Safety and Sustainability Committee, oversees human rights management and performance. The Safety and Sustainability Committee Charter includes responsibility for oversight of Fortescue's human rights risks, compliance with applicable legislation and the Human Rights Policy.

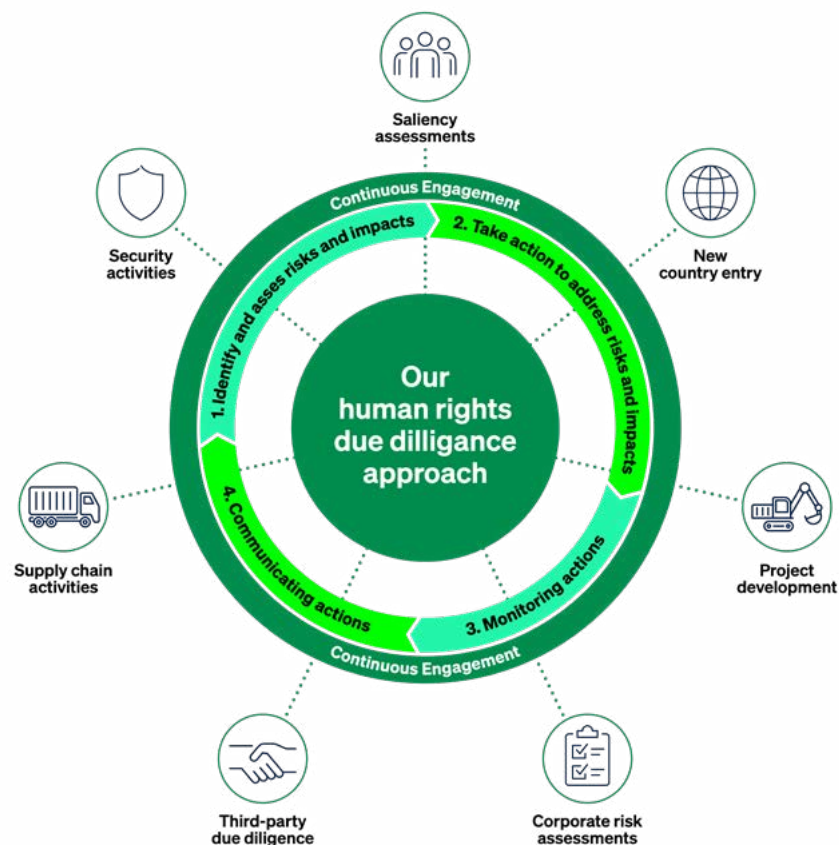
Management is responsible for implementing Fortescue human rights strategy, due diligence approach and the Voluntary Principles on Security and Human Rights. Day to day management is led by the Director of Global Sustainability and External Affairs, supported by the Sustainability team and the functions responsible for relevant controls.

The Human Rights Steering Group is a cross-functional management forum that supports delivery of Fortescue's human rights strategy. It meets quarterly to monitor agreed actions, identify emerging risks and facilitate continuous improvement process.

HUMAN RIGHTS DUE DILIGENCE

Fortescue is committed to aligning to the United Nations Guiding Principles on Business and Human Rights and undertaking Human Rights due diligence to help identify, prevent, mitigate, and manage human rights risks and impacts. Our Human Rights Standard sets out the minimum due diligence requirements for key activities across our business including where we integrate due diligence actions in existing processes and procedures and when we will undertake a human rights impact assessment.

Human Rights risks are recorded in Fortescue's corporate risk register with controls and mitigation actions assigned to responsible roles and functions in accordance with the FRMF.



OUR SALIENT HUMAN RIGHTS ISSUES

Fortescue conducts a Group wide saliency assessment every three years and reviews its salient human rights issues annually as the business, operating context and stakeholder expectations evolve. The FY25 assessment identified the following issues as presenting the greatest potential for adverse impact on people across our business and value chain.

At Fortescue, we take an integrated approach to managing and addressing our human rights risks. Our Human Rights Policy commitments are embedded in relevant policies, standards, and procedures across our business; and specific functions across our business are responsible for implementing actions to help mitigate and address salient human rights risks relevant to their activities.



LAND ACCESS AND USE

Description

Rights of community members who may be impacted by our activities and broader value chain in relation to land acquisition (including resettlement), access and use.

Our management approach

- Fortescue's Approvals, Communities and Services function leads our engagements with local communities and Indigenous People on land access and use, guided by Stakeholder Engagement Guidelines.
- The Communities team implements our Communities and Social Performance Standard (CSP Standard) integrating our Human Rights Policy commitments including avoiding and minimising resettlement and economic displacement, and where this cannot be avoided, aligning with International Finance Corporation (IFC) Performance Standard 5.

For more information see the **Communities** and **Indigenous Peoples and Cultural Heritage** sections of this Report.



COMMUNITY IMPACTS

Description

Rights of community members who may be impacted by our activities and broader value chain, including in relation to health, safety, wellbeing, livelihoods, access to services and culture.

Our management approach

- Fortescue's Communities teams lead engagement with local communities guided by our Stakeholder Engagement Guidelines and implement the CSP Standard.
- The CSP Standard sets out our approach to managing social risks and impacts (including social assessments and management plans) and supporting thriving communities. Our human rights commitments and requirements in the Human Rights Standard are embedded in the CSP Standard.
- The Communities teams establish and maintain community level grievance mechanisms where we operate in alignment with our Corporate Grievance Procedure. Grievances are monitored quarterly through our Human Rights Steering Group.

For more information, see the **Communities** and **Grievance Mechanisms** sections of this Report.



INDIGENOUS PEOPLES' RIGHTS

Description

Rights of Indigenous peoples who may be impacted by our activities and broader value chain, including in relation to consent, self-determination, culture and cultural heritage and impacts on traditionally owned lands, territories, waters and resources.

Our management approach

- Fortescue's Approvals, Communities and Services function lead our engagement with Indigenous Peoples in alignment with the Stakeholder Engagement Guidelines and CSP Standard.
- We work collaboratively to sustainably and responsibly manage cultural heritage. In Australia, this is guided by our Management and Protection of Aboriginal Cultural Heritage Guidelines and Cultural Values Management Framework.
- Our acknowledgement and respect of the UN Declaration on the Rights of Indigenous People and, the human rights principles it upholds including Free, Prior and Informed Consent (FPIC) are embedded in our CSP Standard.

For more information, see the **Indigenous Peoples** and **Cultural Heritage** section of this Report.



SECURITY AND CONFLICT

Description

Rights of community members who may be impacted by our security activities, security risks for workers (employees and contractors) in conflict-affected and high-risk areas and risks related to Fortescue's relationships with governments.

Our management approach

- Fortescue's implementation of the VPSHR is led by our Security and Sustainability teams.
- The Security team implement our Security Policy, Standard and Procedures embedding the VPSHR, undertake risk assessments and management plans. In FY26, we launched VPSHR training for security personnel.
- The Human Rights Standard is implemented by the Sustainability team and sets our human rights due diligence requirements and triggers for Heightened Human Rights Due Diligence in Conflict Affected and High-Risk Areas.

For more information see the **Security and Human Rights** section of this Report.



ENVIRONMENT AND CLIMATE

Description

Rights of community members who may be impacted by the environmental (including climate) impacts of our activities and broader value chain, including on water and sanitation, food, livelihoods, health and a clean, healthy and sustainable environment.

Our management approach

- Fortescue's Environment teams are responsible for environmental and water management across our operations including implementing our Environment Policy, Water Policy, management standards, procedures and project level plans.
- Fortescue's Communities' teams lead our engagement with local communities where we operate guided by our Stakeholder Engagement Guidelines, implement our CSP Standard including management of social risks and impacts.
- The Communities teams establish and maintain community level grievance mechanisms where we operate in alignment with our Corporate Grievance Procedure.

For more information, see the **Communities, Nature** and **Grievance Mechanisms** sections of this Report.



DIVERSITY AND NON-DISCRIMINATION

Description

Rights of workers in our business (employees and contractors) and broader value chain to be free from discrimination on the basis of gender, sexual orientation, race, age, religion, disability or other protected status and free from harassment.

Our management approach

- Fortescue's People team leads engagement with our workforce and is responsible for implementing our Diversity Policy, Real Diversity Strategy and other initiatives that promote diversity and inclusion across our workforce.
- Fortescue's Sustainable Supply Chain Standard sets out our expectations of suppliers including prohibiting discrimination, harassment, sexual harassment and bullying. Our Contracts and Procurement team is responsible for supply chain due diligence and communicating our expectations to suppliers.
- Fortescue's Speak Up platform is available for our workers and those in our supply chain to raise concerns with us.

For information see the **Diversity and Inclusion, Sustainable Supply Chain**, and **Grievance Mechanisms** sections of this Report.



LABOUR RIGHTS

Description

Rights of workers in our business (employees and contractors) and broader value chain including in relation to working hours, wages, freedom from slavery, freedom of association and collective bargaining, and privacy.

Our management approach

- Fortescue's People team are responsible for managing labour conditions across our workforce and recruitment. The team implements our Talent Acquisition Guidelines supporting fair recruitment and mitigating modern slavery and labour risks.
- Our Sustainable Supply Chain Standard sets out our expectation of suppliers to respect workers' labour rights, reject modern slavery, and provide fair, lawful, safe and decent working conditions, including prohibiting recruitment fees. Our Contracts and Procurement team is responsible for supply due diligence and communicating our expectations to suppliers.
- Fortescue's Speak Up platform is available for our workers and those in our supply chain to raise concerns with us.

For more information see the **Talent and Skills, Sustainable Supply Chain, Grievance Mechanisms** sections of this Report, and our Modern Slavery Statements which can be found at fortescue.com.



WORKPLACE HEALTH AND SAFETY

Description

Rights of workers in our business (employees and contractors) and broader value chain to a safe and healthy working environment (including physical and mental health).

Our management approach

- Fortescue's Health and Safety team is responsible for managing safety and wellbeing across the business. The team implements our Health and Safety Policy, group standards and operational procedures.
- Our Sustainable Supply Chain Standard sets out our expectation of suppliers to provide workers fair, lawful, safe and decent working conditions, and to comply with applicable health and safety regulations. Fortescue's Contracts and Procurement team is responsible for supply chain due diligence and communicating our expectations to suppliers.
- Fortescue's Speak up platform is available for our workers and those in our supply chain to raise concerns with us.

For more information, see the **Safety and Wellbeing, Sustainable Supply Chain and Grievance Mechanisms** sections of this Report.

MODERN SLAVERY

Fortescue firmly rejects all forms of modern slavery. This commitment is set out in our Human Rights Policy and Code of Conduct and Integrity.

We publish an annual Modern Slavery Statement detailing our actions to identify and address modern slavery risks in our operations and supply chains in compliance with the Australian and United Kingdom Modern Slavery Acts.

The Statement provides further information on our due diligence, employee training, supplier engagement, grievance mechanisms and collaboration with external stakeholders.

For more detail on our actions to identify and address modern slavery risks in our operations and supply chain see our Modern Slavery Statements.

HUMAN RIGHTS TRAINING

Fortescue delivers human rights training to build awareness of human rights and modern slavery risks and to support employees and security personnel to apply relevant requirements in their roles. Human rights training delivered during FY26 and completion status as at 30 June 2026 are summarised below.

TRAINING	AUDIENCE AND PURPOSE	DELIVERY	FY26 OUTCOME
Human rights training	Active Fortescue employees. Covers Fortescue's human rights commitments and relevant human rights and modern slavery risks.	Online module, with targeted face-to-face training for higher-risk functions and activities. Employees are required to complete training every two years.	6,224 participants completed training in FY26. As at 30 June 2026, 12,432 active employees had completed the training within the past two years.
NEW Voluntary Principles on Security and Human Rights Security Personnel training	Fortescue security personnel. Dedicated VPSHR training for Fortescue security personnel and private security personnel covering internationally recognised human rights standards, Fortescue's expectations and scenario based training on conducting security activities in alignment with the VPSHR.	Face-to-face training using a train-the-trainer model. Materials are available in English, French and Spanish.	The VPSHR training was launched in December 2025 and delivered in Western Australia and Gabon in FY26. As of 30 June 2026, 25 security personnel have completed the VPSHR training. In Gabon, the training was also attended by public security personnel from Makokou Police and Gendarmerie. We will continue the training rollout in FY27.
Sustainability Share training	People team members. Training on how to use our Sustainability Share Pack on Ethical Recruitment in their own teams to guide and facilitate awareness on modern slavery risks and red flags in recruitment activities, particularly for migrant labour.	Face-to-face workshop.	
Migrant labour risks workshop	Targeted Contracts and Procurement team members. Covers migrant labour risks associated with engineering, procurement and construction activities.	Face-to-face workshop.	



SECURITY AND HUMAN RIGHTS

We joined the Voluntary Principles Initiative (VPI) in 2022 as an engaged member and became a full member in 2024. In FY26, Fortescue was appointed as a corporate pillar representative on the VPI Board, contributing to governance and strategic oversight of the Initiative.

Our commitment to aligning with the VPSHR is set out in our Human Rights Policy and embedded in our Security Policy, Security Standard and supporting processes and procedures.

Our Security team is responsible for implementing the Principles across our business. Progress and actions to implement the Principles are monitored by the Human Rights Steering Group and reported to both the ESC and the SSC.

Our Sustainable Supply Chain Standard and Security Code of Conduct set expectations for private security providers to conduct activities in a manner that respects human rights and aligns with the Principles. These documents are incorporated into our contracts with private security providers.

During the year, we improved security personnel completion rates for our Human Rights Induction Module from 35.9% in FY25 to 96% in FY26.

Further information about our implementation of the Voluntary Principles on Security and Human Rights is included in our VPI Implementation Report 2025.

CONFLICT-AFFECTED AND HIGH-RISK AREAS

As Fortescue pursues opportunities globally, operating contexts may vary according to political, economic and social conditions.

Conflict affected and high-risk areas (CAHRA) are often characterised by the presence of armed conflict, widespread violence, weak rule of law and instability, and/or widespread human rights abuses, creating higher-risk operating and sourcing environments requiring heightened human rights due diligence.

Operations

Fortescue undertakes country, threat and security assessments and implements ongoing monitoring where we have activities to help us identify CAHRA and other risks. Our Human Rights Standard sets out CAHRA indicators, that when identified during our assessments or monitoring will trigger heightened human rights due diligence requirements for the activity.

Recognising that conflict can arise quickly to support business readiness, in FY26 Fortescue developed a fragile state and conflict analysis tool. This tool is currently being piloted for implementation in FY27. Guided by the Voluntary Principles Initiative Conflict Analysis Tool for Companies, the tool is designed to support analysis of conflict dynamics and impacts, and identification of risks and mitigations.

Supply Chain

Conflict risks are not limited to operations; they may also materialise in the supply chain. We take a risk-based due diligence approach to identifying goods that may be exposed to conflict minerals - gold, tin, tantalum and tungsten - and other exposed or higher risk critical materials (such as cobalt).

Our Sustainability Assessment and Supply Chain Traceability Questionnaire are designed to help us identify goods containing conflict and higher risk critical materials. Where risks are identified, our enhanced due diligence and mitigation actions include supply chain mapping, chain of custody and traceability requirements, and audits.

Our Sustainable Supply Chain Standard requires suppliers to adopt relevant international sustainability certifications, standards and responsible sourcing practices for minerals from conflict-affected and high-risk areas.

OUR REMEDIATION APPROACH

In alignment with the UNGPs, where we identify that we have caused or contributed to an adverse human rights impact, we will provide for or cooperate in remediation through legitimate processes. Where we identify we are directly linked to human rights harm through our business relationships we will seek to use our leverage to encourage remediation. Our approach is set out in the diagram below.

Further information on grievance mechanisms and FY26 grievance outcomes is provided in **Our Values in Action: Grievance mechanisms**.

1

IDENTIFY

We may identify human rights impacts in several ways, including:


Community Grievance Mechanism

Our community grievance mechanisms enable local community members to raise human rights concerns with us.


Speak Up

Speak Up is an independently administered global platform enabling people to confidentially and anonymously raise human rights concerns with us.


Due Diligence

We conduct due diligence of our activities, supply chain and other business partnerships to help us identify potential and actual human rights impacts.


Incident

We recognise that incidents may have human rights impacts.

2

INVESTIGATE

Where a human rights impact is identified, we will investigate to understand the impact including assessing:



Scale



Scope



Remediability



Relationship to impact

← Degree of involvement →

CAUSE		CONTRIBUTE		DIRECTLY LINKED	
	→ 	 →  → 		 →  → 	
Company A		Company A Third party Affected person		Company A Third party Affected person	
Prevention and Mitigation Action Business should cease or prevent the impact		Prevention and Mitigation Action Business should cease or prevent contribution, and use leverage to mitigate remaining impact		Prevention and Mitigation Action Business should seek to prevent and mitigate the impact. Appropriate action determined by a range of factors: leverage, how crucial the relationship is, severity, and consequences of termination.	
Remediation Action Provide for or cooperate in remediation through legitimate processes		Remediation Action Provide for or cooperate in remediation through legitimate processes		Remediation Action Business may take a role in remediation	

Adapted from Walk Free, [Modern Slavery Response & Remedy Framework](#)

3

REMEDiation

Our Remediation Guidelines provide guidance for investigating and remediation of adverse human rights impacts that we recognise we have caused or contributed to, and response where we may be directly linked to impacts through our business relationships. The Guidelines are designed in alignment with the UNGPs and supplement existing grievance and incident management processes to help support a rightsholder centred approach, and provide guidance on remediation design, preventative actions, escalation and monitoring.

Remediation in action

In FY26, the Sustainability team together with Contracts and Procurement, and the People team investigated four human rights concerns recorded through Speak Up.

Of these, two were substantiated and related to the same matter, involving the alleged underpayment or withholding of wages from subcontractor workers at one Pilbara site. The investigation identified four affected workers, including temporary and migrant workers. Through engagement with our principal contractor, we were able to ensure the four affected workers were remediated with withheld wages paid to all workers by their employer.

Recognising the increased vulnerability of migrant workers to exploitative practices, including in Australia, we are investigating mechanisms to gain greater oversight of migrant workers engaged by contractors and sub-contractors at our sites.

MONITORING AND REVIEW

We monitor our human rights performance through formal and informal mechanisms, including:

- monitoring progress on key human rights initiatives through the Human Rights Steering Group
- monitoring human rights and modern slavery concerns raised through grievance mechanisms
- reviewing the effectiveness of grievance mechanisms, and other relevant processes and procedures
- benchmarking our approach against international standards and relevant external practice
- engaging with external stakeholders



COMMUNITIES

Communities are key stakeholders in Fortescue's operations, exploration and development activities. Broad community acceptance, trust and collaboration are important to our success. Our workforce often includes people from these communities where we operate, and how we conduct our business matters to them. Community participation is also an important part of project approval processes.

Our activities can create both positive and negative impacts for local communities. They support local employment and procurement, business development and social investment, including initiatives that enhance local services and facilities. If not managed responsibly, our activities may affect community health and safety and contribute to impacts on cultural heritage and ecosystems.

Our approach to working with communities is guided by our Human Rights Policy and Communities and Social Performance Standard and informed by meaningful stakeholder engagement. Effective engagement can help strengthen community relationships and identify opportunities to support local employment, procurement, education, skills development and wellbeing.

We work with communities to identify, assess and manage social impacts, while supporting initiatives that contribute to socio-economic development. We engage with communities throughout project planning, development and operations to understand their concerns and insights and integrate relevant considerations into decision-making.

We manage community-related risks and opportunities through structured, location-specific plans aligned with regulatory obligations and stakeholder expectations. Community-related risks and priorities differ across jurisdictions.

We also invest in long-term community relationships and partnerships that create lasting positive outcomes. For example, in the Pilbara, our partnership with Hedland Senior High School supports science, technology, engineering and mathematics (STEM) education and cultural programs that build regional capability and encourage local students to consider future careers with Fortescue.

GLOBAL PROJECTS

Belinga Project (Gabon)

At the Belinga Project in Gabon, we continue to undertake social studies and assessments to understand the current socio-economic conditions and levels of individual and household vulnerability relevant to our activities. This work will inform our stakeholder management strategy.

We have developed and implemented an integrated Local Content and Community Investment Plan (LC-CIP) for the Belinga Project, informed by social baseline studies, Community Needs Assessments and stakeholder engagement. The LC-CIP aligns with the International Finance Corporation's Strategic Community Investment Handbook (2010).

In FY26, the Belinga Community Jobs Policy was developed and implemented to ensure recruitment is culturally appropriate and non-professional and non-specialised roles are first recruited from local communities⁴. During FY26, the policy was rolled out to operational teams and contractors and communicated to local communities.

In line with our LC-CIP, we plan to continue strengthening vocational training centres and the School of Mines and Metallurgy of Moanda in selected locations in Gabon.

We have also partnered with community organisations to deliver long-term socio-economic development initiatives, including a multi-year agri-processing program with a Gabonese not-for-profit that supports local farmers and women to develop value-added agricultural products for regional markets.

The We Train for Gabon program is a workforce development initiative designed to build technical capability and industry readiness among Gabonese personnel to support the future Belinga Project. The program combines formal education, workplace learning and practical industry experience across academic, professional and vocational pathways, equipping participants with mining, operational and professional skills that can be transferred back to Gabon. Further information is available in the **Talent and Skills** section of this Report.

Education Uplift (Gabon)

The Education Uplift program responded to local educational needs through the provision of desk benches and multifunction printers to selected regional schools. This provision of much-needed equipment was further complemented by the Ivindo Academic Excellence Awards for high achieving students in Ogooue-Ivindo, which encourages local students to commit to their studies. These initiatives were complemented by delivery of a dedicated STEM program to over 350 local students, coordinated by the local Gabonese educational NGO, Gabtrotter.

⁴ Communities living in the Belinga Mining Permit area and who are directly and indirectly affected by the Project

LATAM

Across Latin America, Fortescue engages with communities near its exploration projects to inform our exploration activities and Environmental and Social Impact Assessments.

In Argentina, Fortescue has partnered with the University of San Juan and the Ministry of Health to deliver mining-related skills training and preventive healthcare initiatives for women. We also support medical teams travelling from the provincial capital to Calingasta to provide local communities with preventive healthcare services, including breast health screening programs aimed at supporting the early detection of breast cancer.

In Peru, we are in the early stages of understanding the historical and current community issues associated with the Cañariaco Project. Our initial focus is on building trust and social acceptance, including through respectful engagement with Indigenous communities. We are on track to commence a social baseline study, including a Free, Prior and Informed Consent⁵ consultation process with the community, during FY27.

WESTERN AUSTRALIA

The Pilbara region in Western Australia is not just where we operate. It's our home, our legacy and the heart of everything we've built. Fortescue's Community Development Plan supports the delivery of commitments under our State Agreements and applies across the Pilbara, with progress reported annually through the Community Development Report available at fortescue.com.

In FY26, we continued to strengthen our community investment programs with a total contribution of \$99 million, including partnerships with the Ronald McDonald House WA, Lifeline WA, Volunteer Marine Rescue Port Hedland and Black Swan State Theatre Company of WA.

Ronald McDonald House WA and Lifeline WA

Through our long-standing partnership with Ronald McDonald House WA, we supported regional and remote families travelling to Perth for critical medical care, including families from the Pilbara. We also continued working with Lifeline which in FY26 included building mental health capability in the Pilbara through training for educators and community service providers to better respond to wellbeing, workplace stress and vicarious trauma. Together, these partnerships reflect Fortescue's ongoing commitment to supporting organisations that provide practical, community-based care for families, children and frontline workers across regional Western Australia.

Volunteer Marine Rescue (VMR) Port Hedland

In FY26, we contributed an additional \$45,000 to support the delivery of a new marine rescue facility, strengthening critical emergency response infrastructure in the Pilbara. This contribution builds on the \$45,000 provided in FY25 and forms part of the \$5 million project, delivered through a collaborative funding model involving government, industry and community partners. The new facility will support VMR Port Hedland's 24/7 volunteer emergency service, enhancing marine safety, emergency response capability and community resilience for local residents, marine users and one of Australia's busiest port regions. The facility was officially opened in July 2026 and is expected to deliver long-term benefits for community safety, volunteer capability and regional resilience across Port Hedland and the broader Pilbara.



⁵ As required by the Peruvian law.

Teach Learn Grow

Our partnership with Teach Learn Grow (TLG) targets education support in the Pilbara, helping improve outcomes for students in remote communities. Focused on Nullagine Primary School, the partnership supports students experiencing educational disadvantage through tailored tutoring and mentoring. TLG's Rural Program delivers one-on-one maths and STEAM tutoring designed to build confidence, engagement and aspiration among participating students. In FY26, TLG delivered winter and summer programs reaching 26 students through 13 volunteers and 218 hours of tutoring.



Supporting regional living and working

In FY26, we operated 838 regional flights between our mine sites and the major communities of Karratha, Port Hedland, Broome, Kununurra and Fitzroy Crossing to support our Aboriginal and Torres Strait Islander workforce to remain living on Country while accessing employment opportunities.

In FY26, 617 Pilbara-based employees received housing assistance through our Pilbara Rental Housing Program, which subsidises rental accommodation in Port Hedland and Karratha and our Pilbara Home Ownership Program, which offers reimbursement of a property's upfront purchase cost or debit interest. This represents \$38.1 million of our total Social Investment.

In FY27, Fortescue plans to continue building community investment programs and build on our partnerships through collaboration, targeted local initiatives and ongoing engagement that supports sustainable economic participation, wellbeing and long-term community resilience.

WORKING WITH COMMUNITIES



Policies, processes and standards

Our Human Rights Policy sets out our commitment to respecting the rights of communities who may be impacted by our activities.

The Communities and Social Performance Standard has been developed to support our activities and realise commitments stated in our Human Rights Policy. It sets out our global approach to managing social performance throughout the lifecycle of our projects, applicable across all operations and infrastructure activities. The Standard outlines requirements and processes for:

Fortescue provides access to grievance mechanisms, including our global Speak Up platform and community-level grievance mechanisms. Further information is available in **Our Values in Action: Grievance mechanisms**.

Assessment of community-related risks and opportunities is integrated into broader Company-wide risk management processes and informs overall business strategy. Further information is available in the FY26 Corporate Governance Statement in the FY26 Annual Report.

Compliance

In Western Australia, the Environmental Protection Act 1986 establishes the environmental impact assessment process for significant developments. Fortescue's Pilbara mining operations have undergone assessment under this framework, and the EPA maintains public records of assessments and consultation activities, public submissions and proponent responses on its website.

In other jurisdictions, Fortescue adheres to local regulatory requirements and undertakes due diligence processes to support high standards of social performance and ethical conduct.

In Gabon, the Fortescue Belinga Project operates under a Mining Convention with its Local Content and Community Investment Plan designed to implement local content and CSR Obligations in line with the Mining Code (Law 37,2018) and the CSR Decree (23/PR/MPGM).

In Peru, following its acquisition of Alta Copper Corp., Fortescue must comply with the Cañariaco Project's approved ESIA, which authorises drilling subject to social and environmental requirements, including Prior Consultation with the community in the project area.

In accordance with our State Agreement obligations, we publish a Community Development Report that outlines how Fortescue delivers social value across the Pilbara through investment in jobs, economic participation, community services and regional workforce development.

INDIGENOUS PEOPLES⁶ AND CULTURAL HERITAGE

Fortescue's ability to operate and grow is closely linked to our relationships with Indigenous peoples⁶ who are connected to the lands where we operate and key stakeholders in the approvals processes that provide access to land and resources. We recognise that our operations and growth activities have the potential to impact social, cultural and heritage values, and we are committed to engage respectfully and to manage cultural heritage responsibly.

In Australia, evolving and increasingly stringent laws and regulations may delay heritage approvals required for operations. The aggregated risk encompasses three key exposure areas: human rights breaches, heritage incidents and compliance breaches, which may contribute to project delays or cancellations.

Fortescue's approach to Indigenous peoples and cultural heritage is guided by our Human Rights Policy and Free, Prior and Informed Consent Position Paper and supported by initiatives focused on identifying and protecting cultural heritage. We aim to increase Indigenous participation and representation across the business, while creating opportunities for economic participation through local procurement, business development and capacity-building initiatives that support Indigenous businesses and communities.

Our Billion Opportunities program awards contracts and subcontracts to Aboriginal businesses, supporting economic participation, strengthening local supply chains and helping to build community capacity. Our development and employment programs such as the Vocational Training and Employment Centre (VTEC) create pathways to secure employment. Our cross-cultural awareness training promotes understanding and respect across our workforce, supporting a more inclusive workplace culture.

As Fortescue pursues growth opportunities globally, we also have the opportunity to apply our learnings and partnerships developed in the Pilbara to new regions, ensuring respect for local culture and heritage remains central to how we operate.

NEW AGREEMENTS WITH PKKP

In FY26 the Puutu Kunti Kurrama and Pinikura (PKKP) people approved new agreements with Fortescue, giving them a much greater say over how mining happens on Country while creating new opportunities for economic participation and business development.

The agreements establish a framework for working together throughout the mining lifecycle, including co-management committees for specific mines and developments, earlier and more open communication on heritage and mine planning, and clear decision-making processes for key heritage and environmental approvals. They also include measures to protect important sites through buffers, blast management and fencing.

⁶ When we use the term Indigenous peoples, we include Traditional Owners and Custodians and other communities with customary, cultural, spiritual or livelihood relationships to lands, waters, territories and resources, noting that locally appropriate terminology may vary by region and community.



WORKING WITH INDIGENOUS PEOPLES

Policies, processes and standards

We acknowledge and respect the UN Declaration on the Rights of Indigenous Peoples and the human rights principles it upholds including the principles of Free, Prior and Informed Consent. Our Human Rights Policy sets our commitment to respect local and Indigenous communities, their values, culture, heritage and connections to land, waters and the environment. Key elements of this commitment include:

- Seeking to avoid harm to cultural and spiritual heritage
- Recognising and respecting Indigenous tenure rights
- Engaging with stakeholders respectfully and in a transparent, inclusive, ongoing manner taking into consideration their preferred form of engagement.

Collaborative approaches

We have strong, longstanding relationships with the Aboriginal peoples of the Pilbara region of Western Australia. These relationships are built on open and transparent engagement, mutual respect and comprehensive Native Title agreements.

Fortescue is party to seven major Native Title agreements with Native Title groups in the Pilbara, three of which are underpinned by registered Indigenous Land Use Agreements (ILUAs):

- Kariyarra (ILUA and Land Access Agreement - Hedland operations (Port and Rail))
- Palyku (ILUA and Land Access Agreement - Cloudbreak, Rail, Nullagine)
- Nyiyaparli (ILUA and Land Access Agreement - Cloudbreak, Christmas Creek)
- Nyamal (Project Area Agreement - Iron Bridge)
- Martu Idja Banyjima (Land Access Agreement - Cloudbreak, Rail)
- Eastern Guruma (Land Access Agreement - Solomon, Rail)
- Puutu Kunti Kurrama and Pinikura (Land Access Agreement - Eliwana, Rail).

Our agreements are only one part of how we work with Native Title groups across our operations in Australia. We have worked with Native Title partners to create long-term economic and social benefits through jobs, training, business development and contracting opportunities. We are committed to working with our Native Title partner groups in the Pilbara to review and update agreements where appropriate.

Cultural heritage management processes

In Australia, we implement our Management and Protection of Aboriginal Cultural Heritage Guidelines to support compliance with our obligations and commitments. In addition, our Cultural Values Management Framework outlines the framework for identifying and managing the cultural values of Fortescue's Native Title stakeholders through ongoing consultation, studies, impact assessment and development of management strategies

We work with Indigenous peoples and cultural heritage professionals to undertake archaeological and ethnographic surveys to identify, manage and protect cultural values and places of cultural significance. In Australia, survey outcomes are discussed with relevant Native Title parties through Heritage Sub-Committee meetings or other engagement forums, providing opportunities to discuss findings and management strategies to avoid or minimise impacts.

In instances where a defined area containing culturally significant flora, fauna or water sources is identified, these will be entered into Fortescue's Geospatial Information System (GIS) database. As at FY26, we work collaboratively and transparently to manage 8,061 heritage places through our Native Title agreements and cultural heritage agreements.

We also work in partnership with Indigenous peoples to protect and manage places of cultural significance. Sites requiring physical protection are demarcated with fencing and, where appropriate, protective buffer zones are established to reduce the risk of impacts from future works.

Outside Australia, cultural heritage considerations are generally addressed through Environmental and Social Impact Assessment process.

Our relationships with Indigenous peoples extend beyond cultural heritage management and land access. They also include supporting employment, leadership, business development and long-term economic participation.

BILLION OPPORTUNITIES PROGRAM

Launched in 2011, our Billion Opportunities program remains a cornerstone of our commitment to economic inclusion and sustainable development for the Aboriginal peoples in the Pilbara region. In addition to awarding contracts, the program includes practical initiatives designed to empower Aboriginal businesses. This approach supports job creation and broader economic development.

Key elements of the program include:

- providing procurement opportunities aligned to business capacity and capability
- strengthening operational capability
- implementing a company-wide framework for engaging and mentoring, supported by procurement targets and performance indicators for our procurement leaders
- establishing joint ventures that enable Aboriginal businesses to partner with established contractors, thereby bolstering their capabilities before transitioning to majority ownership in contracts.

As the program kept growing, we realised that access to capital was a major challenge for Aboriginal businesses. In this context, in 2017, we established what we now call Buriya Capital Funding program which enables eligible Aboriginal businesses to access finance at competitive rates with partners banks. Fortescue acts as guarantor, enhancing security provided by businesses and allowing for accelerated amortisation so that the Aboriginal business can obtain ownership of assets during the contract term.

In FY26, Fortescue awarded over \$1 billion in contracts under our Billion Opportunities program and spent over \$1 billion with Aboriginal businesses which represents a 5 per cent increase from FY25 and reflects continued growth in our commitment to local procurement.

We also reached a milestone in our Buriya Capital Funding program with the ANZ and NAB partnership lending \$18.5 million to Aboriginal businesses since the program's inception in 2017. As a result of this success, in FY26 we expanded the program to include CBA which we expect will support the growth of more Aboriginal businesses.

Creating pathways through Vocational Training and Employment Centre (VTEC)

Our VTEC program delivered seven programs successfully across Karratha, Port Hedland and Perth. This program specifically targets local Aboriginal peoples and Torres Strait Islanders with barriers to employment, such as drivers licence access, health, numeracy and literacy. Since inception, the program has provided a sustainable career pathways and guaranteed employment after site-based training completion to Aboriginal peoples and Torres Strait Islanders.

In FY26, the team delivered information sessions across the regions, bringing a total of 87 recruits into Fortescue. In a recent graduation in Port Hedland, participants celebrated their personal and professional growth through the program. Among the graduates, Yindjibarndi man Sage Lockyer highlighted the program's impact on his confidence and leadership skills, reflecting the broader success of VTEC in building capability, knowledge and self-belief. By investing in people, the program aims to create lasting benefits for individuals, families and future generations within the communities we live and work.

Training and employment programs focused on Aboriginal and Torres Strait Islander employees are complemented by initiatives designed to overcome the barriers in securing and maintaining work.

Compliance

Key legislation in Australia is the Native Title Act 1993 (Cth), which provides for the recognition and protection of native title rights and interests of Aboriginal peoples and Torres Strait Islanders in relation to land and waters, and forms the basis for agreement-making.

In relation to heritage protection, the Environment Protection and Biodiversity Conservation Act 1999 protects matters of national environmental significance, including World Heritage sites and National Heritage places. The Aboriginal and Torres Strait Islander Heritage Protection Act 1984 (Cth) also allows the Australian Government to protect cultural heritage under threat. In Western Australia, the Aboriginal Heritage Act 1972 regulates activities that may impact Aboriginal heritage.

The Federal Court has delivered its decision in relation to the Native Title Compensation Claim commenced by the Yindjibarndi Ngurra Aboriginal Corporation RNTBC (YNAC) in 2022. The Federal Court determined that YNAC was entitled to \$150,353,909 in compensation. Fortescue paid YNAC the compensation on 1 July 2026 being the same day the final orders were made. The parties have 8 weeks from 1 July 2026 to lodge any appeal.

Fortescue's global operations comply with all relevant domestic laws, while ensuring we apply consistent and appropriate standards as a business.

SAFETY AND WELLBEING

Safety is a Fortescue Value and central to how we work. Across our operations, employees and contractors may be exposed to physical, occupational health and psychosocial hazards. We believe every person who works for Fortescue should be treated with respect and dignity, and we want all our people to return home safe and well.

Our 2030 Health and Safety Strategy provides the framework for a more integrated, technology-enabled approach across health, safety, operational risk and wellbeing. It focuses on strengthening fatality prevention through risk-based and continuous assurance, clearer management system requirements, improved contractor risk management and greater visibility of critical control performance. It also supports the continued development of psychosocial risk prevention and occupational health through capability building, risk assessment, investigation, targeted monitoring, health surveillance and testing.

Delivery of the Strategy is supported by capable people, effective critical controls, emergency preparedness, contractor management and reliable safety information. Digital platforms, automation and advanced analytics are increasingly used to improve access to safety information, improve visibility of control performance and help identify emerging risks across operations and growth activities.

OUR 2030 PRIORITY FOCUS



Technical Safety

Strengthen technical safety and critical risk management



Fatality Prevention

Prevent fatal and life-altering events through robust controls and risk-based assurance.



Psychosocial

Build psychologically healthy workplaces through prevention, support and education.



Health

Protect physical health through early detection, monitoring, and tailored occupational health programs.



Digital Transformation

Leverage digital, data and AI to drive continuous assurance, smarter decisions and stronger risk management.

MANAGING SAFETY AND WELLBEING

Fortescue manages safety and wellbeing through its Health and Safety Management System (HSMS), Major Hazards and Critical Controls, occupational health programs, psychosocial risk management, emergency preparedness, incident investigation and assurance. Connected data, digital tools and analytics support these activities by improving access to safety information and helping identify emerging risks and recurring themes.

Governance

The CEO Metals and Operations is responsible for operational safety across mining operations, while the CEO Energy and Growth is responsible for operational safety across global projects. Global strategy and plan delivery is led by the Head of Operational Risk, Health and Safety, supported by the Health and Safety team.

Fortescue's Major Hazards Risk Committees provide strategic oversight and governance across key risk areas. These committees review the effectiveness of critical controls, monitor risk trends and support continuous improvement in hazard management.

Local onsite Health and Safety Committees bring together workers and health and safety representatives to discuss and address safety concerns and identify improvement opportunities. These committees provide a consistent forum for collaboration on workplace health and safety issues.

Policies, processes and standards

Our Health and Safety Policy sets out Fortescue's commitment, approach and responsibilities relating to safety and wellbeing. The Policy and supporting standards and procedures are reviewed periodically to reflect regulatory requirements, operational experience and relevant industry practice. We also engage with industry and regulatory bodies to inform our health and safety education, coaching, training, monitoring and reporting.

Assessment of safety-related risks is integrated into multidisciplinary, company-wide risk management processes and informs our overall business strategy. Further information is in the FY26 Corporate Governance Statement in the FY26 Annual Report available at fortescue.com.

Digital transformation

Aligned with our 2030 Health and Safety Strategy, Fortescue is advancing a digitally enabled approach to operational risk, health and safety by embedding technology, data and automation into material risk management. Continuous assurance technologies, including camera vision systems, engineering control verification and advanced control analytics, are improving our ability to detect control degradation, anticipate system failure and intervene before incidents occur. The implementation of an enhanced Health, Safety, Environment, Communities and Risk platform will provide a connected digital foundation for risk, assurance and operational learning, while enabling AI-driven workflows that streamline hazard identification, field interactions and incident reporting. Together, these capabilities will increase the quality, cadence and visibility of material risk information, strengthening proactive decision-making and supporting more consistent assurance across our global operations.

Management system

Fortescue's HSMS applies across Fortescue owned and managed workplaces and facilities throughout the lifecycle of our operations and is aligned with the FRMF. Where contractors operate under their own systems, alignment with Fortescue's health and safety requirements is verified.

Assurance is delivered through Fortescue's three lines model. Line 1 and Line 2 activities support compliance with standards and effective risk management, while Line 3 provides independent assurance over selected system elements, including third-party verification of injury metrics.

In FY26, the Integrated Assurance Program used a risk-informed approach to define Health and Safety Line 2 assurance priorities, with actions arising from assurance activities supporting continuous improvement and stronger risk management across our operations.

Major hazards control program

Our Major Hazards framework provides a consistent, risk-based approach to managing 18 Major Hazards groups across Fortescue. Defined critical controls, supporting standards and assurance processes help prevent serious harm, strengthen operational discipline and verify that key controls remain effective.

Identify Then Rectify program

Work-related hazards and hazardous situations can be identified and reported by any Fortescue worker through hazard reports or Identify Then Rectify reports within our incident management system. The Identify Then Rectify process enables workers to identify injury and fatality risks and support actions to eliminate, substitute or engineer out those risks where possible.

Emergency preparedness and response

Fortescue's approach to emergency preparedness is embedded within our HSMS, and uses an all-hazards system that scales with the size of the event, with protection of life as the overriding priority.

In FY26, we completed a comprehensive review and redevelopment of Fortescue's Group Emergency Management framework, introducing a structured, tiered escalation model designed to scale from immediate site-level response to Group-level coordination and executive crisis management, with business continuity managed in parallel.

Incident investigation and organisational learning

Fortescue is strengthening incident investigation and organisational learning through digital workflows, advanced analytics and Enablon AI capabilities. These technologies support more consistent incident classification, identification of contributing factors, action tracking and analysis of recurring themes across operations.

AI-enabled tools, such as Health and Safety Insight, are intended to improve access to incident information, and help identify recurring themes that may inform control improvements and preventative action.

Fortescue introduced the Critical Incident Animation Learning Series to strengthen organisational learning from significant events across its global workforce. The series uses animations and facilitated team discussions to demonstrate how critical controls can fail, reinforce major hazard controls and help teams identify comparable exposures and implement improvements across global operations.

Safety Pulse Meetings

Fortescue conducts weekly Safety Pulse meetings to support collaboration, learning and communication between employees and contractors. These meetings provide opportunities to share incidents, learnings and innovation across the business and for workers to engage with management on safety matters.

Measuring effectiveness

The effectiveness of Fortescue's management of safety and wellbeing is measured through a range of performance metrics and operational outcomes.

Fortescue's Leading Safety Index (LSI) is a patented, data-driven metric that combines leading and lagging indicators to measure the presence and effectiveness of safety across the organisation. The LSI supports improved safety performance, reduced injury rates and stronger sustainability outcomes. In FY26, we exceeded our internal target of greater than 127 and recorded an LSI score of 172.

In addition to LSI, Fortescue also uses traditional safety metrics, including the Total Recordable Injury Frequency Rate (TRIFR) and Critical Incident Frequency Rate (CIFR) to measure safety performance. In FY26, we recorded a TRIFR of 1.3 and a CIFR of 0.04.

A full breakdown of FY26 Safety and Wellbeing data is available in the FY26 ESG Databook available at [fortescue.com](https://www.fortescue.com).

Compliance

Fortescue is subject to health and safety legislation and obligations across the jurisdictions where we operate. Our internal procedures support compliance with these requirements and with Fortescue standards.

Certain safety and workplace matters are reported to regulators in accordance with applicable legal requirements. FY26 data on these matters is included in the Grievance Mechanisms section of this Report. Reporting a matter does not necessarily mean that it was substantiated or that a breach occurred.

In Australia, Fortescue operates in accordance with applicable legislation, including the *Work Health and Safety Act 2020* (Western Australia), the *Work Health and Safety (General) Regulations 2022* (Western Australia), *Work Health and Safety (Mines) Regulations 2022* (Western Australia) and the *Work Health and Safety Act 2011* (Queensland).

Fortescue's global operations are governed by applicable regional and sector-specific legislation, including Gabon's Labour Code and Mining Code, and the United Kingdom's Health and Safety at Work framework and supporting regulations.

Our internal procedures establish the framework to help ensure new country entries and acquisitions meet local regulatory requirements and Fortescue standards.

Workplace wellbeing

Fortescue manages psychosocial hazards through HSMS, supported by the Psychosocial Major Hazard Control Standard and a multiyear plan. This provides a consistent approach to identifying, assessing and managing psychosocial hazards paired with, leadership capability, risk management processes, training, coaching, governance, and assurance.

Further information on workforce grievance channels and FY26 data on psychosocial safety and workplace behaviour matters is provided in the **Our Values in Action: Grievance mechanisms**.



Consultation, risk assessments and control improvements

Fortescue has introduced an improved psychosocial risk assessment developed in consultation with internal and external subject matter experts. This risk assessment has been completed across our Pilbara operational sites, with consultation across similar exposure groups. This assessment has helped Fortescue develop a comprehensive psychosocial risk profile, identify relevant controls and target areas for future action in FY27.

We have also cross-referenced this risk assessment with psychosocial consultation conducted across FY25, including with groups that may experience different or greater exposure to certain workplace hazards, including women, Aboriginal peoples and Torres Strait Islanders, LGBTQIA+ people, neurodivergent people, new starters and contractors.

We are continuing to improve our critical controls, including those related to sexual harassment and other inappropriate behaviours, and to strengthen our critical control verifications, control effectiveness testing and material risk reviews, conducted in line with the FRMF.

Our work to understand and address psychosocial risk has also included the introduction of psychosocial investigations to support improved controls in a trauma-informed way.

Enhanced awareness and training

Fortescue continued to build psychosocial capability across the organisation with workers, leaders and first responders undertaking psychosocial and mental health training.

For FY27, we have consolidated this training into targeted sessions for first responders and combined training for leaders. The leader training will cover psychosocial wellbeing, positive mental health and processes for managing acute mental health presentations.

We are also integrating psychosocial and mental health training into relevant induction and leadership programs. Evaluation of training programs is incorporated into design and delivery improvements to help meet the needs of people in our organisation.

Camps and villages

Fortescue villages continue to evolve with a focus on health, wellbeing and social connection.

Common areas have been redesigned and recreational facilities expanded beyond the traditional tavern model, with enhanced amenities including larger gyms, dedicated women's gym spaces, wellness centres, music rooms and 24-hour walking tracks.

Worker-led groups, such as Fortescue Women in Mining, also support social connection through initiatives including colour runs, village carnivals and other social events.

Security and technology improvements across Fortescue villages include upgraded lighting, enhanced room deadlocks, a trial of accommodation room swipe card systems ahead of a planned village-wide rollout, and the rollout of the Fortescue Duress app.

Investments in improved Wi-Fi and mobile connectivity, together with the introduction of Foxtel Business iQ entertainment services, support greater connectivity, communication and access to entertainment while away from home.

These measures are intended to support personal safety, security and worker wellbeing.



Building safe workplaces

Fortescue has successfully delivered against the 10 strategies outlined in our Enforceable Undertaking and was formally discharged from the agreement by the WorkSafe Commissioner. All resources are freely available from the [Lead, Change, Respect](#) website.

Fortescue participated in the Australian Council of Superannuation Investors (ACSI) assessment of workplace mental health. The review noted strengths in relation to recognition of workplace mental health as a critical business priority, a culture of support, formal policies, Board and senior leadership accountability and mental health initiatives.

FY27 actions include publishing a CEO statement on workplace mental health and openness, setting objectives for management of workplace mental health and reporting the number of people trained.

Fortescue continues to robustly address all forms of inappropriate behaviour through clear setting of expectations, training, upstander campaigns and direct and confidential reporting pathways.

Raising concerns

Fortescue encourages and empowers our team members to raise concerns relating to psychosocial hazards in the workplace. This includes any behaviours that may not align with our Values, workplace policies or procedures.

Concerns can be raised through leaders, the People team or Health and Safety team, or contacting the Speak Up service, Fortescue's global, confidential reporting platform.

Concerns are managed confidentially and supported throughout this process, including with anonymous reporting options. Our dedicated Fortescue People team is trained in victim-centric, trauma-informed investigation practices and follow procedures designed to support fair and consistent processes.

Substantiated allegations of sexual harassment result in consistent disciplinary action, including removal from site.

Further information on workforce grievance channels and FY26 data on psychosocial safety and workplace behaviour matters is provided in the **Grievance Mechanisms** section of this Report.

Occupational health and wellbeing support

Occupational health services are in place to actively monitor health and identify early signs of potential occupational hazards. Fortescue's health surveillance program is tailored to the specific risks associated with operational roles.

The program includes medical examinations, audiometric assessments, silica health assessments, dust monitoring and health data analysis to identify and address emerging health issues and support proactive management.

Our Employee Assistance Program (EAP) provides 24/7 counselling support for employees, contractors and families. The *AltiusLife* app also provides resources and tools to support physical, social and mental health.

We also have a dedicated onsite pastoral care service through our Chaplaincy Team, available to employees, contractors and their families.

Our Wellness Centres in our Perth head office and Pilbara-based villages offer employees complimentary Pilates, yoga and meditation classes. The Pilbara villages also provide programs including nutrition, injury prevention, mental wellbeing, sports and social events.

Building safety capability

We build safety capability through onboarding and targeted training matched to personnel roles, responsibilities and exposure to workplace hazards.

This includes practical learning for leaders, supervisors, risk owners and personnel working in higher-risk environments, with a focus on risk identification, preventative controls, psychosocial hazard management, regulatory compliance and safe work practices.

Training is supported through Fortescue's learning management system, with leaders accountable for ensuring relevant workers understand applicable procedures and complete required training before undertaking higher-risk work.

Contractor and supplier health and safety

We support safety and wellbeing for people working at our operations and in relevant parts of our supply chain. Where contractors are engaged to work directly at our operations, our verification process ensures alignment and adherence to health and safety commitments. The Contractor Management Team provides processes to appropriately manage contractors and their employees in accordance with Fortescue's Contractor Management Framework.

For joint ventures where Fortescue maintains operational control, Fortescue policies and management systems apply.

Our suppliers are engaged subject to our standard terms and conditions, which include modern slavery and health and safety requirements. In addition, Fortescue undertakes worker welfare assessments with key suppliers.

Further information is available in Fortescue's Standard Terms and Conditions available at [fortescue.com](https://www.fortescue.com).

DIVERSITY AND INCLUSION

Representation matters, but attracting diverse talent is only the beginning. Inclusion influences whether people feel safe, respected, valued and supported to contribute, grow and build long-term careers. When inclusion is experienced consistently, Fortescue is better positioned to retain capability, strengthen leadership pathways and build teams that make better decisions across different locations, disciplines and cultures.

Fortescue depends on attracting, developing and retaining capable people to maintain safe, productive operations and deliver our decarbonisation, technology and global growth strategies. A safe, respectful and inclusive culture supports this by helping people contribute, progress and build long-term careers with Fortescue. Conversely, discrimination, harassment, exclusion, inconsistent leadership or unequal access to opportunities may affect wellbeing, retention and workforce performance.

As Fortescue's strategy and operating footprint evolve, we also need an agile workforce that can collaborate across different locations, disciplines and cultures. This requires us to maintain consistent expectations for behaviour and inclusion across Fortescue, while recognising and responding appropriately to the cultural and workforce contexts of each location.

Globally, we aim to achieve and sustain gender balance across Fortescue in line with our 40:40:20 aspiration - a minimum of 40 per cent men, 40 per cent women and 20 per cent represented by people of any gender. In Australia, we also aim to increase Aboriginal and Torres Strait Islander employment, retention, development and progression into leadership, with a focus on our Pilbara workforce.

Diversity and inclusion (D&I) are central to how Fortescue builds safe, respectful and high-performing teams.

Our approach recognises that culture is shaped by what people believe, how they behave, the symbols and stories we reinforce, and the systems and structures we build. When these factors are aligned, inclusion is experienced more consistently. When they are not, diversity can be harder to sustain.

Real Diversity Strategy

In FY26, we progressed our Real Diversity Strategy and setting a clear direction for D&I at Fortescue. It focuses on action, accountability and measurement. The Strategy has three goals:

- Build a workforce that reflects the diversity of humanity
- Create an environment where everyone can thrive
- Ensure people feel safe to bring their whole selves to work

Regional teams develop action plans aligned to this Strategy and are responsible for delivering against them. Progress is monitored through representation, retention, employee experience, psychological safety, pay equity and program participation metrics.

In FY26, Fortescue's total workforce increased by 0.9 per cent to 16,154 employees. Our continued focus on employee retention is reflected in a further reduction in voluntary turnover to 7.2 per cent, marking the second consecutive year of improvement (9.0 per cent in FY24, 7.6 per cent in FY25).

Female voluntary turnover declined, from 9.2 per cent to 7.6 per cent, contributing to an increase in female representation across the workforce from 24.8 per cent (3,973) to 25.1 per cent (4,058) in FY26. Women represented 40.5 per cent of our most senior leadership roles (General Managers and above). Across the broader leadership cohort (Managers and above), there was a reduction of approximately 6.5 per cent which also affected the female representation to 28.9 per cent.

Aboriginal and Torres Strait Islander representation across our workforce decreased from 11.7 per cent in FY25 to 11.0 per cent. Representation in leadership roles increase slightly to 5.4 per cent in FY26, while Aboriginal peoples and Torres Strait Islanders represented 15.1 per cent of Pilbara-based positions.

Our annual People Experience Survey indicated continued progress in strengthening our workplace culture, with an employee engagement score increasing by 5.0 percentage points to 76.0 per cent. Participation rate remained high at 93.0 per cent.

For more information on D&I data, please see FY26 ESG Databook available at [fortescue.com](https://www.fortescue.com).

GOVERNANCE

Policies and standards

Human Rights Policy

Our Human Rights Policy sets out Fortescue's commitment to respect the labour rights of our workers including the rights to safe and healthy workplaces, freedom of association, fair treatment and non-discrimination and fair and local living wages.

Appropriate Behaviour Policy (Internal document)

Fortescue's Appropriate Behaviour Policy reinforces our commitment to maintaining a workplace culture that aligns with our Values and where all team members are treated with kindness, dignity, courtesy and respect.

Diversity Policy

Our Diversity Policy sets out Fortescue's commitment to promoting a diverse and respectful workplace where people are treated fairly and decisions are based on merit. The policy supports non-discrimination and recognises the value of diverse skills and knowledge.

Appropriate workplace behaviour

Fortescue does not tolerate unlawful discrimination, harassment, bullying, victimisation or behaviour that is inconsistent with our Values.

Our Code of Conduct and Integrity, and Appropriate Behaviour Policy outline our expectations of all employees, contractors and other team members. These expectations are reinforced through inductions, training and leadership development programs.

Compliance

Fortescue is subject to workforce, gender equality, discrimination and labour-related legislation in the jurisdictions where we operate, including the Workplace Gender Equality Act 2012 in Australia. Internal reporting, review and governance processes support compliance with these requirements.

Reporting

In FY26, Fortescue submitted its annual report to the Workplace Gender Equality Agency (WGEA). Fortescue's employer data is available through the WGEA website.

GENDER EQUITY SUMMIT

In FY26, Fortescue hosted a CEOs for Gender Equity Summit in Western Australia. At the Summit, we introduced our refreshed approach to D&I through our Real Diversity Strategy, with our People Director and CEO sharing the strategy more broadly with industry. The discussion focused on practical approaches to inclusion, retention and career progression, including feedback mechanisms, employee pulse checks and connection to purpose. We will use insights from these discussions to inform our ongoing D&I planning. By sharing experiences and lessons learned with industry peers, Fortescue contributed to broader efforts to advance gender equity and improve the attraction, retention and development of diverse talent across Western Australian workplaces.

Promoting and celebrating indigenous culture

We strive to build a workplace that understands, supports and champions Indigenous peoples through various programs and initiatives:

- Cross-cultural awareness training: Promotes understanding and respect within our workforce, fostering an inclusive culture that benefits both employees and communities. In FY26, 20,359 employees and contractors have undertaken this training.
- Celebration: Celebrating significant Indigenous cultural events throughout the year, including National Aboriginal and Islander Day Observance Committee (NAIDOC) Week in Australia.
- CEO for a Quarter: Provides aspiring Indigenous leaders with the opportunity to join the Executive team and experience how the business operates at the highest levels.

Pay equity and gender pay gap

Fortescue conducts annual remuneration benchmarking to assess whether people in like-for-like roles are paid equitably, regardless of gender, race, age or culture. Where discrepancies are identified, remuneration is reviewed and adjusted where appropriate. Our pay equity calculation methodology aligns with the Workplace Gender Equality Agency approach and is applied across significant locations of operations in Australia, the UK, China and Singapore.

In FY26, our median base salary gender pay gap was 14.2 per cent. This gap is influenced by workforce composition, including the distribution of women and men across office-based, technical, operational and site-based roles which can attract different remuneration due to role requirements, allowances and working conditions. It reflects the different types of roles commonly held by women and men across our workforce, rather than unequal pay for equivalent work.

Our diversity networks

Fortescue's employee networks are employee-led, senior leader championed and supported by the People team. In FY26 five networks provided forums for connection, awareness, advocacy and practical feedback on workplace inclusion:



TALENT AND SKILLS

Fortescue's ability to operate safely, deliver projects and advance the energy transition depends on having people with the right skills, experience and leadership capability. Across the resources and energy sectors, workforce shortages, competition for technical skills and changing capability requirements can make it more difficult to attract and retain people in critical roles. For Fortescue, these pressures may contribute to the loss of key personnel or gaps in leadership and technical capability.

If not managed effectively, these risks could affect safety, operational performance, productivity, project delivery and our ability to meet emissions reduction targets.

We aim to attract, retain and develop our people by building the workforce pathways needed to deliver our strategy. This includes technical capability in areas such as electrical systems, battery-electric equipment, cable management and future mine operations. We also depend on leaders who can support teams through change and maintain strong performance across our operations and growth activities.

Our approach includes role-based training, performance feedback and development planning for people in our current operations. We also build leadership capability and support career development through the Fortescue Leadership Academy, Employee Learning Series, succession planning and regular development conversations. As technology and operating requirements change, we are preparing our people for future roles in low-emissions operations through workforce planning, technical training, apprenticeships, traineeships and graduate pathways. We also support the practical and accessible adoption of AI-enabled technologies where they can improve efficiency and capability.

To support the electrification of its Pilbara operations, Fortescue opened the Power Up Training Centre in Belmont, Western Australia, to build the electrical and battery-electric capability required for its future workforce. Through partnerships with South Metropolitan TAFE and North Metropolitan TAFE, the Centre provides nationally recognised, practical training in electrical systems, mechanical trades, battery-electric equipment and heavy mobile equipment. This investment supports workforce readiness for the deployment, operation and maintenance of decarbonised assets and infrastructure as Fortescue progresses its Real Zero Target.

MANAGING TALENT AND SKILLS

Leadership and career development

Fortescue provides employees and contractors with role-based training and development opportunities. Team members create individual development plans with their direct leaders through the annual Performance and Talent Cycle using the Learn, Reflect, Connect methodology. Employees may access internal training such as our Leadership Academy, selected external training, education assistance and associated leave. Fortescue's education assistance guideline provides reimbursement of up to 50 per cent of relevant tertiary course fees where the study is linked to career development objectives.

Employee Learning Series

The Employee Learning Series provides opportunities for leaders and team members to explore topics, challenges and areas of interest across the business. These interactive sessions have been designed to reflect Fortescue's unique culture, challenges and priorities, ensuring they address the key interests and needs raised by our team members.

Leadership Academy

Launched in FY25, the Fortescue Leadership Academy brings together four leadership development programs for emerging, frontline, foundational and executive leaders. The programs are designed to build practical leadership capability, strengthen succession planning and support leaders to manage change across the business.

Leadership Empowerment for Aboriginal People (LEAP) program

LEAP is a leadership development program designed to support emerging Aboriginal and Torres Strait Islander leaders to develop core leadership skills through structured learning, facilitated discussion and practical application in the workplace. Since 2015, our LEAP program provides our Aboriginal and Torres Strait Islander employees with a 12-month development pathway including offsite education, onsite development, mentoring and practical leadership training.

The program is now part of Fortescue's Leadership Academy, creating a clearer progression pathway for participants, including four units of competency. This provides participants with the opportunity to gain a nationally recognised Certificate IV qualification while developing leadership skills that can be applied in their current and future roles.

As we welcome a new cohort in FY27, we are investing in future leadership capability, supporting career development and strengthening internal leadership pathways for Aboriginal peoples and Torres Strait Islanders. The program will help build confidence, capability and connection among participants, while contributing to Fortescue's broader commitment to developing diverse and capable leaders across the business.

FORTESCUE FRONTLINE

As part of our Leadership Academy, the Fortescue Frontline is designed to build the capability of site-based supervisors and coordinators across Fortescue's Pilbara operations.

The program combines three on-site and Perth based workshops with five in-field verification activities, where participants demonstrate leadership capabilities through real work tasks observed and assessed by their leaders. Participants also receive real-time feedback to support ongoing development. An optional Certificate IV in Leadership and Management pathway provides learners with the opportunity to further develop their leadership capability through additional workshops, assessments and self-paced learning via Fortescue's Virtual Campus.

As at FY26, 1,440 frontline leaders are participating in the program, with more than 200 learners undertaking the optional Certificate IV in Leadership and Management. Participants are primarily supervisors and coordinators working across our Pilbara operations.

The Frontline program has strengthened leadership capability across Fortescue's operations by providing practical, workplace-based development opportunities that support immediate application of new skills. The program has also created valuable networking opportunities for leaders across sites, strengthened succession and leadership pipelines, and provided access to nationally recognised qualifications that support long-term career development.

The next phase will focus on expanding access to additional role types and onboarding a new cohort of learners to the qualification pathway in FY27.

Graduate in Fortescue Together (GIFT) program

The pilot GIFT program was an important capability-building program completed in FY26, supporting pathways into professional careers for 8 Aboriginal and Torres Strait Islander employees who completed an Undergraduate Certificate in Engineering. This program was a partnership with Curtin University and the Pilbara Kimberley University Centre, and provided team members in operational and trade roles the opportunity to take their first step into higher education in engineering.



FUTURE SKILLS AND WORKFORCE TRANSITION

Apprenticeships and Traineeships

Fortescue's apprenticeships and traineeships provide one- to three-year contracted pathways combining accredited training through registered training organisations with practical experience at various Fortescue operational mine sites. In FY26, Fortescue opened **"Power Up"** a trade training centre in Belmont, Western Australia, to support apprenticeships, traineeships and graduate programs and to help build the skills required for our future workforce. During FY26, 289 people participated in our apprenticeship and traineeship programs with 49 participants transitioning into permanent roles at Fortescue compared with 18 in FY25. This represents a 172% increase in permanent transitions.

WE TRAIN FOR GABON

We Train for Gabon is a workforce development program designed to help Gabonese participants build technical, operational and professional skills for future opportunities associated with the Fortescue Belinga project.

The program combines formal education, workplace learning and practical industry experience across three pathways: academic, professional and vocational. Participants gain exposure to mining operations, technical training and professional development, helping build long-term capability that can support Gabon's growing mining sector.

During FY26, 29 participants joined the program. Six participants were engaged through the Academic Pathway in partnership with Curtin University's Western Australian School of Mines (WASM). Eight participants under the Vocational Pathway have been employed as Trainees for 12 months working at Fortescue while completing a certificate at South Metropolitan TAFE. A further 15 participants were employed in 12-month graduate roles through the Professional Pathway, gaining practical experience across Fortescue's operations. By the end of 2026, the program is expected to engage 50 participants across the three pathways.

Energy transition

2022

Fortescue established a dedicated team to identify the skills required to pursue our Real Zero Target by 2030 and oversee the decarbonisation workforce transition. This remains a key area of focus, with additional resources now in place across both the decarbonisation function and operations to help translate workforce strategy into practical, site-based solutions.

2024

Skills Working Group was established to coordinate training planning, workforce pathways and operational readiness requirements for decarbonised assets and infrastructure. Since then, the group supports collaboration between project and operational teams, helping to identify logistics challenges, align solutions, coordinate external stakeholder relationships and build safe, consistent skills capability across the business.

2025

People Readiness Working Group introduced to bring together People team leaders from the Decarbonisation Project and the broader Australia cohort of People Leaders, with a focus on operations to support visibility of decarbonisation program deliverables and workforce readiness activities, enabling operational input into solutions that support our people through the transition.

Fortescue continues to use the Decarbonisation Workforce Planning Model to better understand future labour requirements. This model uses data to forecast workforce needs, including roles where hours may be modified as decarbonisation plans are implemented. Now in its third iteration, the model is updated as technology, delivery plans and workforce assumptions evolve. It supports workforce planning for the operation and maintenance of electrified assets, including pathways for potentially affected roles.

In FY26, we launched our first Industrial Electrical Dual Trade Program for heavy vehicle mechanics and auto electricians. Of the 52 industrial electricians who joined Fortescue's apprentice program this year, 69 per cent were internal appointments. Since inception, 185 fitters and auto electricians have been deemed competent for the Battery Electric Vehicle Inspection and Servicing Skill Set. By the end of June this year, training had reached 21 per cent (approximately 1 in 5) of the target cohort.

To further prepare our organisation for an electrified operation, we now have 12,777 employees trained in Trailing Cable Awareness and 6,016 employees trained in Lithium Battery Awareness. Of these, 5,893 Trailing Cable Awareness completions, or 46.1 per cent, and 2,726 Lithium Battery Awareness completions, or 45.3 per cent, were delivered during FY26.

Compliance

Fortescue is required to meet training, competency and qualification obligations in the jurisdictions where we operate. Regional training teams maintain training programs to support compliance with applicable health and safety, legal and technical qualification requirements.

GLOSSARY

A

ACSI

Australian Council of Superannuation Investors.

AFRMC

Audit, Finance and Risk Management Committee.

AI

Artificial Intelligence.

AMD

Acid and/or metalliferous drainage.

ANCOLD

Australian National Committee on Large Dams.

ASX

Australian Securities Exchange.

Australian Accounting Standards

Australian Accounting Standards are developed, issued and maintained by the Australian Accounting Standards Board, an Australian Government agency under the Australian Securities and Investments Commission Act 2001.

B

BESS

Battery Energy Storage System.

C

CAHRA

Conflict affected and high-risk areas.

CEO

Chief Executive Officer.

CHF

Concentrate handling facility.

CIFR

Critical Incident Frequency Rate.

CO₂-e

When we refer to emissions, this includes all greenhouse gas emissions, reported in the unit of million tonnes of carbon dioxide equivalent (CO₂-e). This is defined as the amount of CO₂ that would cause the same temperature rise, over a given time period, as an emitted amount of greenhouse gas or mixture of greenhouse gases. CO₂-e is the universal unit of measurement to indicate the aggregate carbon dioxide equivalent emissions of carbon dioxide (CO₂), methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons and sulphur hexafluoride.

Contractors

Non-Fortescue employees, working with the Company to support specific business activities.

Corporations Act

Corporations Act 2001 of the Commonwealth of Australia.

CSP Standard

Communities and Social Performance Standard.

D

D&I

Diversity and inclusion.

DMPE

Western Australian Department of Mines, Petroleum and Exploration.

E

Emissions

When we refer to emissions, we refer to all greenhouse gas emissions, reported in the unit of million tonnes of carbon dioxide equivalent (MtCO₂-e). This is defined as the amount of CO₂ that would cause the same temperature rise, over a given time period, as an emitted amount of greenhouse gas or mixture of greenhouse gases.

EMS

Environmental Management System.

ERP

Emergency Response Plan.

ESC

Executive Sustainability Committee.

ESG

Environmental, social and governance.

ESIA

Environmental and Social Impact Assessment.

Executive Team

Refers to the Chief Executive Officer Metals and Operations, Chief Executive Officer Growth and Energy, and Group Chief Financial Officer.

F

Fortescue

Fortescue Ltd (ACN 002 594 872) and its subsidiaries.

FPIC

Free, Prior and Informed Consent.

FRMF

Fortescue Risk Management Framework.

FY

Refers to a financial year, ending 30 June.

G

GIFT

Graduate in Fortescue Together.

GIS

Geospatial Information System.

GISTM

Global Industry Standard on Tailings Management.

Green Grid

Fortescue's owned and operated power system integrating solar and wind generation, battery energy storage, firming capability and high-voltage transmission infrastructure to provide reliable power to our Pilbara operations and electrified mobile fleet, with the potential to supply third parties.

Green hydrogen

Green hydrogen is hydrogen produced by the electrolysis of water, using renewable energy.

Green Metal and Green Metals

An umbrella term for metals produced using pathways designed to achieve substantial reductions in greenhouse gas emissions arising from the production of those metals, relative to conventional production pathways.

Green Steel

An umbrella term for steel produced using pathways designed to achieve substantial reductions in greenhouse gas emissions arising from the production of that steel, relative to conventional production pathways.

GRI

Global Reporting Initiative.

H**HDPE**

High-density polyethylene.

HME

Heavy Mining Equipment, includes large machinery used for the extraction, transportation, and processing of iron ore, such as diggers, excavators, haul trucks and drilling units.

Hematite

An iron ore compound with an average iron content of between 57 per cent and 63 per cent Fe. Hematite deposits are typically large, close to the surface and mined via open pits.

HSMS

Health and Safety Management System.

I**IFC**

International Finance Corporation.

International Financial Reporting Standards

International Financial Reporting Standards (IFRS) is a single set of accounting standards, developed and maintained by the International Accounting Standards Board with the intention of those standards being capable of being applied on a globally consistent basis.

ILUAs

Indigenous Land Use Agreements.

Indigenous peoples

The term Indigenous peoples includes Traditional Owners and Custodians and other communities with customary, cultural, spiritual or livelihood relationships to lands, waters, territories and resources, noting that locally appropriate terminology may vary by region and community.

IUCN

International Union for Conservation of Nature and Natural Resources.

L**LC-CIP**

Local Content and Community Investment Plan.

LEAP

Leadership Empowerment for Aboriginal People.

LSI

Fortescue's Leading Safety Index (LSI) is a patented, data-driven metric that combines leading and lagging indicators to measure the presence and effectiveness of safety across the organisation. The LSI supports improved safety performance, reduced injury rates and stronger sustainability outcomes.

M**Magnetite**

An iron ore compound that is typically a lower grade ore than hematite iron ore because of a lower iron content. Magnetite ore requires significant beneficiation to form a saleable concentrate. After beneficiation, Magnetite ore can be pelletised for direct use as a high-grade raw material for steel production.

Major Capital Expenditure

Capital expenditure associated with significant projects, assessed on the basis of the total project commitment and approved in accordance with the Divisional Financial Delegation of Authority Policy.

MAR

Managed Aquifer Recharge.

MCPs

Mine closure plans.

Mineral waste

Mineral waste includes mine overburden or waste rock, tailings and other forms of mineralised waste.

Mt

Million tonnes.

MW

Megawatt, or 1,000,000 watts.

MWh

Megawatt hours.

N**NPI**

Net Positive Impact.

O**OPF**

Ore Processing Facility.

P**Pilbara**

The Pilbara region in the north-west of Western Australia.

Pilbara Decarbonisation Program

The projects associated with meeting our Real Zero Target.

PRNC

People, Remuneration and Nomination Committee.

R**Real Zero Target**

We use this term (Real Zero Target) to refer to Fortescue's target to eliminate Scope 1 and 2 emissions from our Australian terrestrial iron ore operations in the Pilbara by the end of 2030. Our commitment is to eliminate emissions equivalent to Fortescue's equity share in our joint venture partnerships. We are also working with our joint venture partners to encourage the elimination of emissions equivalent to their equity shares in those joint ventures. Further detail on our plan to meet this target, and the risks and dependencies associated with achieving it, can be found throughout this report. For the purpose of this target, "terrestrial" means that Scope 1 shipping emissions are excluded. These emissions are addressed through our Shipping Target.

RNTBC

Registered Native Title Body Corporate.

S

Scope 1 emissions

Scope 1 emissions are direct greenhouse gas emissions from sources that are owned or controlled by the company.

Scope 2 emissions

Scope 2 emissions are indirect greenhouse gas emissions from purchased or acquired electricity, steam, heat and cooling consumed by the company.

Scope 3 emissions

Scope 3 emissions are all other indirect greenhouse gas emissions, not included in Scope 2, that occur in the company's value chain, including both upstream and downstream emissions.

Senior executive

Leadership position title of Director or Group Manager.

Solomon Hub

A mining hub with Firetail, Kings Valley and Queens Valley mines.

SSC

Safety and Sustainability Committee.

STEM

Science, Technology, Engineering and Mathematics.

T

TLG

Teach Learn Grow.

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).

TRIFR

Total Recordable Injury Frequency Rate per million hours worked, comprising lost time injuries, restricted work and medical treatments.

TSF

Tailings storage facility.

TTC

Tax Transparency Code.

U

UNGPs

United Nations Guiding Principles on Business and Human Rights.

V

VLOCs

Very Large Ore Carriers.

VMR

Volunteer Marine Rescue.

VPI

Voluntary Principles Initiative.

VPSHR

The Voluntary Principles on Security and Human Rights.

VTEC

Vocational Training and Employment Centre.

W

Western Hub

The Western Hub includes the Firetail, Kings and Queens, Eliwana and Flying Fish deposits.

WGEA

Workplace Gender Equality Agency.

Worker voice

A form of verification that uses confidential surveys to enable workers to provide direct and anonymous feedback on their working conditions.

Worker welfare assessments

Worker welfare assessments are used to understand, assess and measure the approach to worker rights, compliance with local labour laws and alignment to international standards.

Y

YNAC

Yindjibarndi Ngurra Aboriginal Corporation RNTBC.

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”, “goal”, “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 our Real Zero Target 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. Accordingly, they are not guarantees of future performance, outcomes or results.

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 identify profitable solutions for the residual sources of our emissions as we work towards our Real Zero Target; 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 changing societal and investor expectations, including those regarding environmental, social and governance considerations.

Accordingly, forward-looking statements should be read in light of the above factors, and other risks, uncertainties and assumptions disclosed in this report. Recipients should conduct independent enquiries, investigations and consider whether they require advice regarding information contained in this report. Fortescue makes no representation, guarantee, warranty or assurance, express or implied, as to the likelihood of the forward-looking statements or any outcomes expressed or implied in any forward-looking statements contained in this report being achieved or proved to be correct.

Except as required by applicable regulations or by law, Fortescue disclaims any obligation or undertaking to publicly update or review any forward-looking statements, whether as a result of new information or future events. Past performance cannot be relied on as a guide to future performance.