

1. What labour hire companies does Rio Tinto engage across its Australian operations?

Ans: WorkPac is the preferred supplier of labour hire employees to Rio Tinto in Australia

2. For each of Rio Tinto's operations (including mines, refineries, smelters, etc.), please advise the proportion of direct employees compared to workers engaged through labour hire or as contractors.

Ans: See below table

	Jan-19	Jan-20	May-21	May 21 % of Perm Vs Cat 1
Iron Ore – Direct hire	11,410	12,650	14,411	87%
Iron Ore - Labour Hire	2345	2183	2,154	13%
Diamonds – Direct hire	377	307	5	26
Diamonds - Labour Hire	106	57	14	74%
Exploration – Direct Hire				na
Exploration – Labour Hire	34	84	201	na
Aluminium – Direct Hire	4,619	4,619	4,979	92%
Aluminium – Labour Hire	401	357	455	8%
Other – Direct hire	424	599	241	87%
Other – Labour Hire	13	11	33	13%
Total Direct Hire	16,830	18,175	19,636	87.3%
Total Labour Hire	2903	2702	2857	12.7%

Additional Context

The key reasons Rio Tinto utilises labour hire is for a talent pipeline recruitment purposes as labour hire providers have access to large pool of certain types of labour which can be accessed quickly; specific contract work that is not ongoing; and short-term fluctuations in demand. In support of this, the direct employee numbers in our iron ore operations have grown by about 3,000 employees since the commencement of 2019. Most of the growth has been through recruitment of labour hire workers with approximately 2,570 labour hire employees accepting employment directly with the Iron Ore operations during this period and the tenure of the large majority of labour hire employees in the above table is less than about 18 months.

3. At each Rio Tinto operation, please advise the average pay differential between labour hire casuals, and permanent employees engaged in comparable roles.

Ans: Rio Tinto does not collect this data and therefore is not able to provide an answer. As stated in the hearing Rio Tinto operates a differential remuneration system and has done for decades. Employee remuneration is based on skills, experience and performance so there is not a specific labour rate for employees performing the same role.

Labour hire employees perform a wide variety of roles across our Australian operations. Labour hire employees may be paid less, comparably or more than Rio Tinto permanent employees depending on a range of varying factors including but not limited to experience, skills, market factors, tenure of engagement and performance.

- 4. Does Rio Tinto use, or has Rio Tinto ever used, software currently or previously referred to as 'ERMS', Bright People Technologies', or 'Cited', or any other software used for the purpose of recording details about an employee's conduct, or for screening potential employees?**

If yes:

- a. What is the software called?**
- b. Why does Rio Tinto use it?**
- c. Has Rio Tinto ever recorded details about feedback, comments or complaints from an employee using that software?**
- d. Has Rio tinto ever recorded details about an employee's engagement with a Union, or any suspected or known union engagement or interest in collective action?**
- e. Has Rio Tinto ever used such software to screen an employee, and come across this sort of information recorded by another employer? And if yes, which employer and what was the nature of the record**

Ans: Rio Tinto does not and has never used any third-party services for screening potential employees in this manner. Rio Tinto utilises SAP as the enterprise management system. SAP is not configured to be utilised in this manner.