



**COMMUNITY
DEVELOPMENT REPORT**

2025



ACKNOWLEDGMENT OF COUNTRY

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



CONTENTS

Message from the Chief Executive Officer, Metals and Operations	4
Our Contribution to the Pilbara in FY25	5
Our Approach to Social Value	6
FOCUS AREA ONE: Training And Guaranteed Employment For Indigenous And Non-Indigenous People Living In The Pilbara	7
FOCUS AREA TWO: Regional Development and Local Procurement of Goods and Services	9
FOCUS AREA THREE: Contribution to Community Services and Facilities	12
FOCUS AREA FOUR: Regionally Based Workforce	20
Final Reflection	23

MESSAGE FROM

THE CHIEF EXECUTIVE OFFICER, METALS AND OPERATIONS



At Fortescue, we are committed to ensuring that the value we create is shared with the communities where we live and operate. In FY25, this commitment was reflected through the continued delivery of our Community Development Plan and a strategic focus on long-term, place-based investment across the Pilbara.

This year, our total social investment exceeded \$90 million across the business, reflecting a strategic focus on initiatives that support education, employment, local procurement, and essential community services. We advanced key partnerships, including our largest-ever community commitment through the \$11 million Safe Spaces Pilbara Program, and deepened our engagement with regional stakeholders to ensure our efforts remain aligned with local priorities.

Education and workforce development remained core priorities this year. We supported over 200 trainees and apprentices and delivered targeted school engagement programs. Our Vocational Training and Employment Centre continued to provide culturally safe, employment-driven pathways for First Nations people, delivering strong outcomes across Port Hedland, Karratha, Broome and Perth.

Our partnerships remained central to our approach, with formal agreements in place across the Pilbara to support local governments, community organisations, and service providers. We also strengthened our local procurement efforts, awarding over \$1.2 billion in contracts to Aboriginal businesses and more than \$246 million to Pilbara-based suppliers. These outcomes reflect our focus on building long-term economic resilience across the region and ensuring that local businesses and communities benefit directly from our presence.

As we look to FY26 and beyond, our focus will remain on listening to community voices, strengthening collaboration, and ensuring our investment continues to support thriving, inclusive and resilient Pilbara communities. By embedding social value into every aspect of our operations, Fortescue is delivering on its commitment to be a trusted partner in regional development—today, and for generations to come.

DINO OTRANTO


Chief Executive Officer, Metals and Operations

OUR CONTRIBUTION

TO THE PILBARA IN FY25



^ 9.4%
increase in First Nations employees in FY25 compared to FY24



^ 3.5%
increase in female employees in FY25 compared to FY24

212
trainees and apprentices supported, with
40% ABORIGINAL AND 33% FEMALE PARTICIPATION



Partnerships with Hedland Senior High School and Teach Learn Grow to improve education outcomes in regional and remote communities



2,000+
students engaged at Pilbara careers expos

OVER \$246 MILLION
spent with Pilbara-based suppliers



\$1.2 BILLION
in contracts awarded to Aboriginal businesses

Total FY25 social investment exceeded
\$90 MILLION

Supporting:
Community partnerships and grants
Education and training initiatives
Programs for regionally based employees

COMMITTED
\$11 MILLION
over 5 years to the Safe Spaces Pilbara Program – Fortescue’s largest-ever community investment

Renewed Port Hedland Leisure Partnership, providing subsidised recreational facility access for residential employees

ALMOST
\$37 MILLION
invested in the Pilbara Home Ownership Scheme to support long-term local living

842
staff members working at Pilbara locations enrolled in the Fortescue Leadership Academy

OUR APPROACH

TO SOCIAL VALUE

At Fortescue, social value means creating lasting and measurable benefits for the communities in which we operate. This goes beyond compliance and traditional social responsibility—it's about delivering meaningful outcomes that strengthen social cohesion, economic participation, and community wellbeing in partnership with local people.

Our commitment to social value is guided by our obligations under *Railway and Port (The Pilbara Infrastructure Pty Ltd) Agreement Act 2004 (TPI State Agreement) / Iron Ore (FMG Chichester Pty Ltd) Agreement Act 2006 (Chichester State Agreement)* and associated Community Development Plan (CDP). These frameworks ensure that our investments and activities directly align with regional development priorities and community expectations in the Pilbara. Through the CDP, we take a strategic and place-based approach to delivering programs that generate tangible, long-term benefits across employment, education, health, infrastructure, and cultural heritage.

A cornerstone of our approach is structured around ongoing engagement with local governments, Aboriginal Community Controlled Organisations (ACCOs), Traditional Custodians, and other regional stakeholders.

Our governance model provides clear oversight and accountability for community engagement and social investment. This includes internal monitoring and reporting mechanisms and cross-functional consultation on community priorities. Stakeholder feedback is actively sought and used to guide program design and improvements, reinforcing transparency and responsiveness.

By embedding social value in our operations and decision-making, Fortescue continues to play a leading role in driving inclusive and sustainable development in the communities where we live and work.





FOCUS AREA ONE:

Training and guaranteed employment for Indigenous and Non-Indigenous people living in the Pilbara

In FY25, Fortescue maintained a strong focus on regional education, training and workforce inclusion, spending over \$44 million on programs to create pathways for people to gain the skills, training, and long-term employment opportunities necessary to build sustainable careers.

Fortescue directly employs 1,662 First Nations people—up 9.4% on FY24—with retention remaining strong. As part of our commitment to fostering an inclusive workplace, over 29,000 team members and Fortescue contractors completed cross-cultural awareness training during FY25.

We also saw a 3.5% increase in female employees over the same period, with female representation now at 18% of Fortescue's total workforce.

Our Vocational Training and Employment Centre (VTEC) continued to play a central role in providing sustainable career pathways for First Nations people. Through tailored support, job-readiness training, and direct links to employment opportunities, VTEC empowers participants to build long-term careers rather than short-term jobs. In FY25, the program remained a key component of Fortescue's commitment to creating lasting, positive outcomes for Aboriginal communities, with a strong focus on cultural safety, mentoring, and ongoing support to ensure retention and success in the workforce.

In FY25, Fortescue supported 212 apprentices and trainees across its operations. Participation included strong representation from Aboriginal people (40%) and women (33%), underscoring our commitment to inclusive pathways and a regionally based workforce in the Pilbara.

During the year, 18 apprentices and trainees successfully completed their training contracts, including five Aboriginal team members, and 18 participants progressed into permanent employment, also including five Aboriginal employees. These outcomes demonstrate the effectiveness of Fortescue's training-to-employment pipeline and provide a solid foundation as current cohorts continue toward completion in FY26.

We proudly continued our support of Pilbara careers expos, including the Hedland and Karratha events, where over 2,000 students engaged directly with our team to explore pathways into mining, engineering, and trade-based professions. We also maintained school-based traineeship placements across our Pilbara mine and operations sites.

These efforts are fundamental to building a future-ready workforce and ensuring that young people in regional WA can access meaningful career opportunities close to home.

CASE STUDY: Empowering First Nations Futures Through VTEC



Throughout FY25, the First Nations People and Pathways VTEC program continued to deliver strong outcomes for First Nations people by providing culturally safe, employment-driven work ready training pathways. The program does more than equip individuals with job-ready skills; it plays a vital role in strengthening families, communities and Native Title Partner representation across Fortescue operations. By connecting participants to real employment opportunities, VTEC helps reduce systemic barriers and contributes to long-term economic and social empowerment within First Nations communities.

This year, VTEC successfully delivered nine training programs, engaging 94 First Nations participants from across Port Hedland, Karratha, Perth, and Broome. Of those, 91 individuals transitioned into full-time employment, demonstrating the effectiveness of the model in creating direct outcomes. The cohort represented a strong mix of Native Title Partners, varying age groups, and female participants, reflecting a commitment to inclusivity.

The ripple effects of the VTEC program extended beyond employment, with community health and wellbeing also significantly impacted. Through the Aboriginal Health Program (AHP) in collaboration with local Aboriginal and Torres Strait Islander Community Controlled Health Services, comprehensive health screenings were provided not only to those who progressed into training, but also to a broader group of candidates still working through pre-employment readiness. In total, 158 individuals accessed health checks during FY25. This proactive health support identified and addressed barriers early, empowering participants to make informed decisions about their health and preparing them for future opportunities.

CASE STUDY: Partnering for Student Success: Hedland Senior High School



In FY25, Fortescue formalised a landmark three-year, \$600,000 partnership with Hedland Senior High School to support a comprehensive suite of education and engagement programs designed to empower local youth, strengthen regional capability, and deepen First Nations engagement.

The investment is enabling the delivery of a diverse range of initiatives, including curriculum-aligned Science, Technology, Engineering, Arts and Mathematics (STEAM) programs for students in Years 7 to 12, upgrades to the school's Technology Hub, and culturally respectful programs that celebrate First Nations identity and connection to Country.

This collaboration reflects Fortescue's long-term commitment to nurturing local talent and creating lasting educational outcomes in the Pilbara. Through its support, Fortescue is helping to enrich curriculum delivery, enhance student engagement, and ensure more young people are equipped with the skills and confidence to pursue careers in science, technology, trades, and leadership.



FOCUS AREA TWO:

Regional development and local procurement of goods and services

In FY25, Fortescue strengthened economic resilience across the Pilbara through targeted investment and a commitment to regional procurement.

We spent more than \$246 million with local Pilbara-based suppliers, supporting small businesses, job creation, and regional supply chains. In line with our long-standing commitment to Aboriginal economic empowerment, we awarded 26 contracts to Aboriginal businesses with a total value exceeding \$1.2 billion in FY25 (refer to case study below).

To enhance supplier diversity and improve regional business engagement, Fortescue partnered with local chambers of commerce and industry across the Pilbara (case study provided below). We proudly sponsored flagship events such as the Port Hedland and Karratha Business of the Year Awards and regional economic forums. These initiatives created valuable opportunities for small and emerging enterprises to connect directly with our procurement team and gain insights into upcoming opportunities.

These efforts are a core part of our procurement strategy, which is designed to build enduring economic legacies in the communities where we operate and ensure that the benefits of our operations are shared across the region.

In FY25, Fortescue continued to invest in enabling infrastructure that underpins long-term regional development, including ongoing collaboration with the Shire of East Pilbara for internal Hillside Access Road upgrades. Our contributions to maintaining and improving key access routes near operational hubs support safer, more reliable movement of people and supplies across the Pilbara and strengthen connections with local communities and businesses.

Through collaboration with local governments and regional development bodies, Fortescue also supported planning processes for essential infrastructure, including utilities, transport networks, and community facilities.

Notably, Fortescue contributed funding toward a Childcare Needs Analysis for the Hedland region—developed in partnership with the Town of Port Hedland and BHP—and progressed early works for the Hedland Hub initiative, a proposed integrated space to support workforce participation, training, and community wellbeing.

These investments reflect Fortescue's broader commitment to strengthening the infrastructure foundations that underpin thriving regional economies.

CASE STUDY: Billion Opportunities Program – Driving First Nations Economic Empowerment in FY25



Fortescue's Billion Opportunities program remains a cornerstone of our commitment to economic inclusion and sustainable development for First Nations people. Since the program's launch in 2011, more than \$6.6 billion in contracts and subcontracts has been awarded to over 200 First Nations businesses across Australia.

In FY25, Fortescue awarded over \$1.2 billion in contracts and spent over \$975m with First Nations businesses, reflecting continued growth in our commitment to Indigenous procurement. This represents a 43% increase in spend and demonstrates the value of long-term partnerships with Aboriginal enterprises.

The success of the Billion Opportunities program lies not only in its scale but in its holistic approach to capability-building. Fortescue continues to embed First Nations participation into our standard procurement and contracting processes—ensuring that Aboriginal businesses can compete fairly, deliver confidently, and grow sustainably.

To complement commercial opportunities, Fortescue also invested in practical initiatives to support the development and resilience of Aboriginal enterprises. These included:

- Partnership forums linking First Nations suppliers with Tier 1 contractors.
- Joint venture structures that allow gradual transfer of responsibility and equity to Aboriginal ownership.
- Internal KPIs and procurement team targets linked to First Nations engagement outcomes.

The Kurtarra Cape Joint Venture (KCU) illustrates how Billion Opportunities and Fortescue's Buriya Capital Funding Program work together to deepen capability and scale. KCU undertook a capital program to embed key equipment in its partnership with Cape—supported by Buriya—and Fortescue extended KCU's long-term contract, enabling purchases such as excavators, loaders and water trucks.

Led by Palyku man Garry Jaffrey, KCU reports that the stability of this contract has underpinned investment in people, strengthened systems and supported growth across the Pilbara and Kimberley, with national expansion planned—demonstrating how procurement plus fit-for-purpose finance can translate into durable First Nations enterprise growth. (Source: *Indigenous Business Review — Kurtarra Cape JV profile, 2025*).

The continued success of the Billion Opportunities program reflects Fortescue's belief that genuine economic empowerment is one of the most powerful levers for social change. By embedding First Nations participation into our supply chain, we are helping to build a stronger, more inclusive economy—while setting a standard we hope others across industry will follow.

CASE STUDY: Pilbara Summit 2025 – Showcasing Regional Leadership and Collaboration



Fortescue was proud to be a Silver Sponsor of the 2025 Pilbara Summit, held in Karratha in June 2025. The Summit brought together government leaders, Traditional Owner Representatives, industry stakeholders, and community organisations to discuss the future of economic development, infrastructure investment, and sustainability in the Pilbara.

As one of the region’s largest employers and a long-term partner to Pilbara communities, Fortescue used this platform to share insights into our approach to regional development, sustainability, and First Nations empowerment.

Fortescue’s Kass Nozf, General Manager Asset and Materials Management, was a featured presenter at the Summit, delivering a keynote address on “The evolution of skills requirements as we move into a decarbonised world”. Through the Summit, Fortescue was able to listen to regional voices, share our progress, and strengthen collaborative relationships across sectors.

CASE STUDY: Strengthening Regional Economies Through Chamber Partnerships

As part of our commitment to building strong, sustainable regional communities, Fortescue maintained active membership across all major Pilbara Chambers of Commerce and Industry during FY25. This included the Onslow Chamber of Commerce and Industry, Port Hedland Chamber of Commerce and Industry (PHCCI), the Karratha and Districts Chamber of Commerce and Industry (KDCCI), and the Newman Chamber of Commerce and Industry.

These partnerships form a key part of Fortescue’s strategy to support local economic development, strengthen small-to-medium enterprise capability, and foster thriving regional business communities. This year, Fortescue deepened its commitment by becoming a Platinum Sponsor of the PHCCI, supporting the Chamber’s work year-round through events, advocacy, and business engagement initiatives.

In FY25, Fortescue also continued its sponsorship of the Business of the Year Awards in both Port Hedland and Karratha—flagship events that celebrate excellence, innovation and sustainability among local businesses.

Through these Chamber relationships, Fortescue engages in regular dialogue with local industry leaders, supports workforce development initiatives, and helps influence positive policy and planning outcomes that benefit the broader Pilbara region.





FOCUS AREA THREE:

Contribution to community services and facilities

In FY25, Fortescue continued to deepen its investment in Pilbara communities through a range of strategic programs, partnerships and sponsorships designed to enhance local services and facilities. Our approach reflects Fortescue’s commitment to ensuring the towns and regions in which we operate are vibrant, resilient, and self-sustaining well into the future.

Fortescue’s total social investment in FY25 exceeded \$90 million, encompassing corporate and community partnerships, community grants, community-based training programs, and dedicated support for our regionally based employees. This investment underpins our long-term commitment to social impact and regional sustainability.

Fortescue’s Community Grants Program, which includes the newly introduced Fortescue Innovation Grants Program, provided just under \$350,000 in funding to almost 40 community-driven projects across the Shires of Ashburton, East Pilbara, and the Towns of Port Hedland and Karratha (refer to Table 1). Projects supported included solar-powered infrastructure upgrades, youth wellbeing initiatives, mental health programs, and enhanced access to educational resources.

LOCAL GOVERNMENT AREA	NUMBER OF GRANTS	VALUE OF GRANTS
Town of Port Hedland	14	\$118,000
City of Karratha	9	\$100,000
Shire of East Pilbara	7	\$76,000
Shire of Ashburton	5	\$36,000
Pilbara Wide	2	\$20,000

Grant recipient organisations supported in the FY25 Grant rounds include:

Tambrey Primary School Parent and Citizen Association	Hedland Well Women's Centre
Ngarliyarndu Bindirri Aboriginal Corporation	Marble Bar Community Resource Centre
Tom Price Community Garden Inc.	Newman Chamber of Commerce and Industry
Marine Rescue Onslow	Earbus Foundation of WA
Punmu Aboriginal Corporation	Karratha Kangaroos Junior Rugby
Julyardi Aboriginal Corporation	Pilbara Wildlife Carers Association Inc Port Hedland Netball AssociationPuntutukurnu Aboriginal Medical Service
South Hedland Primary School	The Puutu Kunti Kurrama and Pinikura Aboriginal Corporation
Ashburton Little Athletics Club	Youth Involvement Council Inc
Aware Group	The Scouts Association of Australia WA Branch – Karratha
Care for Hedland Environmental Association Inc	
Dampier Surf Life Saving Club	

Recognising the importance of safety and stability for vulnerable individuals and families, Fortescue maintained strong partnerships with local service providers to address urgent social needs. In FY25, we contributed in-kind and financial support to emergency relief services including crisis accommodation for women and children, and mobile outreach programs operating in remote communities. An example of this support is our partnership with the Hedland Women's Refuge (HWR), which provides 24/7 crisis accommodation, case management and outreach for women and children experiencing family and domestic violence in greater Hedland. Fortescue has a multi-year partnership with HWR to help sustain these core services—expanding immediate access to safety, improving client outcomes through trauma-informed support and referrals, and strengthening organisational capacity in line with community priorities.

Additionally, Fortescue remained an active contributor to local life through sponsorship of grassroots events and community programs. In FY25, we supported events across the Pilbara, including community festivals, youth-focused events, and arts showcases.

We also maintained our commitment to long-term partnership agreements with community organisations delivering key services in the Pilbara area.



CASE STUDY: Transforming Youth Safety in the Pilbara through the Safe Spaces Program



In FY25, Fortescue made its largest-ever community investment by committing up to \$11 million over five years through the Resources Community Investment Initiative (RCII) to fund the Pilbara Safe Spaces Program. This landmark investment is part of a broader collaborative effort, with BHP and the Western Australian Government also contributing significant funding to bring the program to life.

The initiative was co-designed with Hedland Aboriginal Strong Leaders and Julyardi Aboriginal Corporation in Port Hedland, as well as Kanyirninpa Jukurrpa, the Newman Women's Shelter, and Puntukurnu Aboriginal Medical Service in Newman. Delivered in partnership with the Pilbara Development Commission and the WA Department of Communities, it provides essential, culturally responsive support for vulnerable and at-risk children and young people in both communities.

The Safe Spaces Program will offer temporary refuge each evening, with transport home provided for unsupervised youth under 18. Within these voluntary facilities, young people have access to food and safe resting areas. Dedicated staff work to identify a responsible adult—whether a parent, guardian, or extended family member—to ensure a safe transition home, and they conduct individual assessments to facilitate referrals to follow-up services. Beyond immediate safety, the program delivers life skills development and education, and employment pathways designed to create long-term, positive change in participants' lives.

By funding and championing the Safe Spaces Program, Fortescue is helping to build safer, more resilient communities across the Pilbara, ensuring

CASE STUDY: Fortescue Innovation Grants – Growing Community in Tom Price



In FY25, Fortescue launched the Innovation Grants Program, a new initiative designed to support community-led projects that deliver practical and sustainable outcomes across the Pilbara.

Rolled out in October 2024, the program provides targeted funding to help bring local ideas to life—focusing on initiatives that address social, environmental, and economic challenges in regional communities.

One of the first recipients was the Tom Price Community Garden Project, which received funding to help revitalise an underutilised public space into a shared garden for the community. The grant contributed to early infrastructure including raised beds, tools, irrigation, solar lighting and seating. Signage was also installed to make the space more welcoming and informative.

The garden has already become a site of community connection and activity. A Community Open Day was held recently, featuring a visit and workshop by Hannah Moloney from Gardening Australia. The day included a hands-on "food forest" workshop, where local families came together to plant a banana circle and begin Stage 2 of the garden's development.

Looking ahead, Stage 3 will focus on adding more plants, soil and feed to continue building a thriving and sustainable garden.

The Tom Price Community Garden is an example of the impact of Fortescue's Innovation Grants—supporting community-driven projects that deliver real benefits.

CASE STUDY: Strengthening Access to Ear Health Services through Partnership with Earbus WA



Fortescue is proud to partner with the Earbus Foundation of WA, an organisation delivering innovative, life-changing hearing health services to Aboriginal and at-risk children across regional and remote Australia.

Through Fortescue's Community Grants Program, we have helped enhance the delivery of Earbus' services in the Pilbara by funding the purchase of specialist diagnostic equipment and assistive technology. This includes Auditory Brainstem Response (ABR) testing equipment, which enables the early detection of hearing issues in newborns and young children—reducing the need for families to travel to Perth for specialist assessment.

Fortescue has also supported the provision of Bone Conduction headsets to local schools. These headsets bypass the middle ear and deliver sound directly to the inner ear, helping children with middle ear disease to hear clearly in class, stay engaged with their learning, and reach their full potential.

By improving access to high-quality hearing health services, Fortescue is helping to strengthen educational outcomes and future opportunities for Pilbara children—supporting our broader vision for thriving, healthy communities.

CASE STUDY: Strengthening Coastal Safety – Fortescue's Partnership with Volunteer Marine Rescue Port Hedland

In FY25, Fortescue launched a new partnership with Volunteer Marine Rescue Port Hedland (VMR) to support marine safety and emergency response capabilities along the Pilbara coastline. VMR Port Hedland plays a vital role in supporting recreational and commercial marine users, conducting rescues, responding to emergencies, and providing safety education. However, with ageing facilities and limited space, the organisation had outgrown its former base of operations.

Fortescue's support will contribute to the development of a new, purpose-built facility for VMR at the Port Hedland Marina precinct. The new base will improve operational response times, provide better equipment storage, and create a safer, more functional working environment for the organisation's dedicated volunteers. It will also enable greater engagement with the community, with a focus on training and education around marine safety.

This investment not only enhances marine rescue capabilities in the region but also reflects Fortescue's broader approach to community development—supporting critical local services and emergency response organisations to ensure that regional communities are safe and supported.



CASE STUDY: Empowering Pilbara Youth Through the Arts



Fortescue's long-term partnership with BighART continues to deliver community outcomes across Roebourne and surrounding areas, empowering young people and Elders through arts-based education, digital storytelling, and cultural leadership. The program is structured across four integrated streams: *Digital Worlds*, *Women and Girls Leadership (Punkaliyarra)*, *Men and Boys Leadership (Tjaabi)*, and *Songs for Freedom: Next Generation*.

In FY25, more than 70 young participants engaged in 127 workshops in digital media, songwriting, filmmaking, artefact making, and performance. Two major concerts were held in Roebourne and Perth, with additional performances at Roebourne Aged Care and the Regional Prison. The *Punkaliyarra* women's leadership stream included a powerful cultural exchange and on-Country camp that helped young women connect with Elders and share stories through film and art. Similarly, *Tjaabi* offered intergenerational engagement for young men, connecting them with Ngarluma cultural leader Patrick Churnside to explore identity, heritage, and traditional knowledge.

The *Digital Worlds* stream continued to grow digital literacy and content creation skills through the Digital Lab and Neo-Learning platform, while the *Songs for Freedom* initiative amplified local voices, taking community-made music and storytelling to audiences across WA and beyond. Key events in FY25 included tours to Bunbury, Joondalup, Sydney, and the Eden Giyyong Festival.

With over 5,000 people reached through performances, screenings and online content, the partnership has supported cultural sustainability, economic opportunity, and community pride.

CASE STUDY: Backing Local Legends – Fortescue and the South Hedland Swans



As part of our commitment to supporting strong, connected communities in the Pilbara, Fortescue is proud to be the major sponsor of the South Hedland Swans Football Club, one of the region's most iconic and community-driven sporting organisations.

The Swans have a long and proud history in Hedland, serving as a hub for local talent, community spirit, and regional pride. The club plays a vital role in fostering physical and mental wellbeing, mentoring young people, and providing a safe, inclusive environment for players of all backgrounds to come together through sport.

Fortescue's sponsorship helps support the club's operational costs, junior and senior development pathways, equipment and facilities, and community engagement initiatives.

Many Fortescue team members are also actively involved in the club—as players, coaches, volunteers, and supporters—reflecting the genuine connection between the Swans and the broader Hedland community.

CASE STUDY: Partnering with Local Government to Drive Regional Impact



Fortescue’s commitment to building thriving communities is strengthened through strategic partnerships with local governments across the Pilbara.

In FY25, Fortescue renewed formal partnership agreements with the Town of Port Hedland and City of Karratha and commenced its first formal partnership with the Shire of East Pilbara, enabling direct support for a wide range of community events, programs, and initiatives throughout the year.

These agreements provide place-based funding that assists each local government to deliver inclusive programming and enhance regional liveability.

Through these partnerships, Fortescue proudly supported events including the Spinifex Spree and Youth Week celebrations in the Town of Port Hedland, the Newman NAIDOC Week Ball in the Shire of East Pilbara, and the Cossack Art Awards Children’s Day and FeNaCING Festival in the City of Karratha. These events bring communities together, celebrate local culture and creativity, and provide important opportunities for youth engagement and social connection.

By working collaboratively with local governments, Fortescue ensures that its support is aligned with local priorities and community aspirations. These agreements are a cornerstone of Fortescue’s approach to community development, demonstrating the power of collaboration in delivering meaningful outcomes for Pilbara communities.

CASE STUDY: Supporting Pilbara Families Through Ronald McDonald House

Fortescue’s partnership with Ronald McDonald House Charities WA continues to play a vital role in supporting Pilbara families during some of their most challenging times. By providing a “home away from home” for regional families with seriously ill or injured children receiving treatment in Perth, Ronald McDonald House helps to ease both the emotional and financial burden of medical care far from home.

In FY25, Ronald McDonald House welcomed 2,356 families through its doors. Of these, 337 families (14%) were from the Pilbara region, demonstrating the critical need for accessible accommodation and wraparound support services for remote communities. Notably, 44% (149 families) of those Pilbara guests identified as Aboriginal or Torres Strait Islander, highlighting the program’s essential role in supporting First Nations families who often face additional cultural, logistical and financial barriers to accessing metropolitan health care.

Fortescue’s long-standing support for Ronald McDonald House helps ensure that Pilbara families—particularly those from remote and Indigenous communities—have access to safe, culturally sensitive accommodation, as well as meals, transport, and emotional support while their child receives hospital care.

CASE STUDY: Supporting Literacy and Numeracy Through Teach Learn Grow



In FY25, Fortescue renewed its partnership with Teach Learn Grow (TLG), a not-for-profit organisation delivering one-on-one literacy and numeracy tutoring to regional and remote students across Western Australia. Through Fortescue's support, the program now extends to Nullagine Primary School, a small remote school in the East Pilbara where access to tailored educational support is limited.

This partnership enables university student volunteers to travel to Nullagine, where they work directly with students to build foundational skills and boost confidence in the classroom. These volunteers spend time living in the community during intensive school visits, offering not just academic support but positive role modelling and meaningful cultural exchange.

In FY25 students at Nullagine Primary School benefited from the focused, personalised tutoring that TLG provides, with almost 150 hours of tutoring delivered in total across the Winter and Spring programs. Teachers at Nullagine reported that students are encouraged to interact and communicate with people out of their community and the TLG tutors help students to build confidence and resilience when interacting with visitors.

The program also offers valuable professional development for the tutors, who gain experience teaching in regional WA and often develop a lasting connection to remote education.

CASE STUDY: MADALAH Student Immersion Visit



In FY25, Fortescue deepened its long-standing partnership with MADALAH, a not-for-profit organisation that provides secondary and tertiary education scholarships for First Nations students across Western Australia. As part of this partnership, a group of ten aspiring young leaders participated in a special two-day educational tour of Fortescue's port and rail operations in Port Hedland.

The group included Year 10 to 12 students—several of whom were members of MADALAH's Student Council—selected for the opportunity through an expression of interest process based on their enthusiasm for learning and exploring career options within the mining sector. Many of the students who attended were from communities in which Fortescue operates, strengthening the cultural and geographic relevance of the visit.

The educational tour gave students a rare, behind-the-scenes look at Fortescue's port and rail network. They explored the concentrate handling facility, observed a bulk carrier being loaded from atop a ship loader, watched a train unloader in action, and visited the rolling stock maintenance yard. The students also attended interactive presentations from Fortescue's First Nations employees, who shared their personal journeys and career pathways, offering insight into the range of roles available within the resources industry.

The visit was designed to inspire students to think about their future careers and empower them with information and access to real-world industry experiences. For Fortescue, the initiative reflects a broader commitment to maintaining meaningful relationships with First Nations communities and investing in the next generation of leaders.



CASE STUDY: Inspiring a Love of Reading at Pegs Creek Primary School

Over the past year, Fortescue supported Pegs Creek Primary School in Karratha through its Community Grants Program, providing funding via the Dymocks Children's Charities Library Regeneration Program.

The funding enabled the school to significantly upgrade its library, creating a welcoming space that promotes reading for enjoyment and learning. In addition to revitalising the library's collection, the grant also supported the complete update of classroom reading kits across all year levels. These kits are a critical resource for teachers, allowing them to deliver reading programs that cater to a wide range of reading abilities and interests.

Staff at Pegs Creek Primary have noted an immediate increase in student engagement with reading, with children more motivated to borrow books, participate in class reading activities, and explore new genres.

This project highlights the power of grassroots initiatives supported through Fortescue's Community Grants Program and reinforces our commitment to supporting education in the Pilbara.



FOCUS AREA FOUR:

Regional base workforce

Fortescue's commitment to building a regionally based workforce remains central to our long-term vision of enabling sustainable growth in the Pilbara. In FY25, we continued to expand opportunities for local employment, strengthen regional talent pipelines, and remove barriers that prevent Pilbara residents from accessing rewarding careers within our operations.

Through strategic investment in training and workforce support programs, Fortescue is contributing to the long-term social and economic viability of Pilbara townships. Our goal is to ensure that local residents not only have access to employment but also benefit from the stability and lifestyle advantages of living and working in their own communities.

As of June 2025, 857 Fortescue employees are based in the Pilbara. Retention among residential employees remains strong, with improved job satisfaction and work-life balance among Pilbara-based team members. To further support these outcomes, Fortescue expanded access to local wellbeing programs and family-friendly rosters.

As the only Pilbara-based mining company operating flights between every mine site and Karratha, Port Hedland, Broome, Kununurra and Fitzroy Crossing, we enable First Nations team members to stay on Country with family. In FY25, we invested more than \$4.3 million in regional flights to support this access.

A key focus in FY25 was building leadership capacity among our Pilbara-based workforce. Through the newly launched Fortescue Leadership Academy, employees across regional operations were given access to structured development opportunities to strengthen their leadership capability and support long-term career progression. This investment ensures that leadership talent is grown locally, creating stronger teams and deeper regional resilience.

To address ongoing challenges related to childcare in the Pilbara, Fortescue advanced the proposed Hedland Hub—a long-term initiative aimed at enhancing workforce capacity and regional presence. We also partnered with the Town of Port Hedland and BHP to fund a comprehensive Childcare Needs Analysis for the Hedland region.

Throughout FY25, Fortescue maintained an active presence at local careers expos, school outreach programs, and community information sessions across the Pilbara.

We collaborated closely with local high schools and training providers to promote entry-level roles and traineeships aligned to operational demand.

CASE STUDY: Enabling Local Living through the Pilbara Home Ownership Scheme

A regionally based workforce thrives when people have the opportunity to establish long-term roots in the communities where they live and work. In support of this vision, Fortescue launched the Pilbara Home Ownership Scheme—an initiative designed to make home ownership more accessible for eligible residential employees based in the region.

The scheme provides financial assistance to help offset the upfront costs of purchasing a home in the Pilbara, supporting employees to make a permanent investment in the region. In FY25 alone, Fortescue contributed just under \$37 million through the scheme, demonstrating a significant and sustained commitment to long-term residential outcomes in the Pilbara.

By helping remove some of the barriers to entering the housing market, Fortescue is encouraging long-term settlement and deeper community connection among its workforce. It also reinforces Fortescue's broader commitment to strengthening local communities by supporting not only employment opportunities, but also the foundations of family life and community participation.

The initiative complements Fortescue's other regionally focused programs such as family-friendly rosters and subsidised gym memberships —forming part of a comprehensive approach to improving liveability for employees and their families.

CASE STUDY: Showcasing Regional Career Pathways at Pilbara Careers Expos



As part of Fortescue's commitment to building a strong, regionally based workforce, we proudly participated in the Karratha and Port Hedland Careers Expos during FY25. These key regional events help Fortescue to promote local career pathways and encourage Pilbara students to see a future for themselves in the resources industry.

Combined, the expos were attended by more than 2,000 students from across the region, offering a valuable opportunity to connect with the next generation of local workers, apprentices, and professionals. Fortescue hosted interactive stalls at both events, featuring hands-on activities and conversations with team members who live and work in the Pilbara.

The stalls highlighted a wide range of career opportunities within Fortescue—from vocational training and apprenticeships through to roles in operations, environment, community, and trades. Importantly, the events allowed students to hear first-hand from regionally based employees about their career journeys and the benefits of working locally.

These expos play a vital role in strengthening local workforce development by helping young people explore real career options close to home. They also align with Fortescue's broader goal of increasing local employment, building regional capability, and fostering long-term social and economic participation.

CASE STUDY: Supporting Healthy Lifestyles through the Port Hedland Leisure Partnership

As part of Fortescue's commitment to supporting the wellbeing and retention of our regionally based workforce, we renewed our Port Hedland Leisure Partnership in FY25. This initiative provides subsidised access to the Port Hedland Leisure gyms and fitness facilities in Port and South Hedland for Fortescue's residential employees based in Hedland.

Developed in collaboration with the Town of Port Hedland, the partnership aims to encourage healthy lifestyles, reduce barriers to regular physical activity, and enhance the liveability of the region for our residential workforce. Eligible employees receive significantly reduced membership rates, making it easier to integrate health and fitness into their daily routines.

The program reflects Fortescue's broader commitment to fostering a positive and sustainable residential workforce model, where health, wellbeing, and work-life balance are actively supported.

CASE STUDY: Addressing Childcare Access to Support a Sustainable Residential Workforce

A sustainable, regionally based workforce requires more than just job opportunities—it depends on access to essential services that support employees and their families. In recognition of the critical role that childcare plays in workforce participation and retention, Fortescue partnered with the Town of Port Hedland and BHP to fund a comprehensive Childcare Needs Analysis for the Hedland region.

The study, completed in FY25, explored the current and future demand for childcare in Port Hedland and South Hedland, examined barriers to access, and assessed the capacity of existing service providers. It engaged with local families, employers, and community stakeholders to build a clear picture of the region's challenges and opportunities in the early years sector.

Fortescue's support for this study reflects our long-term commitment to a regionally based workforce. We understand that for many employees—particularly working parents—access to reliable and affordable childcare is a key factor in choosing to live locally and remain in the Pilbara long-term.

The outcomes of the analysis will inform future planning, investment, and advocacy efforts, with the goal of expanding access to quality childcare and improving liveability for families across the Hedland area.

CASE STUDY: Fortescue Leadership Academy – Developing the Next Generation of Leaders

In FY25, Fortescue launched the Fortescue Leadership Academy, a strategic initiative designed to strengthen internal career pathways and build a pipeline of capable, values-driven leaders across all levels of the business.

Aligned with Fortescue's commitment to workforce development and inclusion, the Leadership Academy offers tailored learning streams for team members at different stages of their careers—from emerging supervisors to experienced senior leaders.

The Academy's programs focus on practical skill-building in areas such as communication, people management, cultural intelligence, strategic thinking, and safety leadership. Participants benefit from a mix of face-to-face workshops, mentoring, on-the-job learning, and virtual modules delivered in partnership with leading training providers.

In FY25, 842 staff members working at Pilbara locations enrolled in the Fortescue Leadership Academy, demonstrating strong engagement with the program and a clear appetite for growth and advancement among Fortescue's workforce.

By investing in leadership from within, Fortescue is not only building a stronger, more resilient workforce—it is also ensuring that the values of safety, family, integrity, and courage are embedded into every layer of the organisation.



FINAL REFLECTION

EMPOWERING COMMUNITIES, STRENGTHENING THE PILBARA – OUR COMMITMENT IN ACTION

FY25 marked a year of consolidation, growth, and deeper alignment between Fortescue’s operational footprint and our commitment to the long-term prosperity of Pilbara communities. Through the implementation of our Community Development Plan, we advanced a regionally focused, outcomes-driven approach—ensuring that our investment delivers measurable and lasting value for local people, businesses and institutions.

At the core of our approach is a simple but powerful principle: community development is not a by-product of resource extraction—it must be embedded in every part of how we operate.

As we move into FY26, our focus remains on deepening collaboration with Traditional Owner organisations, local governments, and community partners to ensure that our investments align with community-defined priorities. We will continue to evolve our Community Development Plan approach in response to emerging needs, building on the successes of FY25.

From procurement and training to infrastructure and cultural connection, Fortescue is proud to walk alongside Pilbara communities—sharing value, building capability, and creating a legacy of resilience, inclusion and opportunity.

