



People



### Material Topic Information

#### Why it matters

Inclusion drives performance. When people feel safe, respected, and valued, they do their best work. Teams that embrace difference are more innovative, make better decisions, and are faster than their competitors.

[FY25 Highlights](#)

ambition

To increase gender diversity across Fortescue to reflect a minimum of 40 percent men, 40 percent women with the remaining 20 percent represented by any gender (40:40:20).

To increase the number of First Nations Australian employees to be reflective of local Pilbara society and provide development and leadership opportunities to female and First Nations Australian employees.

### Contributing to SDG's



### Salient Human Rights Issues



### Materiality

## DIVERSITY, INCLUSION AND EQUITY AT FORTESCUE

At Fortescue, we believe that diversity, inclusion, and equity (DI&E) are fundamental to creating a thriving, innovative, and high-performing workplace. Our commitment to these principles is not only aligned with our values but also central to our long-term success as a sustainable and responsible organisation. We recognise that diversity brings a wealth of perspectives, experiences, and ideas that drive creativity, enhance problem-solving, and build resilience.



## FY25 Highlights

In FY25, Fortescue made significant strides in promoting DI&E across the organisation. We achieved a **25 per cent** female employment rate, with women holding **30 per cent** of leadership roles and **40 per cent** of senior leadership roles, all increases from FY24. We maintained or improved our representation of First Nations Australians within the Australian workforce, who accounted for **12 per cent** of total positions, five per cent of leadership positions and **16 per cent** of Pilbara-based positions.

The VTEC program continued to provide sustainable career pathways for First Nations Australians, with **91 graduates** completing training this year and successfully transitioning into employment.

### FY25 Highlights

Employee feedback from our latest employee survey highlighted strong trust in leadership and a positive perception of workplace culture. The participation rate of **96 per cent** and an engagement score of **71 per cent**

reflect the commitment of our people in shaping Fortescue's culture and future.

Looking forward, Fortescue aims to build on these achievements by advancing inclusion programs and working to continue the increasing representation of underrepresented groups.

24.8%

Female employment rate

11.7%

Total positions held by First Nations Australians within the Australian workforce

95.9%

Employee survey participation rate

## Our Workforce at a Glance

FY25 Highlights

A snapshot of our Fortescue Family, as of 30 June 2025



For more information on our employment numbers and statistics please see *FY25 ESG Databook* in our [Document Library](#).

16,005

Employees, including labour hire

28

Countries in which we have employees

89%

Employees based in Australia

98

Nationalities in our workforce



13,443

Permanent, full time employees

11.7%

First Nations Australian employees in our Australian workforce

47.1%

Australian employees covered by enterprise agreements

7.6%

Annualised voluntary turnover

803

Employees accessed parental leave in FY25

74

Vacation students in FY25

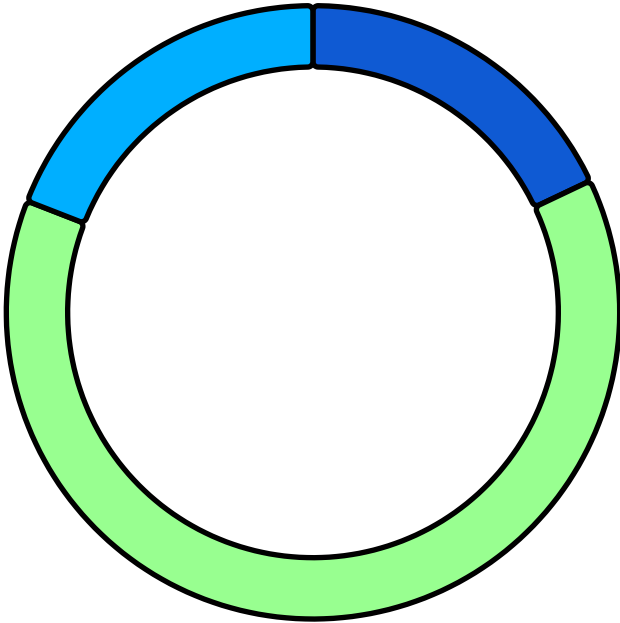
[FY25 Highlights](#)



Students participating in our graduate program in FY25

# Employment by age

Employees and labour hire

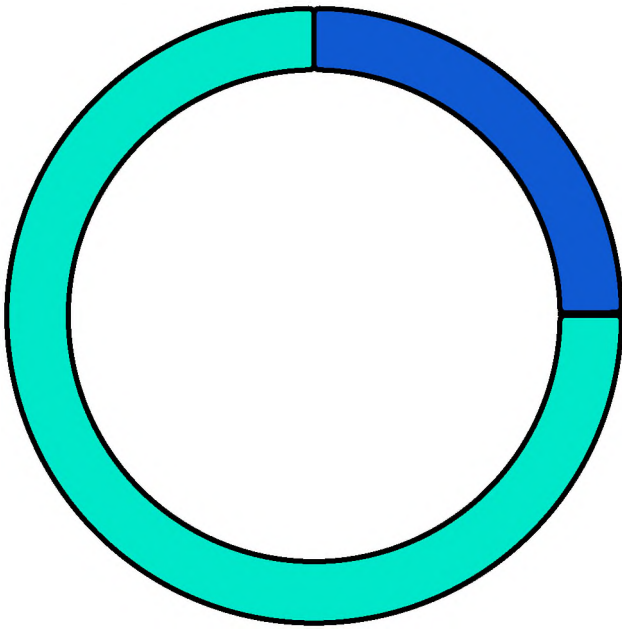


- <30 Years
- 30-50 Years
- >50 Years

# Employment by gender

Employees and labour hire





## FY25 PERFORMANCE

A full breakdown of our FY25 Diversity, Inclusion and Equity data is provided in our *FY25 ESG Databook* located in our Document Library.

[Read our FY25 ESG Databook](#)

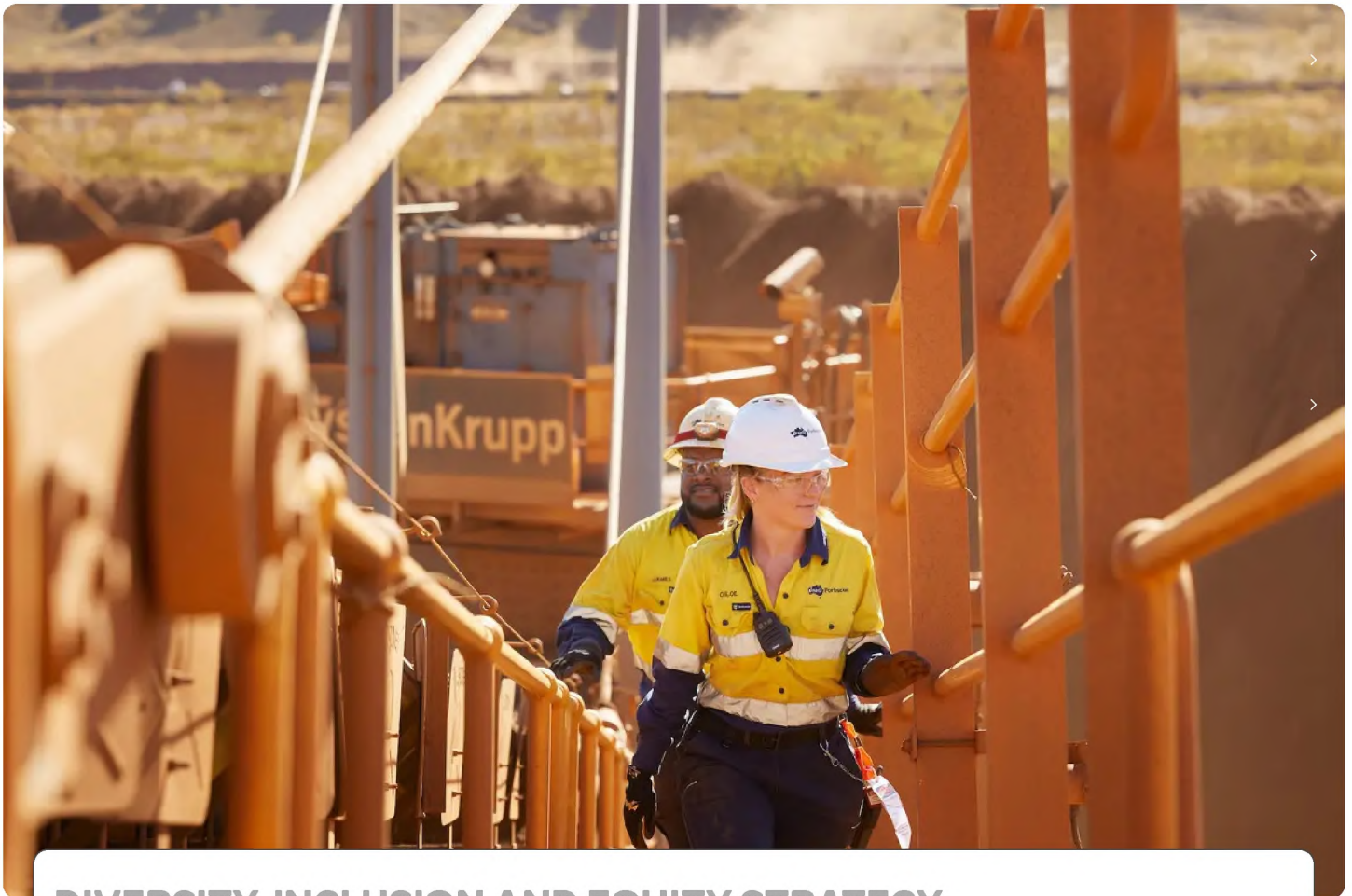


## IMPACTS, DEPENDENCIES, RISKS AND OPPORTUNITIES

Fortescue's commitment to DI&E positively impacts workplace culture, innovation, and employee wellbeing. Our success depends on attracting diverse talent while addressing risks like discrimination and retention challenges. Leveraging opportunities strengthens our reputation, engagement, and business performance.

Impacts

[FY25 Highlights](#)



## DIVERSITY, INCLUSION AND EQUITY STRATEGY

Fortescue's REAL Diversity Strategy, launched in FY25, represents a renewed commitment to fostering a workplace that is inclusive, equitable, and reflective of the communities we serve. The strategy is designed to increase representation across underrepresented groups, promote equitable opportunities, and build an inclusive culture where all employees feel valued and respected.

Key focus areas include:

- **Gender Equity:** Increasing female employment rates and representation in leadership roles.
- **First Nations Employment:** Strengthening training and employment pathways for First Nations Australians through programs like the Vocational Training and Employment Centre (VTEC).
- **Employee Resource Networks:** Supporting initiatives like Fortitude (LGBTQ+), Neurodiversity, and Global Fortescue Women to foster inclusion and advocacy.

The strategy is underpinned by the goals of gender balance and pay equity.

## A CLOSER LOOK

FY25 Highlights

Fortescue manages DI&E through a structured framework that integrates policies, programs, and governance mechanisms. The REAL Diversity Strategy serves as the foundation for our efforts, supported by the Code of Conduct and Integrity and the Appropriate Behaviour Policy, which outline expectations for behaviour and accountability.

- **Recruitment and Retention:** Targeted initiatives to attract and retain diverse talent, including programs for First Nations Australians and women.
- **Pay Equity:** Annual remuneration benchmarking to identify and address any discrepancies.
- **Employee Engagement:** Regular surveys and feedback mechanisms to monitor workplace culture and identify areas for improvement.

These efforts are complemented by employee resource networks and professional development programs that support underrepresented groups and foster a sense of belonging.

## Governance

Our approach to DI&E is informed by the UN Global Compact including:

- **Principle 1:** support and respect the protection of internationally proclaimed human rights.
- **Principle 6:** the elimination of discrimination in respect of employment and occupation.

We also apply the ICMM Principles 3 (human rights) and 9 (social performance) as recognised best practices for the sector. These frameworks guide our efforts to create an equitable and inclusive environment where everyone can thrive.

Governance plays a critical role in ensuring our DI&E commitments are upheld. The People, Remuneration, and Nomination Committee oversees all DI&E matters on behalf of the Board. In FY25 these efforts were led by the Chief Operating Officer, supported by the Director of Global People and their team. From FY26, the CEO Metals and Operations and the CEO Growth and Energy will jointly lead this area.

## POLICIES AND STANDARDS

Code of Conduct and Integrity >

Appropriate Behaviour Policy >

## OUR PROCESSES AND PROCEDURES >

FY25 Highlights

## Compliance

Fortescue complies with all relevant DI&E-related legislation, including the *Workplace Gender Equality Act 2012* in Australia. Compliance is ensured through regular reporting, internal reviews, and alignment with global best practices.

In FY25, Fortescue submitted its annual report to the Workplace Gender Equality Agency and met all regulatory requirements related to workplace equity. These efforts reflect our commitment to maintaining a fair and inclusive workplace.

## Reporting

We disclose our DI&E data in accordance with the following GRI Standards:

- GRI 202: Market Presence 2016
- GRI 401: Employment 2016
- GRI 402: Labor/Management Relations 2016
- GRI 405: Diversity and Equal Opportunity 2016
- GRI 407: Freedom of Association and Collective Bargaining 2016.

For more information on DI&E data, please see *FY25 ESG Databook* in our [Document Library](#).

In addition to our voluntary sustainability disclosures, Fortescue also discloses employer data annually under the *Workplace Gender Equality Act 2012*. This data is available on the [WGEA website](#).

## Our Actions

Fortescue's commitment to DI&E extends across all aspects of our operations. This includes targeted programs to increase representation, such as the Leadership Empowerment for Aboriginal People (LEAP) program, as well as flexible work arrangements to support gender equity.

By embedding DI&E principles into our operations, Fortescue creates an environment where all employees can thrive and contribute to our shared success.

This summary highlights some of our programs and achievements at Fortescue during FY25.



## LOCAL AND GLOBAL INITIATIVES

In the Pilbara, initiatives like VTEC and cross-cultural awareness training ensure that First Nations Australians are supported in building sustainable careers. Globally, employee resource networks provide platforms for advocacy, awareness, and community building, while leadership development programs equip managers with the skills to foster inclusive teams.

## First Nations Australian employment and development

Increasing First Nations Australian employment rates in our Australian workforce remains a key priority for us. As at 30 June 2025, we employed **1,662** First Nations Australian people in Australia, an increase from **1,518** in FY24. In our Australian workforce, First Nations Australian people hold **12 per cent** of total positions, **five per cent** of leadership positions and **16 per cent** of positions in our Pilbara operations.

1,662

11.7%

First Nations Australian people employed in Australia

First Nations Australians of Total Workforce

5.3%

16.2%

Of leadership positions held by First Nations Australian people

Of positions held in our Pilbara Operations by First Nations Australian people

## Vocational Training and Employment Centre

For the past 19 years, our VTEC has been a key part of our training and development strategy, providing First Nations people with sustainable career pathways and guaranteed employment after training completion.

During FY25, **91 graduates** completed their training through VTEC. The recent cohort of graduates commenced employment in various roles at our operations. Since its inception in 2006, the VTEC has resulted in the successful employment of more than **1,600 First Nations people** across our sites.

## Apprenticeship and trainee programs

In FY25, there were **84** First Nations Australian participants in our apprenticeship and traineeship programs, representing **40 per cent** of overall participants.

FY25 Highlights

## Leadership Empowerment for Aboriginal People program

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

In FY25, there were 31 First Nations Australian participants in our LEAP program, including seven Native Title partners as well as 11 females. Since its inception in FY15, 201 First Nations Australians have participated in our LEAP program, including 111 Native Title partners as well as 64 females.

31

7

First Nations Australian participants in LEAP program in FY25

Native Title partners in LEAP program in FY25

11

201

111

64

Total Native Title partners in LEAP program since FY15

Total female participants in LEAP program since FY15

## Supporting our First Nations Australian workforce

Our First Nations Australian training and employment programs are complemented by initiatives designed to overcome the barriers faced by First Nations Australians in securing and maintaining work.

We employ a full-time health coordinator and implement an Aboriginal Health Program that aims to improve the health of our First Nations Australian workforce. Key responsibilities of the health coordinator are to:

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

We strive to build a workplace that understands, supports and champions First Nations people through though various programs and initiatives:

- **Cross-cultural awareness training**  
29,014 employees and contractors trained in FY25
- **Leadership support**  
ensuring leaders are provided with the skills and knowledge to support and lead First Nations employees
- **Recognition and reward**  
for employees who support First Nations employment and development
- **Celebration**

Fortescue's CEO for a Day program provides aspiring First Nations leaders the opportunity to join the Executive team to experience how the business operates at the highest levels. Since the program began in 2015, there have been 33 participants, with 52 per cent female.

## Female employment and development

Increasing our female employment rates remains a key priority for us. As at 30 June 2025, we employed 3,973 women, an increase from 3,836 in FY24 .

Our female employment rate increased steadily this year, with female employees holding 25 per cent of total positions, 30 per cent of leadership positions (Manager roles and above) and 40 per cent of senior leadership roles (General or Group Manager roles and above). We also focus on gender diversity at the team level to help build successful, high-performing teams across our business.

In 2025, for the sixth consecutive year, Fortescue was listed in the Parity.org Best Companies for Equal Advancement Opportunity.

Flexible work supports gender equity, with 433 of our employees using flexible work arrangements as at 30 June 2025. 56 per cent of our part-time workforce were female.

During FY25, 98 per cent of carers returned to work after parental leave, and 86 per cent remained at Fortescue for 12 months following leave in FY24. Our employees made 423 bookings in our Family Room in Perth this year.

We offer up to 10 days of paid family and domestic violence (FDV) leave annually, available to any employee experiencing or FDV, supporting family members experiencing FDV, or where employees are using forms of abuse and seeking help to change their abusive behaviour or improve the safety of their family.

3,973

29.5%

Female employees at Fortescue

Leadership positions held by females

40%

Senior leadership roles held by females

24.8%

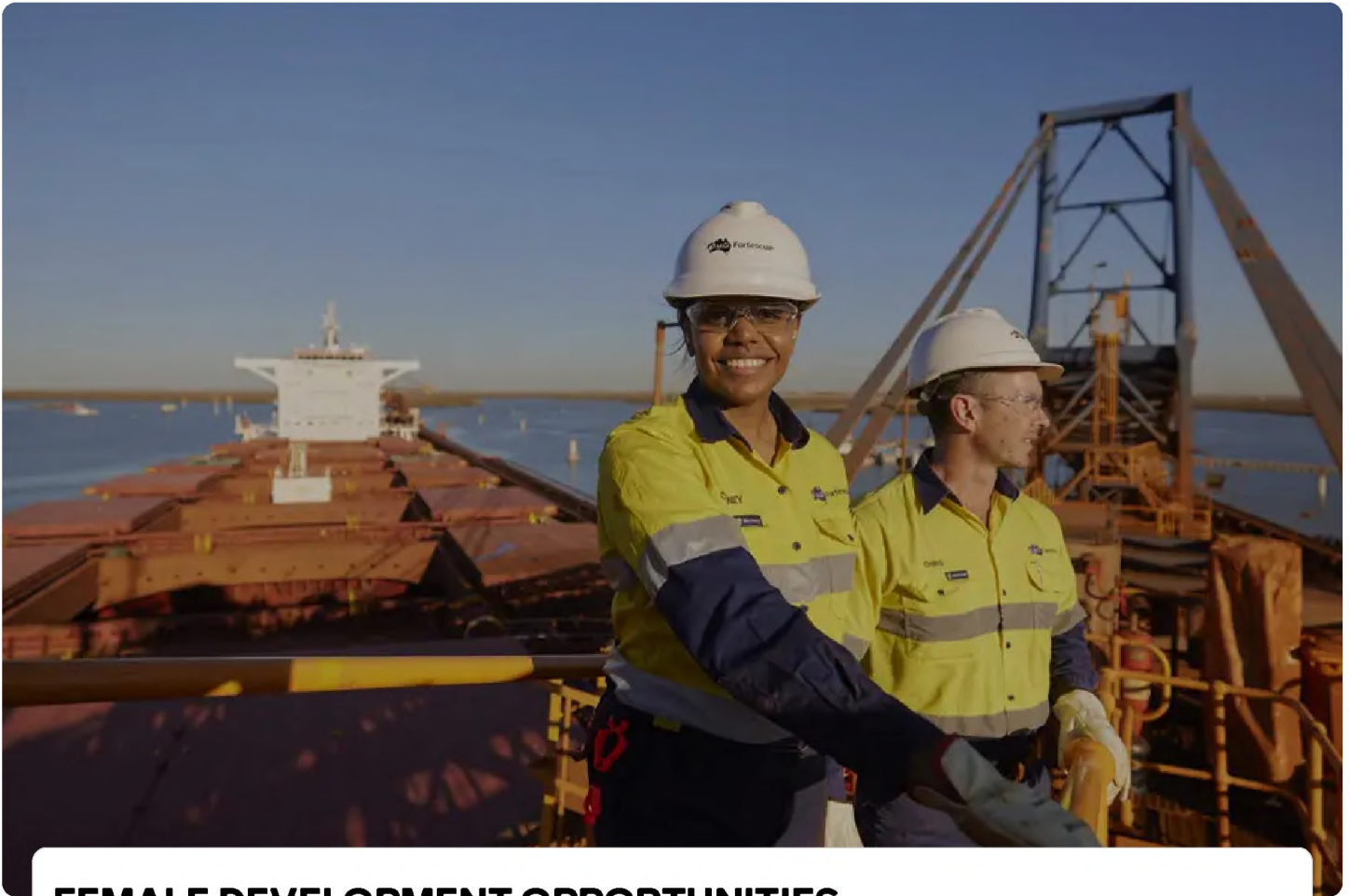
Total positions held by female employees

55.9%

of our part-time workforce are female

98.3%

of carers returned to work after taking parental leave



## FEMALE DEVELOPMENT OPPORTUNITIES

We provide a range of professional and personal development opportunities for our female staff to promote gender equity in our workplace. In FY25, there were 71 female participants in our apprenticeship and traineeship programs, representing one third of all participants.

## Pay Equity

Fortescue respects workers' rights to a fair and living wage, and complies with local minimum wage rules at minimum. All Fortescue employees, together with other workers including contractors at our mining operations, are compensated at a significantly higher rate, based on the skills required to undertake their roles and the competitive nature of the mining industry. Our Australian entry-level employees are paid on average, 169 per cent of the minimum wage for females and 167 per cent of minimum wage for males.

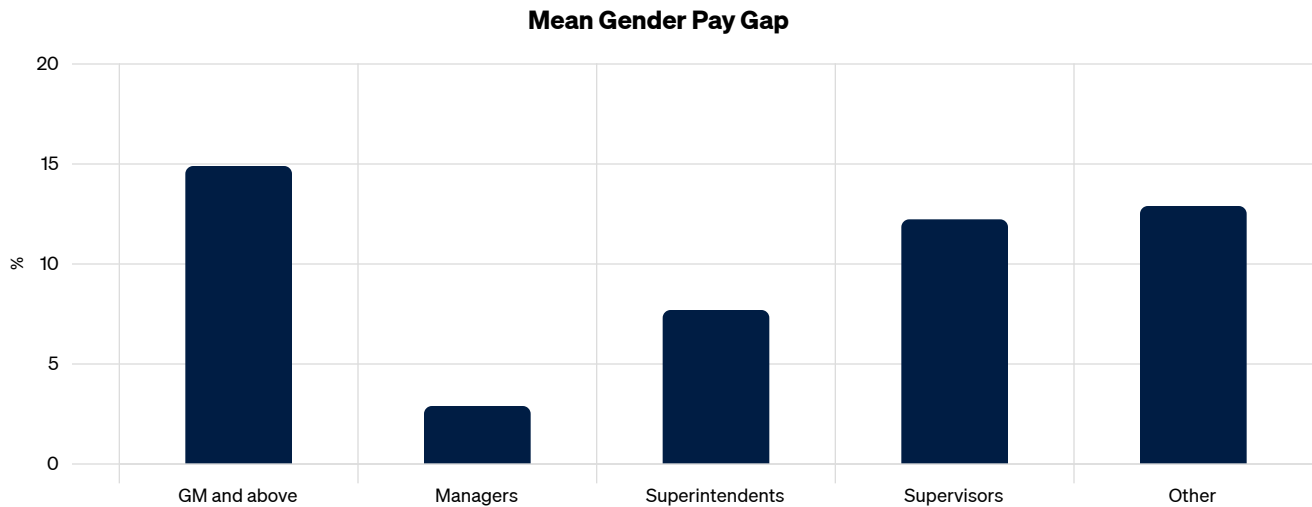
We conduct annual remuneration benchmarking to ensure that like-for-like roles are paid equitably, regardless of gender, race, age, or culture. Where discrepancies are found, remuneration is adjusted.

We align our pay equity calculation methodologies with the Australian Workplace Gender Equality Agency approach and apply this to our significant locations of operation in Australia, the UK, China and Singapore.

# Gender Pay Gap

The mean gender pay gap for Fortescue employees for our significant locations is 11 per cent, with a median gender pay gap of 14 per cent.

Differences between male and female salaries at Fortescue are primarily driven by variation in the types of roles commonly held. Typically, there is a higher proportion of female employees in office-based roles and a higher proportion of male employees in technical and site-based roles. These employment areas can differ significantly in remuneration, often due to pay related to roster and site conditions.



## OUR DIVERSITY NETWORKS

Our diversity networks ensure our Fortescue Family members can share information and stories, raise awareness and, most importantly, are empowered to create change. These groups are led by employees, championed by senior leaders and supported by the Fortescue People team.



# Neurodiversity Network

## Neurodiversity

Our vision is to have an inclusive community where 'minds of all kinds' are recognised and valued. We aim to create a work environment that is friendly to neurodivergent individuals in our Fortescue family, and a culture that recognises the value of having a neurodiverse team.

# Fortitude



## Fortitude

Our vision is to be the industry leading employer of choice for the LGBTQ+ community. We aim to create and maintain a safe and respectful work environment that fosters empowerment, acceptance and inclusivity for all Fortescue family team members.

FY25 Highlights





# Fortescue Women

## Global Fortescue Women

We aim to retain, promote, develop and value the women of Fortescue by providing a safe space for people to ask questions, share experiences, and discuss improvements that can be made within our business.

FY25 Highlights

## ADDITIONAL RESOURCES

### RELATED TOPICS



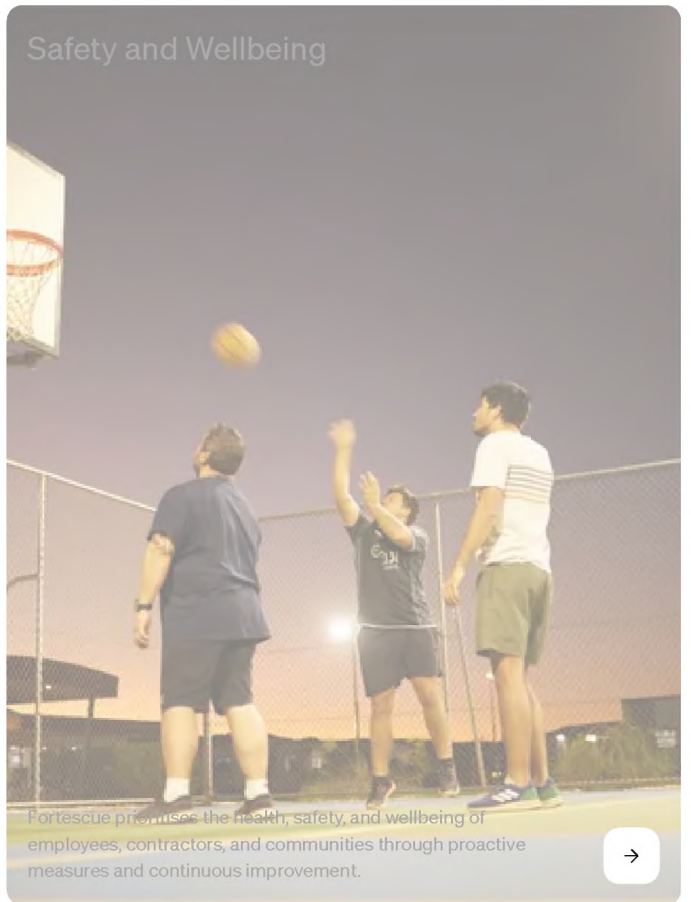
#### Human Rights



Upholding human rights is central to our operations, guided by robust policies and engagement with internal and external stakeholders.



#### Safety and Wellbeing



Fortescue prioritises the health, safety, and wellbeing of employees, contractors, and communities through proactive measures and continuous improvement.



[FY25 Highlights](#)

MICHAEL'S LEAP TO LEADERSHIP

First Nations leaders are critical in building a culture that supports the First Nations people in Fortescue, and allows them to thrive. Our LEAP program provides opportunities for people like Melanie to develop tailored leadership skills.

To mark 10 years of Fortescue's Leadership Empowerment for Aboriginal People (LEAP) program, each month we will spotlight our First Nations LEAP graduates who have since become leaders within our business.

## DIGITAL LIBRARY

Title

[Code of Conduct and Integrity Policy 2025](#)

↓ [Download document](#) (26.66 mb)

### ADDITIONAL READING MATERIAL

- [Lead, Change, Respect website](#)
- [Speak Up](#)
- [Workplace Gender Equality Agency](#)
- [Parity.org](#)



my current supervisor role here at Cloudbreak, which I absolutely love. I had no hesitation taking on the role, as both my supervisor and the LEAP program had set me up to succeed. I am currently studying for a Diploma in Surface Operations Management, that's how much my confidence and belief in myself has grown.

*Since becoming a leader, what are some things you've learned about your leadership style?*  
Sustainability is central to Fortescue's vision and strategy. As we work to accelerate decarbonisation on a global scale, this report shares our progress and highlights how we're scaling solutions to deliver long-term value across our operations, communities and partnerships. My leadership style has always been to lead by example and to mentor, encourage and support my team in being the best that they can be. I have a fantastic team, and I like to think that I bring out the best in each one of them.

*What advice would you give those taking part in our LEAP program?*

Climate

Nature

Biodiversity

Circularity

Mine Planning

Water

Read full story

+

People

Communities

Culture and First Nations Peoples

Diversity, Inclusion and Equity

Human Rights

Safety and Wellbeing

Security Practices

Talent and Skills

FY25 Highlights



## Sustainability Data and Reporting

- [Data](#)
- [Document Library](#)
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- [Stakeholder Engagement](#)
- [Product Stewardship](#)
- [Sustainability Governance](#)
- [Tax Transparency](#)
- [Operating with Integrity](#)

## Sustainability Stories

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