The purpose of this presentation is to guide programs benefiting the copper industry and to provide attendees with information to make independent business decisions.

Rio Tinto

State of US mining employment market and labor needs

Nate Foster

IWCC May 2024

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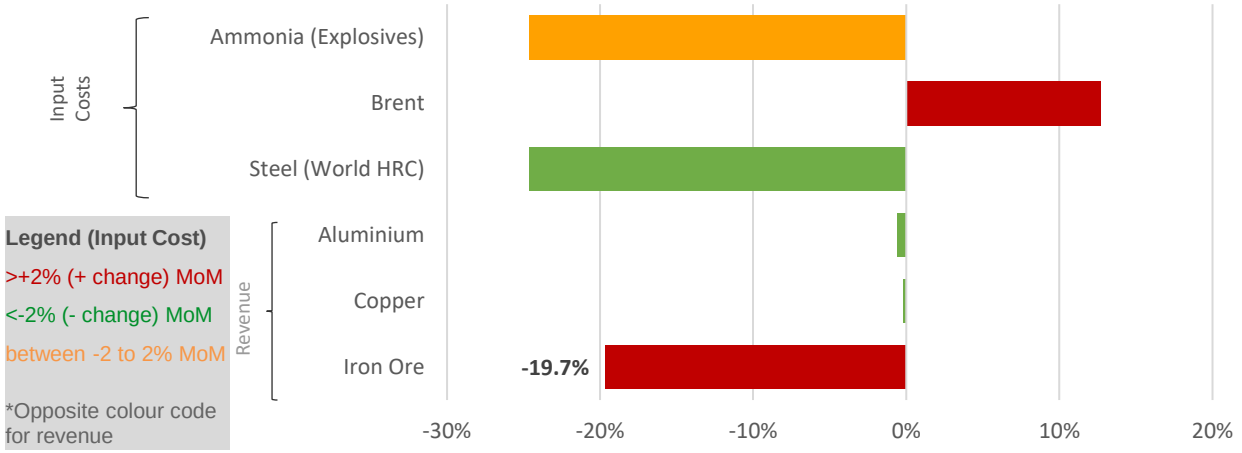
Rio Tinto Copper

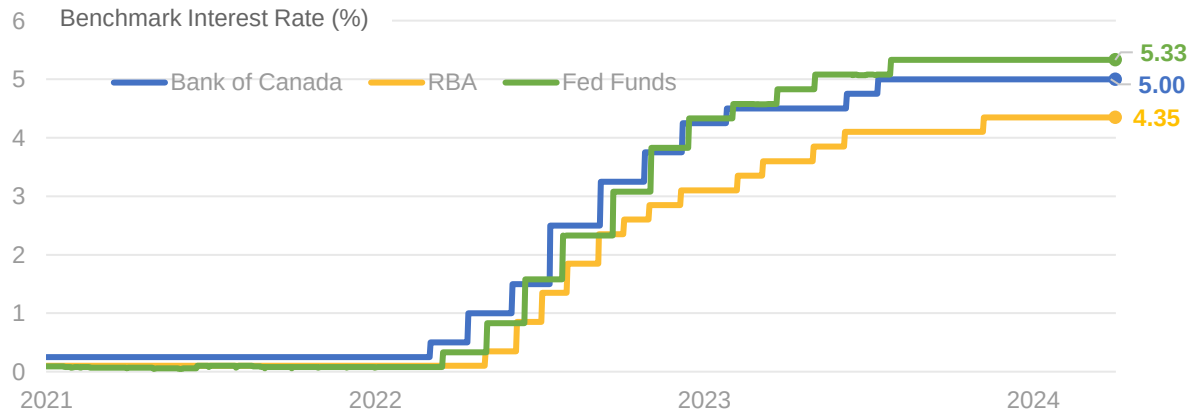
- Our Kennecott mine is a world-class, fully integrated copper mining operation, including a concentrator, smelter and refinery, located just outside Salt Lake City, Utah, in the United States. We produce copper, precious metals including gold and silver, molybdenum and sulfuric acid. Kennecott has been mining and processing minerals from the rich ore body of the Bingham Canyon Mine since 1903 and is one of the top producing mines in the world, comprising approximately 11 percent of U.S. annual copper production.
- Started production from the Oyu Tolgoi underground mine in Mongolia, which will make Oyu Tolgoi one of the most important producers of copper in the world.
- Approved investment to significantly increase production from underground mining at Kennecott. Production is expected to deliver around 250 thousand tonnes3 of additional mined copper over the next 10 years (2023–33).
- Formed a joint venture with First Quantum Minerals to unlock the development of the La Granja project in Peru, one of the largest undeveloped copper deposits in the world.
- The production target of around 250 thousand tonnes of additional mined copper over the next 10 years (2023 to 2033) at Kennecott was previously reported in a release to the Australian Securities Exchange (ASX) dated 20 June 2023 titled Rio Tinto invests to strengthen copper supply in US. Rio Tinto confirms that all material assumptions underpinning that production target continue to apply and have not materially changed.

Further upgrades in US and China GDP forecast. Central banks in a “wait and watch” mode on interest rate cuts

Commodity Price YoY%: Commodity price profile mixed



Central banks pause interest rate hikes in “wait-and-watch” mode



- **The global GDP outlook for 2024 has been revised upwards led by upgrades to US and China GDP forecasts.** Oxford Economics has raised its global 2024 GDP growth forecast to 2.4% in March – a growth outlook that is still largely subdued by post-GFC standards at ~3%. For China, GDP growth forecasts have been raised by +0.3% to 4.7% YoY reflecting guidance that stimulus will likely be more aggressive than previously anticipated. For USA, ongoing labour market resilience, contained inflation expectations and looser financial markets means that a ‘soft landing’ is increasingly on the cards.
- Given ongoing labour market resilience and steady improvements in business activity levels, **central banks are in a ‘wait and watch’ mode**, with expectations of gradual rate cuts into less restrictive territory from the middle of this year.
- **Commodity prices remain mixed**. Iron ore saw a -11.4% pullback MoM as sentiment worsened due to sluggish steel demand (-7% MoM) – a result of lacklustre construction demand. Aluminium, on the other hand, rose 6.4% MoM given improving demand, limited upside in production, low aluminium inventories, and expectations of rate cuts by major central banks. Prices of metals to remain mixed, with expectations of more aggressive policy stimulus stance from China to spur demand.

Oxford Economics GDP forecasts (Real terms)*

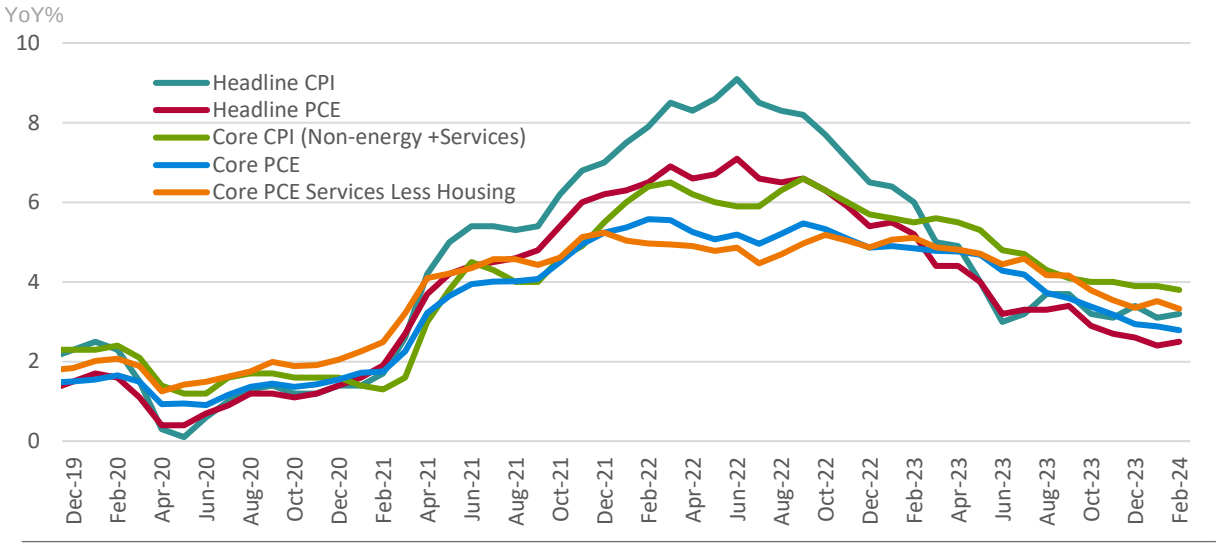
	2021	2022	2023	2024F	Recession
China	8.5	3.0	5.3	4.7	10%
USA	5.8	1.9	2.5	2.5	35%
Eurozone	5.9	3.5	0.5	0.6	45%
Japan	2.7	0.9	1.9	0.5	27.5%
Canada	5.3	3.8	1.1	-0.3	33%
Australia	5.6	3.8	2.1	1.3	30%
Global	**6.3**	**3.1**	**2.7**	**2.4**	-

**Latest data as of 1st April 2024*
**Green refers to improvement MoM; Red means deterioration MoM.*

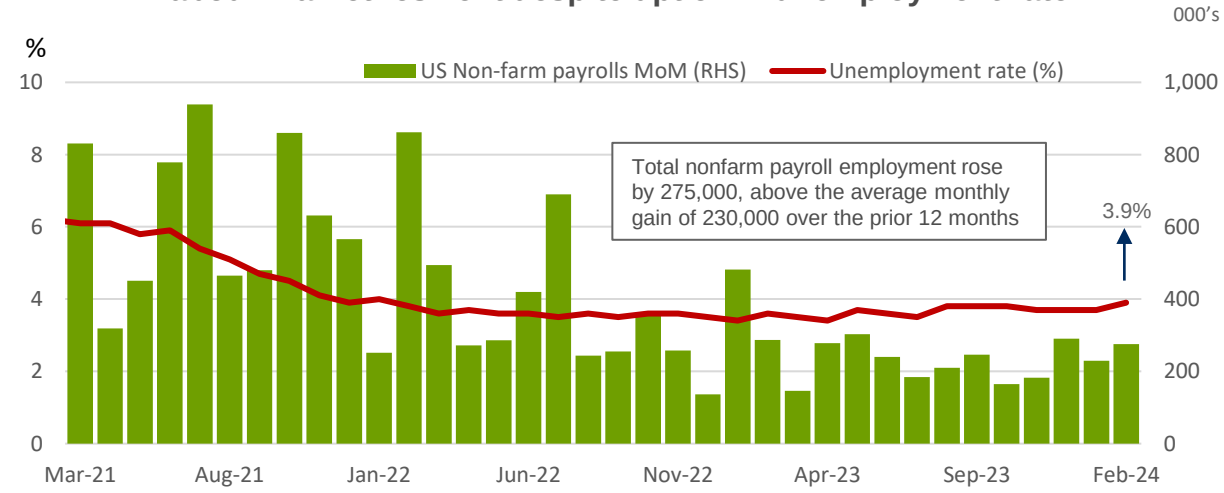
RioTinto *Source: RTMA, Bloomberg, Oxford Economics*

US consumption holds up while manufacturing is improving

Inflation falling, albeit at a slower pace

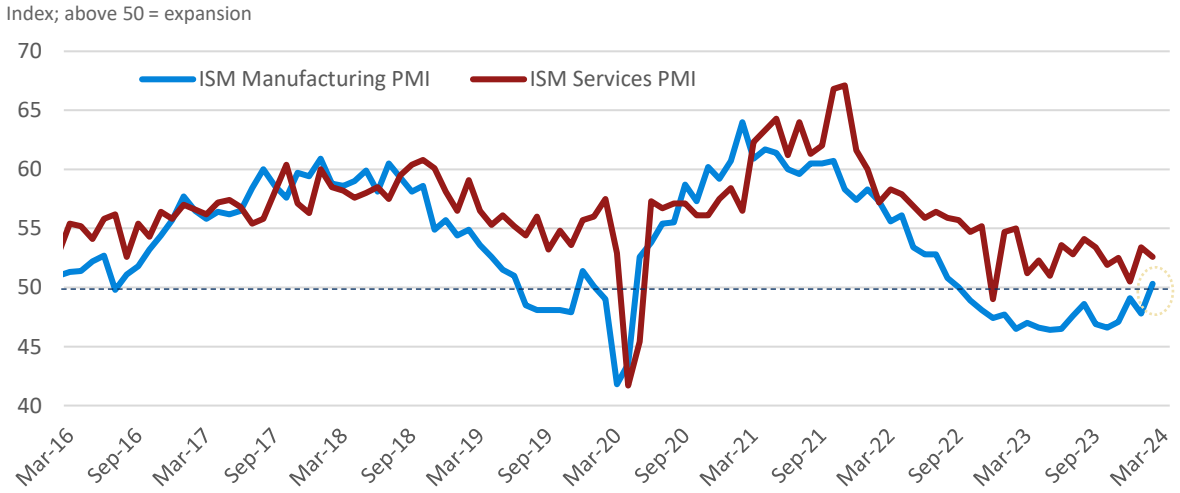


Labour market resilient despite uptick in unemployment rate



- The Fed is holding off rate cuts until it sees “more good inflation readings” and is more confident that annual price increases are falling towards its 2% target. Manufacturing is improving while inflation is proving stickier than expected. The market consensus is for the Fed to cut rates around the middle of the year.
- The labour market remains resilient, keeping demand and the economy moving forward while inflation is slowing. Consumers are optimistic about current economic conditions, attributed to improving inflation expectations and ongoing strength in equity markets, although consumption is expected to slow down later this year.
- The March ISM manufacturing index went above the expansion threshold for the first time since September 2022. The upside was driven largely by a surge in production levels and new orders. Low customer inventory levels also support future output. Recovery may be gradual as global demand remains soft, elevated interest rates still weigh on business investment into equipment and inventory levels, while a strong dollar hampers exports.

ISM Manufacturing index is gradually expanding



RioTinto *Sources: Market Analysis, Oxford Economics, Bloomberg*

Mining labor shortage

United States

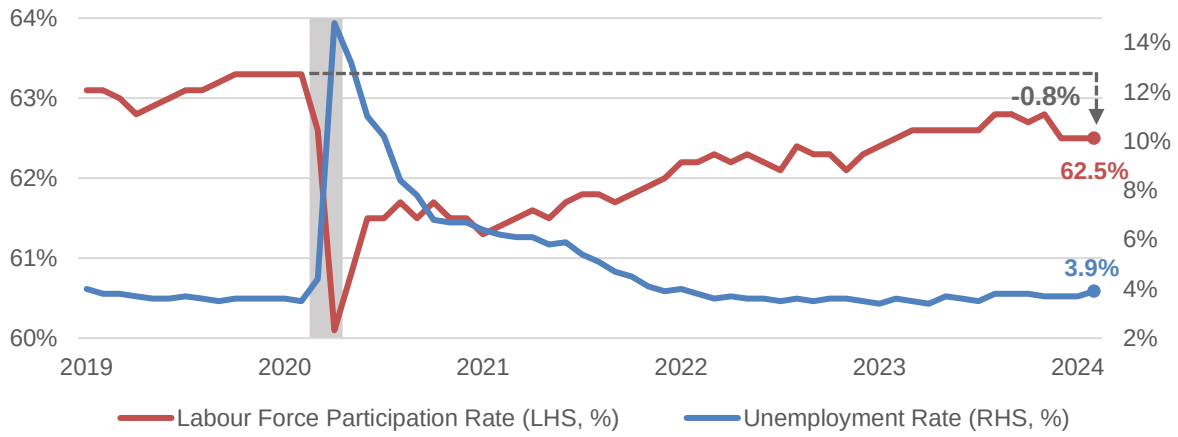
- ~220,000 workers are expected to retire by 2029
- Demand for lithium, cobalt, and copper is rising due to global electrification
- Globally, 384 new mines will need to be built to meet the rising demand by 2035
- ~2/3 of mining CEOs say the lack of talent will have a large or very large impact on profitability over the next decade
- In 2022 there were only 600 mining engineering students in the US; down from 1500 in 2015

Australia

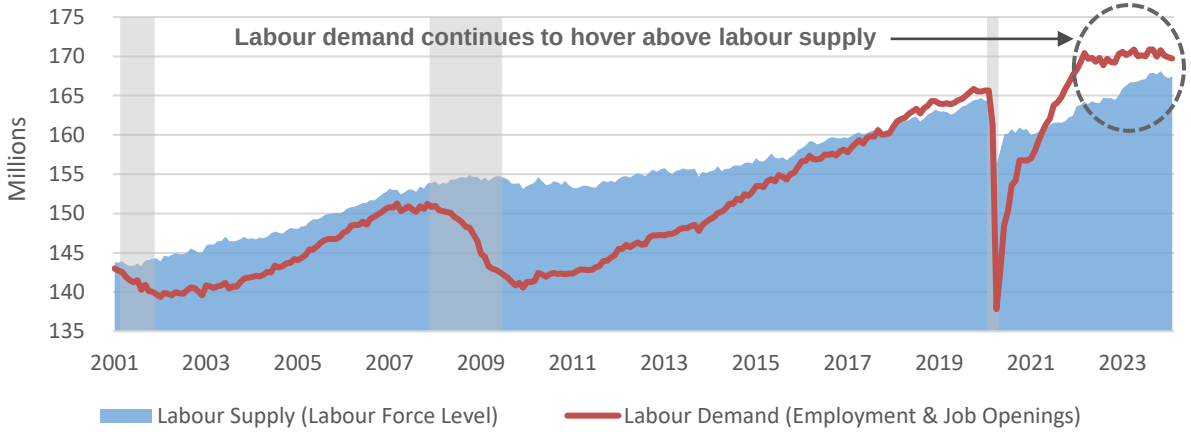
- Mining industry accounts for roughly 75% of exports
- Job vacancies have more than doubled since 2020

US labor markets showing signs of softening, but ongoing tightness remains intact

Unemployment rate edge up slightly as labour market pressure weaken

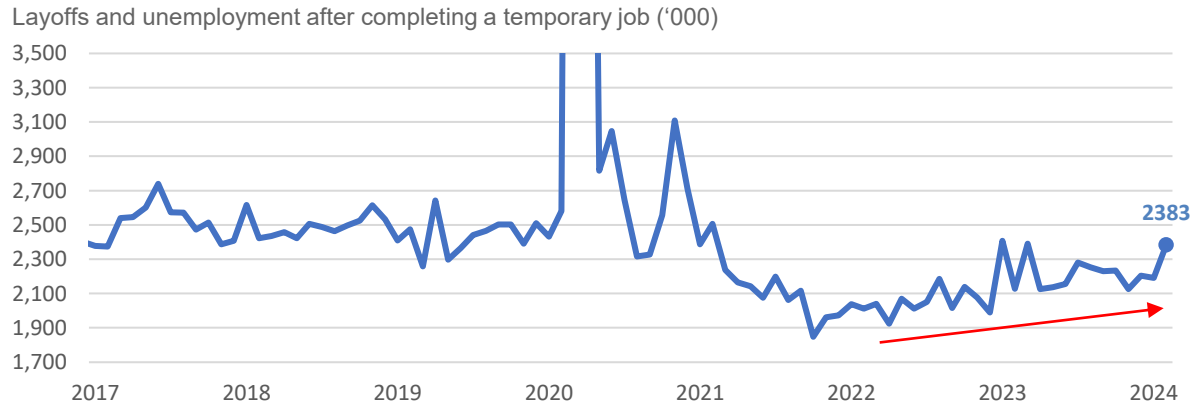


Labour market pressure remain tight as demand outstrip supply



- **Further signs of cooling in the USA labour markets** as unemployment rate reached a two-year high in February. Unemployed rate ticked up slightly to 3.9% after holding at 3.7% for three straight months, reflecting the growth in overall labour supply as more re-enter the labour force.
- The economy added 275K jobs in February, higher than consensus estimate at 200K as more workers leave the sidelines, drawn by higher wages and pinched by elevated cost-of-living pressure and borrowing costs. Despite the stagnating labour demand and growing labour supply, **overall labour demand continues to exceed supply by ~2.3 million positions**, with 1.2 job openings per unemployed persons – reflecting significant labour market pressure that is unlikely to dissipate promptly in the near term.
- **Forward data suggest that further easing in labour market pressures on the cards**. The number of people who permanently lost their jobs – layoffs and completed a temporary job — rose to the highest level since a year ago. The amount who left their job was the fewest in three years. However, it should be noted that those numbers remain low compared to historical averages.

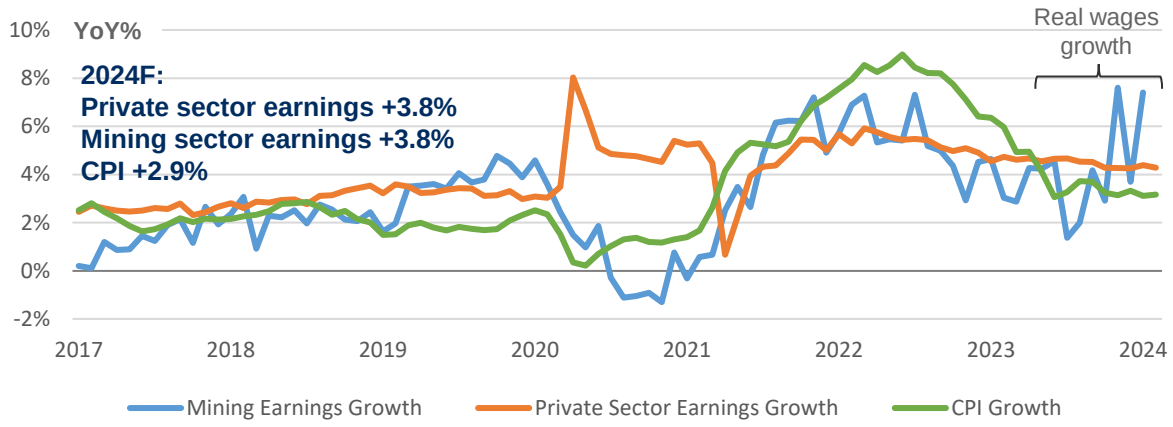
Layoffs and unemployment due to the completion of a temporary job on the rise, although remain lower than pre-covid levels



RioTinto *Source: BLS, FRED*

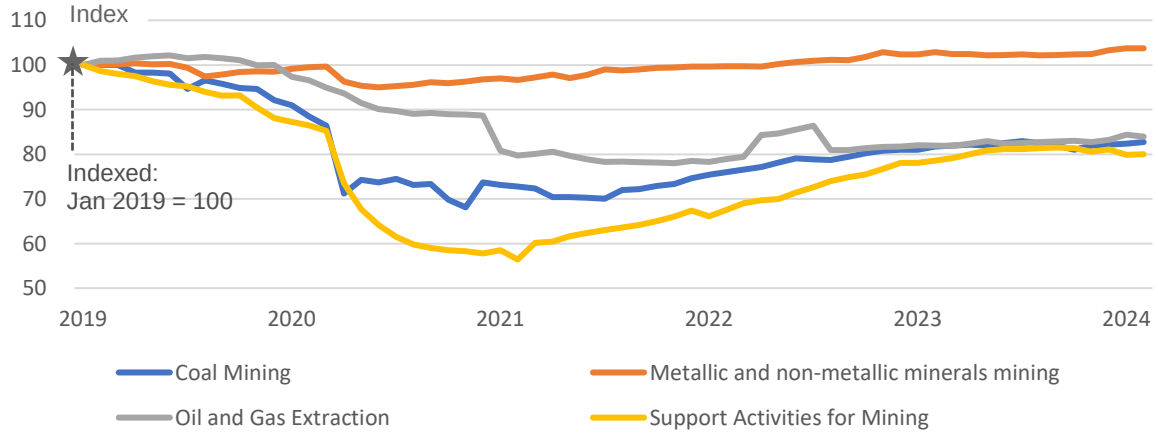
Mining wages growth to surpass inflation in 2024F due to cooling inflationary pressure, supportive capex profile and tight labor markets

All-industry wages growth has flipped to positive real wages growth

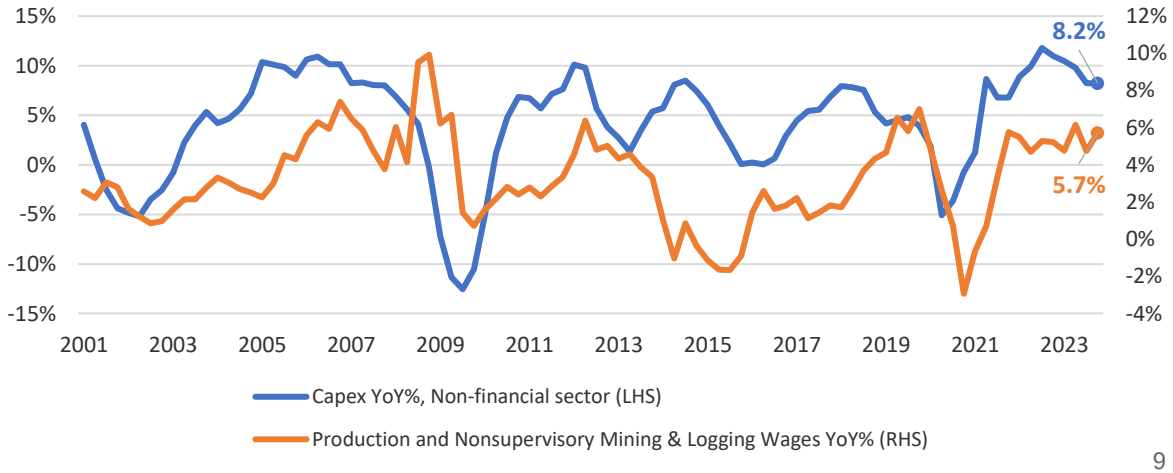


- **The ongoing strength in US labour markets is translating through to employees' earnings growth**, with average private sector earnings up 4.5% in 2023, a notch above the long-run average of 3% and above CPI at 4.1% for the year. Mining wages, on the hand, saw another year of negative real wages growth, with nominal wage gains of 3.8% for the year in part due to higher base wages. With moderating inflationary pressures (**CPI as of Feb'24 have fallen further to 3.2%),** real wages growth is expected for the mining sector in 2024 supported by ongoing labour market pressure.
- Subsector mining employment is starting to stabilise, with yearly employment growth in the magnitude of 0.9% to 2.4%. Excluding support activities, **oil and gas** saw the largest employment gain of +2,800 position YoY, fuelled by new build projects (558 oil and gas projects commencing operations between 2024 to 2028) – **source of labour competition**.
- The US Inflation Reduction Act (IRA) and Infrastructure Investment and Jobs Act (IIJA) will provide support for capex, keeping labour markets tight for core skillsets (mining, construction) irrespective of the prevailing macroeconomic conditions.

Mining Employment Index – Subsector employment stabilizing since 2023



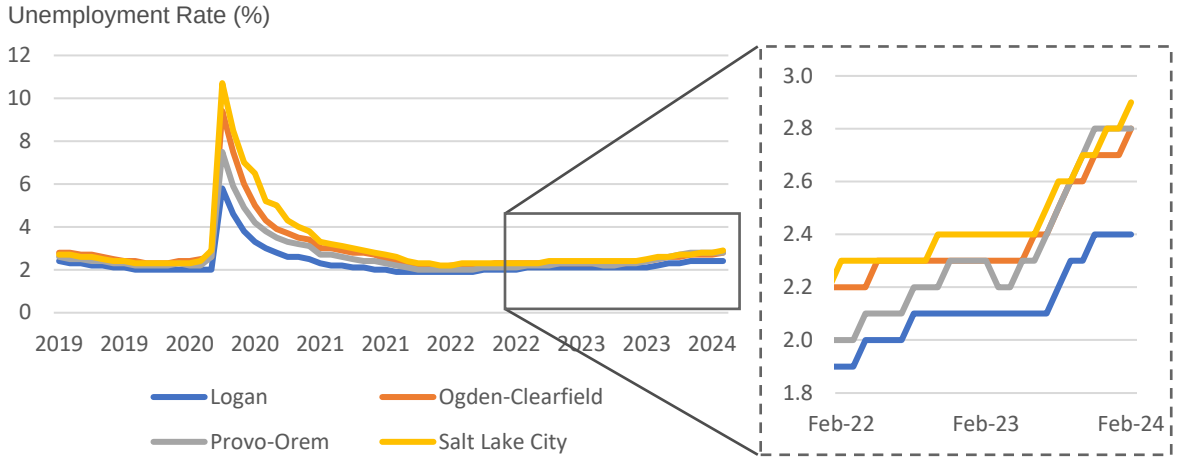
US Capex vs Mining Wages YoY% - healthy capex growth supporting wages growth



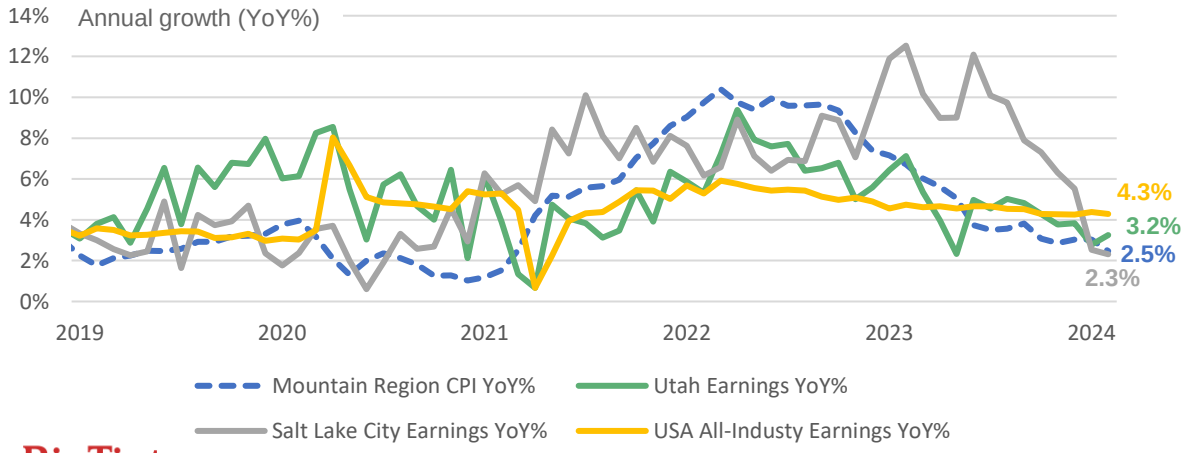
RioTinto *Source: BLS, MA.*

Labor market in Utah whilst easing remains tight. Utah remains an attractive mining employment market in Western America

Utah unemployment rates approaching 3%

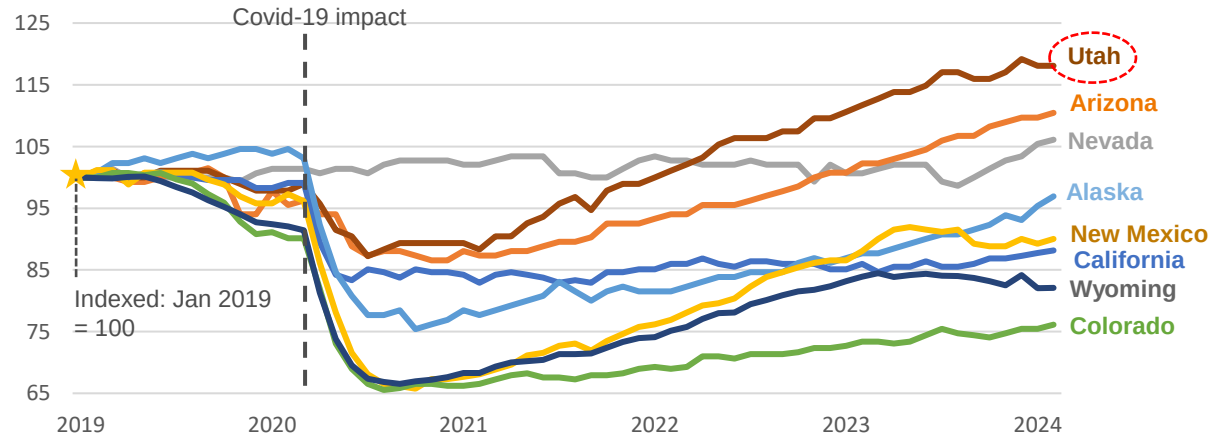


Rapidly declining inflationary environment in the state is dragging on wages



- **Utah labor market while softened over the past months continues to be tight**, with unemployment rate at 2.8% in Feb'24 (up from 2.5% a year prior). Labor shortages remain elevated, with ~**2 job openings for every unemployed person** in the state (1.4 across USA).
- Despite the competitive labor market pressure in Utah, the **rapidly declining inflationary environment in the state is dragging down wages**. Mountain region CPI fell from its peak of 10.4% YoY in 2022 to 2.5% in Feb'24 – lower than USA national CPI at 3.2%. Utah and Salt Lake City similarly plunged to 3.2% and 2.3% YoY respectively in Feb'24, in part due to base effects. Ongoing real wages growth for the region expected in 2024 given tight labor markets and cooling inflationary pressures.
- Mining labour competition in Utah likely to ramp up with interstate competition across gold and copper mines in Nevada and Arizona however, it seems that Utah has been successful in attracting labour (lithium, gold, tellurium and copper).

Utah continues to be attractive mining labour destination in Western America, attracting and retaining labour from neighbouring states



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Source: BLS.

Skills shortage

A dangerous problem for a growing industry

RioTinto

Skill shortages among mining workers lead to a reliance on trade

2012 U.S. NET IMPORT RELI

Commodity	Percent
ARSENIC (trioxide)	100
ASBESTOS	100
BAUXITE and ALUMINA	100
CESIUM	100
FLUORSPAR	100
GRAPHITE (natural)	100
INDIUM	100
MANGANESE	100
MICA, sheet (natural)	100
NIOBIUM (columbium)	100
QUARTZ CRYSTAL (industrial)	100
RUBIDIUM	100
SCANDIUM	100
STRONTIUM	100
TANTALUM	100
THALLIUM	100
THORIUM	100
GALLIUM	99
GEMSTONES	99
VANADIUM	96
BISMUTH	92
PLATINUM	91
GERMANIUM	90
IODINE	88
ANTIMONY	87
DIAMOND (dust, grit, and powder)	85
STONE (dimension)	85
POTASH	81
BARITE	80
COBALT	78
RHENIUM	78
TITANIUM MINERAL CONCENTRATES	77
TIN	75
SILICON CARBIDE (crude)	73
ZINC	72
CHROMIUM	70
GARNET (industrial)	65
TITANIUM (sponge)	64
PEAT	62
SILVER	57
PALLADIUM	54
NICKEL	49
MAGNESIUM COMPOUNDS	46
TUNGSTEN	42
SILICON	36
COPPER	35
NITROGEN (fixed), AMMONIA	35
MAGNESIUM METAL	31
MICA, scrap and flake (natural)	31
VERMICULITE	30
PERLITE	24
ALUMINUM	20
SALT	19
SULFUR	19
PUMICE	15
GYPSUM	12
IRON and STEEL	11
BERYLLIUM	10
IRON and STEEL SLAG	9
CEMENT	7
PHOSPHATE ROCK	5

Commodity
ARSENIC
ASBESTOS
CESIUM
FLUORSPAR
GALLIUM
GRAPHITE (natural)
INDIUM
MANGANESE
MICA, sheet (natural)
NIOBIUM (columbium)
QUARTZ CRYSTAL (industrial)
RARE EARTHS
RUBIDIUM
SCANDIUM
STRONTIUM
TANTALUM
THALLIUM
THORIUM
VANADIUM
YTTRIUM
GEMSTONES
BISMUTH
TITANIUM MINERAL CONCENTRATES
POTASH
GERMANIUM
STONE (dimension)
ANTIMONY
ZINC
RHENIUM
GARNET (industrial)
BARITE
FUSED ALUMINUM OXIDE (crude)
BAUXITE
TELLURIUM
TIN
DIAMOND (dust grit, and powder)
PLATINUM
IRON OXIDE PIGMENTS (natural)
IRON OXIDE PIGMENTS (synthetic)
PEAT
SILVER
CHROMIUM
MAGNESIUM COMPOUNDS
ALUMINUM
IODINE
LITHIUM
SILICON CARBIDE (crude)
ZIRCONIUM MINERAL CONCENTRATES
ZIRCONIUM (unwrought)
[illegible]OMINE
MICA, [illegible]lake (natural)
PALLADIUM
TITANIUM (sponge)
SILICON
COPPER
LEAD
VERMICULITE
MAGNESIUM METAL
NITROGEN (fixed)—AMMONIA
TUNGSTEN
NICKEL

[1]Not all mineral commodities covered in this publication are listed here. Those not shown States is a net exporter (for example, molybdenum) or less than 5% import reliant (for example, talc). For some mineral commodities (for example, rare earths), not enough information is available to calculate the exact percentage of import reliance; for others (for example, lithium), exact percentages may have been rounded to avoid disclosing company proprietary data.
[2]In descending order of import share.

2016 U.S. NET IMPORT RELIANCE

Percent	Major import sources (2012–15)
100	China, Japan
100	Brazil
100	Canada
100	Mexico, China, South Africa, Mongolia
100	China, Germany, United Kingdom, Ukraine
100	China, Mexico, Canada, Brazil
100	Canada, China, France, Belgium
100	South Africa, Gabon, Australia, Georgia
100	China, Brazil, Belgium, Austria
100	Brazil, Canada
100	China, Japan, Romania, United Kingdom
100	China, Estonia, France, Japan
100	Canada
100	China
100	Mexico, Germany, China
100	China, Kazakhstan, Germany, Thailand
100	Germany, Russia
100	India, France, United Kingdom
100	Czech Republic, Canada, Republic of Korea, Austria
100	China, Estonia, Japan, Germany
99	Israel, India, Belgium, South Africa
95	China, Belgium, Peru, United Kingdom
91	South Africa, Australia, Canada, Mozambique
90	Canada, Russia, Chile, Israel
85	China, Belgium, Russia, Canada
84	China, Brazil, Italy, Turkey
83	China, Thailand, Bolivia, Belgium
82	Canada, Mexico, Peru, Australia
81	Chile, Poland, Germany
79	Australia, India, South Africa, China
78	China, India, Morocco, Mexico
>75	China, Canada, Venezuela
>75	Jamaica, Brazil, Guinea, Guyana
>75	Canada, China, Belgium, Philippines
75	Peru, Indonesia, Malaysia, Bolivia
74	China, Norway, Finland, Japan
73	China, Ireland, Romania, Russia
73	South Africa, Germany, United Kingdom, Italy
>70	Cyprus, France, Austria, Spain
>70	China, Germany, Canada, Brazil
69	Canada
67	Mexico, Canada, Peru, Poland
58	South Africa, Kazakhstan, Russia
53	China, Brazil, Canada, Australia
52	Canada, Russia, United Arab Emirates, China
>50	Chile, Japan
>50	Chile, Argentina, China
>50	China, South Africa, Netherlands, Romania
>50	South Africa, Australia, Senegal
>50	China, Japan, Germany
<50	Israel, China, Jordan
48	Canada, China, India, Finland
48	South Africa, [illegible]
41	[illegible], Kazakhstan, China
38	Russia, China, Canada, Brazil, South Africa
34	Chile, Canada, Mexico
30	Canada, Mexico, Republic of Korea, Peru
30	Brazil, South Africa, China, Zimbabwe
<30	Israel, Canada, China, Mexico
28	Trinidad and Tobago, Canada, Russia, Ukraine
>25	China, Canada, Bolivia, Germany
25	Canada, Australia, Norway, Russia

Figure 2.—2023 U.S. Net Import Reliance[1]

Commodity	Net import reliance as a percentage of apparent consumption in 2023	Leading import sources (2019–22)[2]
ARSENIC, all forms	100	China,[4] Morocco, Malaysia, Belgium
ASBESTOS	100	Brazil, Russia
CESIUM	100	Germany
FLUORSPAR	100	Mexico, Vietnam, China, South Africa
GALLIUM	100	Japan, China, Germany, Canada
GRAPHITE (NATURAL)	100	China,[3] Mexico, Canada, Madagascar
INDIUM	100	Republic of Korea, Canada, Belgium
MANGANESE	100	Gabon, South Africa, Australia, Georgia
MICA (NATURAL), sheet	100	China, Brazil, India, Belgium
NIOBIUM (COLUMBIUM)	100	Brazil, Canada
RUBIDIUM	100	China, Germany, Russia
SCANDIUM	100	Japan, China, Germany, Philippines
STRONTIUM	100	Mexico, Germany, China
TANTALUM	100	China,[3] Germany, Australia, Indonesia
YTTRIUM	100	China,[3] Germany, France, Republic of Korea
GEMSTONES	99	India, Israel, Belgium, South Africa
ABRASIVES, fused aluminum oxide	>95	China,[3] Canada, Brazil, Austria
NEPHELINE SYENITE	>95	Canada
RARE EARTHS,[4] compounds and metals	>95	China,[3] Malaysia, Japan, Estonia
TITANIUM, sponge metal	>95	Japan, Kazakhstan, Saudi Arabia, Ukraine
BISMUTH	94	China,[3] Republic of Korea, Belgium, Mexico
POTASH	91	Canada, Russia, Belarus
STONE (DIMENSION)	87	Brazil, China,[3] Italy, Turkey
DIAMOND (INDUSTRIAL), stones	84	India, South Africa, Russia, Congo (Kinshasa)
PLATINUM	83	South Africa, Switzerland, Germany, Belgium
ANTIMONY, metal and oxide	82	China,[3] Belgium, India, Bolivia
ZINC, refined	77	Canada, Mexico, Peru, Republic of Korea
BARITE	>75	India, China,[3] Morocco, Mexico
BAUXITE	>75	Jamaica, Turkey, Guyana, Australia
IRON OXIDE PIGMENTS, natural and synthetic	75	China,[3] Germany, Brazil, Canada
TITANIUM MINERAL CONCENTRATES	75	South Africa, Madagascar, Australia, Canada
CHROMIUM, all forms	74	South Africa, Kazakhstan, Russia, Canada
PEAT	74	Canada
TIN, refined	74	Peru, Bolivia, Indonesia, Malaysia
ABRASIVES, silicon carbide	73	China,[3] Brazil, Canada, Netherlands
SILVER	69	Mexico, Canada, Poland, Switzerland
COBALT	67	Norway, Canada, Finland, Japan
GARNET (INDUSTRIAL)	67	South Africa, Australia, China,[3] India
RHENIUM	60	Chile, Canada, Germany, Kazakhstan
ALUMINA	59	Brazil, Australia, Jamaica, Canada
VANADIUM	58	Canada, Brazil, Austria, Russia
NICKEL	57	Canada, Norway, Finland, Russia
DIAMOND (INDUSTRIAL), bort, grit, and dust and powder	56	China,[3] Republic of Korea, Ireland, Russia
MAGNESIUM COMPOUNDS	52	China,[3] Israel, Canada, Brazil
GERMANIUM	>50	Belgium, China, Canada
IODINE	>50	Chile, Japan
MAGNESIUM METAL	>50	Canada, China,[3] Israel, Taiwan
SELENIUM	>50	Philippines, Mexico, Germany, Canada
TUNGSTEN	>50	China,[3] Germany, Bolivia, Vietnam
SILICON, metal and ferrosilicon	<50	Brazil, Russia, Canada, Norway
COPPER, refined	46	Chile, Canada, Mexico
ALUMINUM	44	Canada, United Arab Emirates, Bahrain, Russia
[illegible]	37	Russia, South Africa, Italy, Canada
LEAD, refined	35	Canada, Mexico, Republic of Korea, Australia
MICA (NATURAL), scrap and flake	28	China, Canada, India, Finland
PERLITE	26	Greece, China, Mexico
LITHIUM	>25	Argentina, Chile, China, Russia
TELLURIUM	>25	Canada, Germany, Philippines, Japan
SALT	25	Canada, Chile, Mexico, Egypt
BROMINE	<25	Israel, Jordan, China[3]
ZIRCONIUM, ores and concentrates	<25	South Africa, Australia, Senegal, Russia
CEMENT	22	Turkey, Canada, Greece, Mexico
VERMICULITE	20	South Africa, Brazil, Zimbabwe

[1]Not all mineral commodities covered in this publication are listed here. Those not shown include mineral commodities for which the United States is a net exporter (abrasives, metallic; beryllium; boron; cadmium; clays; diatomite; gold; helium; iron and steel scrap; iron ore; kyanite; lime; molybdenum; rare earths, mineral concentrates; sand and gravel, industrial; soda ash; titanium dioxide pigment; wollastonite; zeolites; and zinc, ores and concentrates) or less than 20% net import reliant (feldspar; gypsum; iron and steel; iron and steel slag; nitrogen (fixed)—ammonia; phosphate rock; pumice; sand and gravel, construction; stone, crushed; sulfur; and talc and pyrophyllite). For some mineral commodities (hafnium; mercury; quartz, high-purity and industrial cultured crystal; thallium; and thorium), not enough information is available to calculate the exact percentage of import reliance.
[2]Listed in descending order of import share.
[3]Includes Hong Kong.
[4]Includes lanthanides cerium, dysprosium, erbium, europium, gadolinium, holmium, lanthanum, lutetium, neodymium, praseodymium, samarium, terbium, thulium, and ytterbium.

USGS Mineral commodity report

The mining skill shortage is fueled by a changing workforce that has different wants and needs than the previous generations

Stability

- Gen Z ranks job stability above high salary
- prefers stable jobs, whereas millennials prefer flexible freelance work

Positive social responsibility

- mobilizes around causes and more socially and environmentally aware than other generations

Accepting Culture; flexible work schedule

- looks for community and work-life balance
- They are reluctant to work in teams, preferring autonomy
- defines diversity differently than previous generations looking at: race, gender, religion, identity, or orientation

Career Development

- wants to face challenges and find their work interesting

100 Least Popular Jobs in 2022 according to the Bureau of Labor Statistics

#99. Helpers--extraction workers

- Total nationwide employment: 6,910
- Median hourly wage: $20.73
- Median annual wage: $43,110

#91. Drilling and boring machine tool setters, operators, and tenders, metal and plastic

- Total nationwide employment: 6,470
- Median hourly wage: $20.41
- Median annual wage: $42,450

#85. Hydrologists

- Total nationwide employment: 6,270
- Median hourly wage: $41.34
- Median annual wage: $85,990

#80. Pourers and casters, metal

- Total nationwide employment: 6,070
- Median hourly wage: $21.67
- Median annual wage: $45,070

#69. Loading and moving machine operators, underground mining

- Total nationwide employment: 5,210
- Median hourly wage: $30.73
- Median annual wage: $63,920

#53. Commercial divers

- Total nationwide employment: 3,860
- Median hourly wage: $32.84
- Median annual wage: $68,300

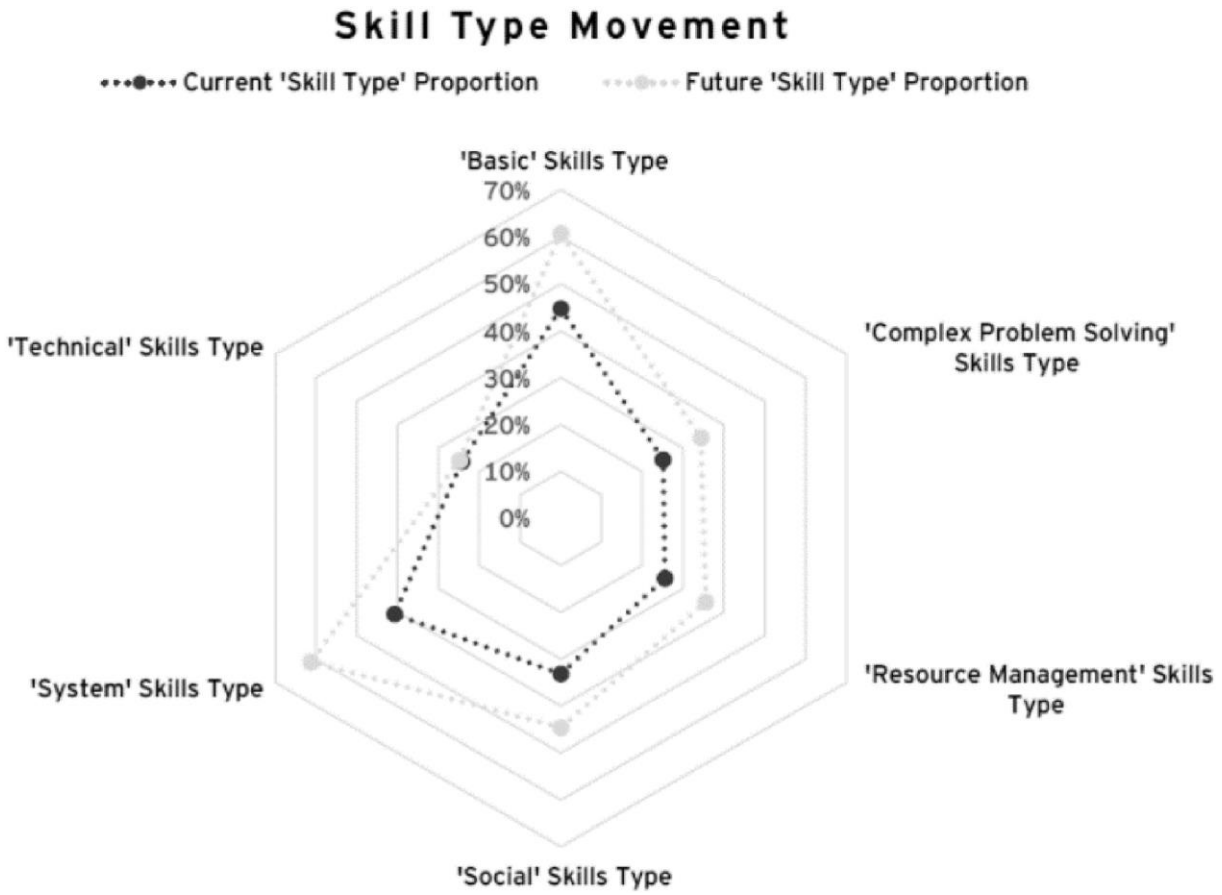
#26. Underground mining machine operators, all other

- Total nationwide employment: 2,270
- Median hourly wage: $30.86
- Median annual wage: $64,180

Pandita, Deepika. "Innovation in Talent Management Practices: Creating an Innovative Employer Branding Strategy to Attract Generation Z." *International journal of innovation science* 14.3/4 (2022): 556–569. Print.

Addressing the skills shortage

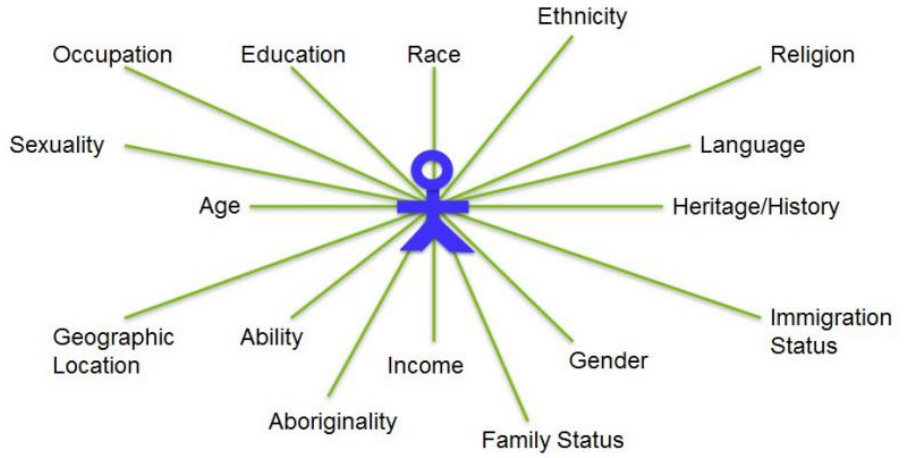
Solutions to the skills shortage may be hidden in looking at analogous industries and changing the narrative on mining, as well as fostering STEM education in the next generation



Mining's public image needs to be rebranded to attract millennials and Gen Z to reflect the benefits of mining, stewardship, and an increased focus on responsibly cultivating resources that we all need in modern life. Looking at analogous industries; what attracts people to oil and gas and construction? These jobs are perceived as flexible, room for advancement, high paying, and have brand recognition.

Partnering with Universities and K-12 education to create a minerals friendly narrative. A passion for the outdoors and creating are innate in kids; we need to captivate and bring this out throughout the education process.

Broaden the discussion on diversity to include the various dimensions of diversity, finding futuristic solutions to accommodate the changing workforce. The automation of mining creates a new skill set need for future miners. With this change comes a different dynamic at the mine sight, and a need for all types of workers to manage it.



Peta Chirgwin,Skills development and training of future workers in mining automation control rooms,Computers in Human Behavior Reports,Volume 4,2021,100115,ISSN 2451-9588,https://doi.org/10.1016/j.chbr.2021.100115.

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