Richards Bay Minerals
Sustainable Development Report 2014
Table of Contents

1 At a glance 2
2 About us 4
   MD’s statement 4
   Organisational profile 6
   Governance 16
3 About this report 18
   Sustainability Framework 18
   Stakeholder Engagement 21
   Material Aspects and Boundaries 20
   Report Profile 23
4 Economic 24
   Economic Performance 24
   Market Presence 24
   Indirect Economic Impact 24
   Procurement Practices 30
5 Environmental 33
   Energy 33
   Water 34
   Biodiversity 36
   Emissions 42
   Effluents and waste 43
6 Social 44
   Employment 44
   Human Rights & Society 50
7 GRI Content Index 54
Our vision and uncompromising mission is to be the safest, most reliable and sustainable industrial minerals supplier.

At a Glance

Our achievements over the last 20 years:

• the largest mineral sands producer and beneficiation company in South Africa;
• best ever All Injury Frequency Rate (AIFR) in the history of the company achieved in 2014;
• pioneering, proven best practice in dune forest rehabilitation;
• investing R1.5 billion in host community infrastructure, skills and enterprise development;
• using real-time emissions monitoring technology to monitor our impact on air quality;
• reducing GHG emissions by reusing waste gas as an energy source;
• reusing water up to 21 times with more effective water treatment facilities; and
• largest tax payer in KwaZulu-Natal

Our achievements in 2014:

• one million all injury-free man-hours, twice in the year as well as two million all injury-free man-hours;
• 60% reduction in AIFR as compared to 2013;
• over 70% reduction in Lost Time Injuries (LTI) as compared to 2013;
• official opening of the Business Development Centre;
• fresh-look rebranding reflecting change in majority shareholding;
• 2014 Annual National Association of Clean Air (NACA) award;
• honoured by the Institute of Waste Management South Africa (IWMSA) at the National Waste Management Awards 2014;
• first place award at the Water Conservation and Water Demand Management Awards;
• Memorandum of understanding signed with host communities
Our business, like most others, grappled with challenges posed by weak commodity prices, power shortage, and an unsettled global economic environment. We are particularly proud that, despite these challenges, our team rallied, demonstrating resilience, commitment and creative problem solving. We remain steadfast and continue to learn during these cycles.

About Us

MD’s Statement

2014 was focused on rebuilding our safety foundation, stabilising the business and embedding the lean practices required of a demand-led business.

Safety remains key. We are committed to achieving our Zero Harm goal. As a business we took a conscious decision to review and redefine the way we work. We dubbed it our ‘going back to basics’ phase, which enabled every leader, employee and contractor to look within and commit to making this goal of Zero Harm a reality. Our work in rebuilding the foundation to create a safe and caring workplace has yielded excellent results. We reduced our all injury frequency rate by nearly 60 per cent and the number of lost time injuries by more than 70 percent in 2014, compared with 2013. Our best year ever in terms of safety performance could not have been achieved without the commitment and dedication of our entire workforce. Our focus remains on continuous improvement in injury reduction rates, fatality elimination and preventing catastrophic safety events towards our goal of Zero Harm.

Through our environmental standards, which are always aligned to Rio Tinto’s international standards, we are constantly looking for new ways to minimise negative and maximise positive impact of our operations on the environment. Amendment of RBM’s Environmental Management Programme, Water Use License Application and other permits have progressed ahead of expected timelines.

Our environmental performance during the past year also presented us with reasons to celebrate. Our efforts to manage air quality were recognised at South Africa’s Annual National Association of Clean Air Award for Industry Awards. Among our efforts, over the past five years, we have rebuilt our furnaces ahead of their design lifespan, which improves production efficiency and minimises air quality impact. We are also improving our emissions abatement to achieve emissions limits required in 2020 in terms of South Africa’s Air Quality Act.

In addition, we accepted a Waste Management Award from the Institute for Waste Management South Africa (IWMSA) for demonstrating leadership in promoting waste management, on site recycling and environmental compliance throughout our operations. This is a collective effort and a reflection of the quality of people we have working at RBM.

The energy efficiency programme launched in the last quarter of 2013 delivered early successes in 2014, with some noticeable improvement in efficient use of energy on site and corresponding reduction in energy cost. Energy efficiency will remain a key focus area in 2015 and beyond.

In relation to communities, we reviewed and refreshed our Communities Strategy towards the end of the year. We have made a concerted effort to work with different stakeholders in the public and private sector. We were truly sorry to hear about the passing of the leader of the Dube Traditional Council, Mr Mahlawula. The tragic circumstances under which he lost his life left us completely shocked. Our thoughts and prayers go out to his family and the Dube community.

The Deputy Minister of Department of Mineral Resources (DMR), Godfrey Oliphant, officially opened our Business Development Centre (BDC), which is known as: Sakhisiwe Enterprise and Business Development Programme. We have 60 companies registered on the programme from our four host communities - Mbonambi, Mkhwanazi, Sokhulu and Dube. The development of local suppliers and host community enterprises is one of the most effective ways of ensuring that the benefits of RBM’s mining activities are directed to its host communities even after our operations cease. The BDC is aimed at, but not limited to, creating and developing sustainable small, medium and micro enterprises (SMMEs) from the communities and plans are underway to establish satellite offices closer to the Sokhulu community in the north, and the Dube community in the south.

The BDC will manage four key programmes which are intended to build capacity and fast-track the development of host community enterprises, especially in technical skills and minimum standards for health, safety, quality and labour practices. This will ensure that they are better placed to apply for business opportunities. Our hope is that once these enterprises are empowered and upskilled they will be able to offer their services to other corporates in the area and beyond. This programme will help us sustain and improve on the R180 million spent on local host community suppliers in 2014, up by 55 percent from 2010.

Another initiative I am equally passionate about is Leadership Matters, our Leadership Development Programme (LDP). The LDP is built on a number of key principles, each of which play an important role in the development of authentic leaders. Transforming RBM into an organisation that engages its employees at all levels, that celebrates diversity and encourages inclusion, and where employees embrace the philosophy of being ‘My Brother’s Keeper’ will hopefully lay the foundations for a culture strengthened by trust and care.

I’m pleased to report that the Feasibility Study (FS) phase of the Zulti South project was endorsed by the RBM Board and Rio Tinto Investment Committee in the first half of 2015 in order to seek approval for project construction. Looking ahead, we are expecting an even tougher year in light of lean commodity prices and low market demand, driven by sluggish global economic growth. The ongoing power shortages and decreasing water availability to our operations are also significant challenges. Our focus will be on building on the cost transformation work we started in 2013, and using the creativity, wisdom and experience of our most valuable resource, our people, to find better, safer safer and smarter ways of doing things.

I would like to thank all our employees for their hard work and dedication, and our stakeholders for their support and for continuing to partner with us.

Mpho L Mothoa
Managing Director
Journey to Zero Harm

The greatest impact on the culture of our business is our Journey to Zero Harm. Recovering from the enormous impact of a fatality in 2013, it is through driving the value of care that we have had our best safety year ever in 2014. We are extremely proud of achieving two million injury-free hours in 2014, as well as one million injury-free hours on two occasions. The last time one million injury-free hours was reached was in 2012. Our overall safety performance has shown considerable improvement, with a 60 per cent reduction in our All Injury Frequency Rate (AIFR) and over 70 per cent reduction in Lost Time Injuries since 2013. We have reset our safety foundations, had a great year and our journey continues.

The Journey to Zero Harm aims to build a safe and caring workplace, where we are all ‘our brother’s keeper at all times’. The values of trust and courage have been reinforced with a strong message to all employees and contractors to take ownership and to stop any work themselves, or being carried out by others, if they deem it to be unsafe until a safer alternative is found.

Safety has moved beyond compliance in our business and is built into our everyday behaviour and approach to work. Safety messages are consistently reinforced through everyday interactions such as Take 5, Toolbox Talks and Leadership in the Field. For further detail on our safety practices see page 46.
Location

Our operation is situated north of Richards Bay in Zululand, within the uThungulu District Municipality in the north-eastern region of the province of KwaZulu-Natal, South Africa.

The district comprises six local municipalities, namely uMhlathuze, uMfolozi, Mthonjaneni, Nkandla, Ntambanana and Umlalazi. RBM’s lease areas fall within the local Mbonambi and uMhlathuze Municipalities, with our host communities being Mbonambi, Sokhulu, Mkhwanazi and Dube.

Products

Our primary product, Titania slag, comes from ilmenite and contains 85 per cent titanium dioxide, while rutile contains 94 per cent titanium dioxide.

The largest application of titanium dioxide is as a white pigment. Titanium dioxide is beneficiated by end-users to provide brilliance and opacity to products such as paints, plastics or paper. It imparts a luminescence to glossy white electronic products, such as ultra-modern phones and tablets and kitchen appliances. Being non-toxic and biologically inert, it is even used in sweets, cosmetics and toothpaste and is a key ingredient in many sunscreens to absorb ultraviolet rays. It impedes the weathering and fading action of the sun on products such as paints and plastics.

The remaining uses are as a flux for electric welding rods and in certain metallurgical and electronic applications. In its titanium metal form, it is used extensively in the aerospace and aviation industries because of its lightness, strength, corrosion and heat resistance. These properties also make it ideal for use in artificial hip joints, pacemakers and spectacle frames.

Our high purity pig iron, a by-product of the smelting operation, is used as a raw material in foundries for the production of ductile iron castings. Ductile iron is used extensively throughout the world for the production of safety critical automotive parts, such as brake callipers and steering knuckles in cars and trucks.

Zircon is used in the production of ceramic tiles and sanitary ware. Refined to zirconia, it is used in a wide range of advanced ceramics, refractories, jewellery, electronic applications and many other industrial and domestic products. Zircon sand is also used in the foundry industry.

Ownership

RBM is the trading name for two registered companies:

- Richards Bay Mining Proprietary Limited, which undertakes the mining and minerals separation; and
- Richards Bay Titanium Proprietary Limited, which is responsible for the smelting and beneficiation process.
Shareholding

Rio Tinto, RBM’s managing company, owns 74 per cent of RBM’s shares. Blue Horizon, a B-BBEE consortium consisting of lead investors and the four host communities, hold 24 per cent equity. Two per cent is held in a trust for employees.

Markets

We have distributors in most economically active countries in the world. Ninety five per cent of production is exported, yielding a world market share of about 25 per cent of titania feedstock (titania slag and rutile), 33 per cent of the world’s zircon output and 25 per cent of the world’s high purity pig iron. At any one time, no fewer than 20 large ocean-going vessels are either at anchorage or at sea, transporting our products destined for customer markets across the globe.

Operations

Our operations commenced in 1976 with one dredge mining plant and two furnaces producing approximately 400,000 tonnes per year of titania slag. With just over 2,000 permanent employees, 15 per cent of whom are women, four furnaces and mining plants, we currently have the capacity to produce approximately two million tonnes of products annually, including approximately 100,000 tonnes of rutile per year and 250,000 tonnes of zircon per year.

Our main drive is creating and maintaining a lean operation that puts safety first, while being responsive to changes in market demand. Constraints imposed on us by occasional load shedding requests from Eskom have fortunately been contained somewhat by not requiring the plant to run at maximum capacity, due to a drop in overall market demands.

A decrease in ore grades in the northern reaches of our operation has a direct impact on the amount of mineral concentrate from the ore body. To counteract this decrease in order grade, we have initiated the Zulti South project, which will fill the gap in mineral concentrate production by 2017. In the interim, we are importing ilmenite from our sister operation in Madagascar.

During the last two years, our ability to transport finished product to the harbour has been hampered by the performance of Transnet and during the third quarter of 2014, we were forced to implement road transportation. By the end of the year, we had transported approximately 20 per cent of our product by road.

In 2014, the region experienced a severe drought – the worst since the 1930s. Low rainfall has resulted in water reserves being reduced to extremely low levels at our main water source – Lake Nhlabane. Although our process water is recycled 21 times over, continued drought conditions and a lack of water supply infrastructure throughout the region will have an impact on our operation.

Three out of four furnaces have been rebuilt, ready to take up any potential increased demand. From an asset point of view, we are in a strong position. Protecting our assets is a high priority for us. We have been challenged with criminal theft of copper cables and diesel in our mining operations. We are working actively inside and outside of the organisation to try to curb crime and its impact on production, as well as on surrounding communities.

Our focus on cost reduction continued in 2014. We have been very successful in reducing working capital and reducing inventories, as our strategy changed from a production-driven to a market-driven one. The lean concept was piloted in 2012 in the Mineral Separation Operation and was rolled out throughout the organisation in 2014.

Our just over 2,000 employees all work full-time.

The majority of our workforce is between the age of 30 and 50 years.

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<thead>
<tr>
<th>AGE</th>
<th>TOTAL</th>
<th>PERCENTAGE</th>
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<tbody>
<tr>
<td>Under 30 years</td>
<td>408</td>
<td>23.38%</td>
</tr>
<tr>
<td>30 - 50 years</td>
<td>1,392</td>
<td>85.92%</td>
</tr>
<tr>
<td>Over 50 years</td>
<td>10</td>
<td>0.60%</td>
</tr>
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</table>

We have a number of unions active in our business, with the largest percentage of unionized employees represented by the National Union of Mineworkers (NUM).

<table>
<thead>
<tr>
<th>UNION</th>
<th>TOTAL</th>
<th>PERCENTAGE</th>
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</thead>
<tbody>
<tr>
<td>NUM</td>
<td>1,045</td>
<td>49.88%</td>
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<tr>
<td>UASA</td>
<td>337</td>
<td>16.09%</td>
</tr>
<tr>
<td>SOLIDARITY</td>
<td>5</td>
<td>0.24%</td>
</tr>
<tr>
<td>RBE</td>
<td>99</td>
<td>4.73%</td>
</tr>
<tr>
<td>NUM</td>
<td>1,045</td>
<td>49.88%</td>
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The number of unions active in our business, with the largest percentage of unionized employees represented by the National Union of Mineworkers (NUM).
We are guided by:

- International Council on Mining and Metals (ICMM) principles;
- ISO 14001, ISO 9001 and OHSAS 18001;
- Rio Tinto’s Business Standards;
- The Mining Charter; and
- The UN’s Precautionary Principle of the Rio Declaration on Environment and Development, 1992

We have formal agreements with Wildlife and Environment Society of South Africa (WESSA) and Ezemvelo KwaZulu-Natal Wildlife and are members of the Richards Bay Clean Air Association, Kwanbo Conservancy, South African Mining Forum and The Chamber of Mines. We have signed a commitment to supporting the Mine Health and Safety Council’s vision of Zero Harm. RBM has also contributed to the Mining & Biodiversity Guidelines as well as informing and contributing to processes guiding environmental compliance both inside and outside Rio Tinto. As a Rio Tinto organisation, we have relationships with local and international branches of the IUCN, Fauna and Flora International and Birdlife International.

With our majority shareholder being a member of the International Council of Mining and Metals, we are committed to the ICMM’s 10 sustainable development principles.
Audit Forum

The objective of the Audit Forum is to oversee the compliance programme. It reports and makes recommendations to the Board Audit Committee on significant matters and provides guidance with respect to:

- integrity and compliance;
- compliance risk management;
- internal control environment; and
- insurance risk management.

In addition to the Board and the Executives, the following committees support and monitor compliance, governance, ethics and integrity in the business:

Board Audit Committee

This committee oversees compliance and audit matters on behalf of the Board.

RBM complies with the following Rio Tinto Standards:

- The way we work;
- Business integrity standard;
- The way we buy;
- Corporate governance; and
- Human rights.

The standards are communicated to the business, together with any support that may be necessary. RBM also offers training on the respective standard to both employees and contractors, where applicable.

Speak-OUT

Speak-OUT provides all Rio Tinto employees and contractors with a confidential and independent means of communicating suspected wrongdoing including fraud, harassment and any form of discrimination. The system is well established and fully implemented at RBM. Speak-OUTs are investigated internally and the General Manager: Human Resources reports the close-out to the Executive team and in summary to the Board Audit Committee and Audit Forum. Speak-OUT calls are handled in a confidential manner and, subject to local laws, callers may elect to remain anonymous.

Social and Ethics Committee

This committee assists the Board in fulfilling its oversight responsibilities in respect of our social and economic development programme, good corporate citizenship, human rights standards, anti-corruption measures, environmental, health and public safety, product stewardship and labour and employment practices. The Committee is established in line with the Companies Act 71 of 2008.

Governance

The RBM Board

Senior Leadership Team

Audit Forum

Social and Ethics Committee
RBM’s vision of ‘making a difference in our world by creating a brighter future’ and *The way we work* – Rio Tinto’s global code of business conduct – are the foundations of our sustainable development framework.

About This Report

Sustainability Framework

As part of a global company, we seek to understand the risks and opportunities we face that relate to social wellbeing, environmental stewardship and economic prosperity. We do this in order to deliver sustainable contributions to the places in which we work and value to our shareholders.

Sustainable development considerations are built into our daily operations from business planning to operations and stakeholder engagement.

RESPONSIBLE BEYOND MINING

Our mission, vision and leadership values, while underscoring principles needed for operational sustainability, are biased toward compassion and care for our people and the natural environments within which we operate.

Towards a culture of Zero Harm at RBM

Sound environmental management practices

Stakeholder engagement

Leadership values: Trust, Caring, Honesty, Courage, Respect, Fairness

Community development
Towards a culture of Zero Harm at RBM

Safety is about people. Numbers, policies, standards, programmes and targets are all important and have helped to improve our performance in recent years. However, it is only once all employees and contractors have the knowledge, competence and desire to work safely that we will achieve a true Zero Harm culture. We are determined to succeed in this.

An important part of managing health is identifying and managing major health risks with a view to minimising the occurrence of occupational illness and encouraging healthy lifestyles for our employees.

Sound environmental practices

The minerals we mine are biologically inert and their extraction therefore has little or no impact on dune ecosystems. Our rehabilitation programme was established at inception and has pioneered best practice in dune forest restoration.

We continue to strive for excellence and have received recognition for our air, water and waste management systems.

Working in an energy-intensive industry with on-going climate change and energy challenges, one of our key priorities is investment in research and development of new technologies that provide alternative sources of energy.

Stakeholder engagement

RBM’s Stakeholder Engagement Policy is guided by Rio Tinto’s Community Policy and Procedural Framework. This involves intensive outreach programmes for both internal and external stakeholders around our operations. Dedicated teams hold regular consultative meetings with stakeholders on a host of issues, including community projects, local economic development initiatives, labour demands and environmental issues.

We have close relationships with our suppliers and customers and an active employee engagement programme.

Community development

Since 1976, RBM has practiced a philosophy of partnership in its approach to development and has partnered with a number of government departments and non-governmental organisations to plan, fund and implement a variety of highly effective community development projects.

Our spend on LED projects is significant in host communities, including small-scale farming, business development, refurbishment and improvement of community roads, as well as the construction of houses for destitute families, education and healthcare.

Material Aspects and Boundaries

We follow a materiality process in order to determine which issues are most important to our stakeholders and to our business. This is the departure point of our reporting process every year, to ensure that we are reporting fully, transparently and in a focused manner on the right issues.

Our process is guided by the Global Reporting Initiative (GRI) guidance on materiality and completeness. The process guides us as we determine which topics and indicators substantively influence the assessments and decisions of stakeholders, reflecting the most significant economic, environmental and social impacts.

We review the sustainable development issues, both new and old, that are the topic of engagement with all stakeholders throughout the year in different forums. We rank the level of importance to stakeholders and also take cognisance of issues that impact the minerals and mining sector and business in South Africa as a whole. We evaluate the current or potential impact on our business from a financial, operational, reputational and legal point of view.

Our materiality matrix plots the level of concern to external stakeholders against impact on our business.

Stakeholder Engagement

Our community stakeholder engagement plan was enhanced this year to include a focus on youth structures, affected peoples’ forums, business forums and heritage task teams, in addition to our usual engagement with traditional councils, municipalities, government departments and NGOs. Together with the Business Development Centre’s efforts, this has yielded a remarkable improvement in our relationship with youth and local entrepreneurs.

A key and ongoing challenge to engagement with our host communities is leadership within those communities. In 2014, we lost leader of the Dube Traditional Council, Mr Mahlawula, under tragic circumstances. In the northern communities, Mbonambi Leadership issues remain unresolved, while Inkosi Mthiyane from Sokhulu was critically ill and spent a significant amount of time in hospital during the year.

We were pleased to host a number of high profile representatives of various stakeholder groups, including:

- Rio Tinto CEO, Sam Walsh;
- KZN MEC for Economic Development and Tourism Mr Moshe Motlohi;
- Umhlathuze Deputy Mayor, Cllr V Gumbi and Speaker, Cllr M Mqayi;
- Mayor of uMhlathuze Municipality, Councillor Eiphas Mbathe;
- uMhlathuze Ward Councillors led by the Speaker, Cllr M Mqayi and Deputy Mayor, Vera Gumbi;
- Acting President of NUM (National Union of Mineworkers), Mr Piet Mathosa; and
- Rio Tinto Chief Executive of Diamonds and Minerals, Alan Davies

Captains of industry in the Richards Bay area met with the first citizen of South Africa, President Jacob Zuma. It was a great honour to have among them our very own MD: Mpho Motsoha, GM: Smelting, processing and logistics operations, Joey Kuni-Behari and GM: Communities and Corporate Relations, Fundi Dlamini.
We view anyone who is impacted by or has an impact on our organisation, as a stakeholder, including:

- shareholders;
- employees and unions; and
- host communities:
  - Sokhulu
  - Mbanambi
  - Dube
  - Mkhwanazi

We use different platforms to engage, from hosting high-profile visitors at RBM, to face-to-face meetings, community izimbizos, meetings, workshops and conferences. Our approach to stakeholder engagement is multi-level and integrated. This year, our MD’s Townhall sessions were well attended, with active participation from employees. We introduced RBM Talk, a weekly newsletter for employees. 2014 also saw the launch of Izindaba Zomphakathi, a quarterly newsletter for our host communities.

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<th>STAKEHOLDER</th>
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<th>RBM OBJECTIVES</th>
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<td><strong>Sokhulu</strong></td>
<td>• Stability of business</td>
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**Report Profile**

We publish our Sustainable Development Report annually, covering the two entities that make up RBM:

- Richards Bay Mining Proprietary Limited, which undertakes the mining and minerals separation; and
- Richards Bay Titanium Proprietary Limited, which is responsible for the smelting and beneficiation process.

This report covers the 2014 calendar year and is our fourth GRI-aligned report, with the last report published in 2013. This report is produced in accordance with the General Reporting Initiative G4 Core Option. The report is not externally assured, but rather internally reviewed. There are no re-statements or significant changes in scope and boundaries.

For any comments or queries, please contact: communications@rbm.co.za
Our vision and uncompromising mission is to be the safest, most reliable and sustainable industrial minerals supplier.

Economic

Economic Performance

We are a major employer and the single largest taxpayer in KwaZulu-Natal. Over the past 10 years, the company has contributed R8.5 billion, which equates to 5 per cent of the province’s total Gross Domestic Product (GDP).

In 2014, we have continued to show our resilience despite a tough global economic environment, with weak commodity prices, challenges around shortages of power, transport and ilmenite supply constraints.

For financial performance information, please refer to our Annual Financial Statements for 2014.

Market Presence

Employment and job creation in our host communities is of critical importance to ensuring the stability of our operating environment. In addition to the work we are doing to stimulate small business development, we train and employ members of host communities across the business, including employees who are in professionally qualified, specialist, management, supervisory and semi-skilled positions.

Indirect Economic Impacts

As a business, we set out to build lasting relationships with our host communities that are characterised by mutual respect, active partnership and long-term commitment. Part of being an effective partner is understanding our real indirect economic impact.

A study commenced in late 2014 to develop a comprehensive socio-economic baseline in our host communities. The baseline will underpin our Community Strategy and Plan, aligned with RBM’s business strategy. As we continue with the baseline study, effective communication remains crucial in order to ensure willingness from community members. This has been a challenge in Sokhulu, where there is some resistance to the study.

We remain committed to working in partnership with local municipalities, provincial and national government to ensure our development efforts speak to government strategies and plans.

Our work within communities focuses on economic development in commercial and agricultural sectors, provision of infrastructure including roads, schools, clinics and the provision of water, support for education, as well as vocational skills development. RBM has committed R1.5 billion in total to community development over the years.

In June 2014, the Rio Tinto Global Practice leader and her team, conducted an HSEC review, with a special focus on Communities. The aim was to grow and foster the professionalism and performance of our team, providing training and promoting leading practice across the Group and ensure that the business has one strategy on communities and owns it.

Community Investment

We have spent 67 per cent of our approved R150 million Local economic development budget for 2012 - 2014 on a wide variety of projects including clinics, schools, centres, roads, water reticulation, housing, as well as farming and supplier development. Projects such as the water reticulation projects will be carried over to 2015 when the municipalities involved are ready to proceed. The roads and housing projects will continue into 2015, as will the building of the multi-purpose centres in host communities.

An amount of R106 million has been earmarked for the construction of Maphelane Road, Mpembeni Road, Thusong Centers in the Zulti South and Zulti North.
Support for subsistence farming puts food on the table

Jerry Thabede, Specialist Rural Development at RBM, manages our agricultural programme, which aims to support farmers in host communities to realise their farms’ full potential. He speaks passionately about one of the farmers he is working with, “M Mthethwa’s enthusiasm and dedication are exemplary,” he says. “He is living proof that with a piece of land and some dedication, every one of us can have food on the table.” On this particular farm, you will find spinach, cabbages, carrots, tomatoes, onions, strawberries, paw-paws and some root vegetables.

Our team is not only active on farms. We host an annual Farmer’s day, which provides a platform for established and emerging farmers to share and discuss farming practices and to display their produce for potential buyers to see. The day attracts leading manufacturers of farming equipment and producers of animal feeds and insecticides.

More than 2,000 farmers from the four host communities participate in the agricultural programme, farming a wide variety of produce including vegetables, fruit, maize, cotton and livestock.

Building Roads in Host Communities

Maphelane Road (P322) in Sokhulu will connect the Sokhulu community to a black top motorway linking them to Richards Bay city. The Department of Transport is refurbishing an additional 26 kilometres of the road, which will provide a further black top motorway from Mbonambi town to the Sokhulu traditional court and the surrounding area. The road also improves access to the Maphelane East Site in Sokhulu, which should stimulate local economic activity.

Mhlabeni Road (D887) connects a number of sub-wards to Eskhaleni Township, modern shopping facilities and financial services located in the area. Access to the Dube community’s traditional court is further development by the Department of Transport, Police and Postal Services, as well as municipalities. The centres will bring a variety of government and commercial services closer of 20,000 community members through the clinic, health & HIV/AIDS services located in the area. Access to the Dube community’s traditional court is also provided by this road. Families with houses next to this road have complained about dust causing health and hygiene problems for them. With the refurbishment of the road, dust will be reduced. Our investment has also once again acted as a catalyst for further development by the Department of Transport, who will be extending the development significantly.

Skills Development in Host Communities

Supporting Schools in Host Communities

Skills development programmes have also been run specifically for the Zulti South project, with 87 learners found competent in:

- bricklaying and community house building;
- carpentry and roof trussing;
- building and civil construction;
- concrete hands;
- shutter hands;
- steel fixers; and
- painters

Supporting Schools in Host Communities

Just over R13 million was allocated to supporting schools and education in communities. The following infrastructure projects were completed in 2014:

- Muntonokudla High School – science laboratory;
- Amandosi Primary School – specialist rooms;
- Mhlanga Primary – tiling of floors; and
- Mzingazi High School – fence

Housing for Very Poor Families

Working with various stakeholders including local traditional leaders, elected councillors, the Department of Mineral Resources, Municipalities and the Department of Human Settlements, potential beneficiaries from host communities are selected based on need. Each house has three bedrooms, a kitchen, dining room and a family bathroom. 44 families have benefitted from this programme in total, with 11 houses built during 2014.

Water Reticulation to Homes

Our partnerships with municipalities extend to the provision of potable water to households in our host communities. Our contribution in this area amounts to R17 million, with work beginning in May 2014 for completion by March 2015.

Community Multi-Purpose Service Centres

RBM has allocated R8 million for the construction and refurbishment of community multi-purpose service centres in uMfolozi and uMhlathuze Municipalities. The centres will bring a variety of government and commercial services closer to communities including Home Affairs, Social Development, Police and Postal Services, as well as ATMs. Development is planned to begin in 2015.

CASE STUDY

RBM funded clinics, health & HIV/AIDS initiatives bring primary healthcare closer to communities

“Zero new HIV infections, Zero discrimination and Zero AIDS-related deaths” was the global theme for World Aids Day 2014. Preventing transmission of HIV from a mother to her unborn baby is critical in stopping the spread of HIV. Without treatment, 20 to 45 per cent of babies born to HIV-positive mothers could become infected during pregnancy and delivery. The risk drops below five per cent when women participate in effective Prevention of Mother to Child Transmission (PMTCT) programmes.

The RBM-built Mbonambi clinic provides an integrated HIV/AIDS management service for nearby communities. Among the services offered by the clinic, is a comprehensive PMTCT programme, which includes counseling and testing, anti-retroviral treatment, and wellness and support services for expectant moms and their babies.

The clinic is managed by Sister Nelly Roman and operates 24 hours a day, six days per week. Seventeen nurses look after 8,000 patients each month, with a doctor visiting once per week. The clinic was first built by RBM in 1993 at a cost of R1 million to provide primary healthcare services to the community. A R3.5 million upgrade in 2012 enabled a high level of care for community members to be maintained.

The clinic works hand-in-hand with health and HIV/AIDS wellness initiatives also sponsored by RBM, including DramaAID HIV/AIDS education and Mbonambi Community Health Workers’ (also known as “foot doctors”) programmes. These two initiatives reach more than 50,000 community members through school and home-based sessions.

The Mbonambi clinic is just one of five we’ve built in host communities. In partnership with the KwaZulu-Natal Departments of Health and Public Works, the Sokhulu Clinic was recently upgraded to cater for the 20,000 community members in the surrounding areas. Other clinics also upgraded by RBM are in Nhlabane (Mbonambi), Isiboniso (Dube), Mokhotlongkayise (Mkhwanazi) and Sokhulu.

Skills Development in Host Communities

Our support for skills development in host communities includes funding learning programmes as well as logistical support. A transport stipend is provided for 30 youth from Sokhulu and Mbonambi who attend government funded programmes, but who cannot afford the transport needed to attend. In 2014, “N programmes” in engineering and business studies were funded as well as driver’s license, backhoe loader and computer literacy training.

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No business operates in isolation. Our ability to create a healthy and sustainable business is directly linked to our ability to maintain relationships with those who affect or are affected by our business. This is especially true of the communities that host our operations. Continuously maintaining and improving these relationships is both a priority and a challenge.

Our obligation to empower host communities through procurement opportunities as well as recruitment is defined in South Africa’s Mining Charter, but it is also a fundamental business principle of our majority shareholder, Rio Tinto. The development of local suppliers and host community enterprises is one of the most effective means of ensuring that the benefits of our mining activities are directed to our host communities and will contribute to their sustainability beyond the life of our operations.

Our supplier and enterprise development initiatives are housed and managed by the Business Development Centre (BDC), which was officially opened by the Deputy Minister of Mineral Resources, Minister Gilphant, on 30 September 2014. The Centre aims to create and develop commercially viable and sustainable small, medium and micro-enterprises (SMMES) within our four host communities.

The BDC is responsible for the registration and validation of local enterprises. Once validated, the enterprises are profiled on the master database, enabling them to be graded and considered for development and procurement opportunities offered by the company.

The BDC also provides a range of business advice and support services to host community enterprises, from providing internet access to assistance with the completion of documents.

One of the primary reasons that host community enterprises are often not successful in securing procurement opportunities is a lack of technical skills and a gap between minimum required standards, especially in the areas of health, safety and quality, and compliance with stringent environmental standards. In partnership with the Centre for Supplier Development, the BDC is currently managing and implementing four key programmes which aim to address these gaps and fast-track the development of host community enterprises. One such programme includes the opportunity for 60 entrepreneurs to obtain a formal business management qualification from Monash University.

Procurement has Environmental Impact

As part of our drive to develop local community procurement opportunities, both land rehabilitation and cattle herding contracts were awarded to companies owned, managed and resourced by people from our local communities. This serves to not only boost local economic empowerment through major contracts, but also means that local community members become an integral part of the creation of new forests. Community members develop skills in rehabilitation and become ambassadors in their communities, raising environmental awareness and appreciation for nature.

Grooming future leaders

The Bambisani programme continues to run in partnership with the KwaZulu-Natal Department of Basic Education and Grantleigh College. It gives high school learners the opportunity to improve their matric results especially in the areas of Maths and Science, increasing their chances to access bursaries and study further in technical or engineering fields. 350 grade 10 to 12 learners participated in the programme in 2014, with 107 learners writing their Grade 12 exams and achieving an 81.2 per cent pass rate.

The programme’s Executive Director, Shaun McMurtrey, says he has seen pupils with little confidence grow in leaps and bounds during the three years they spend attending extra lessons at Bambisani. David Tshobo, an 18 year old learner from Mntambo Secondary School in Moambo, is one such pupil. According to Nokulunga Mintambo, Vice Principal at the school, his grades were mediocre until he participated in the programme. He now achieves between 70 and 90 per cent in all his subjects. She added that the school has several learners who have gone on to study engineering at Wits University and the University of KZN. Her son, also an Alumnus of Mntambo and Bambisani, is in his second year of medical studies at the University of Cape Town.

David Choncho, Department of Education District Manager, applauded RBM for this programme, saying it boosts the District distinction figures. Since its inception, we have noticed a significant improvement in matric results at local schools and this area proudly boasts some of the province’s top learners.

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Respect for the environment is at the heart of our development strategy. We have developed a range of practical environmental programmes, including using our technological expertise to reduce emissions, recycling water and progressively rehabilitating land into functional ecosystems that provide a range of ecological services.

Environmental

We make every effort to be compliant with the existing legislative requirements, and have often taken proactive steps above and beyond these requirements where it is important to our host communities and our values.

Our integrated environmental management philosophy ensures that addressing our material issues of water, biodiversity, energy, atmospheric emissions and waste, is both a strategic and an operational prerogative.

Energy

We work in an energy-intensive industry, and a secure, efficient and cost-effective electricity supply is important to help our operations respond to energy and climate challenges. In order to reduce our heavy reliance on fossil fuels, especially the use of purchased electricity - our biggest source of greenhouse gas (GHG) emissions – we invest in the research and development of new technologies that provide alternative sources of energy.

We reuse waste gas from the smelter plant as an energy source in the production process, which also allows for the reduction of GHG emissions.

Significant investment in the refurbishment of all four smelter furnaces has improved production efficiency and, importantly, simultaneously reduced our energy consumption and emissions. Rehabilitated dunes act as a net carbon sink, contributing to the overall regional carbon sequestration.

We monitor energy consumption per source on a monthly basis and track our performance against prior year performance and an energy intensity target of 10.85 Gigajoules (GJ) per tonne of finished product. Over half of our energy needs are provided by purchased electricity.
Energy consumption was higher in 2014 compared to 2013. This is mainly due to resumption in normal operation from our Smelter Plant after a period of refurbishment.

Overall energy consumption, however, has reduced over the last five years primarily because of improved smelter performance after the furnace refurbishments.

Energy reduction initiatives implemented in 2014 led to an overall reduction of 0.5 per cent. This equates to just over two per cent reduction in GHG emissions.

Initiatives included:
- optimized concentrator motor operation and density management;
- improving Mineral Separation Plant processing efficiency;
- compressed Air Optimisation;
- site-wide water management system – Nhlabane North;
- compressed air: reduced use at Smelter change necks;
- reducing recirculation of CO gas on High Pressure (HP) compressors; and
- Zircon Treatment Plant (ZTP) efficiency

Water
We use water at every stage of our operation, for exploration, mining, processing, smelting, and drinking. We depend on the ability to obtain sufficient water of the right quality – which we are committed to using responsibly.

2014 marked one of the driest years since the 1930s. Without adequate rainfall during 2015, our communities, ecosystems and operations will be significantly impacted. In response, we have implemented several water saving strategies across the mine, smelting and processing as well as logistics operations.

There are no water resources affected by our operations, due to our strategy to alternate between three different sources. Our approach is to understand the sustainability of our water sources, our demand and the requirements to protect the ecological integrity of the sources through compliance with the permits in our possession.

We set a target to reduce municipal water consumption, that is water withdrawn from Lake Nuezi, by two per cent per year over the next five years off a baseline (2008 – 2013) average consumption of 6.7 million m3. In 2014 we achieved a 17 per cent saving in water usage from this source, surpassing both the annual target and the 2018 overall target.

In order to reduce the volume of freshwater consumed in our mining operation, process water together with storm water runoff from our smelting, processing and logistics operations is captured and reused. Approximately 6.62 million cubic meters of water was captured and reused in 2014.

We have an integrated water management strategy, which includes programmes to reduce fresh water abstraction and usage, improve water reuse and recycling, as well as maintain infrastructure to improve efficiency. We monitor source levels on a daily basis and manage the amount of water we abstract, as well as surplus storm water, groundwater and discharges. Improved water treatment capabilities ensure that the smelting, processing and logistics operations reuse water 21 times before it is sent to the mining ponds.

We measure energy intensity as Gigajoule used per tonne of finished product and include all energy sources. Our energy intensity reduced in 2014 due to the processing of previously stored TiO2 at the Slag Plant. This means that less energy was consumed in the Smelter Plant. Power shortage from the power utility suppliers meant that we had to reduce electricity usage the Smelter Plant. Power shortage from the power utility suppliers meant that we had to reduce electricity usage the Smelter Plant.

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During 2012 and 2013, we commissioned a study on the Lake Nhlabane Catchment. The final report was published in 2014. Lake Nhlabane has been a major source of our water supply for the past 35 years. The ability of the lake to provide an adequate and sustainable supply of water is limited by the capacity of the lake to store and release the quantities of water supplied by rainfall and lost by evaporation, as well as inflow to and outflow from the surrounding aquifer and catchment. The lake and its surrounding catchment have changed radically over the past 40 years and these changes have directly and indirectly affected the potential yield of the system and its ability to sustain water supply under natural meteorological conditions.

The aim of the study was to understand:
- sustainable supply until 2040;
- the link between the lake, rainfall and groundwater inflows from the catchment;
- human impact, including land use, on the catchment and water resource; and
- to identify further opportunities to use the resource sustainably.
Biodiversity

Mining activities by their nature impact on biodiversity, ecosystems and land use, but also tend to attract more people to an area as infrastructure programmes provide better schooling, clinics and other services.

Our goal is to restore our mining path and manage our mineral lease in such a way as to improve ecosystems relative to pre-mining conditions. We define biodiversity not only as the fauna and flora of natural environments, but also the interface between people and the environment. We are therefore not only committed to conservation and the preservation of biodiversity in our own rehabilitation efforts, but also seek to facilitate sustainable land stewardship in our host communities.

We adhere to Rio Tinto’s land use and rehabilitation standards and encourage responsible land use by rural communities through environmental education and agricultural training programmes. We have forged strategic partnerships with Ezemvelo KZN Wildlife and the Wildlife and Environment Society of South Africa (WESSA), amongst others, to deliver these goals.
Dune Forest Rehabilitation

The minerals we mine are biologically inert and their extraction therefore has little or no impact on forest regeneration. Soon after we started mining the sand dunes in 1976, we launched a rehabilitation programme that pioneered best practice in dune restoration.

Mining and rehabilitation take place concurrently, as close to a 1:1 ratio as possible, ensuring that we minimise exposure of land to mining activities at any given time. This allows areas behind the mine to begin to recover as the mine proceeds northwards. The extent of rehabilitation activity is therefore dependent on the amount of land made available by mining activities.

Our rehabilitation programme aims to restore one-third of the land affected by our mining operation to indigenous vegetation typical of the region, while commercial forestry is re-established on the remainder of the land. This component is run in conjunction with the Department of Agriculture Fisheries and Forestry (DAFF), and annually returns approximately 80 hectares of harvest-ready timber to DAFF for harvest by the Mbombani (55 hectares) and Sokhulu (25 hectares) communities.

To date, we have committed over 1,000 hectares for the restoration of coastal dune forests. Drawing on over 20 years of peer-reviewed research on dune rehabilitation by the University of Pretoria’s Conservation Ecology Research Unit, we let indigenous ecological processes drive the forest development – only interfering to control unnatural disturbances, such as fires, grazing cattle and to remove invasive exotic plants.

Twenty nine hectares were re-disturbed in order to maintain minimum open areas after disturbance. They are afforested temporarily with fast-growing forestry species to provide logs used in rehabilitation activities. This re-disturbance activity was deliberately planned and carefully managed.

Although we still maintained our 1:1 land rehabilitation to disturbance ratio, the rehabilitation total for 2014 was lower than normal. This was the result of a number of challenges including severe drought, a reduction in area handed over for rehabilitation due to slower mining conditions and replacing the rehabilitation contractor with a new local provider.

Impact on Land

Going Beyond our Borders…..

Richards Bay Minerals in collaboration with Wildlands Conservation Trust and WESSA implemented an Eco Schools programme at local schools. During the National Water Week (March 17-23) 15 local primary schools from Sokhulu, Mbonambi, Dube and Mthweni communities participated in a mini stream assessment scoring system (Mini-SASS) project at their nearest streams or rivers.

This project was especially designed for school children to explore streams or rivers in their area, learning how to identify insects and plants and assess the state of health of that wetland or stream.

In collaboration with Wildlands Conservation Trust, our host communities were provided the opportunity to participate in the Tirement programme, which targets local women- and child- run homes to grow indigenous trees from seed in return for bartered goods such as school shoes, school fees, food vouchers etc. Greenpioneers, another Wildlands Conservation Trust programme employs teams dominated by women from the local community to plant trees and conduct weeding in communal areas adjacent to our sites.

During 2014, RBM facilitated the planting of over 100,000 such trees.

Community outreach programmes also included a beach clean-up initiative overseen by Ezemvelo KZN-Wildlife and the annual RBM Birding weekend, which encourages the greater Richards Bay, local community members and school children to participate in bird watching in our regenerating forests.

<table>
<thead>
<tr>
<th>Geographic location</th>
<th>Tsandile</th>
<th>Zulti North</th>
<th>Zulti South</th>
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<tbody>
<tr>
<td>10km north of Richards Bay</td>
<td>739</td>
<td>772</td>
<td>809</td>
</tr>
<tr>
<td>30km north of Richards Bay on the northern coast of KwaZulu Natal</td>
<td>739</td>
<td>772</td>
<td>809</td>
</tr>
<tr>
<td>About 5km south of Richards Bay</td>
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<td>772</td>
<td>809</td>
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<table>
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<th>2012</th>
<th>2013</th>
<th>2014</th>
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<td>131.1</td>
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<td>112.9</td>
<td>144.3</td>
<td>76</td>
<td>60</td>
</tr>
<tr>
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<td>112.9</td>
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<td>76</td>
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<td>144.3</td>
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</tr>
</tbody>
</table>

Protected areas and areas of high biodiversity value

- 300m buffer zone on either side of the Nhlabane estuary
- 100m buffer zone from the high water mark of Lake Nhlabane
- 200m – 300m coastal buffer zone from the high water mark throughout the entire Zulti North lease area;
- 200m coastal buffer zone from the high water mark throughout the entire Zulti South lease area;
- additional coastal exclusion area of 28.6ha near Dawson’s Rocks in the Zulti North area;
- coastal strip from the high water mark throughout the entire Zulti South lease area;
- wetland exclusion areas and buffer zones (100m) as identified during peer-reviewed baseline studies; and
- two areas totalling 27.5ha adjacent to Lake Nhlabane within the Zulti South lease area.

Impact on species

Significant fauna studies have been conducted since mining began on: herbaceous plant and tree, ant, beetle, spider and millipede communities; small mammals, reptiles, amphibians, birds; and vervet monkeys; as well as the impact of cattle on the rehabilitated areas.

Thirty-seven species of mammals are recorded to inhabit the area, seven of which are listed in the Red Data Book as endangered, rare, vulnerable or indeterminate.

Approximately 200 species of birds are likely to occur in the lease area, of which 11 are listed as Red Data Book species. The majority of these species have been recorded in the regenerating areas.

Four reptiles are listed as Red Data Book species and two of these have been recorded in the regenerating forests.

Since the commencement of mining operations, the Coastal Research Unit of the University of Zululand (CRUZ) has undertaken extensive research work on the fish population of the Lake Nhlabane system. To date, approximately 40 species have been recorded from the Nhlabane estuary.

The Red Data Book species distribution is updated annually through various research and monitoring programmes. During 2015 more research will be conducted on the presence and location of various frog species.
Emissions

Our operations release gases and particulates into the atmosphere as a result of burning fossil fuels, moving ores and wastes, and smelting metals. To minimise possible health and environmental impacts from our production processes, we constantly review our emissions and look for ways to improve our performance.

Our plan for air quality monitoring addresses all aspects of the 2008 National Framework for Air Quality Management. In 2013, we installed an on-site air quality monitoring station at our smelting, processing and logistics operations, which provides real-time data of our process emissions. This site emissions data is mainly being used for modeling of emissions as well as allocating pollution sources to ensure correct focus on reduction. The station will eventually be used in community areas to monitor ambient air quality.

As at the end of 2014, baghouse availability of 96 per cent for a 30-day period is required for all air abatement equipment. We are consistently compliant with this condition. Dust fall-out is monitored on a continuous basis and is consistently below residential and industrial limits. Ambient air emissions remain below both current and future limits set by the National Environmental Management: Air Quality Act 2004 as amended. We are currently improving our emissions reduction to achieve emissions limits set for 2020 in terms of the Act.

In recognition of our efforts to manage air quality, we were awarded the 2014 Annual National Association of Clean Air (NACA) Award for Industry. The award means that we are heading in the right direction in terms of our duty to care for the environment and we will continue to implement our group standards on environmental management and the requirements of our air emission license.

Greenhouse Gas Emissions

Our direct energy sources account for approximately 30 per cent of our annual GHG emissions (Scope 1 emissions) and our indirect energy source is purchased electricity, contributes over 70 per cent of our GHG emissions (Scope 2 emissions). Our emissions are calculated using Eskom and Rio Tinto’s recommended emission factor data.

Our GHG emissions intensity decreased marginally from 2.4 tonnes of CO₂e per tonne of finished product in 2013 to 2.28 in 2014. This can be attributed to increased movement of our slag previously stockpiled, as well as energy reduction projects implemented during the year. While improvements have been made, we have not yet achieved our target of 1.98 tonne of CO₂e per tonnes of final product.

Other emissions

On site measurements of NO₂ and SO₂ started at the end of 2013. Although our air quality station is situated on site, a stricter benchmark of ambient air standards is used for comparison than that prescribed by law. NO₂ results for 2014 indicate compliance to hourly ambient average standard of 200 micrograms per cubic metre and annual average of 40 micrograms per cubic metre. The annual average result of 8.81 micrograms per cubic metre for NO₂ was measured, which is significantly lower than the ambient standard.

The SO₂ results for 2014 indicate compliance with all standards. The annual average concentration was measured at 8.0 micrograms per cubic metre on site compared to the ambient standard of micrograms per cubic metre.

Effluents and Waste

Our mining and minerals processing operations generate both mineral and non-mineral waste. We are committed to controlling and disposing of all wastes in a responsible manner and are guided by legislation as well as Rio Tinto policies to safeguard the environment. Our integrated waste management plan focuses on reducing, reusing and recycling waste and it incorporates water quality and land rehabilitation.

We continuously invest in research and development of innovative technologies focused on recycling waste. One such successful project is the re-use of iron residue to make black top gravel for use in civil construction.

In 2014, we became the first mining company in KwaZulu-Natal to be honoured by the Institute of Waste Management South Africa (IWMSA) at their annual Waste Management Awards. The Gold 4-Star Certificate and Best New Entrant Award acknowledge our leadership in enhancing waste management practices, on-site recycling, proper record keeping and environmental compliance throughout our operation.

Mineral Waste

The increase in total minerals waste in 2013 and 2014 can be attributed to additional processing of tails through the Tailings Treatment Plant and increased production after completion of rebuild of smelter furnaces.

Non-Mineral Waste

Highly hazardous waste consists of tetrafluoroethylene-contaminated waste, fluorescent tubes and bio-hazardous waste from our clinic, which are placed safely into a high hazardous containment landfill site. Low hazardous waste consists of rubber waste, asbestos, paint and hydrocarbon contaminated waste, sewerage sludge and grease/oil drums. Non-hazardous waste consists of general municipal waste and salvageable waste such as scrap metal, non-compactable waste such as wood and building rubble.

In 2014 we have achieved a decrease on all non-mineral waste streams. This can be attributed to a lack of major refurbishment work in 2014 as compared to 2013.

Environmental Grievance Mechanisms

All grievances about environmental impacts are addressed and resolved through a formal grievance mechanism. For further detail, please see page 51 Grievance for impacts on Society.
People are at the centre of our business and on which every pillar of our business strategy depends.

Social

Employment

It is the people of our business who have enabled our best safety year yet, where we have all been and continue to be our brother’s keeper. It is the people of our business whose work has earned us multiple awards this year.

We are proud of our diverse team of talented, enthusiastic employees and contractors. Our contractors are regarded as much of our team as our employees. The safety and well-being of both are of paramount importance to us.

Occupational Health and Safety

2014 was a significant year in our Journey to Zero Harm. It was our best year ever, with the achievement of two million man-hours injury-free as well as achieving one million man-hours injury-free not once, but twice. Our All Injury Frequency Rate (AIFR) was the best ever in the history of the organisation. We are very proud of our achievements in building a safe and caring workplace by working together. Safety has moved beyond compliance, with daily evidence, reinforced through Take 5s and Toolbox Talks, on the principles:

• Be your brother’s keeper at all times;
• Have the courage to be able to stop any unsafe work; and
• Do not forget to celebrate success.

Our Journey to Zero Harm training began with the executives and managers, who were in turn trained to train employees reporting to them. The training aims to help everyone to understand what Zero Harm really means on a personal level.

In June 2014 we had a Health, Safety, Environment and Quality Management System (HSEQ-MS) audit by an external certification body. We maintained our certification for ISO 14001, ISO 9001 and OHSAS 18001.

The Journey to Zero Harm has seen the implementation of a number of programmes, including the Fatality Prevention Programme and Leadership in the Field.

Fatality Prevention Programme (FPP)

The FPP aims to identify the possible causes of fatalities in our business and then look at processes and actions that can be taken to ensure that there are no more fatalities.

There are four work streams:

1. Leading Adaptive Change

The objective of this work stream is to achieve the behavioural changes that are required to prevent fatalities and that are essential to achieve a zero harm safety mind-set and culture.

2. Risk & Hazard Identification

The objective of this work stream is to raise the level of awareness on hazards and risk to prevent serious injury and fatalities.

3. Permit-to-Work

The objective of this work stream is to strengthen the permit-to-work process to ensure that fatal and process risks are managed effectively.

4. Preventing an Imminent Fatality

The objective of this stream is to eliminate the risk of an imminent fatality or serious injury.
Leadership in the Field

Leadership in the Field (LIF) is a dedicated time each day for leaders to spend in the field interacting with employees. This time is used to set, establish, and reinforce expectations on critical safety issues and for reviewing our performance in key safety areas. It is also to allow time for employees to interact with their leaders and express their opinions and concerns. The aim is to ensure two-way communication of expectations, concerns and ideas in order to improve the safety of everyone who works at RBM, employees and contractors alike.

Traffic Management

We are committed to our goal of Zero Harm and have identified the safety of pedestrians as a key element to this plan. Limiting the interaction between people and mobile equipment is a major safety risk. All heavy mobile equipment will be fitted with Proximity Warning System (PWS) equipment and all employees and contractors working in or entering high risk areas will be required to wear an electronic tag. This technology uses a low frequency, magnetic-based alert system to warn both operators and pedestrians when they are close to each other – or within the danger zone. We are leading the introduction of PWS in Rio Tinto as a key safety prevention tool for our operations, taking us forward on our journey towards our Zero Harm goal.

Fatigue Management Caps

Operator/driver fatigue is responsible for significant injuries and losses in a number of industries throughout the world. The SmartCap is a user-friendly fatigue measurement and management tool for vehicle drivers or operators of heavy equipment that provides real-time measurements of fatigue. It takes the form of a baseball-type cap. Having been tested to international safety standards, it is being used widely in Rio Tinto. The cap contains sophisticated sensors concealed in the cap lining which calculate a measure of fatigue. This is wirelessly communicated to a display in-cab, or to any Bluetooth enabled device, making the wearer aware of possible high fatigue levels ahead of time.

The Iron Plant has started a trial with this innovative technology, and has introduced the system to crane operators. Both crane operators and management are already noting the benefits.

Diversity and equal opportunity

We place strong emphasis on the development of our people and our host communities. Development programmes in our host communities provide a great source for recruiting talent.

We place particular emphasis on supporting women in mining and we run programmes, such as Imbokodo, to ensure more women are enrolling for mining-related qualifications. We established the Women in Mining Forum in 2011 and continually challenge the notion that “women don’t work in mines”, not only by actively attracting women to the sector, but by considering the factors that contribute to women’s success in this environment.

The Transformation Committee monitors our implementation and progress against the Human Resources Development plan (HRDP). We are proud of our achievement in this area with 43 per cent historically disadvantaged South Africans (HDISA) representation in top management and 55 per cent in senior and middle management. Our Social and Labour Plan (SLP) includes strategies for human resource development, employment equity and skills development.

For a detailed breakdown by employee level, gender and age group, please see page 11.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Employees</th>
<th>Total Females</th>
<th>% of female employees on maternity leave</th>
<th>Return to work %</th>
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Benefits

Our employees, both temporary and permanent, qualify for a number of benefits:

- Medical Aid
- Retirement Provision
- Life Insurance
- Disability Cover
- Maternity Leave
- Family Responsibility Leave
- Meal Allowance

Production Bonus

A production Bonus is paid to all employees quarterly, assuming production targets are met

<table>
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<tr>
<th>Quarter</th>
<th>Number of Employees</th>
<th>Amount Paid (R)</th>
<th>Number of Employees</th>
<th>Amount Paid (R)</th>
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<td>3 398 858.89</td>
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<td>9.24</td>
<td>1 612 716.01</td>
<td>10 280 188.30</td>
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Diversified South Africans (HDISA) representation in top management and 55 per cent in senior and middle management. Our Social and Labour Plan (SLP) includes strategies for human resource development, employment equity and skills development.

For a detailed breakdown by employee level, gender and age group, please see page 11.

<table>
<thead>
<tr>
<th>Year</th>
<th>Month</th>
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<tr>
<td>2014</td>
<td>September</td>
<td>1 985</td>
<td>6 387.83</td>
<td>12.0</td>
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Retirement Rate after Maternity Leave

Encouraging women to succeed in our work environment goes beyond devising and implementing programmes.

In practice, we consider issues that impact on retention of our female employees, such as return to work after maternity leave and the issues that impact on a work/life balance.
Lungile Mdluli is a graduate of the Imbokodo programme.

She began studying through the programme in 2005 and has since worked her way up to become a Shift Supervisor leading a team of 12 people.
Training and Education

Average training hours per male employee 2014 55.4
Average training hours per female employee 2014 53.3
Average training hours per employee 2014 55.1

Skilled technical and academically qualified workers, junior management, senior management 17.6 55.0 27.3 51.9 20.1 67.3
Top Management 4.5 38.6 10.4 36.1 11.3 77.0

CASE STUDY: IMBOKOD

Imbokodo, a programme that runs every two years, is aimed at empowering women from the uMhlathuze area to gain mining qualifications for entry-level employment at mines or related industries. In 2014, eight students met stringent qualifying criteria and were selected out of hundreds of applicants. Two students have been hosted by each Mining pond A, C, D and E.

The programme provides financial assistance to learners in order to obtain a N3 qualification in surface mining and smelting processing which is followed by 12 months practical on-the-job training accredited by the Mine Qualification Authority.

To date, 82 women have been through the program with 34 appointed to positions within RBM in core mining operational positions.

Lungile Mdluli is one such graduate. Lungile began studying through the Imbokodo programme in 2005 and has since worked her way up to become a Shift Supervisor leading a team of 12 people. She says, “I think the Imbokodo graduates have done a great job in setting a trend for females to come and work in this environment. We’ve shown them what we can do as part of the team. I say to other young women: if you can dream it, you can do it!”

Human Rights and Society

Our operations run adjacent to four host communities, two north of Richards Bay and two south of the town. We have always held verbal agreements with our communities, but during 2014, we engaged with the four host communities and drew up Memorandums of Understanding (MoU) signed in December 2014. These MoUs lay the foundation for issue-specific frameworks with different community interest groups and form binding agreements with each of the four host communities.

These mutually agreed upon written documents aim to eliminate possibilities of misunderstanding or misalignment of needs and expectations of the parties. Our Community Strategy and Plan, as well as grievance handling protocol are built on the MoUs and will be shared with all stakeholders during 2015.
Resettlement
In 2014, the renovation of 10 haulage road relocated households was completed. Current relocation activity is largely focused on the proposed Zulti South mine extension.

Our approach to planning and implementation of relocation and resettlement is based on Rio Tinto policies and principles and guided by the World Bank’s International Finance Corporation (IFC) Performance Standards.

A comprehensive impact assessment has resulted in a significant reduction in the anticipated number of affected households - from the original estimated 79, to only 18 households.

Working with the Relocation and Resettlement Planning Steering Committee (Steercom) and the government Resettlement and Relocation Advisory Committee (RRAC), we seek to apply an inclusive and participatory process to ensure that no single household is relocated until agreement has been reached between all the affected parties.

To date, 135 graves have been identified and protected and these will be relocated according to both South African national regulation and Rio Tinto standard before any project construction work happens.

We are not only committed to ensuring fair compensation of assets for affected communities, but also to upholding the principle of ‘no-worse-off’ resettlement and aim for ‘better-off’ relocation and resettlement. To this effect, a Livelihoods Restoration and Development Plan has been put in place. This will complement the existing Social Labour Plan approved by the Department of Mineral Resources.

Closure Planning
Mineral resources have a finite life span and all mines will eventually close. We continuously review our closure management plans to ensure adequate preparation is made for closure, from a financial, environmental and social perspective.

Our sustainable post-mining land use strategy involves working closely with stakeholders, including local authorities, communities and key conservation NGOs to understand their needs and concerns. Our goal is to realise a sustainable end-land use that will satisfy both local and economic development and conservation goals beyond mining.

We have a comprehensive and consolidated Mine Closure Plan to cover the Zulti North, Tisand and the smelting, processing and logistics operations. There is currently one overall financial provision for closure. The plan is currently under review to incorporate new requirements by Department of Mineral Resources to separate financial provision for different areas ie mine and smelting, processing and logistics operations.

The Closure Management Plan includes:
1. A closure management strategy that aligns with existing environmental, health and safety and community liaison systems
2. A closure management plan for each operational area
3. Detailed bill of quantities for demolition

Product Responsibility
Our products are stable, non-corrosive and carry low health risks. Material Safety Data Sheets (MSDS) for our products are available on request and attached to all product shipments. Each MSDS provides the following information:

• content, particularly with regard to substances that might produce an environmental or social impact;
• safe use of the product; and
• disposal of the product and environmental/social impacts

Marketing Communications
In 2014, we successfully completed the process of revising our corporate identity to reflect Rio Tinto’s majority shareholding. The co-branding allows us to raise the profile of RBM within Rio Tinto, and gives further credibility to our brand. Having a strong and credible shareholder such as Rio Tinto brings with it opportunities for the company, its employees and local communities to develop and prosper. As a leader in the global mining industry, Rio Tinto sets best practice standards in responsible mining, people development, environmental management and community engagement. As a majority shareholder, Rio Tinto demands the highest standards in all aspects of our business, but especially in safety, which underpins our Journey to Zero Harm. This change also reinforces Rio Tinto’s commitment to South Africa, as the company continues to invest in the growth and development of RBM, its people and host communities.
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<thead>
<tr>
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<tr>
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