

Weipa sustainable development

2019 scorecard

SAFETY

Putting the health and safety of people first

2

Recordable injuries

0

Recordable occupational illnesses

0.10

All Injury Frequency Rate (AIFR)

Safety

We achieved our first ever 365-day recordable injury-free period during 2019 while simultaneously accomplishing a record 0.10 AIFR—a 58% improvement over the previous 12 months and among the best safety performance in Rio Tinto globally.



Employee health and wellbeing

We established an employee-led Peer Support Program which trains employees to be a listening ear to colleagues who may be facing challenges that affect their wellbeing.



CASH

Maximising cash to increase our resilience

35.3Mt

Bauxite production (17.6% increase on 2018)

\$65M

Local and Indigenous spend on goods and services



\$141M

Taxes and royalties to local, state and Australian governments

\$109.7M

Capital expenditure

\$460M

National spend on goods and services

GROWTH

Growing our business responsibly to benefit future generations

Transformation

We embraced a "transformation mindset", implementing 108 employee-driven initiatives focussed on achieving business efficiencies, which delivered \$40 million in cash savings to our operations.



North of Weipa

We continued to progress our North of Weipa studies, with on-Country engagement camps, \$300,000 invested with Mapoon-based businesses and 10,000+ hours of fieldwork in partnership with Traditional Owners, Old Mapoon Aboriginal Corporation and Mapoon Rangers.

PEOPLE

Building a workplace where we all feel valued, connected and can grow



1386

Full Time Equivalent (FTE) employees

330

Full Time Equivalent (FTE) contractors

26%

Female employees (FTE)

14%

Local Aboriginal Person employees

\$191M

Salaries and benefits paid

25%

Indigenous employees

People We introduced self-led competency modules to assist our operators to achieve nationally recognised accreditation for their skills and recorded the most full-time employees ever on-site at Weipa Operations.

PARTNERSHIP

Building relationships that enable us to operate and pioneer progress

\$4.4M

Community investment

39

Community organisations supported

0

Significant community complaints

Partnering to operate



We introduced the Community Development Fund in 2019, investing \$250,000 into local community opportunities across the Western Cape.

We successfully transitioned 100% of participants in our Paid School Leavers Program for local Aboriginal people into traineeships and apprentice-ready programs in non-traditional areas.

We partnered with 559 Traditional Owners through our cultural heritage management system that builds capability, informs operational practices and promotes on-Country engagement.

0

Significant environmental incidents

Environmental stewardship

By reducing predation, we increased the number of successfully hatched turtle nests on-lease by 700% from the previous year. We engaged 123 active participants from signatory communities to collect three tonnes of seed across 60 species of native flora for rehabilitation, and we reached an agreement on our closure criteria for East Weipa with the Queensland Department of Environment and Science.



Economic contribution

(includes salaries, partnerships, in-kind support, taxes, total national supplier spend)



\$796M

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OUR OPERATION

Our Weipa operations in far north Queensland include three bauxite mines, processing facilities, ship loaders, an export wharf, two ports, power stations, a rail network and ferry terminals. The development of Amrun, our newest mine, completed in 2018, will extend the life of our Weipa bauxite operations by decades to come, significantly building on our 55-year history on the Western Cape, providing jobs and supporting business growth in the region.

We are a major contributor to the regional economy on the Western Cape, including significant investment in local infrastructure to support the Weipa township. We work alongside Traditional Owners to create long-term mutual value, investing in education, employment, training, and cultural heritage management.



CASE STUDIES

Restructuring our operations to deliver long-term growth

We saw a significant shift in our operational approach this year, with the amalgamation of East Weipa and Andoom mines into a single leadership structure—Northern Operations—and the inauguration of our newest, \$2.3 billion Amrun mine to kickstart our Southern Operations. By transitioning into a campaign mining approach at Northern Operations, we were able to deliver \$20 million cash savings back to the business, while still producing in line with our long-term plan. Amrun's first year of operation was also a huge success, overcoming plant difficulties, reduction in tonnes capable of being shipped and other challenges to deliver 200,000 tonnes above the long-term plan for 2019, adding a total of 17.2 million additional tonnes to Weipa Operation's overall production.

Investing in Weipa community

In addition to investing the entire \$250,000 Community Development Fund budget in its inaugural year in 2019, we made broadscale investment across several capital projects to further our commitment to a non-FIFO residential hub for our workforce. This included the \$8 million Weipa Sporting Complex construction, a \$5 million contribution to roadworks along Weipa's main arterial road and a \$13 million airport upgrade to improve regional services across the broader Cape York community, bringing our total spend on the township of Weipa to approximately \$29 million. In addition, we invested \$160 million directly into our signatory communities by way of salaries and wages, engaged 57 local and indigenous businesses for operational services and supported 216 local Aboriginal people across a range of Indigenous employment and development programs to increase capability and skill levels for the local region.

A step-change in the way we mine

Pacific Operations established a Bauxite Integrated Operations Centre (BIOC) in 2019 for Weipa and Gove Operations as Phase 1 of a roadmap to integrate the entire bauxite, alumina and smelting business in this region. The centralised BIOC based in Brisbane now remotely manages mine planning, pit dispatch, shipping and transport logistics, asset health, utilities monitoring and stockyard scheduling and blending. This step-change saw 42 roles relocated from Weipa to Brisbane for what has become a major step-change in how we operate, unlock value and respond to customers. As a result of the BIOC, the business has captured \$70 million in savings in 2019 by lowering refinery processing costs. By moving from physical storage infrastructure to cloud-based software, we have been able to collect near real-time information from each of our four mines in the Pacific in one virtual location. It is an approach that has never been done before for Rio Tinto globally.