



Richards Bay Coal Terminal Proprietary Limited

Sustainable Development Report 2017



2017 THE YEAR OF COMMITMENT



Coal to the world, growth to the nation

Our Mission

Moving coal in a safe, cost effective and efficient manner, safeguarding the environment and stakeholders.

Our Vision

Moving coal passionately through a world class Port Terminal.

Our Core Values

We will not engage in any unsafe activity.

We work to the best of our ability.

We treat each other with respect and dignity.

We are innovative and pro-active.

We care for the wellbeing of employees.

We care for the environment



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RICHARDS BAY COAL TERMINAL
PROPRIETARY LIMITED



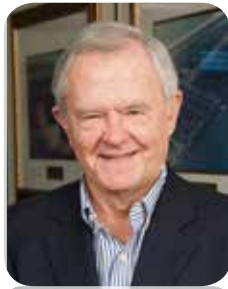
RBCT Board



N Siwisa - Damasane
(Chairman)



MS Teke



AJ Rogan



IA Swanepoel



KT Nondumo



MJ Fraser



Z Docrat



FJ Lopez



ND Baloyi



AJ Dladla



MJ Houston

RBCT Executive Team



Alan Waller
CEO



Casper Mbuyazi
GM: Finance



Jabu Mdaki
GM: Operations



Bill Murphy
GM: Projects



Kubendren Naidoo
GM: Asset Management



Zanele Mthiyane
GM: HSEC



Nontuthuko Mgabhi
GM: HR

Company Profile

Richards Bay Coal Terminal (RBCT) is a world class coal export terminal situated in the Port of Richards Bay. The terminal was opened in 1976 with an original capacity of 12 million tons per annum (mt/a).

The terminal provides South Africa's Coal Exporting Parties (CEP's) with a world class logistics service that facilitates the export of coal.

Export Destination per Continent

Asia	81.6%
Europe	10.1%
Africa	7.8%
South America	0.5%

RBCT is positioned at one of the world's deep sea ports, and handles large ships and large volumes of coal. The 276 hectare site currently boasts a quay that is 2,2 kilometers long with six berths and four ship loaders, with a stockyard capacity of 8,2 million tons (mt).

RBCT shares a strong co-operative relationship with South Africa's national utility, Transnet, which provides the railway services linking the coal mines to the port, and the shipping coordination of more than 900 ships per annum.

All RBCT's operations and administrative functions are conducted in Richards Bay.



276
Hectares

2,2km
Quay

6
Berths

4
Ship Loaders
(10 000 to 12 000 tph)

8,2m
Ton stockyard

>900
Ships per annum

RBCT History

1976	1979	1984	1991	1995
RBCT officially opened Phase 1 of the terminal; with a capacity of 12 Mt/a; started exporting coal	The terminal completed Phase II expanding its exporting capacity from 12 Mt/a to 24 Mt/a	The terminal further expanded its capacity to Phase III taking its export capacity to 44 Mt/a	Phase III was upgraded increasing the exporting capacity to 53 Mt/a	CAPANCO enhanced its capacity and increased its exporting capacity to 63 Mt/a

Stock Yard

2 x Stackers
- 5 500 tph

1 x Reclaimer
- 6 000 tph

7 x Stacker Reclaimers
- 3 600 to 4 600 tph

Capacity

INBOUND 5 x Tandem Tipplers with a tipping capacity of 5 500 tph

OUTBOUND 4 x Ship loaders 10 000 to 12 000 tph
5 x Cape Size Vessels



1999

The Brownfield's expansion project was completed, increasing exporting capacity to 72 Mt/a

2008

Through the Quattro project the terminal increased its design capacity to 76 Mt/a

2010

The Phase V Expansion increased the design capacity to 91 Mt/a

2015

Machinery Replacement Project launched - Replacement of original 1976 machines

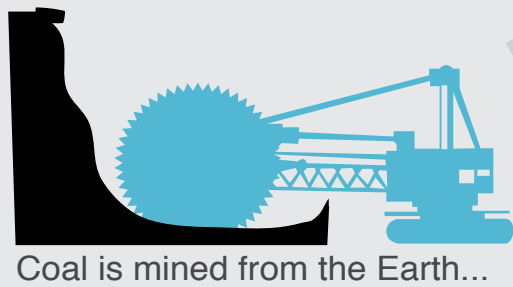
2016

Celebration of 40 years

2017

Phase 1 Machinery Replacement Project: 2 Shiploaders were commissioned

RBCT Process Flow



Coal is mined from the Earth...



...and loaded onto trains...



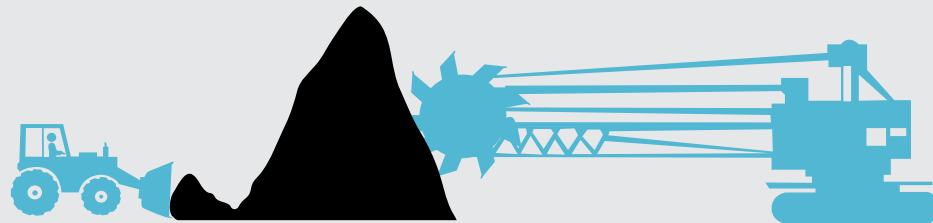
... the coal is tipped onto a conveyor belt...

... the trains transport the coal to RBCT...

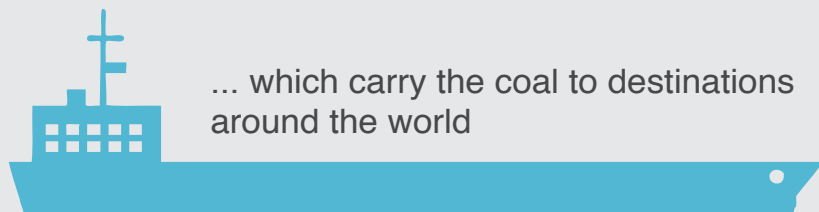
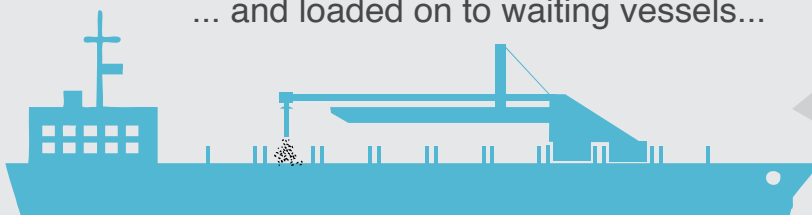


... and then stacked in huge piles ...

... and then reclaimed...



... and loaded on to waiting vessels...



... which carry the coal to destinations around the world



Achieved 2 Million
Lost-Time-Injury Free
Man-hours



- 1 806 610t Tons imported in a week (August)
- 7 464 715t Tons imported in a month (August)
- 75 597 134t Tons imported in a year
- 76 467 543t Tons exported in a year



Global Ports Forum
Bulk Logistics
Port/
Terminal of the
Year Award

ZCCI
Premium Award
of the Year



31% Water usage
reduction



ZAR3.2 million
invested in
Corporate
Social
Investment



Statement by the Chief Executive Officer



It is without a doubt that 2017 will stand out as the year of achieving new milestones with record breaking performances. What we achieved as a Terminal and a value chain exceeded our initial expectations although it is aligned with our strategic objectives of stretching and testing the Terminal.

The highest, grandest vision possible was unveiled for the Terminal, and we achieved this vision **together**. Weekly, monthly and yearly performance records were broken. Bravo to all RBCT employees and stakeholders.

Employees achieved 85.39% on their scorecards, while Senior Management, including the General Managers, achieved a score of 81.18%. This was achieved in a challenging environment. Well done to the RBCT Team, it was only done with the collective efforts of everyone and we achieved this result without any major incidents.

Safety Performance

In 2015 RBCT commenced with the ZAR1.3 billion Phase 1 Machine Replacement Project and in 2017, two new shiploaders were commissioned. Major machinery related projects of this nature present significant safety risks to the business and safety remains at the forefront of any activity at the Terminal. The Safety record of the project is very good with no lost time Injuries incurred to date.

The project currently remains on time and within budget with great quality. Well done to the Capital Projects team as well as Asset Management and Operations for the handover of the first two machines and the seamless integration of these into the RBCT operation. Construction is ongoing on the new Stacker Reclaimers 1 and 2.

As a Terminal including the project, we incurred a total of 49 minor injuries in 2017, which included 9 injuries from the Phase 1 Machine Replacement Project (3 minor and 6 first aid injuries), against 36 in 2016. We remain committed and steadfast on safety and we strive to improve this performance in 2018 and beyond. Additional measures and initiatives have already been put in place to ensure that we reduce the number of injuries in 2018, remembering that we are continuously aiming for zero injuries.

Considering the above, we were still able to energise and refocus which saw us achieve 2 million LTI free man-hours on 23 December 2017 while we ended the year with 22 injury free days. In terms of our bi annual safety survey we experienced a decline of 2% from 2015 however we remain predominately proactive and resilient in terms of safety, there are however always opportunities for improvement to ensure we take our safety to the next level.

Operational Performance

The Terminal experienced major queuing situations during six months of the year. This was largely due to adverse weather conditions which resulted in Port closures. The Port was closed for a total of 38 days during 2017. This contributed to RBCT not being able to achieve a number of operational measures despite a record breaking performance both on Import and Export figures. Our value chain measures were significantly impacted by vessel queues. We acknowledge that some of these challenges are external and are not created by the Terminal, however we believe that we have a role to play in mitigating the impact of these challenges. The RBCT team rose to the occasion when we were faced with these challenges, this is testament to the resilience of our people and the terminal.

Considering the challenges and opportunities presented to the Terminal, it was a good year with both the import and export records being broken with 75.6 million tons railed to the Terminal and 76.4 million tons exported. It is extremely positive to note that, given the above, we exported coal during the final quarter at an annualised rate of 90.1Mt, in line with the Terminal design capacity of 91Mt.

Machine Maintenance

We saw great results in both operations and maintenance with maintenance delays reduced from 15.56 Min/10kt (2016) to 15.04 Min/10kt in 2017, against the target of 13.73 Min/10kt.

A job well done to the maintenance team, with extremely good cooperation from operations to make machines available for maintenance in often challenging circumstances. The reliability of our infrastructure is key to providing an efficient service to our customers.

Focus on our People

We would not have achieved these results without people. People remain the backbone of the Terminal and at the centre of the RBCT strategic imperatives. In 2017 we focused on listening more to our people, thereby strengthening the relationship. A record of 413 employees participated in our Annual Organizational Health Survey and although the general sentiment declined by 8% in 2017, the results still indicate that a total of 67% of employees are fully engaged and positive. The decline was not totally unexpected given that we had achieved a 5.8% improvement in 2016 following on from our wage negotiations, which was unexpected.

A post-mortem was done to understand the gap/drop in the 2 divisions that declined (out of 7 divisions). A number of issues were identified as having adversely impacted on our peoples moral, with the majority of these resolved by the end of 2017. Overall we remained ABLE/ENGAGED at (67%) on Organisational Health.

We pride ourselves and we continuously remind our people that RBCT is a company of opportunities. We encourage all employees to grab opportunities available to them, or alternatively ensure that they are properly prepared should an opportunity present itself. In 2017 we had 4 Senior Management internal promotions and of the

4 promotions, 3 were in line with our employment equity plan. Our Talent management process remains key to our succession plans and continues to ensure we have seamless continuity within the organisation. This continues to ensure the stability of the terminal. We pride ourselves as a Terminal for doing the right things for the right reasons.

Our strategy is to always aim to go beyond compliance thereby ensuring we will always stay ahead of the game. Although we enjoy reaching new milestones, our overall strategy is to continue being a safe, reliable and efficient coal export terminal, never losing sight of our core purpose. We are strong believers that success breeds success and that in our business this can only be achieved through the collective efforts of our people and our stakeholders.

Terminal Awards

It is for this reason that we are humbled by the accolades we receive along the way in our pursuit of excellence. In 2017 RBCT was nominated by Transnet National Ports Authority (TNPA), our strategic business partner, as the Bulk Logistics Port/Terminal of the Year and it is with great excitement that RBCT was declared the winner of this prestigious Award (Global Ports Forum International Award). Locally, RBCT was nominated for six Zululand Chamber of Commerce and Industry awards. RBCT won five awards and was a runner up in the sixth category. The significance of these awards is that they were awarded in areas that matter the most to RBCT (people, safety, environment and logistics).

Corporate Social Investment

RBCT remains a responsible corporate citizen and invested a sum of ZAR3.2 Million in our local communities through our Corporate Social Investment Programmes that deliver sustainable social value. In 2017, the focus remained on early childhood development, education and community welfare.

Alan Waller

Chief Executive Officer
Richards Bay Coal Terminal



Our Strategy

In 2017, we continued our main focus on working safely, infrastructure (phase 1 machinery replacement project) and cost optimization. We believed focusing on these core critical areas will deliver value for all stakeholders in the short, medium and long term.

We were successful in commissioning the 2 shiploaders safely – without any major injuries, and we achieved 2 million LTI free man-hours. Our target remains zero injuries.

On people, the Organizational Health Survey indicated that 67% of employees are fully engaged. We continue with focus on people to ensure that RBCT has the right people in the right roles, doing the right work and are attuned to the culture and values of the organization.

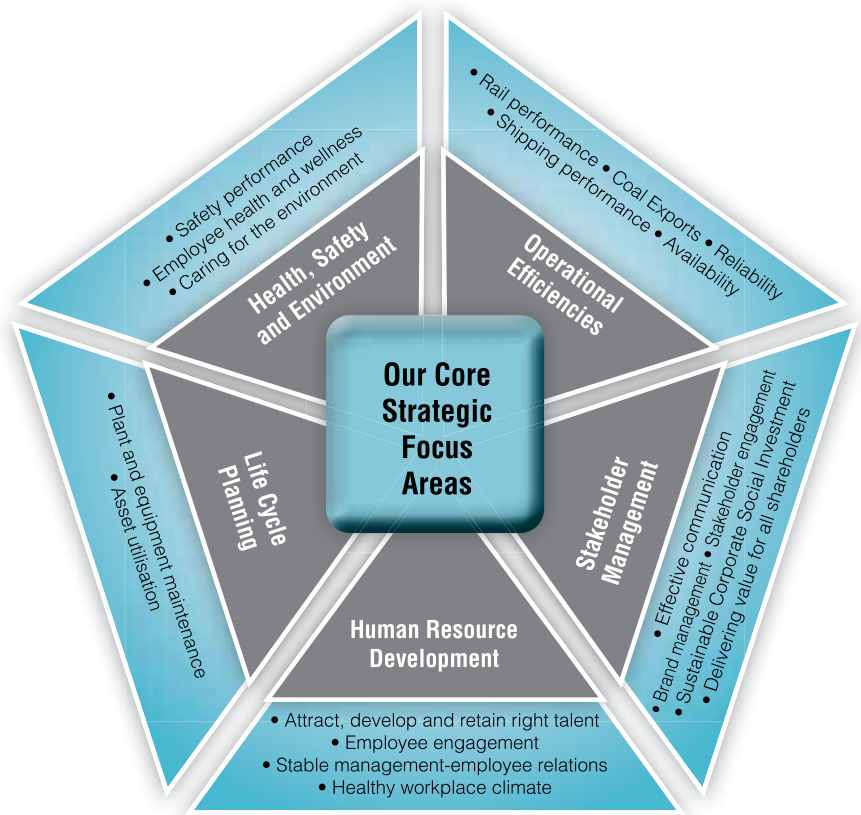
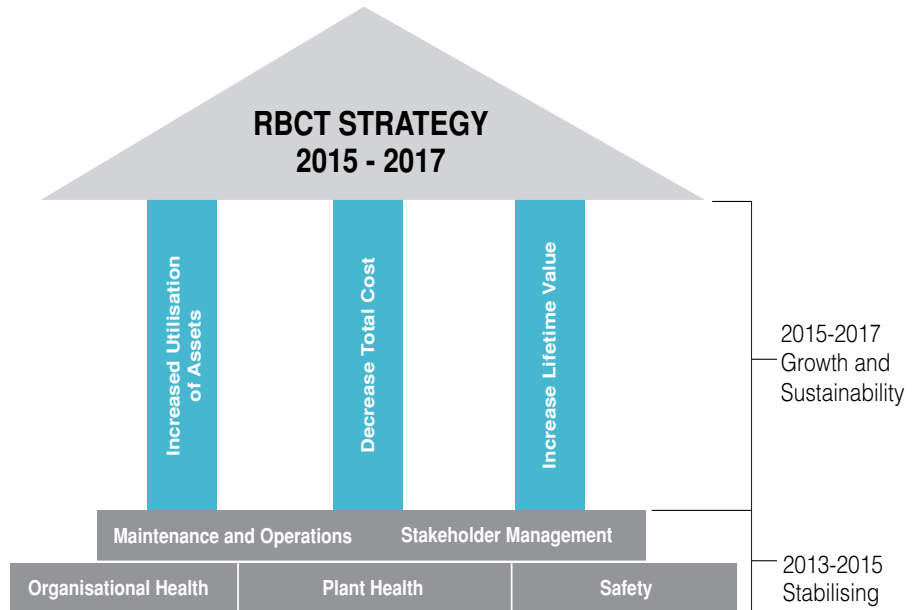
The 3 year wage agreement reached in 2016 is ongoing (2016 – 2019).

A total of ZAR3.2million was invested in Corporate Social Investment Programmes in our local communities. The main focus was on Education and Early Childhood Development.

Our 2017 strategic imperatives were:

- Increased utilization of assets
- Decrease total cost
- Increase lifetime value

All of the above were achieved in a value driven and socially acceptable or responsible manner



Organisational Profile

The Board of Directors

There are 12 director positions of which 11 have been filled. 7 Non-executive directors and their alternates, 1 executive director (CEO), 2 independent non-executive directors and the Chairman.

Executive Director

AJ Waller (CEO)

Chairman

N Siwisa-Damasane (Chairman)

Directors

ND Baloyi

Z Docrat

AJ Dladla

MJ Fraser

MJ Houston

FJ Lopez Campo

IA Swanepoel

Independent Non-Executive Directors

KT Nondumo (Ms)

MS Teke

Alternate Directors

NSH Hassan

V Chetty

TL Myburgh

PK Masia

RSE Alberts

J Lucini Baquerizo

MR Walker

General Managers

TC Mbuyazi

J Mdaki

Z Mthiyane (Ms)

W Murphy

K Naidoo

N Mgabhi (Ms)

Company Secretary

AD du Toit (Ms)

Registered Office

South Dunes

Richards Bay Harbour

P O Box 56

Richards Bay 3900

Auditors

Deloitte and Touche

P O Box 10167

Meerensee 3901

Registration No.

1973/014256/07

Shareholding

-  Anglo Operations (Pty) Ltd
-  ARM Coal (Pty) Ltd
-  Exxaro Coal (Pty) Ltd
-  Glencore Operations South Africa (Pty) Ltd
-  Kangra Coal (Pty) Ltd
-  Koorfontein Mines (Pty) Ltd
-  Optimum Coal Terminal (Pty) Ltd
-  Sasol Mining (Pty) Ltd
-  South 32 SA Coal Holding (Pty) Ltd
-  South Dunes Coal Terminal (SOC) Ltd
-  South African Coal Mine Holdings Ltd
-  Tumelo Coal Mines (Pty) Ltd
-  Umcebo Mining (Pty) Ltd

Purpose and Function of the Board

RBCT subscribes strictly to the principles of good corporate governance. The Board of Directors carry out fiduciary duties with a sense of objective judgement and independence in the best interests of the company, providing strategic direction to RBCT through quarterly Board meetings and the delegation of authority to Board sub-committees and executive management. The Board reviews and directs the company's strategic objectives and annual budget. Professional standards and corporate values are put in place that promote integrity of the Board, Senior management and employees. It further provides guidance on the performance of the company and ensures that RBCT adheres to triple bottom line reporting.

Board Committees

To enable the Board to efficiently carry out its responsibilities and duties, certain responsibilities have been delegated to the sub-committees as recommended by the King Report. Each sub-committee has detailed Terms of Reference approved by the Board.

Our Sub-Committees are as follows:

- Operations Committee (OPCO) – Chaired by the CEO
- Finance Committee (FINCO) – Chaired by one of the Shareholder nominated members
- Remunerations Committee (REMCO) – Chaired by an Independent Board Member
- Social and Ethics Committee (S&EC) – Chaired by an Independent Board Member
- Projects Committee (PROCOM) – Chaired by the CEO

These sub-committees do not diminish the Board's overall responsibilities. The Chairman of each sub-committee reports, as well as makes recommendations to the Board at each Board meeting. The minutes of all sub-committee meetings are submitted to the directors prior to Board meetings and any matters of concern or progress are discussed by the Board.



OPCO

OPCO operates in terms of its mandate from the Board of Directors. The Committee deals with mutual matters relating to the operations of the Terminal in order to provide an effective and efficient service to all RBCT users.

The following members form part of OPCO:

Members	Alternates
AJ Waller (Chairperson)	
A Bernic	S Mely (Ms)
B Blumenthal	C Viljoen
N Burger (Ms)	J Britz
C Burns (Ms)	
V Chetty	A Moepadira
B Dalton	A Ngwane (Ms)
A David	L Andrews
M Lamprecht	R Essay
M Moeketsi	SJ Ferreira
H Pyoos	
M Steyn (Ms)	A Ngwane (Ms)
E Theron	
H Viljoen (Ms)	C Taljaard
G van der Merwe	
GFT Warnasuriya	

FINCO

The functions of FINCO include matters relating to finance, the Shareholders' Agreement (governing relations between shareholders and the company), taxation and various administrative matters. The audit committee of FINCO assists the Board on matters of monitoring and control as well as the practice of good corporate governance.

In addition, the committee oversees the internal audit function.

Corporate Governance

Glencore Operations South Africa was the Risk and Assurance provider for 2017, as approved by the Finance Committee. The mandate of the Risk and Assurance Provider is to review the reliability and integrity of financial as well as operating information, systems of internal control and the safeguarding of RBCT's assets as well as financial information.

The following members form part of FINCO:

Members	Alternates
R Cohen (Chairperson)	
Z Bhorat (Ms)	NG Schneider
N Cebekhulu (Ms)	
I Coetzee (Ms)	MR Walker
I Desai	M Tshabalala
E Hanekom (Ms)	
M Immelman (Ms)	
M Lamprecht	R Essay
RJ Langford	V Chaithram (Ms)
FJ Lopez Campo	
KT Nondumo (Ms)	
G van den Heever	
AJ Waller	

REMCO

RBCT's philosophy is to set remuneration levels that are able to attract and retain the Executive Directors and General Management needed to manage RBCT successfully. A portion of Executive Directors and General Management's remuneration is structured so as to link corporate and individual performance to ensure commitment and alignment.

In accordance with these objectives, REMCO annually reviews and evaluates the contribution of the Executive Director, as well as the General Management members and determines their annual salary adjustments and bonuses.

For this purpose, it considers salary surveys compiled by independent organisations. No Executive Director or General Manager is involved in any decisions as to his/her own remuneration.

In addition, the committee determines the annual as well as medium term performance bonuses of the executive and the General Management members.

The following members form part of REMCO:

Members	Alternates
MS Teke (Chairperson)	
N Siwisa-Damasane (Ms)	
Z Docrat	V Chetty
MJ Houston	RSE Alberts
MJ Fraser	P Masia

S&EC

The responsibilities of the committee are as follows:

- Monitoring the company's activities with regard to matters relating to:
 - o Social and economic development, including RBCT's standing in terms of the goals and purposes of -
 - » the ten principles set out in the United Nations Global Compact Principles
 - » the recommendations of the Organisation for Economic Co-operation and Development, regarding corruption
 - » the Employment Equity Act
 - » Organisational Health/Employee Engagement
 - » the Broad-Based Black Economic Empowerment (BBBEE) Act
 - o Good corporate citizenship, including the Company's commitment to the promotion of equality, prevention of unfair discrimination, reduction of corruption, contribution to development of the communities in which its activities are predominantly conducted, the environment, health and public safety, including the impact of the company's activities and of its products or services such as:
 - » consumer relationships, including the Company's advertising, public relations and compliance with consumer protection laws,
 - » labour and employment
- Monitor the company's performance and interaction with its stakeholders and ensure that this interaction is guided by the Constitution and Bill of Rights

- Determine clearly articulated ethical standards and ensure that RBCT takes measures to achieve adherence to these in all aspects of the business, thus achieving a sustainable ethical corporate culture within the company
- Provide effective leadership based on an ethical foundation and ensure that the company is a responsible corporate citizen

RBCT subscribes to the highest ethical standards and behaviour and requires total honesty and integrity from its employees at all times. A “Code of Business Conduct and Ethics” has been approved by the Board of Directors and all employees are required to subscribe to the code.

The following members form part of S&EC:

Members	Alternates
MS Teke (Chairperson)	
N Siwisa-Damasane (Ms)	
Z Docrat	V Chetty
MJ Houston	RSE Alberts
MJ Fraser	P Masia

PROCOM

PROCOM members deal with Major Projects, as well as Engineering matters and other matters as may be referred to it by the Board. The committee also makes recommendations to the Board for final decision.

The following members form part of PROCOM:

Members	Alternates
AJ Waller (Chairperson)	B Murphy (Vice Chairperson)
W Bezuidenhout	
BH Miles	P Malatji
A Butcher	
P Venter	
RP Hugo	
S Naicker	
J Lucini Baquerizo	
T Schmidt	D Power
L Turvey	

Functional Structures

RBCT has standing committees that are assigned to manage, monitor and guide the organisation in regard to good governance and ethical matters. These committees are tasked to discuss matters related to their respective mandate and make decisions in compliance with RBCT values and business strategy.

Tender Committee

The Terms of Reference of the committee is to ensure that procurement activities are in compliance with RBCT procurement processes.

The Committee comprises of:

- General Manager Finance
- General Manager Capital Projects
- General Manager Health, Safety, Environment and Compliance
- General Manager Human Resources
- General Manager Asset Management
- General Manager Operations
- Senior Manager Maintenance
- Procurement Manager

Risk Committee

As part of the risk management strategy, RBCT uses the Risk Committee as the final gate keeper of risk within the company. This committee consists of the Chief Executive Officer, GM Finance, GM Health, Safety, Environment, and Compliance, Risk Officer and Senior Internal Auditor.



Corporate Social and Investment Committee

The committee is responsible for executing RBCT's CSI initiatives.

The committee is responsible for contributing towards the development of the communities in which RBCT's activities are predominantly conducted/surrounding communities/communities where RBCT employees are from. This committee executes and reviews all CSI projects.

The committee is made up solely of RBCT employees:

Members
N Mgabhi (Ms) (Chairperson)
M Forbay (Ms)
P Sibiya (Ms)
M Mhlongo
S Mbuyazi
A Nathaniel
Z Duma (Ms)
T Dlamini (Ms)
T Cele
K Ramgobin
C Gumbi
S Hlabisa

Executive Safety, Health and Environment (SHE) Committee

The executive SHE committee is the custodian of health, safety and environment compliance at RBCT. The committee meets monthly to discuss, evaluate and make decisions pertaining to the occupational health, safety and the environment. The committee comprises of 22 members, including the CEO (Chair), all General Managers, 7 x divisional committee chairpersons, 2 x union shop stewards, 1 x Health Representative, 3 x Safety Specialists, 1 x Environment Specialist and 1 x Emergency Preparedness Specialist. The divisional committees are an important link between the executive SHE committee and employees. The divisional committees meet monthly and the meetings are attended by the section managers, safety representatives, employee wellness representatives and site contractor representatives.

Internal Audit and Assurance

The Board of Directors acknowledges their responsibility for an Internal Audit function as this ensures RBCT keeps up to date with the complexity and rapid changes of the business environment, organisational dynamics and regulatory frameworks.

The Board has set the strategic direction for the Internal Audit function which is needed in order to provide relevant assurance that contributes to the effectiveness of Governance, Risk Management and Control processes. The Board has delegated this responsibility to the Finance Committee "FINCO".

In 2017, we entered into the first of our three year co-sourced business relationship with Glencore Internal Audit Services "Glencore" who were appointed by Finco to provide Internal Audit services to RBCT. Glencore's key focus areas during 2017, was to assess the risks and related processes that would prevent RBCT from moving coal and to provide management with reasonable assurance that the systems of internal control implemented by Management are adequate and effective.

To ensure compliance with the International Standards for the Professional Practice of Internal Auditing, RBCT Internal Audit assisted by Glencore adopted a risk-based audit approach to determine the priorities of the Internal Audit function to ensure consistency with the objectives of RBCT. This approach entailed an evaluation of the key risks identified in the Strategic and Operational Risk Registers including areas of risk exposure which were identified in the six Divisional Risk Registers. The risk based audit approach adopted extended to engagement and annual assurance planning which includes an assessment of the needs and expectations of its key stakeholders in order to ensure that a level of audit reporting was maintained to meet the needs of Management and FINCO.

The assessment of RBCT's Strategic and Operational risks were conducted to ensure:

- Alignment of RBCT risk assessment process and an assessment of the effectiveness of the control environment.
- Addressing risks identified by Management.
- Keeping up to date with emerging industry risks.

In 2017, a strong working relationship and foundation was developed between RBCT Internal Audit, Glencore, Management and FINCO who would meet quarterly to present reports on the audit engagements completed.

The following audits were completed by Internal Audit (RBCT and Glencore) with the assistance of two other assurance service providers in 2017:

- Terminal and Shipping Regulations
- Legal and Statutory Inspections
- Overtime Management
- Internal Coal Flow
- Critical Unwanted Events and Fire Risk Management
- Project Procurement
- Financial Processes - Reconciliations
- SAP Segregation of Duties
- Strategic Risks Control Testing
- Maintenance Contracts Management
- IT General Controls
- Monitoring and Prevention of Hot Coal
- Completed Tasks on CURA

Internal Audits completed with the assistance of the two other assurance providers in 2017:

- Fatal Risk Control Protocols
- Phase One Machine Replacement Financial Compliance Review

The Fatal Risk Controls Protocols (FRCP) and the Phase One Project – Financial Compliance reviews were completed by Glencore Group H&S Department and Ernst and Young (EY) respectively.

Management, FINCO and The Board considers the RBCT internal control environment and systems in place as adequate and properly designed to provide reasonable assurance that assets are safeguarded, financial and operational information is reliable, operations are effective and efficient, laws, regulations and contracts are complied with and risks are managed to acceptable level.

While there were no breakdowns in the internal controls in 2017, any weaknesses which were identified were reported and timeously addressed.



Occupational Health, Safety, Environment and Risk

RBCT continued to focus on safety, health and wellbeing of employees as well as on environmental stewardship during 2017. Providing a safe, healthy and environmentally friendly workplace is RBCT's top priority.

Compliance

- Introduction of Fatal Risk Control Protocols (FRCP)
- Railway Safety Regulator - Certified
- ISO 14001 : 2015 Environmental Management Systems - Certified
- OHSAS 18001:2007 Health and Safety Management Systems - Certified



RBCT's HSEC Management systems were assessed against the requirements of the OHSAS 18001:2007 and ISO 14001:2015. In 2017, RBCT successfully retained the OHSAS 18001:2007 certification, and successfully transitioned from the ISO 14001:2004 to the ISO14001:2015 certification.

Safety

RBCT's SHE policy sets out our commitment to preventing illnesses, injuries and fatalities from our business. RBCT maintains a comprehensive Safety Management System which is fully aligned to the OHSAS 18001:2007 Safety and Occupational Health Management Standard.

Delivering on our Safety Strategy

Our safety strategy and management approach focuses on improving our ability to anticipate and prevent injuries.

Our principal safety risks relate to railway, vehicles and mobile equipment, rotating machinery, working at heights, energy and machinery isolation, lifting equipment, material handling and working in a confined spaces.

In 2017, RBCT focused on the following safety risks:

- Lifting equipment safety
- Railway safety
- Vehicle safety

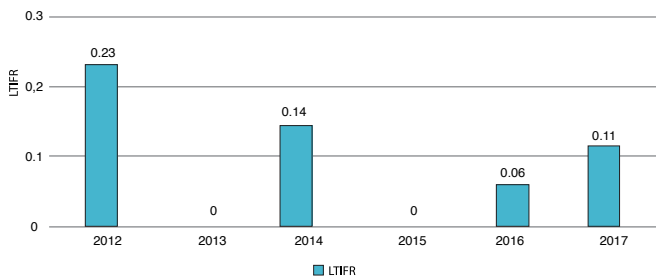
2017 Objective	2017 Target	2017 Performance	Comment
SAFETY			
Maintain the OHSAS 18001:2007 certification	OHSAS 18001:2007 certification	Certification to OHSAS 18001:2007	Achieved
Zero Fatalities	Zero Fatalities	Zero Fatalities	Achieved
Reduce Loss Time Injury	LTIFR = 0	LTIFR = 0.11	Not Achieved
Reduce Minor Injuries	MIFR </= 0.24	MIFR = 0.40	Not Achieved
Reduce Total Injury Frequency Rate (TIFR)	TIFR </= 1.57	TIFR = 2.80	Not Achieved
ENVIRONMENT			
Maintain the ISO 14001:2004 Certification	ISO 14001:2015 Certification	Achieved	Achieved
Zero environmental public complaints	Zero public complaints received	Achieved	Achieved

Safety Performance

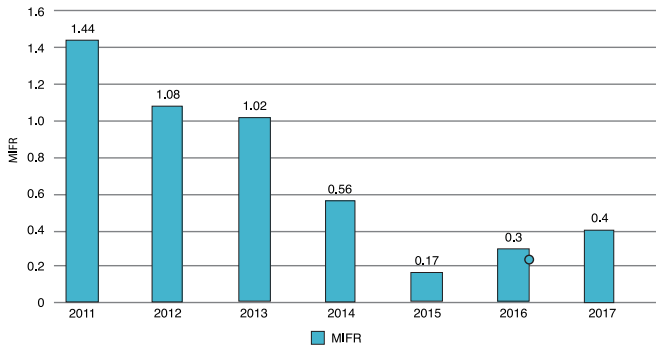
Our quest to create and sustain an injury-free environment for our employees and contractors continued during the 2017. There were no fatalities at RBCT during the year however we incurred two lost time injuries.

The Lost Time Injury Frequency Rate (LTIFR) for the year was 0.11 and the Minor Injury Frequency Rate (MIFR) was 0.40. Ensuring the safety of our employees and contractors in the workplace is of paramount importance, and RBCT continues to focus on leading indicators as tools to improve safety performance.

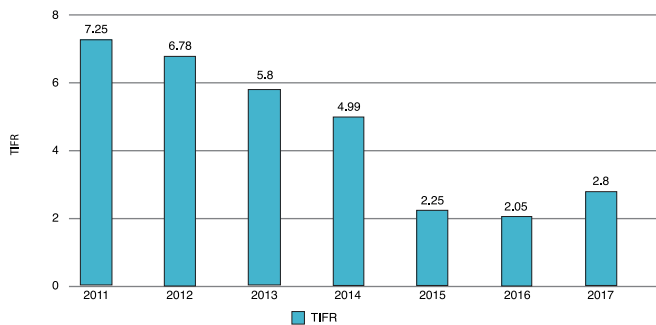
LOST TIME INJURY FREQUENCY RATE



MINOR INJURY FREQUENCY RATE



TOTAL INJURY FREQUENCY RATE



Safety Achievements

On 23 December 2017, RBCT achieved a significant milestone in our safety performance when we recorded 2 Million LTI-Free man-hours. We are exceptionally proud of this significant safety achievement, and attribute it to our continued pursuit for a safe workplace. This milestone was achieved at a time when RBCT commissioned 2 shiploaders (massive machine project). Achieving this milestone is testament to a proactive safety culture that prevails in our work environment. This achievement is a combination of our collaborated safety efforts; it specifically points to the genuine care the employees and contractors have for each other.

We have had impressive gains with the implementation of the leading indicators, such as the COBRA (Behaviour Based Safety) process, near miss reporting, hazard identification, risk assessments and an overall interaction amongst the workforce on safety issues.

Testament to our ongoing safety awareness, RBCT also won the 2017 Business Excellence Safety Award for the second year in a row; this award reaffirms RBCT's diligence in upholding safety standards.

Fatal Risk Protocol

RBCT's goal is to achieve Zero Harm through the effective management of safety in our operations. RBCT has developed a set of mandatory standards to address hazards and to eliminate or minimise the risk of fatalities and injuries. RBCT's Fatal Risk Control Protocols (FRCP's) have been developed by examining industry best practices, and by utilising our own experience of fatal and significant incidents. These Fatal Risk Control Protocols focus on the management of specific identified fatal risks; the identified controls have been derived from detailed risk assessments, past incidents and the experiences of other industries. The FRCP sets the minimum performance requirements for managing the identified fatal risks. The implementation and embedding of these protocols is in progress.

Environment

RBCT has a legal and social responsibility to minimize the impact on the environment, as well as to eliminate unplanned events, such as unsanctioned water discharges and exceeding air emission standards.

Delivering on our Environmental Strategy

RBCT's coal logistics activities are conducted within the framework of ISO 14001:2015 Environmental Management System and a site specific Environmental Management Plan. Compliance with ISO 14001:2015 is audited annually and recertified every 3 years. Protection of the environment and compliance to environmental legislation remains paramount to RBCT.

In 2017, the ISO 14001:2015 certification audit was a success. This is in line with RBCT's commitment to maintaining excellence in Environmental Management Systems. RBCT seeks to comply with, and remains committed to environmental legislation, regulations and permits that govern our operation. RBCT has pollution prevention strategies which, together with ongoing mitigation measures, are aimed at reducing and mitigating the impact of our activities on the environment. Responsibility for environmental management at RBCT rests with every employee and contractor on site, supported by the HSEC team. Operations and Maintenance Departments play a vital role in the management of RBCT environmental aspects. All employees, contractors and visitors are made aware of their environmental impacts and responsibilities.

Our Environmental Performance

During the year, there was no major environmental incident or external environmental complaint. This good performance came at the time when we were under extremely unfavorable conditions of low rainfall in the country, especially in KZN.

An analysis carried out in 2017 showed that potable water consumption has been reduced by approximately 31% compared to 2016. A serious drive towards conservation of energy was also maintained during the year and significant savings were realized. Energy saving programmes continued with the goal being to achieve RBCT's objective for reducing energy consumption by up to 15% by 2015. RBCT has however not yet achieved this target. Different strategies are in place to work towards the achievement of this target.

RBCT is firmly committed to protecting the environment together with natural resources. RBCT has assessed the environmental impacts of our operation, and have these documented in our environmental impacts and aspects register. Mitigating controls have been put in place.

Our current primary environmental focus areas are:

- Air quality management
- Controlling the water quality of our storm water
- Reducing our fresh water usage
- Energy efficiency
- Waste management
- Reducing the impact of coal transport on the environment



Water Usage and Management

The Integrated Waste and Water Management Plan (IWWMP) is central to compliance with the conditions of the Water Use License issued by the Department of Water and Sanitation (DWS). The main objectives of the IWWMP are to:

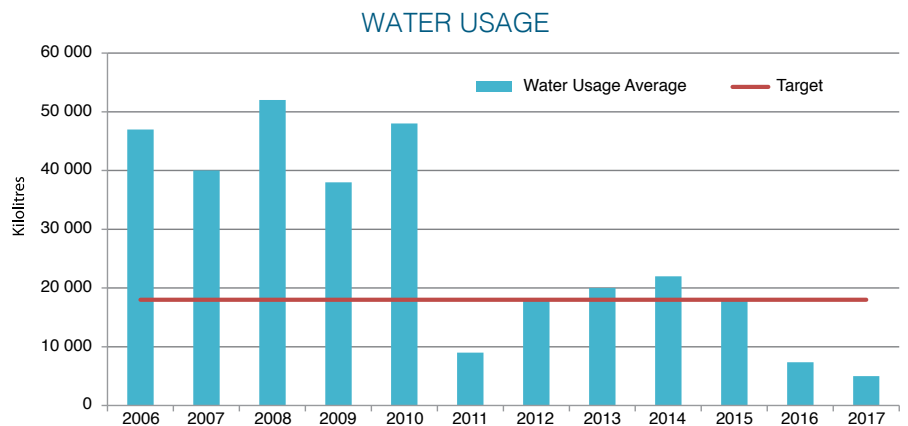
- Provide technical and management related information to underpin the implementation of the conditions of the water use license
- Update RBCT's water balance
- Identify (qualify and quantify) water and waste related impacts from RBCT's activities
- Comply with Regulation 704 of the National Water Act 36 of 19

RBCT has a responsibility to conduct its business in a responsible manner. In order to mitigate any possible pollution of the surrounding environment, storm water and water collected from the coal stockpiles does not go directly into the marine environment; instead it is drained into settling ponds located in conspicuous places around the operating areas. In the settling ponds, contaminants are separated from the water before it can be pumped into an offsite storage dam known as the "ESUP" dam. At the ESUP dam, water is further chemically treated through a chlorination process, and RBCT uses this recycled water for dust suppression, mostly from coal stockpiles. RBCT treats and recycles its sewage effluent; the quality of the final effluent meets the requirements of the National Water Act, 1998. The quality of our underground water is monitored quarterly through borehole sampling to ensure no adverse pollution of underground water.

Independent laboratories analyze the sampled water from the boreholes, and the results have shown that we achieved the legal limits for groundwater. In 2017, RBCT continued with the implementation of conditions of the Water Use License received in 2016.

Potable Water Usage

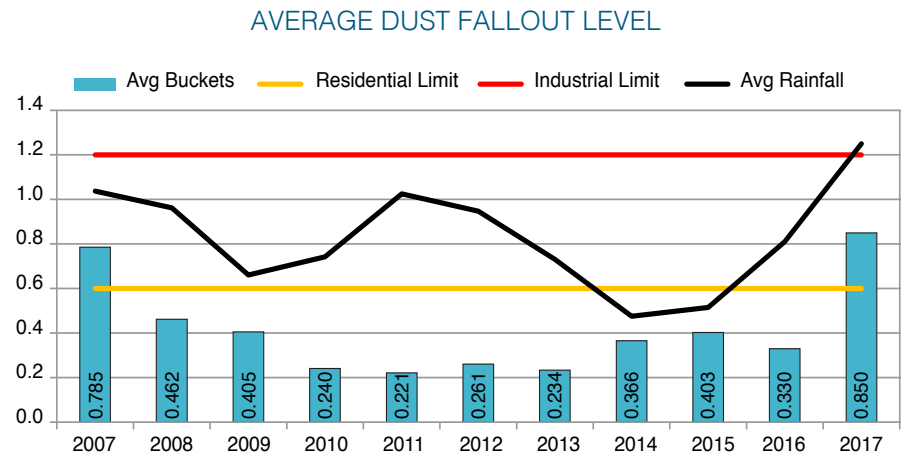
The quality of potable water is continuously monitored and treated to prevent and minimize the risk of potable water contamination. In 2017, 5010 kiloliters of potable water was used compared to 7352 kiloliters used in 2016. This is a 31% improvement on water usage during a tough year where whole country had the low rainfall.



Air Quality

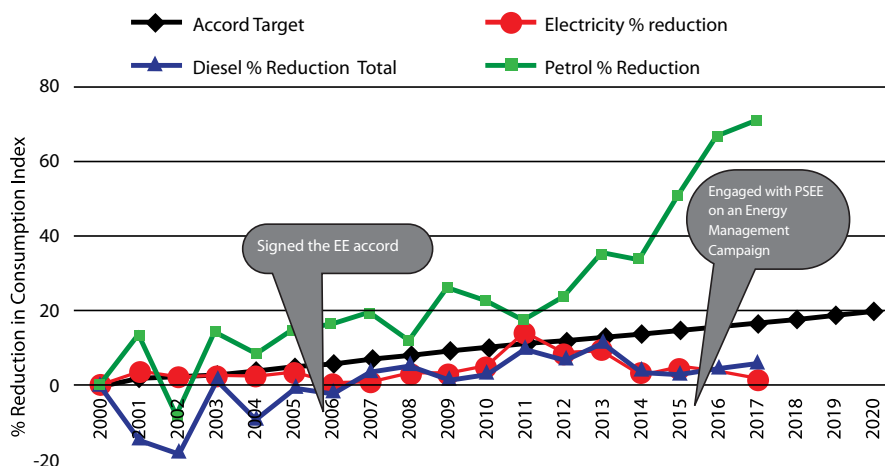
Dust management is a priority at RBCT. There was an increase on dust fallout recorded in 2017 compared to 2016; the results however averaged well below the industrial limit of 1.2 g/m² for dust fallout. The increase in dust fallout can be attributed to low rainfall during the year.

In line with RBCT's focus on the wellbeing of our workforce and stakeholders, RBCT monitors ambient dust through real time particulate dust monitors. RBCT monitors PM₁₀ as well as PM_{2.5} to effectively deal with ambient dust. We currently uses RDC20 as dust suppressant on dirt roads around the stockpiles. RDC20 is a water based binding agent that forms a layer on the road surface to suppress dust.



Occupational Health, Safety, Environment and Risk

Resource and Energy Use



Waste Management

The management of waste remains one of RBCT's environmental priorities. RBCT believes that protection of the environment is an integral part of good business practice and that it has a duty to minimize and manage waste without any environmental risk. RBCT provides separate waste bins for different types of waste generated that can be recyclable. The following waste is recycled at RBCT;

- Used oil
- Sewerage effluent
- Electronic waste
- Paper

Improving waste sorting and disposal has become an extremely important aspect for RBCT's business.

RBCT's waste streams are, but not limited to the following:

- Oil contaminated waste
- Clinic waste
- Settling pond effluent
- Rubber

The Waste License assists RBCT to continuously improve our waste management programmes through waste audits and implementing sustainable waste management plans. The implementation of a comprehensive waste management strategy aims to reduce the amount of waste being consigned to local dumpsites. The generated waste is measured on a monthly basis and targets have been set to reduce the quantities. Some waste is recycled and some disposed of in an environmentally responsible manner.

Occupational Health and Wellness

Effective management of health risks protects our people, enhances productivity and is essential for minimizing potential long term ill-health liabilities.

Delivering On Our Occupational Health and Wellness Strategy

During 2017, RBCT put a number of occupational health and wellness strategies in place, including:

- Biggest loser competition – all employees were encouraged to adopt a healthy lifestyle by exercising and eating healthy. A healthy workforce is a productive workforce
- An ongoing occupational hygiene programme for monitoring stressors in the workplace i.e. noise, gravimetric dust and silica, ergonomic, illumination, vibration, diesel, belt splicing and welding fumes, thermal stress, fatigue risk assessment and health risk assessment
- Risk based medical surveillance programme
- A programme to manage and reduce the impact of musculoskeletal disorders such as repetitive strain injuries and backaches of our workforce through early identification, tracking and incidence reporting
- A qualified Biokineticist is working with RBCT medical staff on an ongoing basis to identify opportunities to improve employees' posture through adjustments to the working environment and individual behaviours.

Occupational Health and Wellness

The health and well-being of our employees is important to RBCT and a healthy workforce means a productive, efficient, and energized workforce. RBCT aims to provide a work environment that maximizes wellness and minimizes incidents, illnesses and disorders through health related activities. Our occupational health programme seeks to prevent and mitigate occupational health risks that may impact the health and wellbeing of our employees.

The wellness management programme focused on the overall wellness of our workforce.

RBCT's approach to managing health related issues in the workplace covers the following:

- Health risk management which focuses on occupational health and hygiene thus ensuring legal compliance
- Employee wellness programme (EWP) is a promotive exercise that seeks to optimize employee productivity
- Primary Health care (support services) provides for treatment of health issues thus minimizing lost time through ill health
- Strategic management includes environmental health, HIV/Aids, incapacity and any other conditions which may affect the long-term success of the business

Our Occupational Health and Wellness Performance

Primary Healthcare Management (PHC) at RBCT provides the first level of essential diagnostics and therapeutic Health Care Service founded on the principals of evidence based medicine to accurately diagnose and treat acute/common ailments. Our PHC programmes include the following components:

- Assessment and treatment of illnesses (colds, diarrhea, headaches)
- Reproductive health programme
- Health screening and promotion programme including vaccination of our employees and tests such as:
 - » Blood pressure
 - » Blood sugar
 - » Cholesterol
 - » HIV counselling and treatment
 - » Emergency care
 - » Chronic disease monitoring (Anaemia, diabetes, hypertension, gout, high cholesterol, TB etc)

Non-Occupational Disease Management

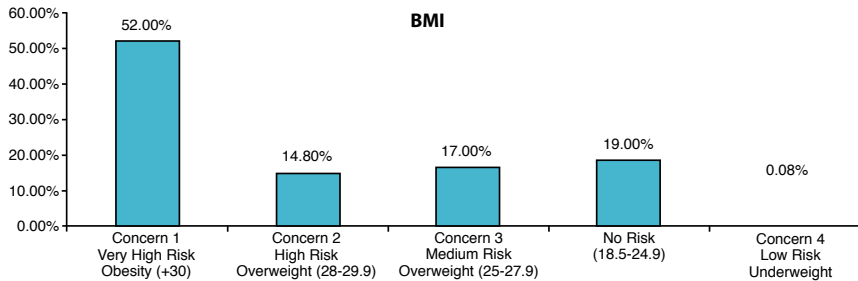
RBCT continued to focus on Wellness for both employees and contractors during 2017. Monitoring and management of employees with clinical risk factors Body Mass Index (BMI), Blood Pressure (BP), glucose and cholesterol remained a priority during the year.

There were some improvements on these chronic conditions.



Lifestyle related conditions 2017

BMI has remained the same at 56% for the year, however, there are commitments from employees to lose weight based on the increased number of employees seeing the Biokineticist and adopting a controlled exercise regime, including the Thursday 5km walk at RBCT.



In 2017, we continued to focus on awareness of healthy lifestyle programmes, especially weight control management.

Awareness and engagement of employees on these clinical risk factors, as well as the top 4 wellness risks which are the major contributors to the burden of disease at RBCT, is an ongoing process.

There was an improvement in the number of employees doing monthly checks for their chronic conditions. The status of the 2017 medical surveillances is at 100%. The HIV prevalence rate at RBCT is 14.34 %, with 98% of the HIV positive employees on Anti-retroviral (ARV's). 88% of our employees know their HIV status.

Occupational Health and Hygiene Management

Occupational Hygiene surveys conducted for the year were:

- Lighting
- Whole body vibration
- Diesel emissions
- Noise for Rail Operations
- Dust and silica
- Welding fumes

Coal Dust and Silica

Our principal occupational health risks relate to coal and silica dust, ergonomics and noise. RBCT has taken reasonable steps to minimise dust and silica exposure. Dust and silica monitoring takes place annually, and where dust levels are found to be above the limit, measures to minimize dust are applied.

Noise

Accredited occupational health and hygiene specialists conduct baseline, periodic, transfer and exit audiometric examinations on employees. Noise is generally treated at its source but where noise cannot be eliminated, a notification is sent to remind employees and contractors to wear their hearing protection. All affected personnel are appropriately trained and provided with the necessary personal protective equipment to deal with possible dangers.

Medical surveillances, including medical examinations, biological monitoring and specific testing (such as lung function and audiograms) are scheduled and conducted in order to meet legal and company requirements. Lung function testing by spirometry is carried out regularly to address concerns regarding dust and silica exposure in conjunction with chest X-rays. No occupational illness or noise-induced hearing loss (NIHL) cases were identified during 2017.

Health Risk Assessment (HRA)

The review of the HRA and Occupational Risk and Exposure Profiles (OREP) is an ongoing process. Preliminary preparation for HRA and OREP was conducted and medical baselines per position at RBCT identified. Each year RBCT conducts a HRA in order to identify, evaluate, quantify and control all non-occupationally induced health risks that may impact negatively on the RBCT employee's health status. In 2017, HRA were conducted by RBCT in compliance with the SANS 16001:2013 Wellness and Disease Management System (WDMS).

Sustainable Health and Wellness Performance

Ergonomics Management Programme

An onsite Biokineticist works with Clinic staff with the aim of improving the wellness of our employees thereby ensuring a healthy and productive workforce. The Biokineticist operates from our fitness centre and runs the rehabilitation programme for employees recovering from different conditions e.g. stroke, musculoskeletal injuries etc., and conducts various ergonomic assessments of employees driving and operating mobile equipment.

RBCT's Employee Wellness Programme (EWP)

The SANS16001:2013 Wellness and Disease Management System Standard - (including HIV and TB) requires the employer to assess non-occupationally induced health risks that may negatively impact the workplace.

The key priority areas identified from RBCT's risk assessment analysis were headaches, BMI, flu and financial wellbeing. To mitigate the risks, our areas of intervention were on prevention, early diagnosis, treatment, care and support. As at end of 2017 significant improvements in these areas were noted.

RBCT recognises that personal problems may have an impact on work performance, production and behaviour thus RBCT has an onsite EWP which works in partnership with Careways. This service is an integral part of the EWP and operates 24 hours per day, seven days a week and 365 days a year. Employees and their immediate family members are able to access the service via short message sending (SMS), telephone or e-mail.

The scope of intervention provided within the EWP addresses all aspects of health and wellbeing.





Wellness Week

The annual RBCT Wellness Week held in August 2017 offered the following services:

- Health screening and assessments
- Vision screening
- V Box classes
- Psychological assessments
- Flu vaccines
- Free massages & Beauty care treatment
- Biokineticist services
- Financial wellness
- Awareness on drug and alcohol abuse
- Male medical circumcision

Zululand Chamber of Commerce and Industry (ZCCI) Excellence Award: SABCOHA Wellness

RBCT is committed to employee wellness and has taken related initiatives in ensuring a healthy and productive workforce hence the recognition afforded. The award recognised that RBCT has successfully demonstrated leadership in health and wellness programmes and services by implementing related initiatives that have resulted in significant and measurable benefits to the organization.

HIV Counselling and Testing

RBCT has a WDMS policy in place thus ensuring that the workplace is free of unfair discrimination of HIV/ Aids survivors. Our policy aims to create and sustain a work environment that will support and promote quality of life, healthy development and healthy behaviours through various programmes developed for RBCT. In 2017, we continued our efforts through initiatives such as a World Aids Day campaign, wellness week, clinic consultations and annual medical testing. In 2017, 80% of our employees tested. RBCT is targeting 100% of employees to know their status by the end of 2020.

World Aids Day

On 30 November 2017, RBCT commenced a week of voluntary HIV/Aids testing in commemoration of World Aids Day. On 1 December, a candle lighting ceremony was held in every department in remembrance of those who have lost their lives to HIV/Aids. Pamphlets were also handed out with information pertaining to HIV/Aids.

RBCT Progress towards 90-90-90 targets is promising. The UNAIDS 90-90-90 target calls on countries to reach the following goals:

- 90% of people living with HIV diagnosed by 2020
- 90% of diagnosed people on antiretroviral treatment by 2020
- 90% of people in treatment with fully suppressed viral load by 2020

Number of employees who tested	88%
Employees on ARV. Treatment	98%
% Viral suppression	85%

SANS 3000-4: 2011 Railway Safety Regulator (RSR):

Human Factors

The SANS 3000-4 is a national standard for health assessment of rail safety workers that RBCT subscribes to and is based on a risk management approach. RBCT has adopted this standard and has developed procedures for the management of human factors in order to mitigate the potential effects of these factors on railway safety. These factors include:

- Human factors in design (human-system interface)
- Psychological factors: e.g. shift work, physical and mental stress, return to work after a period of absence
- Psychosocial factors e.g. substance abuse (the abuse of medication, drugs and alcohol)
- Psycho physiological factors e.g. chronic, acute and life threatening illnesses, impact of medication on the ability of affected employees to execute their duties

- Physical environmental factors e.g. noise, lighting, vibration, toxic substances and thermal conditions
- Organizational factors e.g. shift pattern, procedures and policies

The RSR conducted a human factors audit at RBCT during July 2017 and the audit report confirms that we have made good progress.

Risk Management Framework

RBCT's Enterprise Wide Risk Management (EWRM) plays a vital role in monitoring and managing risks that may either stem from internal or external factors, which might have an impact in the achievement of our strategic goals. RBCT considers risk management as an essential practice in compliance with the King IV Corporate Governance requirements. The risks are continuously identified, measured and managed.

The two main categories of RBCT EWRM are:

- **Strategic risks** which include a possible source of loss that might arise from the pursuit of an unsuccessful business plan.
- **Operational risks** which include a possibility of loss occurring from internal inadequacies of our business operation or a breakdown in our controls, operations or procedures.

RBCT continuously reviews these risks. The three lines of defence in our Risk Management Framework are:

- RBCT departments / functions where risk is generated;
- Risk management, supervision functions and compliance;
- Internal audit function;

As part of risk management strategy, RBCT uses the Risk Committee as the final gate keeper of risk within the company. This committee reports to the Finance Committee of the RBCT BOD.



RBCT Interface Risk Assessment

In order for RBCT to move coal efficiently through our world class terminal and meet the stakeholder's needs, RBCT relies on Transnet Freight Rail (TFR) to rail coal to our terminal, and on Transnet National Ports Authority (TNPA) to provide the marine services. Interface risk assessments were conducted aimed at understanding each other's business as well as risks that may affect our daily operations and prevent RBCT from achieving its objectives.

Risk Management Model

RBCT has a solid risk culture based on ISO 31000. The risk management and control model is key for ensuring compliance with RBCT's culture and values. RBCT is characterised by having a medium-low risk profile, an independent risk function and a strong risk culture. The compliance function regularly reports directly to the board and its committees as an independent function of this second line of defence. It includes all matters relating to safety, occupational health, environment, volumes, financial, reputational, legal / regulatory and social / communities' risks.

Ethics form an integral part of RBCT's culture and values. The Integrated Business Ethics Policy and Guidelines bring together the ethical principles and rules of conduct governing the actions of all of the RBCT's employees and all its stakeholders, including equal opportunities and non-discrimination, respect for people, work-life balance, occupational risk prevention, environmental protection and compliance with sustainability policies.

RBCT's Risk Culture is built on the principles of:

- Responsibility - where everyone takes responsibility for risk management
- Challenge – we continuously question and ask ourselves if this is the best way to manage risks.
- Resilience – RBCT must be flexible and practical to ensure sustainability in different situations.
- Simplicity – RBCT talks about risks in a simple and clear way.
- Stakeholder Focus – RBCT's risk management is focused on all stakeholders.

Risk Management Tools

RBCT uses a number of business tools in the management of risk which include:

- Conflict of interest declaration. This declaration is submitted annually or whenever there is a change in the conflict of interest status of the employee.
- A Code of Conduct booklet issued to all employees.
- Formal policies and procedures are in place to assist with the application of company standards.
- It is the employee's responsibility to declare any gift (above a set value). A gift register report is issued to the RBCT Risk Committee to ensure adequate monitoring is in place to comply with RBCT policy.
- Monthly inspections are conducted by management to identify risk areas.
- Through an insurance broker, RBCT runs an insurance program which covers Assets and Liabilities.

- Monthly reviews of the Operational Risks Report with General Management which address the operational risks at RBCT.
- RBCT has zero tolerance on fraud, bribery, corruption and unfair business practice. All employees can anonymously report such issues through our secure tip off line "Whistle blower".
- Risk registers are kept in Cura and monitors risk action items.

Protection of Personal Information (PoPI)

Protection of Personal Information Act (PoPI), No 4 of 2013 gives effect to the constitutional right to privacy, regulates the manner in which personal information may be processed, and provides rights and remedies to protect personal information. RBCT is obliged to comply with the Protection of Personal Information Act. RBCT guarantees its commitment to protecting personal information and ensuring that it is used appropriately, transparently, securely and in accordance with the Law.

The PoPI policy was formulated to ensure that RBCT complies with the law and good practice.

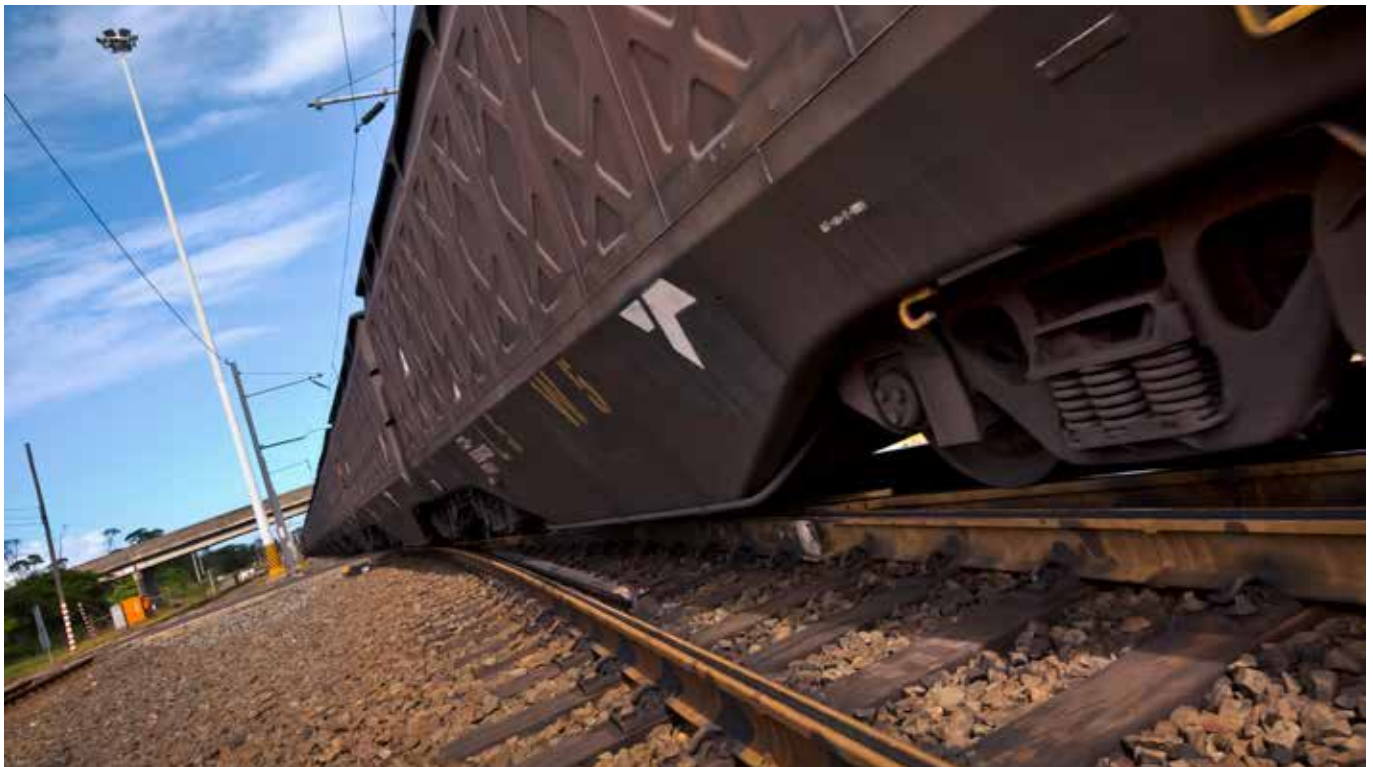
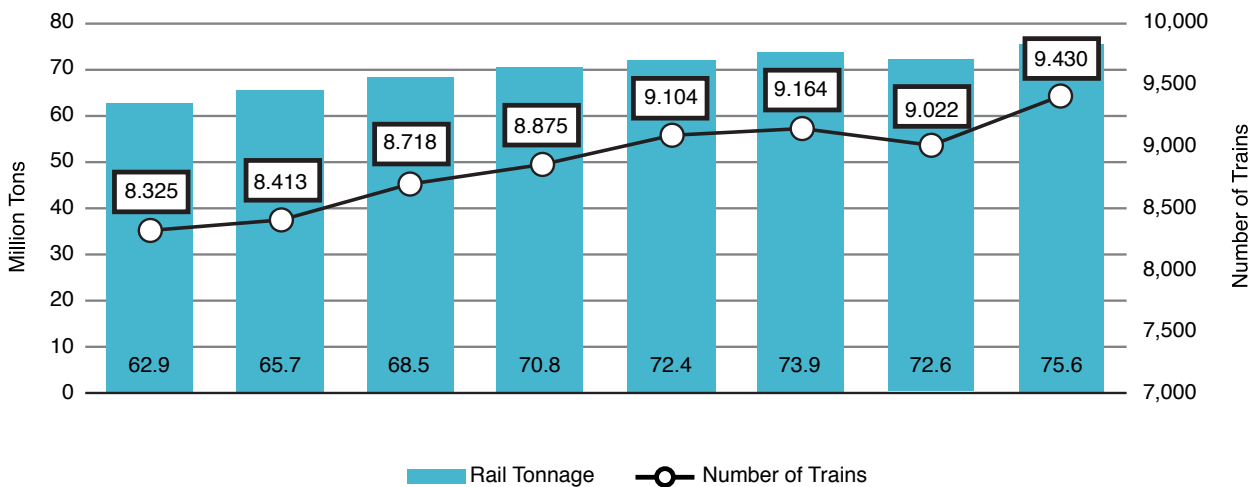


Operational Performance

The tonnage received in 2017 increased from 72.58Mt in 2016 to 75.60Mt (4% higher). The 2017 tonnage is the highest tonnage delivered by TFR within a calendar year. The Train Turnaround Time (TTT) was 4 hours 03 minutes in 2017 against the RBCT internal target of 3 hours 54 minutes. TTT is a value chain contracted duration for offloading and handing back of trains to TFR. The value chain TTT is reflected in the signed Service Level Agreement between RBCT and TFR and the target is an average of 4 hours 18 minutes.

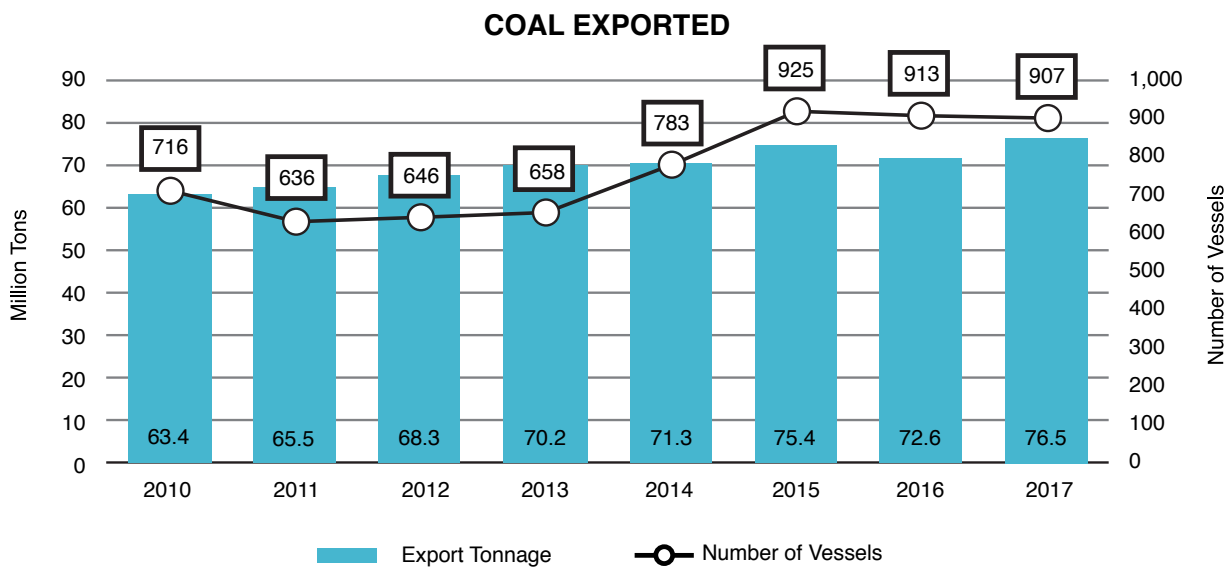
Trains that were tipped and bypassed directly to the vessels were 19% in 2017 compared to 17% in 2016. We continue to be aligned with our business partner, TFR, to ensure the supply chain performs well and contributes to increasing volumes.

COAL DELIVERED



Exported tonnage in 2017 increased by 4%, from 72.57Mt in 2016, to 76.47Mt. The export performance is strong considering the tough economic conditions that persisted throughout 2017. The terminal achieved a Port load rate (PLR) of 498 tons per hour and Terminal load rate (TLR) of 2511 tons per hour.

RBCT cleared 202 stockpiles during the year, a 27% decrease from 2016. There was a significant increase in the number of Cape vessels loaded in 2017 with the average cargo size increasing by 6% from 79 489 tons to 84 309 tons in 2017. The average vessel turnaround time decreased from 36 hours in 2016 down to 32 hours in 2017.



RBCT Innovation System

Over the past three years RBCT has seen over 600 ideas logged; yielding savings over R4 million. This was achieved as a result of sharing ideas and collaboration, and harvesting from each other's creativity and strengths.

Continuous improvement demands that we don't get complacent. To continue to reap improvement benefits we need to keep the improvement culture alive and evolving with the times thus we have plans to focus on innovation as a way of life at RBCT.



Best Innovations of 2017

Idea	Description	Area Impacted
Delay start up sequence on conveyor 931.	The start sequence for the feeding conveyor to conveyor 931 was delayed to give conveyor 931 a chance to empty load before introducing load to prevent overloading when the belt had stopped with load.	Reduced down time and equipment damages.
LED light bar	LED light bars were installed cranes to improve visibility at night.	Reduced damages to equipment.
SAP Play System "refresh function" to be removed from the external contract.	RBCT SAP project leaders have taken over the function of copying "SAP LIVE" to "SAP Play".	To save time and reduce cost of refreshing.
Interlock the Auxiliary hydraulic system and Take-up cylinder.	If there is a deviation of 2 mega pascal between the operating pressure and the take-up cylinder pressure the system to stop running.	Reduced down time and equipment damages.
Confined spaces awareness	Confined spaces were included in the RBCT safety induction process to refresh employees on procedures and location.	Improved safety.
Consolidation on the Material Issue Slip.	Order type and bin location were moved from the stores pick up list to the material issue slip and the stores pick up list made redundant.	Improved process flow.
Install permanent cement blocks for cranes.	Cement slabs used stabilisation of the crane when working with the pumps at ESUP dam area were permanently installed to eliminate to and fro transportation of lots of sleepers.	Improved safety and efficiency.
Install an under speed switch on all crushers.	Under speed switches were installed to stop the plant when they detect under speed or stalling of the motor.	Reduced fire incidents and down time.
An employee book for the Safety Take 5 Question.	Each employee has their own "Take 5" booklet to ensure employees test the five safety questions with each and every job not just job cards.	Improved safety, document control and record keeping.
Processing Invoices	On SAP the rates were pre-loaded to eliminate manual calculation of the rates for invoicing.	Reduction of human error and improved efficiency.

Valuing and Empowering our People

Talent Management

Organizational Development Initiatives of 2017

Ultimately, the goal of OD is to make organisations more effective, efficient, and productive, increase the long-term health of the organisation and enrich the working lives of its employees.

Employment Equity

Employment Equity is law, RBCT is compliant from both a legal as well as the moral perspective – we believe it's the right thing to do. In 2017 we achieved our numerical goals in all levels of the organisation from the Executive/Top Management to Semi-skilled Level. The goal is to retain this status. The 2017 Employment Equity Report was submitted to the Department of Labour and RBCT has received the Acknowledgement Letter from the Department of Labour. Below is the status of RBCT's Employment Equity status.

	Target	2016	2017
E & F Band	75%	83%	83%
DU Band	57%	73%	81%
DL Band	83%	94%	93%
C Band	82%	81%	82%
B Band	88%	90%	91%

Talent Management

Succession and continuity are key to RBCT. In 2017, we had over 90% internal promotions in management roles. This has ensured that we remain sustainable and the transition is smooth.

Below are the key Senior Management internal promotions for 2017:

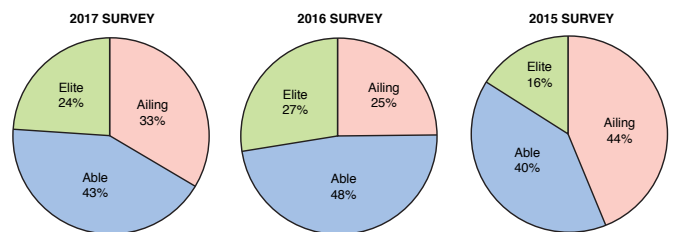
- General Manager Human Resources
- Senior Manager Maintenance, Asset Management Division
- Manager Maintenance Services, Asset Management Division
- Manager Employment and Benefits, Human Resources Division

External Appointments in-line with the business needs:

- Manager Maintenance Machines, Asset Management Division
- Manager Industrial Relations, Human Resources Division

A total of 5 out of the 6 promotions and appointments were in line with our Employment Equity commitments.

Annual Organizational Health Survey



3 Year Results

Definitions:

Ailing: Below Expectations
 Able: Meeting Expectations
 Elite: Exceeding Expectations

A record 413 employees participated in the 2017 Organisational Health Survey.

Employee Engagement in 2017 dropped by 8% over the year (2017). This was expected following a high increase of 6.8% in 2016 which was unexpected. Out of the 6 divisions only 2 regressed. We noted an improvement in the other 4 divisions. Despite the drop, the results indicated that 67% of employees are fully engaged.

It is also important to note that the survey was conducted following 3-4 years of culture shift within RBCT that came with incremental yet sustainable and long term value adding changes on how we manage time, work and costs. Employees were still understanding, adapting and skeptical about these incremental changes. Our Engagement sessions such as Employee IMBIZO, Divisional Open Forums and Mission Directed Work Team (MDWT) were instrumental in communicating these changes and its value add in ensuring that the Terminal is sustainable.

Training and Development

Recognition of successfully completed skills development – both core and soft skills training

In addition to being accredited with the MERSETA for on-site training of Millwrights and Boilermaker Apprentices, RBCT is also a fully accredited training provider with the TETA for Operations Training courses that include courses in Ship-loading, Bulldozing, Tipping, Stacking and Reclaiming, Shunting and Loco Operating. All trainees who undergo this training can have their credits registered on the National Learner Record Database. RBCT was audited on Training Quality Management Systems in March 2015 with no findings and re-accredited until 2019. RBCT has received QCTO accreditation as a Skills Provider up until 2022.

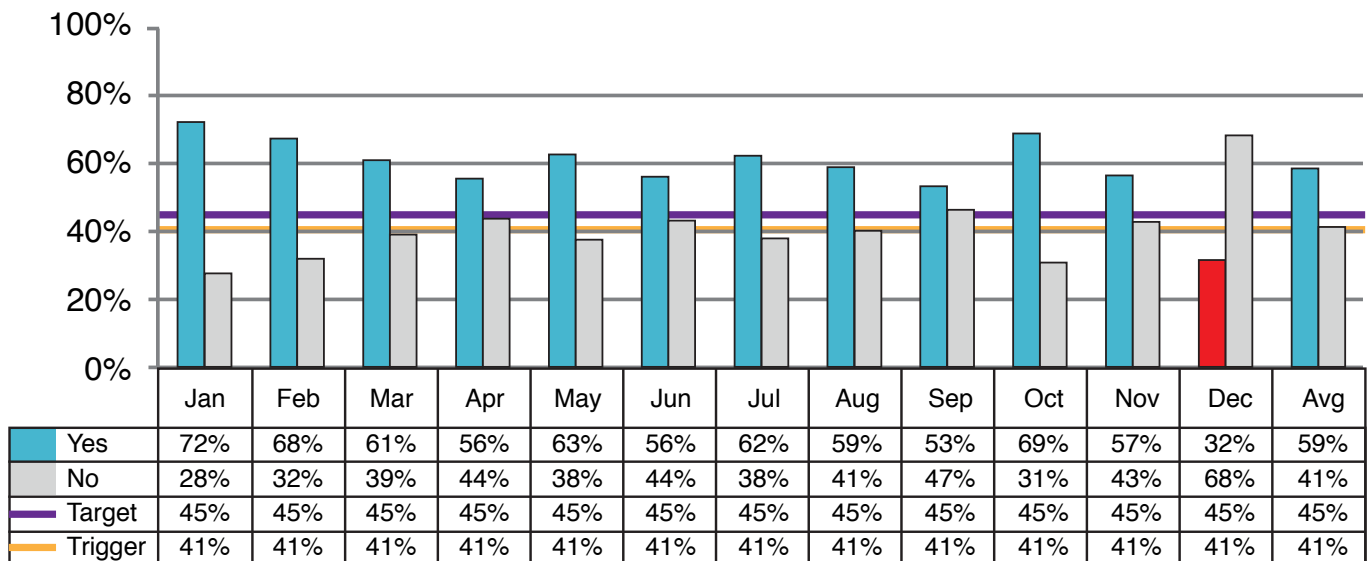
Training Recognition

Assessments on the programs above are done by accredited line assessors with a training assessor in attendance. The assessments are then internally moderated and are further moderated by the TETA on an annual basis. Each year RBCT's assessments are approved by the TETA with minor recommendations for improvement.

RBCT applies for and receives funding from the TETA for Pivotal Grants each year; in addition two RBCT staff attended the International Executive Development program sponsored by the TETA in line with the talent management plan.

RBCT monitors the level of recognized training (SETA or formal Education) with an aim to exceed the TETA target of 40%. In 2017 we achieved 56%.

% Accredited Courses - December 2017



Training and Development

The overall goal of training and development at RBCT is to ensure that RBCT permanent staff are competent to achieve operational excellence – to move coal safely and efficiently.

RBCT also play an active role in closing the countries skills gap especially in scarce skills e.g. Millwright

Whilst the focus is predominately on meeting the business needs, RBCT also offers apprentice programmes and operations trainee programmes to external candidates in order to participate in developing skills for the country.

Our focus is to facilitate continuous operational improvement through the development of intellectual capacity. Therefore it is our aim to provide everyone in RBCT with an environment in which they can flourish based on well-defined and developed competencies.

Our process offers employees a clear purpose and roles that will develop knowledge, skills and attributes in a focused manner while providing clear objectives that are linked to the concept of reward for performance.

Training and development is pursued in line with the following guidelines:

- All training and development will be based on the needs of the company, as well as wider stakeholder engagement, especially, at strategic levels, as established through a needs analysis.
- Managers are responsible for the competency levels of their staff in order to ensure adequate succession planning in their departments.
- All activities will aim at optimally satisfying the long and short term needs of various competencies required by RBCT.

Training and development at RBCT is delivered through the most appropriate medium for the organisation in line with national requirements.

In order to maximise investment in our staff and training development programs, managers and staff who have attended training or development programs may be requested to provide mentorship and coaching where necessary.

Specific policies and programmes for skills management or for lifelong learning are designed to empower employees who aspire to be in management positions.

To achieve Operational Excellence, Superior People Performance becomes key to succeeding in a challenging business environment. As part of RBCT's company-wide commitment to attract, develop and retain valuable talent, skills management programmes are in place in all divisions.

Average Hours of Training for 2017

The average hours of training per year, per employee by Occupational Category of employee as at the 31st December 2017 were:

Code	Occupation Category	Total
1000	Legislators, senior officials and managers	251
2000	Professionals	11
3000	Technicians and associate professionals	454
4000	Clerks	140
7000	Craft and related trades workers	1268
8000	Plant and machine operators and assemblers	42 982
9000	Elementary occupations	156
Total		45 262

Staff Development

RBCT's career development strategies continued to focus on management development, supervisory and leadership development, the Employee Development Programme (EDP), operator training, technical and general skills development of employees. The implementation of the coaching and mentoring processes are on-going.

Management Development

In 2017 we engaged in the full Management Development Program as listed below:

Management Development Programme (MDP)

RBCT continues to develop Management and Supervisory skills, through an intense Management Development Programme aimed at creating critical management capacity amongst our employees. The main aim is to bridge gaps in previous qualifications and to address those who do not have any formal qualification, in particular in management science. The Formal Programmes being the UNISA MDP and FMP programs, while Foundational Skills are laid through more hands-on SAQA accredited skills programs at the Supervisory (CORE) and Management (BMS) levels.

Empowering our People

Employee Development Programme (EDP)

Having begun as a programme for staff from previously disadvantaged groups, this programme has developed into a company-wide programme, taking employment equity requirements into account. The aim of the program is to develop the core competencies required by employees making the transition to management or supervisory positions. The key focus is on managing yourself and a project is identified, investigated and where possible completed. After completion of this programme, delegates present their projects to the Management Team, those requiring further work or capex and deemed suitable are then further developed via the bright ideas system.

Apprenticeships and Traineeships

At RBCT we have an apprenticeship system registered with TETA (Transport Education and Training Authority); apprentices are registered with the MERSETA (Manufacturing, Engineering and Related SETA) via a Memorandum of Agreement (MOU) between the SETA's. Bursars who have completed their Degrees and Diplomas are often given opportunities to gain the experience required.

In 2017, RBCT's commitment was as follows:

Trainee Type	No.	Comment	Bursar
Apprentices	15	Millwright Apprentices	
Electronic Technician	1	Automation and Control	Y
Electrical Engineer	1	Graduate Engineer	Y
ART/AIT Trainees	10	Current maintenance assistants identified for artisan development	
Electrical Technician	1	Diploma Technician doing p1 and P2	Y
MERSETA/ Umfolozi College NCV students Experiential exposure	4	During the experiential period one was terminated, 2 completed their training and returned to the tech to do Trade Test.	

Technical Training Infrastructure

With RBCT technical training being outsourced, it was identified that staff have difficulty transferring the knowledge learnt into plant specific equipment. Taking this into consideration, RBCT created a Technical Training Workshop during 2013, a mini substation, PLC racks and small conveyor system

were completed to assist with Electrical Fault Finding and a larger number of RBCT specific technical training programmes were run with the aim to improve the quality of artisans and reduce down time, based on skills set identified by line managers. During 2014/15 this was further developed to include backstops training and basic Hydraulics Training.

In 2017 the centre was used to conduct MERSETA approved MA training and our first Moderation by the MERSETA was approved, the centre is also used as an artisan assessment centre to test new artisan during the recruitment phase, ensuring they have the appropriate minimum skills.

Plant Operator Traineeships

RBCT also has a one year training program for plant operators to ensure succession is in place and operations are therefore not interrupted in the event of turnover. RBCT has reviewed and implemented Key Operations Training Programmes as part of our ongoing continuous improvement programme. Each Trainee completes a learnership in logistics registered with the TETA so that by the time they complete their one year machine operators programme they should have completed the learnership resulting in a formal qualification.

Bursaries

RBCT grants bursaries in various forms, Open Bursary Scheme, Closed Bursary Scheme (Study Grants) and Staff Education Assistance.

Open Bursary Scheme

RBCT grants bursaries to assist with sourcing and developing bright young talent in anticipation of meeting our future skills requirements and in key areas of the community. We sponsor learners, in fields such as Engineering, Finance, Education and Nursing. Employment equity targets require at least 80% of bursaries to be awarded to previously disadvantaged persons; during 2017 RBCT achieved 100% in this area.

To ensure that bursars succeed in their studies, individual progress is monitored and assistance is provided where required. During holidays, bursars work at RBCT where they are helped to grow their knowledge through practical application. This approach helps each bursar bridge the gap between education and the world of work.

Closed Bursary Scheme

As an extension of the bursary scheme, each year RBCT offers 20 study grants to employees' children who are registered to study at a recognised tertiary institution, 50% of which should be focused on continued education.

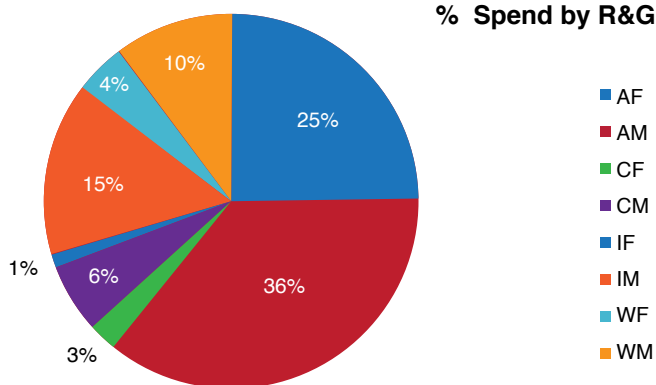
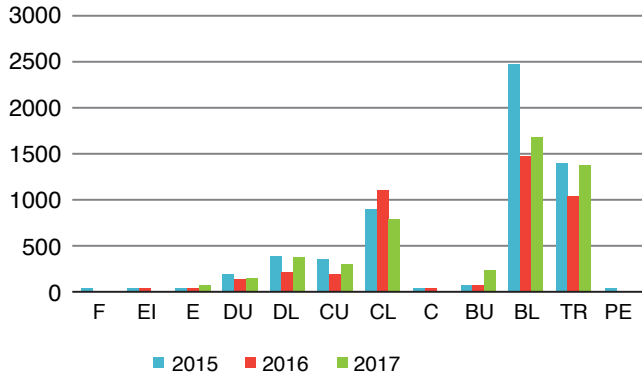
Education Assistance Program

Employee's have access to funding for part-time education through our Education Assistance Programme (EAP) where RBCT pays for tuition and employee's are only required to repay should they not pass the courses. This encourages employee's to improve their knowledge and work-related skills and to prepare them for the next step in their careers; 74 staff members participated in this scheme in 2017.

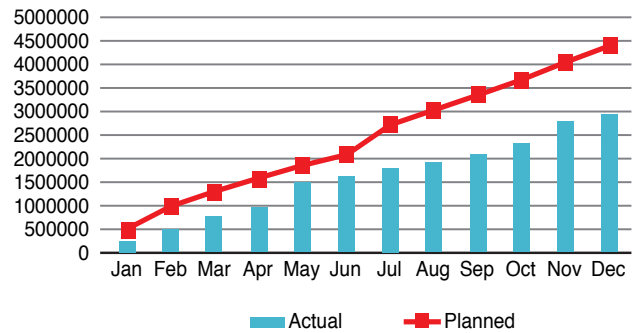
Number of staff	Number of Subjects/modules	Rand Value
74	214	425 050.96

Training Dashboard 2017

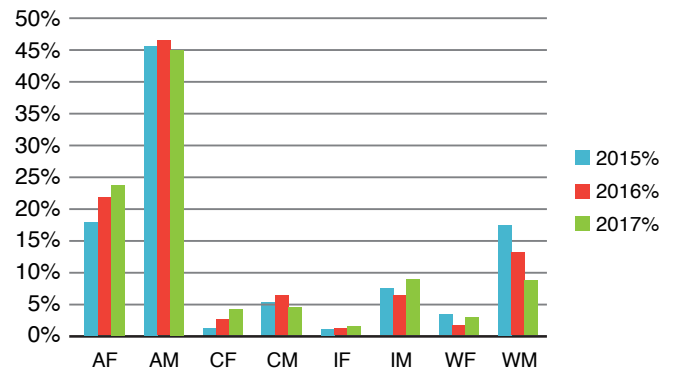
Training Days by Grade



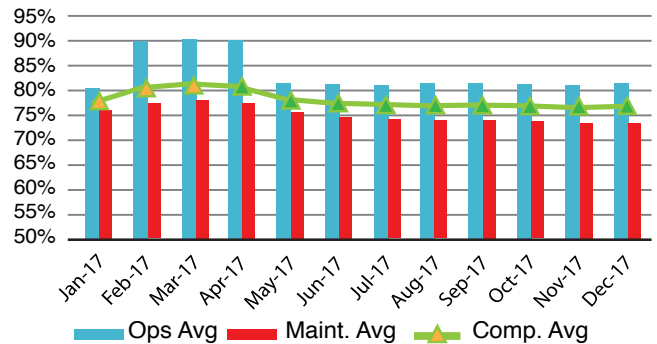
Company Training Man Days 10850 to 10859



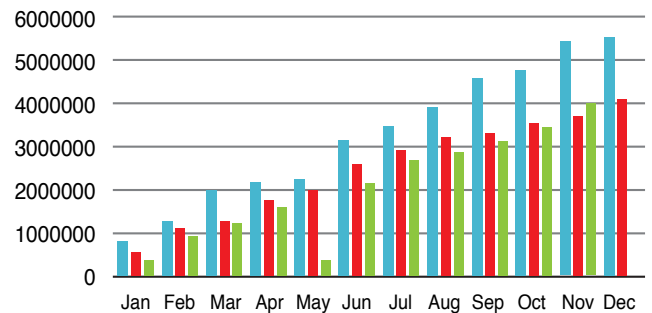
% Days by R&G



Skills Level Over Last 12 Months



Training Cost Comparison based on SAP TE records, excludes TRN Centre costs



Our People

Recruitment and Selection

As a reputable corporate citizen RBCT regards recruitment and selection as key central activities which contribute and determine the extent to which the company will be able to move coal safely and efficiently. The diligence and professionalism with which these activities are executed help to ensure we have the right people, in the right jobs, and doing the right things.

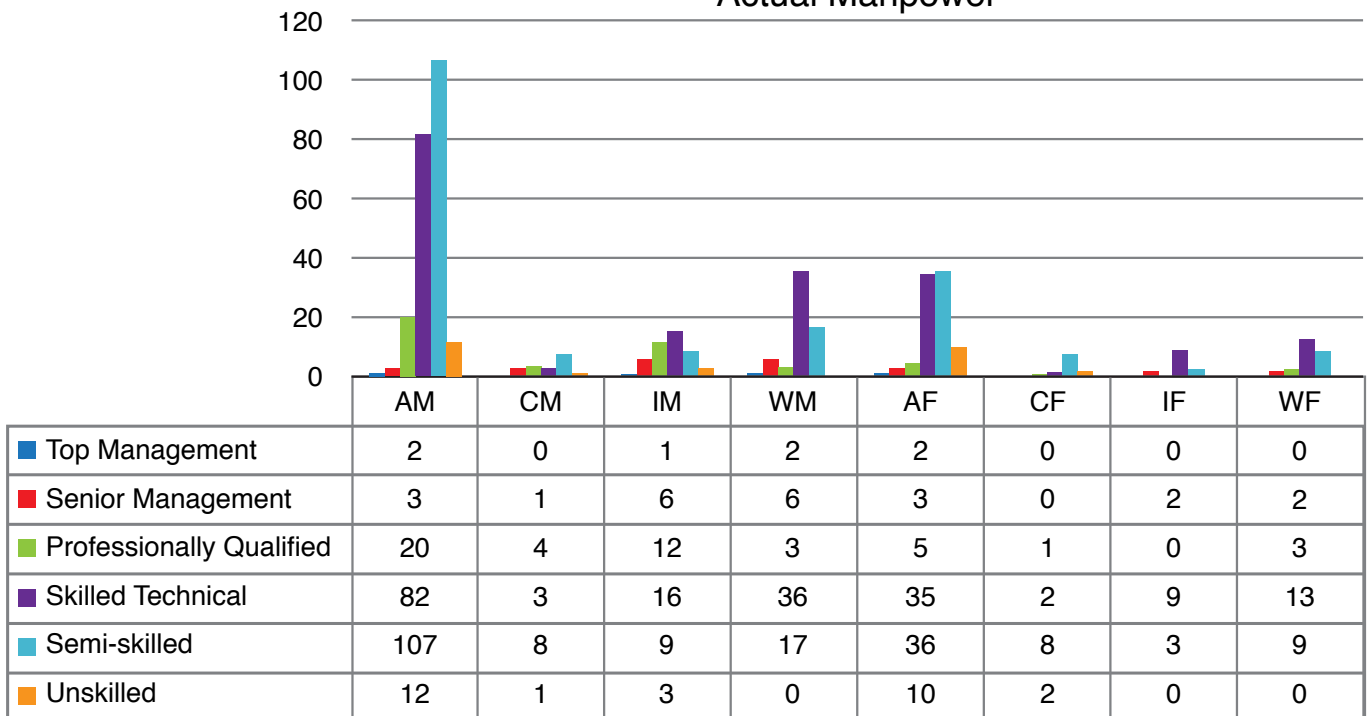
The spinoff of good recruitment and selection helps to match employees with the right jobs, speed up culture fit, reduce level of labour turnover and promotes stability and resilience in the Terminal.

This enables RBCT to implement its training and development and employee retention strategies, which contributes to the overall performance of the company.

These initiatives form an integral part of the company's consolidated operational strategy which underpins the way RBCT works and focuses on safety and operational efficiencies.

Despite the economic challenges, in 2017 we had 35 new recruits and 18 employees who were promoted. The bulk of the external recruits were recruited from local communities, which contributed in the reduction of unemployment in the area near where we operate.

Actual Manpower



Remuneration Philosophy

The company's remuneration philosophy is based on the principle of competitiveness in the labour market so as to be able to attract and retain the type, quality and level of people it requires to meet the business goals. This calls for the company to measure RBCT against what is happening in the labour market. In this regard, surveys and research are conducted to identify where it stands compared to other companies. The remuneration philosophy is further influenced by the employee performance. To ensure that its remuneration philosophy remains competitive, it uses a holistic approach thoroughly analysing every aspect within the remuneration framework.



Apart from the extrinsic rewards that the company offers its employees, the RBCT working environment also offers intrinsic rewards, the sense of belonging, employees feel the warmth of being part of the RBCT family.

Employment Equity

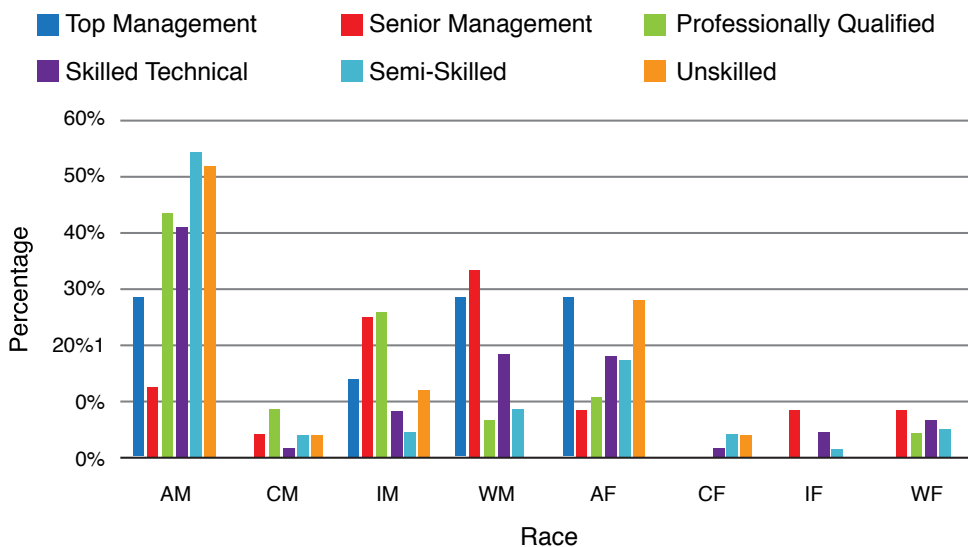
The company is fully committed to employment equity and take it as one of its business imperatives. RBCT's transformation journey is evident in RBCT's robust plans in creating a equitable workplace.

The change that has been made is significant and is visible at all levels. The ultimate goal is to have a more representative workforce at all levels in the company.

The company took a conscious decision to identify and eliminate barriers which could prevent it from implementing diversity and transformation initiatives. This journey has not been easy. There are challenges on the way as one would expect but they are dealt with as and when they are encountered.

The current Employment Equity Plan started in 2016 and will end in 2019. The 2017 Employment Equity report was submitted to the Department of Labour.

Employment Equity Analysis



Delivering Sustainable Social Value

Engaging our communities through corporate social investments

As part of our commitment of being a responsible corporate citizen, it is our policy to conduct business in a manner that is compatible with the economic, social and environmental needs of the communities in which we operate.

RBCT's corporate social investment strategy plays a critical role in enhancing the quality of life in the communities within which our people live. The purpose of CSI at RBCT is to promote the development of the quality of the underprivileged communities living around us.

RBCT's approach to Socio-Economic Development (SED) is based on a philosophy that is fully accountable and geared towards providing sustainable solutions to real needs identified in the communities. The success of this philosophy hinges on the recognition that any social involvement should make a meaningful improvement to the lives of the people and communities that it is designed to benefit.

Our primary focus is on education, early childhood development, skills development, community welfare, environment, crime prevention, HIV/Aids as well as sport development. Our employees also play a significant role through our CSI Committee, consisting of volunteers from all levels within the company, as well as employee representatives. Our main aim is to promote the development of self-reliant communities and to facilitate sustainable community development programmes.

The CSI committee is guided by the RBCT CSI procedure that is in place. Strict adherence to the CSI procedure is maintained and followed when making a decision pertaining to funding of projects. Again, committee members are required to, from time to time, plan visits to projects to monitor the progress and make further recommendations where applicable. RBCT's criteria for funding of projects is as follows:

- It must benefit a wider community
- It must be developmental in nature
- It must be sustainable

Our Commitment

Our slogan, "Coal to the world, growth to the nation" depicts our sustainable commitment to community development over the years. Our aim is to participate in programmes that benefit the wider community and sustainable projects that can build a better South Africa. In 2017 we recognized the need to focus on early childhood development, education and environment. Due to the Water Shortages we faced, we regarded this as an integral component in building a better future and life for all.

RBCT's 2017 CSI Investment

Trees for Life

RBCT donated R700 000 to the Wildlands Conservation Trust in support of their Treepreneur project in the Ndidime area, Esikhawini, at Ntabeni School.



Ntabeni Primary School

Ntabeni has developed from its humble beginnings of lessons being conducted under a tree by a single teacher to a fully-fledged school. Over the years, RBCT has assisted the school to the value of over R4.5 million.

In 2017, RBCT extended its support of the school by building new ablution facilities to the value of R332 923.



Amangwe Village

RBCT once again showed commitment to the work done at Amangwe Village by donating R350 000 in 2017.

The funds will be used to support numerous projects run by Amangwe including home based care and early childhood development.



Salphine Primary

RBCT donated school shoes to Salphine Primary.



Ikhwezi Welfare Organization

Ikhwezi Welfare Organization received mattresses and goodie bags to the value of R16 300.



Impiloyesizwe Community Foundation

RBCT showed their support to the Impiloyesizwe Community Foundation in the form of 20 blankets and 10 mattresses. A Jungle Gym was also donated for the Impiloyesizwe Crèche.



Our Community

Annual Standard Donations

RBCT continued to demonstrate their support to Zululand Charities in 2017 by donating R780 000. Twenty four charities benefited from this donation.



Department of Education partnership

RBCT once again proved their commitment to education by donating twenty five desktop computers to the five top performing schools in the rural areas of the King Cetshwayo District.



Mbuyiseni High School

Mbuyiseni High School, one of the top achieving schools in the King Cetshwayo District was the recipient of R100 000 donated by RBCT. The funds were used to upgrade the school.



Empowering Girls

A total of 610 young girls from three rural schools benefitted from a donation of sanitary pads by RBCT. RBCT visited the school to donate sanitary pads four times in 2017.

A total of 73 200 sanitary pads were distributed in 2017.



Sports Development

During 2017, RBCT handed over sports equipment to the value of R55 135. The recipients were:

- Mningi High School
- Veldenvlei Primary
- John Ross College
- Juventus Football Club
- Udondolo Football Club



Izinkanyezi Zakusasa Garden Project

In July 2017, RBCT came to the aid of Izinkanyezi Zakusasa Garden Project by donating garden fencing to the value of R103 725. In addition to this, RBCT planted more than 5 000 vegetable seedlings in this garden and donated R10 000 towards garden tools as part of their Mandela Day initiative.



Khula Senior Secondary

Khula Senior Secondary school in Esikhaleni Township received a donation of R70 000 from RBCT in 2017 to invest in education equipment.



Our Community

Richards Bay Hoërskool

RBCT showed support to the Richards Bay Hoërskool by donating 8 x Magnetic Boards and 6 x Data Projectors.



Zakheni Creche

Keeping in line with their commitment to early childhood development, RBCT spent R367 751 on upgrades of Zakheni Creche.



Pensioners Lunch



RBCT values the foundation laid by our pensioners and they were honoured at the annual RBCT pensioners lunch held in July 2017.

Computer Donation

In another generous donation, 30 computers were handed to 3 schools.

The recipients were:

- Manzimpofu Primary in Enseleni
- Nomyaca High School in Eshowe
- Kwa-Sibonda Primary



Driving Enterprise and Supplier Development

Procurement

2017 was a challenging yet rewarding year within RBCT's procurement environment. The continuation of the Capital Project and the associated spend has seen procurement activity at its highest level. This increased spend is due to the extensive Capital Project spend. This is combined with an understanding and execution of initiatives aligned to the changes within the elements of the Department of Trade and Industry's Broad-Based Black Economic Empowerment (BBBEE) Codes of Best Practice. RBCT is working closely with our suppliers to ensure compliance. The changes within the codes are embraced and RBCT strives to assist in the empowerment of our business partners.

To align with the focus on driving sustainability in the Zululand environment, procurement preference is often focused on local suppliers with additional considerations to the small and medium enterprise categories where ever possible.

RBCT has actively and progressively driven preferential procurement spend for the past 14 years and insists on suppliers providing approved verification certificates to ensure compliance within the Codes. We maintain an extensive, customized database in our SAP system and are able to continuously improve our position with up to date and reliable statistics on the various criteria as defined in the codes. Decision making is therefore easily facilitated when considering elements such as black ownership, as well as black woman controlled business that are suppliers or potential suppliers to RBCT. To ensure maximum procurement spend contributes towards RBCT's empowerment performance, it is our preference to engage with businesses that maintain a minimum level four BBBEE rating.

Where commercial criteria is the same, preference is given to the higher BBBEE rated supplier. RBCT does not pay a premium to empowered companies, as commercial competitiveness is a key determinant in decision making. From time to time, RBCT may require long-term contractors and suppliers to share their plans to maintain and improve their empowerment ratings.

Key RBCT Procurement Criteria

- Compliance with RBCT's health, safety and environmental standards
- Adherence to RBCT's quality specifications
- Competitive market related pricing
- Valid BBBEE verification certificate
- Service excellence

Enterprise and Supplier Development

Enterprise development remains a key focus at RBCT, and one of our ongoing initiatives facilitated through our shareholders was making available four million tons of export capacity to junior miners at commercially attractive rates. The allocation of the four million ton capacity is managed by the Department of Mineral Resources.

This means that junior miners have access to export markets through RBCT, and maintain improved operational performance and profitability within their businesses. The South African export facilities are often constrained due to infrastructure challenges, therefore the allocation of this capacity contributes significantly to the enterprise development within the mining environment.

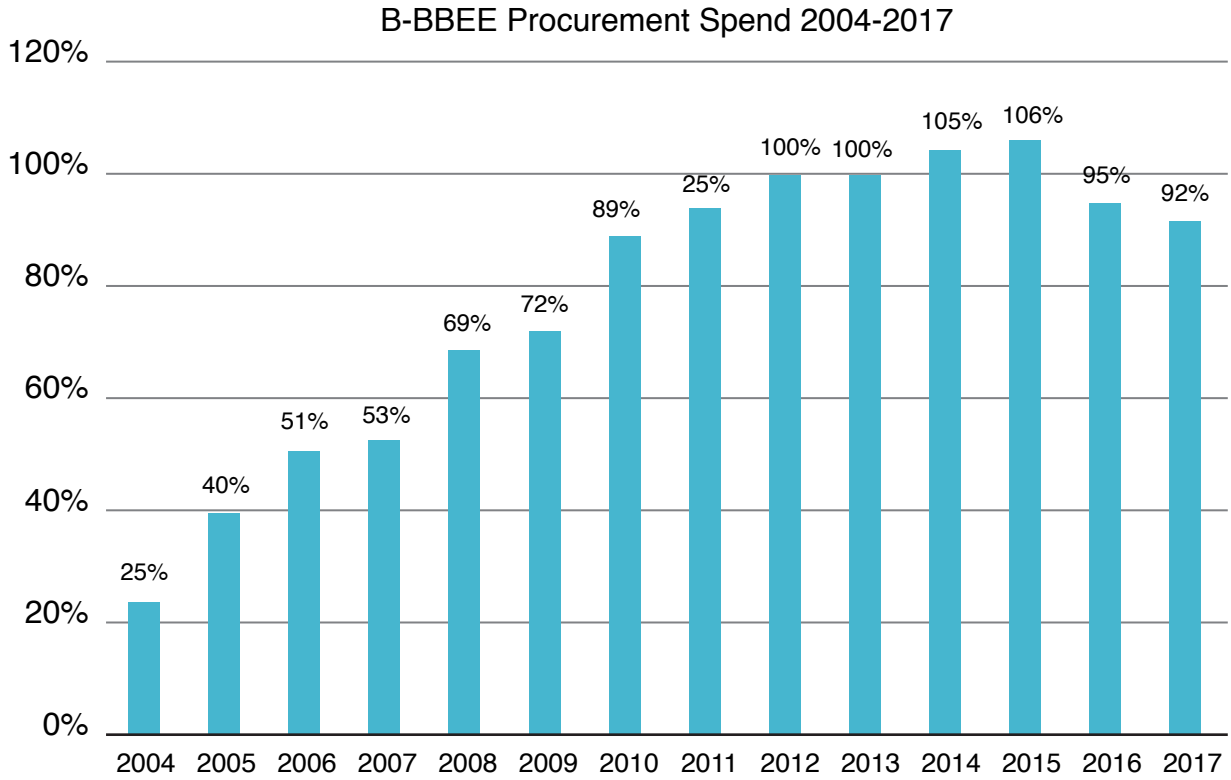
Supplier and Enterprise Development initiatives within the procurement area further contribute to the RBCT Responsible Procurement Strategy. We partner with Black Owned Exempt Micro Enterprises, and Qualifying Small Enterprises that are both suppliers and potential supplier to RBCT in developing self-sufficient business partners. This is achieved through working with committed suppliers, and ensuring that the selection criteria is adhered to. A strategic focus area in developing the Supplier database is the Ownership Element, and engaging with supplier around transformation and compliance to the DTI's Codes of Good practice.

Due to the nature of the Terminal's maintenance spend being predominantly on specialised high quality engineering items, managing the achievement of the quality standards and specifications, presents RBCT with good mentoring opportunities to develop and grow the skills within our suppliers.

RBCT remains committed to Enterprise and Supplier Development, and driving continuous improvement within the procurement environment.

Driving Enterprise and Supplier Development

Below is the 2017 B-BBEE procurement spend.



Glossary

Aids	Acquired Immune Deficiency Syndrome, a disease of the immune system caused by HIV infection	EWP	Employee Wellness Programme
AIT	Artisan in Training	EY	Ernst and Young
ART	Artisan Recognition Training	EXCO	Executive Committee
ARV	Anti-retroviral	FHL	Faith Hope and Love Organization
BBBEE	Broad-based black economic empowerment. This represents a broadening of earlier BEE (see below) policy and attempts to spread the benefits of economic empowerment to the widest possible spectrum of black South Africans	FIFO	Fly In, Fly Out
BMI	Body Mass Index	FINCO	Finance Committee
BMS	Best Management Skills	Fuels	Diesel, petrol and paraffin consumed by processes and utilities
BP	Blood Pressure	FMP	Fundamental Management Program
BTT	Bidvest Tank Terminals	FRCP	Fatal Risk Control Protocols
BWOYA	Business Woman of the Year Awards	GM	General Manager
CAPESX	Capital Expenditure	HIV/Aids	Human immunodeficiency virus/acquired immune deficiency syndrome
CEO	Chief Executive Officer	HRA	Health Risk Assessment
CEP	Coal Exporting Parties	HSEC	Health, Safety, Environment and Community
CETOA	Coal Exporting Terminal Operators Association	IDPS	Individual Development Plans
COBRA	Change of behaviour reduces accidents	IMBIZO	An open forum chaired by the CEO to address all employees on business performance and all key matters.
CSI	Corporate Social Investment	IPM	Institute of People Management
CU-C Upper	This is a grading statement level, a level assigned to a manager responsible for the department	ISO	International Standard for Organisation. Published in 1996 by the International Organisation for 14001 Environmental Standardisation, it specifies the actual requirements for an environmental management system.
CURA	Governance Risk and Compliance Software/Enterprise Risk and Compliance Software	ISO 14000	An environmental management system standard published by the ISO
DI-D LOWER	This is a grading statement level, a level assigned to a manager responsible for the department	IWWMP	Integrated Waste and Water Management Plan
DWA	Department of Water Affairs	JLT	Jardin Lloyd Thompson
EAP	Education Assistance Programme	King Report	The King Report on Corporate Governance is a ground-breaking booklet of guidelines for the governance structures and operation of companies in South Africa. It is issued by the King Committee on Corporate Governance. The Institute of Directors in Southern Africa (IoDSA) owns the copyright of the King Report on Corporate Governance and the King Code of Corporate Governance. Compliance with the King Reports is a requirement for companies listed on the Johannesburg Stock Exchange
EDP	Employee Development Programme		
EE	Employment Equity		
EECC	Employment Equity Consultative Committee		
ESUP	An Offsite storage dam known as ESUP Dam		

Glossary

LED	Local Economic Development	RBCT	Richards Bay Coal Terminal
LTI	Lost-time injury. Refers to an injury resulting in the injured person being unable to attend/return to work to perform the full duties of his/her regular work, as per the advice of a suitably qualified medical professional, on the next calendar day after the injury.	RDC20	A dust suppressant used onsite to suppress dust on the ground
LTIFR	Lost-time injury-frequency rate. The number of lost-time injuries (see above) per 200,000 hours worked.	REMCO	Remunerations Committee
MDP	Management Development Programme	RSR	Railway Safety Regulator
MERSETA	Manufacturing, Engineering and Related SETA	SABCOHA	SA Business Coalition on Health and Aids
MI	Minor Injury	SANS	South African National Standard
MIFR	Minor Injury Frequency Rate	SECOM	Social and Ethic Committee
MOA	Memorandum of Agreement	SED	Socio-Economic Development
Mt	Million Tons	SETA	Sector Education and Training Authority
Mt/a	Million ton per annum	SGS	Societe Generale Surveillance
NEAP	National Economically active Population	SHE	Safety, Health and the Environment
NIHL	Noise-induced Hearing Loss	SMS	Short Message Sending
OHS	Organisational Health Survey	SPCA	Society of Prevention to Cruelty to Animals S.A
OHSAS	Occupational Health and Safety Assessment Specification	TB	Tuberculosis
OPCO	Operations Committee	TETA	Transport Education Training Authority
OREP	Occupational Risk and Exposure Profiles	TFR	Transnet Freight Rail
PEAP	Provincial Economically Active Population	TIFR	Total Injury Frequency Rate
PHC	Primary Healthcare Management	TLR	Terminal Load Rate
PLC	Programmable Logic Controller	TNPA	Transnet National Port Authority
PLR	Port Load Rate	TPH	Tons per Hour
PM2.5	is particulate matter 2.5 micrometers or less in diameter	TTT	Train Turnaround Time
PM10	is particulate matter 10 micrometers or less in diameter	UNAIDS	The Joint United Nations Programme on HIV/AIDS
PoPI	Protection of Personal Information	VSLs	Vessels
PROCOM	Projects Committee	WDMS	Wellness and Disease Management System
		WUL	Water Use License
		ZCCI	Zululand Chamber of Commerce and Industry

Boundary and scope of this report

The 2017 Sustainability Report covers the period 1 January to 31 December 2017.

This report shows a brief analysis of the companies operational logistics and performances in the

following criteria:

- The Health and Safety of employees and the environmental impact on surrounding areas.
- Strategies and policies that have been implemented to achieve optimal results in the above regard.
- Current goals that have been achieved and future goals to be obtained.
- Outreach programmes, delivering social value by giving back to schools and charities,
- Empowering local communities.
- Structure of the board and Management
- Employee and Recruitment programmes.
- Operational Activities such as:
 - Rail performance, coal is handled effectively and efficiently once it is in our possession from the TFR, no data has been captured for this report on derailments as it is not a direct part of our operational activities.
 - Shipping performance, the arrival and departure of all vessels is managed and coordinated by the TNPA. The quality and analysis processes of the coal is excluded from this report as it is conducted independently by an on-site laboratory.



To share your views or comments,
contact:

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