

# 2023 SUSTAINABLE DEVELOPMENT REPORT



**We care for  
the environment**



**RBCT continues to deliver against the  
17 Sustainable Development Goals of the United Nations**



# Contents

## Vision

Moving coal passionately through a world class Port Terminal

## Mission

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

## Core Values

- We will not engage in any unsafe activity
- We treat each other with respect and dignity
- We care for the wellbeing of employees
- We work to the best of our ability
- We are innovative and pro-active
- We care for the environment

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Improved Quality of Life



Engagement



Remuneration



Work with Purpose



Benefits



Personal and Career Development



Safe and Healthy Working Environment



Recognition



Culture



# Statement by the Chief Executive Officer

*I am proud to reflect on the progress we have made towards our goals and commitment to responsible and sustainable practices. We recognise the critical role we play in the global economy and the impact our operations have on the environment and communities we serve.*

As we reflect on the past year, we can take pride in our achievements and the positive impact we have made on our environment and communities.

In 2023, RBCT continued its journey towards sustainable operations, focusing on key areas such as environmental stewardship, social responsibility and economic resilience. Our efforts to reduce carbon emissions, conserve water and minimize waste have not only strengthened our environmental performance, however also contributed to a healthier planet for the future generations.

Amidst global challenges, RBCT has remained resilient and adaptive. Our commitment to sustainable practices is both a responsibility and a strategic advantage that positions us as a leader in the industry. RBCT remained reliable and efficient despite the volume challenges.

However, we acknowledge and are committed to continuous improvement as well as transparency in our journey to sustainability. RBCT will continue to collaborate with its stakeholders to address the emerging challenges and opportunities, through creating long-term value for our business and society as a whole. One of our continued key priorities is having a safe working environment. I am proud of the following key milestones reached in 2023:

1. 6 Million LTI Free Man-Hours on 23 August 2023;
2. 21% reduction in the total number of injuries (from 19 to 15);
3. The lowest number of total injuries recorded in the history of the Terminal;
4. 25% reduction in Fatal Risks Control Protocols ("FRCPs") related incidents compared to 2022; and
5. 17.4% reduction in High Potential Incidents ("HPIs").

Furthermore, our dedication to social responsibility has been evident through initiatives that support Education, Early Childhood Development (ECD), and empowerment in the communities where we operate. By fostering meaningful partnerships and investing in sustainable development projects, we are creating lasting benefits for individuals and families across the region. A total of 31 NPOs were supported to the value of R1 234 500.00, there has been a significant growth in the number of NPOs supported over the years, going from 17 ten years ago to 24 in 2018 and currently 31.

On behalf of the RBCT Executive Team, I would like to extend my gratitude to each member of the RBCT family for your hard work, dedication and passion for sustainability. Your contributions have been instrumental in achieving our goals and shaping a brighter future for RBCT and the communities we serve.

As we look ahead, let us continue to embrace sustainable excellence in everything we do, driving positive change and creating value for all stakeholders.

**Alan Waller**  
CEO Richards Bay Coal Terminal



# RBCT Board of Directors



**N Damasane (Ms)**  
Chairman



**ND Baloyi**



**V Bayoglu**



**MJ Houston**



**TL Myburgh**



**NG Langa (Ms)**



**IA Swanepoel**



**BM Dalton**



**DR Gain**



**IG Bird**



**AJ Waller**



**TC Mbuyazi**

# RBCT Executive Team



**AJ Waller**  
Chief Executive  
Officer



**ZP Mthiyane**  
General Manager:  
Health, Safety,  
Environment and  
Compliance



**TC Mbuyazi**  
General Manager:  
Finance



**ZH Nonqane**  
General Manager:  
Operations



**K Naidoo**  
General Manager:  
Asset  
Management



**NS Mgabhi**  
General Manager:  
Human  
Resources

## Executive Team Commitment

**We keep our focus at all times: move coal and move it safely and efficiently.**

**We work together as a Team to make this happen: unity of purpose makes us rock solid.**

**We are resilient under pressure: innovative in all circumstances.**

**We stay calm and grounded: nothing causes us to lose our focus.**

**As we live this commitment daily, we remain a strong leadership team, here to serve our people first.**

# RBCT Coal Exporting Parties

- ARM Coal
- Exxaro Coal
- Glencore Operations South Africa
- Junior Miners (Quattro)
- Kangra Coal
- Black Royalty Minerals
- Mbokodo (Commercial User)
- Optimum Coal Terminal
- Sasol Mining
- Seriti Power
- South African Coal Mine Holdings
- South Dunes Coal Terminal
- Thungela Operations
- Tumelo Coal Mines
- Umcebo Mining

# Export Destinations 2023

AFRICA	MIDDLE EAST	EUROPE	ASIA
5.6%	2.8%	13%	78.6%
0.64Mt - Morocco	1.3Mt	6.1Mt	37.1Mt
0.57Mt - Mauritius	0.67Mt - Israel	1.92Mt - Italy	19.73Mt - India
	0.58Mt - United Arab Emirates	1.63Mt - Netherlands	5.76Mt - Korea



# RBCT Terminal Journey



# RBCT Strategy

RBCT's primary focus for 2023 remained on safety, infrastructure, people and cost optimisation.

It is our view that by focusing on these core areas, RBCT will be able to deliver sustainable value to all stakeholders.

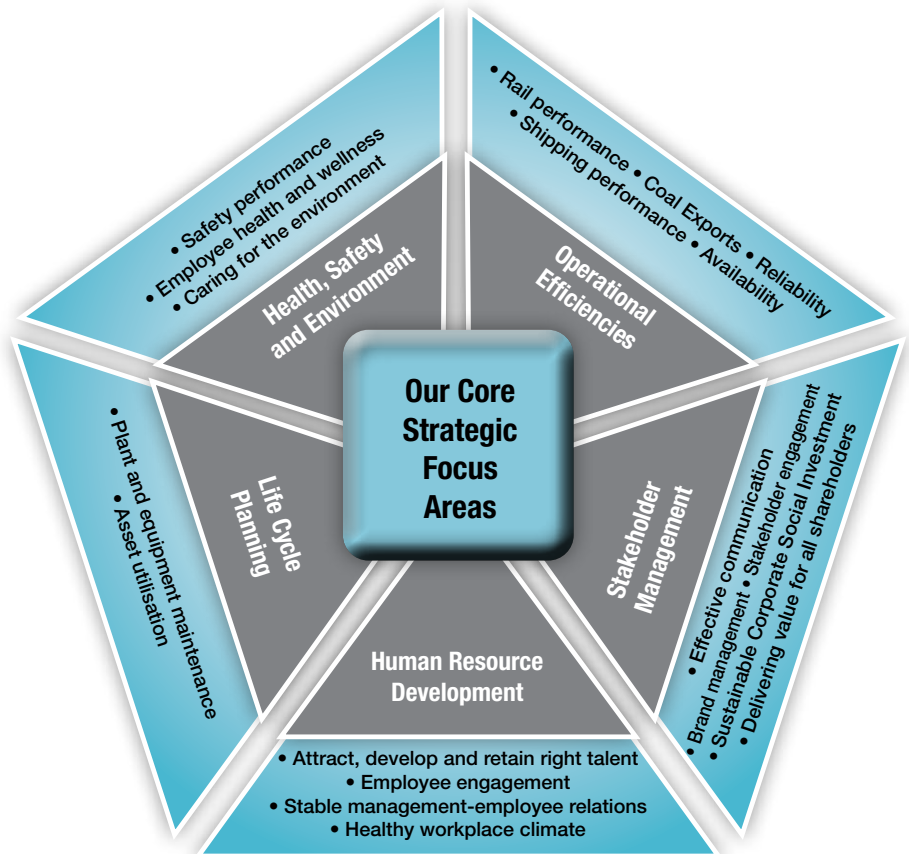
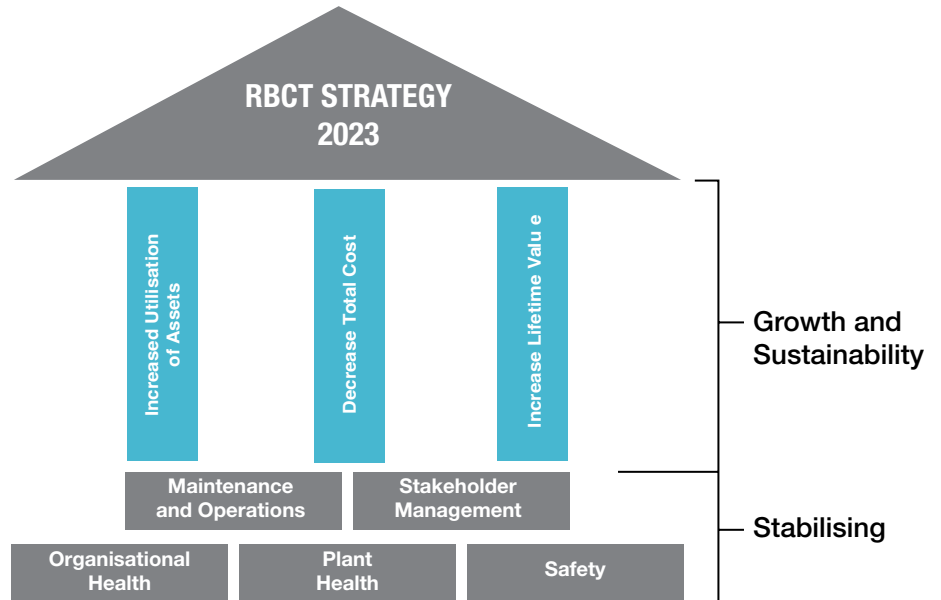
In terms of People, the 2023 Organisational Health Survey indicated 80% of employees are fully engaged. We continue to focus on people to ensure that the various roles within RBCT are occupied by competent people and they are attuned to the culture as well as values of RBCT.

A total of R4.1 million was invested in Corporate Social Investment Programmes within our local communities. The main focus was on Education and Early Childhood Development.

Our 2023 strategic focus areas were:

- Safety - everyday home without harm;
- Employee wellness;
- Increased utilisation of assets;
- Decrease of total cost; and
- Increase lifetime value.

All of the above objectives were achieved in a value driven, socially acceptable and environmentally responsible manner.





# Organisational Profile

## The Board of Directors

There are 13 director positions of which 12 have been filled.

## Executive Directors

AJ Waller (CEO)  
TC Mbuyazi (GM Finance)

## Chairman

N Damasane (Ms)

## Non-Executive Directors

ND Baloyi  
V Bayoglu  
IG Bird  
BM Dalton  
DR Gain  
MJ Houston  
TL Myburgh  
IA Swanepoel

## Independent Non-Executive Director

NG Langa (Ms)

## Alternate Directors

RSE Alberts  
AH Gillespie  
NSH Hassan  
R Makgota  
R Rabambi (Ms)  
JHJ Schoeman  
M Walker

## Chief Executive Officer

AJ Waller

## Executive Team

NS Mgabhi (Ms)  
ZP Mthiyane (Ms)  
K Naidoo  
ZH Nonqane (Ms)  
TC Mbuyazi

## Company Secretary

AD van Niekerk (Ms)

## Registered Office

South Dunes  
Richards Bay Harbour  
P O Box 56  
Richards Bay 3900

## Auditors

SNG Grant Thornton  
Building 4  
Summit Place Office Park  
221 Garsfontein Road  
Menlyn  
0081

## Registration No.

1973/014256/07



# 2023 RBCT Opportunities and Focus Areas

## MAIN FOCUS AREAS - VALUE CHAIN

- Low Volumes (loco availability, network reliability and cable theft)
- Spares Availability (CRRC)
- TFR Derailments
- Industrial Action (48 days)

## JOINT INITIATIVES

- Security
- Mutual Cooperation Agreement
- Infrastructure Assessment
- Major Incidents Responses
- Spares (batteries and compressors)
- TFR/Minerals Council/NLCC Interventions

## RBCT Infrastructure



### RAIL

- 91Mt/a design capacity (32 trains per day)
- 16 trains per day at a rate of 47.9Mt/a
- 5 Tandem Tipplers (5 500tph)



### STOCKYARD

- 91 Stockpiles - 8.1Mt
- 7 Stackers Reclaimers (6 000tph)
- 2 Stackers (5 500tph)
- 1 Reclaimer (6 000tph)
- 1 dedicated bypass route



### EXPORT

- 91Mt/a design capacity (84 vessels per month)
- 46 vessels per month at a rate of 47.2Mt/a
- Shiploaders (10 000tph - 12 000tph)
- 6 dedicated Berths, maximum of 5 Cape Vessels

## RBCT Value Chain



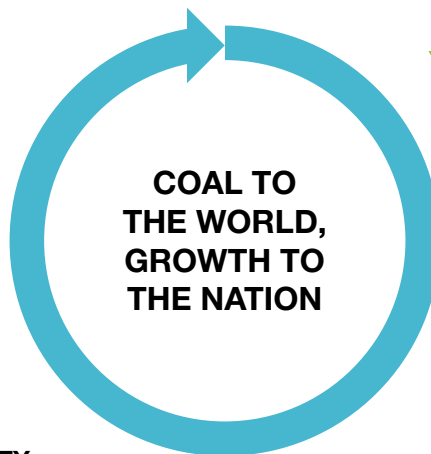
### MINES

Coal received from 69 collieries



### TRANSNET NATIONAL PORTS AUTHORITY

- Berthing of Vessels
- Service Level Agreement
- Daily Interface between Port Control and Planning
- Monthly TNPA Interface Meetings
- Terminal Operational Performance Standards



### TRANSNET FREIGHT RAIL

- Rail Coal to RBCT
- Service Level Agreement
- Transnet Value Coordination Committee
- Monthly Channel Oversight Meeting
- Channel Logistics Team Meeting

### RBCT

- Offload
- Manage Stockpiles
- Load Vessels



# Terminal Highlights

The Terminal remained reliable and efficient despite the volume challenges.

Achieved a 13% improvement on the Organisational Health Survey.

Concluded a Three-Year Wage Agreement with labour.

Achieved a 16% improvement on the Women at Work Survey.

6 Million LTI Free Man-Hours achieved on 23 August 2023.

Delivered Corporate Social Investment projects with impact.

Achieved a new 12-hour loading record of 82 489 tons of coal onto a vessel with 1 Shiploader.

Maintenance Downtime was 12.47 min/10kt, against the target of 13.80 min/10kt.



# Corporate Governance

## Internal Audit and Assurance

*The Board of Directors (“the Board”) acknowledges their responsibility in terms of an Internal Audit and Assurance Function, as this ensures that RBCT remains up to date with the complexity and rapid changes of the business environment, as well as organisational dynamics, which includes regulatory and compliance frameworks.*

The Board has set the strategic direction for the Internal Audit and Assurance Function, which is required to provide relevant assurance that contributes to the effectiveness of Governance, Risk Management and Control processes. The Board has delegated to the Finance Committee (“FINCO”) the responsibility to oversee the Internal Audit and Assurance Function and related activities.

The Board and FINCO have adopted the principles and recommended practices as expressed in the King IV Code on Corporate Governance in South Africa, to ensure that an ethical culture, good governance and effective control environment exist at RBCT. The Board ensures that Internal Audit and Assurance Services provided enable an effective control environment, which supports the integrity of information for internal decision-making and external reports. Furthermore, the Internal Audit and Assurance Function is also governed by standards and guidelines outlined in the International Professional Practices Framework (“IPPF”).

2023 was the first year that the RBCT Internal Audit Department was an in-sourced function, providing Internal Audit Services, as per the mandate approved by the Board and FINCO. In line with our Risk-Based Assurance Approach and Methodology, the focus areas adopted by RBCT Internal Audit during 2023, were to assess key Strategic and Operational Risks, including their related processes that would prevent or negatively affect RBCT from moving coal and to provide Management with reasonable assurance that the systems of internal control implemented are adequate, effective and efficient.

To ensure compliance with the International Standards for the Professional Practice of Internal Auditing, RBCT Internal Audit enhanced its Risk-Based Assurance Approach to determine the priorities of the Internal Audit and Assurance Function, whilst supporting the achievement of 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 that were identified in the five Divisional Risk Registers.

The Risk-Based Assurance Approach adopted, extended to both the engagement and the annual assurance planning processes, which include an assessment of the needs and expectations of all key stakeholders, to ensure that a level of audit reporting was maintained to meet the needs of Management, FINCO and the Board.

An assessment of the Strategic and Operational Risks was conducted to ensure:

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

A strong working relationship was maintained between RBCT, various External Assurance Providers and FINCO (who would meet quarterly to present and discuss various assurance-related reports on the planned audit engagements).

The following audits, which were approved by FINCO, were completed by RBCT Internal Audit and other External Assurance providers in 2023:

- Critical Unwanted Events
  - Hot Coal Management;
- Major Equipment Structural Failure
  - GRC Assessment;
- Atmospheric Emissions Licence;
- Water Use Licence – Licensing Authority;
- Waste Management Norms and Standards;
- Terminal Operator Licence;
- Waste Management Norms and Standards;
- Critical Unwanted Events Follow-up
  - Hot Coal Management;
- Procurement and Accounts Payable (P2P Cycle);
- Inventory Management;
- Legal Compliance Review;

- Security Risk Management;
- Water Use Licence;
- Major Equipment Structural Failure - Technical Assessment;
- Protection of Personal Information (PoPI Act); and
- Environmental, Social and Governance (ESG) Review.

In 2023, the Internal Audit and Assurance Function reviewed and updated the RBCT Combined Assurance Framework which focused on key risks identified in the Strategic, Operational, and Divisional Risk Registers.

The objective of the Combined Assurance Framework was to:

- Identify and specify the sources of assurance coverage over key risks, whilst promoting better use of assurance services;
- Provide an overview of the various assurance providers and the lines of defence currently in place;
- Link Risk Management and Assurance activities in place whilst reviewing the effectiveness of the Risk Management Framework; and
- Identify any areas of potential assurance gaps.

The results of the Strategic, Operational and Divisional Key Risks Review indicated that RBCT has a good combination of Management and Risk Management Assurance coverage in place, which is supplemented with regular Independent Internal and External Assurance coverage.

In addition, the Combined Assurance Framework has highlighted the focus areas for Independent Assurance, which will be provided to RBCT in 2024. These focus areas were included in the 2024 Assurance Plan, which was reviewed and approved by FINCO.

Management, FINCO and the Board consider the RBCT Internal Control environment and systems in place as adequate and properly designed to provide reasonable assurance that assets are safeguarded, financial as well as operational information are reliable, operations are effective and efficient, as well as that laws, regulations and contracts are complied with and risks are managed.

Whilst there were no material breakdowns in the Internal Control System in 2023, any weaknesses which were identified and reported, have been timeously addressed by Management. These reported audit findings are actively monitored through the CURA risk management system.



# 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 as well as Executive Management. The Board reviews and directs RBCT's strategic objectives and annual budget. Professional standards and corporate values are put in place to regulate the 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.

The sub-committees are as follows:

- Operations Committee (“OPCO”) - Chaired by the RBCT CEO;
- Finance Committee (“FINCO”) - Chaired by a Shareholder nominated member, as approved by the Board;
- Remuneration Committee (“REMCO”) - Chaired by a Non-Executive Director, as approved by the Board;
- Social and Ethics Committee (“S&EC”) - Chaired by a Non-Executive Director, as approved by the Board; and
- Projects Committee (“PROCOM”) - Chaired by the RBCT CEO.

These sub-committees do not diminish the overall responsibilities of the Board of Directors. The Chairman of each sub-committee reports, as well as makes recommendations to the Board of Directors at each Board meeting.



Nosipho Damasane - Board Chairman

### OPERATIONS COMMITTEE (“OPCO”)

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

The OPCO members are as follows:

Members	Alternates
AJ Waller (RBCT CEO and Chairman)	
A Bernic	J Morkel
IG Bird	
A Botha	
J Britz	N van Wyk (Ms)
A David	N Paarman (Ms)
RP Eifridt	TM Son (Ms)
NV Khumalo	R Essay
Z Mdanda	K Mutetwa (Ms)
S Mély (Ms)	
M Moeketsi	SJ Ferreira
R Rabambi	SA Moepadira
O Ramantsi	
N Ramsoochit	
N Redinger (Ms)	Z Jiyane
H Viljoen (Ms)	

## FINANCE COMMITTEE (“FINCO”)

The functions of FINCO include matters relating to finance, the Shareholders’ Agreement (governing relations between Shareholders and the Company), compliance, assurance, taxation and various administrative matters. In addition, the committee oversees the internal audit function.

The FINCO members are as follows:

Members	Alternates
G van den Heever (Chairman)	
NG Langa (Ms) (Independent Non-executive Director)	
J Biggs	H Johnson
IG Bird	
M De Waal (Ms)	C Ragubeer (Ms)
A de Klerk	
W Du Plessis	
R Essay	LN Sindane
L Gumede (Ms)	
E Hanekom (Ms)	MP Rheeder (Ms)
I Jennings	
K Matsose (Ms)	M Mitchell
K Mutetwa (Ms)	
C Naidoo	J Puth
M Ngema (Ms)	AA Nkosi
AJ Waller (RBCT CEO)	
TC Mbuyazi (GM Finance)	

## PROJECTS COMMITTEE (“PROCOM”)

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

The PROCOM members are as follows:

Members	Alternates
AJ Waller (RBCT CEO and Chairman)	
C Hallatt	W Suleiman
BH Miles	P Malatji
A Mshiywa	
P Ndlovu	
P Rajilal	
T Schmidt	L Venkatesan
M van Vuuren	

## REMUNERATION COMMITTEE (“REMCO”)

RBCT’s philosophy is to set remuneration at realistic levels in order to attract and retain the Executive Directors and General Management needed to manage RBCT successfully. A portion of Executive Directors and General Management remuneration is structured so as to link corporate and individual

performance to ensure commitment and alignment.

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

For this purpose, where appropriate, 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.

The REMCO members are as follows:

Members	Alternates
N Damasane (Ms) (Board Chairman)	
MJ Houston (Chairman)	RS Alberts
DR Gain	R Makgota
BM Dalton	R Rabambi (Ms)

## SOCIAL & ETHICS COMMITTEE (“S&EC”)

The responsibilities of this committee include, but are not limited to:

- Monitoring of RBCT’s activities regarding matters relating to social and economic development, the environment, health and public safety, as well as labour and employment.
- Monitoring of RBCT’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 S&EC members are as follows:

Members	Alternates
N Damasane (Ms) (Board Chairman)	
MJ Houston (Chairman)	RS Alberts
DR Gain	R Makgota
BM Dalton	R Rabambi (Ms)

# Functional Structures

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

## Tender Committee

The function of the committee is to ensure that procurement activities are in compliance with RBCT's procurement processes. The committee comprises of:

Members	
TC Mbuyazi	GM Finance (Chairman)
ZP Mthiyane	GM Health, Safety, Environment and Compliance
NS Mgabhi	GM Human Resources
K Naidoo	GM Asset Management
ZH Nonqane	GM Operations
D De Goede	SM Maintenance
S Harrilall	SM Engineering
A Naidoo	SM Electrical Technology
K Ramith	Procurement Manager
M Ridley	Project Support Manager
I NZuza	Management Accounting Manager

## 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 (Chairperson), all General Managers, 7 Divisional Committee Chairpersons, 2 Union Shop Stewards, 1 Health Representative, 3 Safety Specialists, 1 Environment Specialist and 1 Emergency Preparedness Manager. 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 Departmental Managers, Safety Representatives, Employee Wellness Representatives and Site Contractor Representatives.

## Risk Committee

As part of the Risk Management Strategy, RBCT utilises the Risk Committee as the final gatekeeper of risk within the company. This committee consists of the CEO, GM Finance, GM Health, Safety, Environment, and Compliance, Risk Specialist and Senior Internal Audit Manager.

## Corporate Social and Investment (“CSI”) Committee

The committee is responsible for executing RBCT's CSI initiatives, as well as contributing towards the development of the communities in which RBCT's activities are predominantly conducted within surrounding communities where RBCT employees reside. This committee executes and reviews all CSI projects.

The committee comprises of Management, Union Representatives and RBCT employees. The CSI members are as follows:

Members	
M Cele	NS Mgabhi (Chairman)
T Cele	S Pillay
L Dlamini	K Ramgobin
T Dlamini	P Sibiyi
Z Duma	R Thwala
M Forbay	L Xulu
S Gumede	P Zulu





# Health, Safety, Environment, Risk and Compliance

## Safety Performance

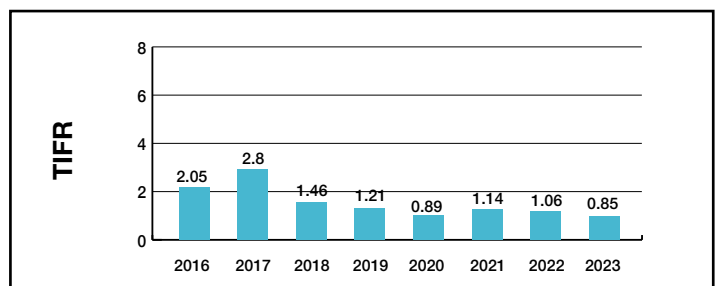
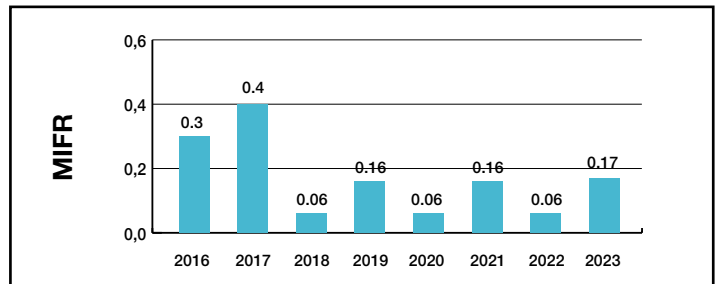
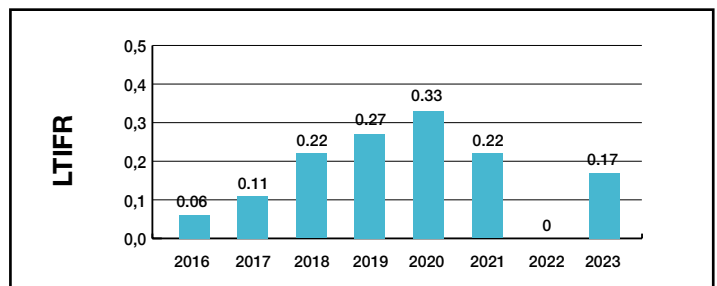
In 2023, RBCT maintained its commitment and focus on the safety, health and wellbeing of employees as well as its dedication to environmental stewardship. Surveillance audits on the ISO 45001:2018 Occupational Health and Safety Management System as well as the ISO 14001:2015 Environmental Management System were conducted. The Surveillance Audits affirmed RBCT's adherence to the requirements of both management systems, with no major audit findings being raised.

RBCT's Safety Strategy and Management Approach remains focused on improving its ability to anticipate and prevent injuries. RBCT's goal is to achieve Zero Harm through the effective implementation and management of high safety standards within its operation. In pursuit of eliminating fatal risks, RBCT has integrated High Risk Work Verification into its operational processes.

Safety Realignment Sessions for managers, employees and contractors were effectively executed between 28 March and 30 June 2023. These sessions prioritised the realignment of RBCT leadership, employees and contractors with regard to safety practices. The Safety Leadership Alignment Day ("SLAD") sessions specifically emphasized Learning from Incidents ("LFI"), Visible Felt Leadership ("VFL") and the identification of High Potential Hazards ("HPHs").

### Safety Performance

A total of 15 injuries were incurred in 2023, compared to the 19 incurred in 2022. The Total Injury Frequency Rate ("TIFR"), Lost Time Injury Frequency Rate ("LTIFR") and Minor Injury Frequency Rate ("MIFR") for 2023 were 0.85, 0.17 and 0.17 respectively.



NO	2023 OBJECTIVES	2023 TARGETS	2023 PERFORMANCE	COMMENT
1	Maintain ISO 45001: 2018 Certification	ISO 45001: 2018 No Major Findings	Zero Major Findings	Achieved
2	Fatality Free Year	Zero Fatality	Zero Fatality	Achieved
3	Reduce Lost Time Injuries	LTIFR $\leq$ 0	0.17	Not Achieved
4	Reduce Minor Injuries	MIFR $\leq$ 0	0.17	Not Achieved
5	Total Injury Frequency Rate	TIFR $\leq$ 0.70	0.85	Not Achieved

VFL, HPHs, Behavioural Based Safety ("BBS"), Near Miss Reporting and Stop, Look, Listen, Assess, Manage ("SLLAM") are some of the leading indicators that management, employees as well as contractors utilise for proactive risk identification. RBCT has had impressive gains due to the reporting of leading indicators.



# OUR JOURNEY TO GREEN



## ENERGY

- Registered for National Norms and Standards
- General waste
- E-waste
- Water, sewage and oil waste
- Scrap metal and rubber
- Opportunities for recycling of waste

- Real time monitoring and awareness creation
- Analysis of energy consumption
- Exploring new technologies
- Identify and prioritise improvement opportunities
- Alternative energy - solar
- Environmental Forums in place, chaired by City of uMhlathuze ("CoU") Air Quality



## WASTE MANAGEMENT



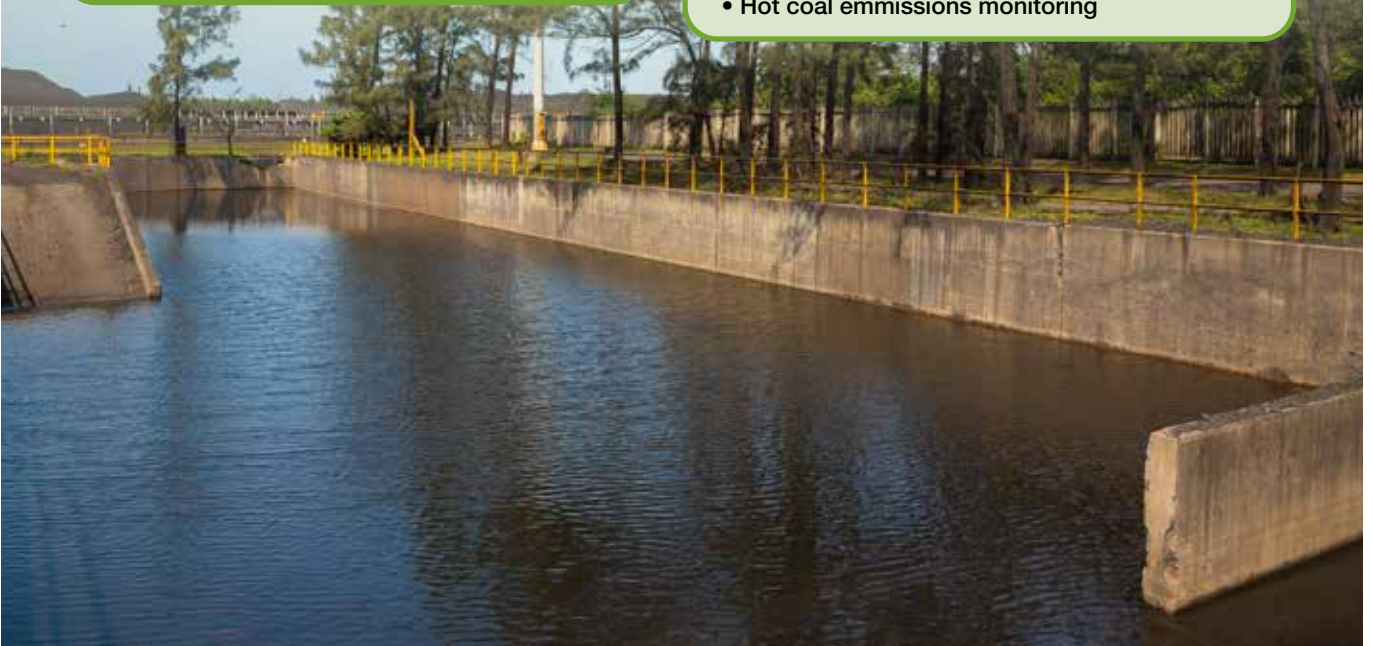
## WATER

- Amended Water Use License received on 16 August 2023
- All water used on site is recycled
- Exploration of innovative water saving initiatives
- ESUP Dam 80MI capacity
- 22 Settling Ponds on site
- 21a Water Use License application received



## AIR QUALITY

- Atmospheric Emission License
- Scheduled Trade Permit
- Dust suppression (roads and coal stockpiles)
- Hot coal management
- Dust monitoring
- 2 x mist canons for dust suppression - efficient usage for tipping, stacking and reclaiming dusty coal
- Hot coal emissions monitoring



# Environmental Management

RBCT is dedicated to fulfilling its legal and societal obligations by proactively mitigating environmental impacts and averting unforeseen incidents, such as unauthorized water discharges and surpassing air emission thresholds. The coal logistics operations undertaken by RBCT strictly adhere to the ISO 14001:2015 Environmental Management System requirements and site specific Environmental Management Plan. RBCT prioritises environmental protection and compliance to environmental legislation. Rigorous pollution prevention strategies and ongoing mitigation measures have been implemented to systematically reduce and mitigate the impact of RBCT’s activities on the environment.

The responsibility of Environmental Management at RBCT is a collective responsibility shared by every employee and on-site contractor. In 2023, zero external environmental complaints were received, highlighting RBCT’s commitment to maintaining stringent environmental standards and fostering a sustainable operational framework.

2023 OBJECTIVES	2023 TARGETS	2023 PERFORMANCE	COMMENT
Maintain ISO 14001: 2015 Certification	ISO 14001: 2015 No Major Findings	Zero Major Findings	Achieved
External Environmental Transgressions	Zero External Environmental Transgressions	Zero	Achieved

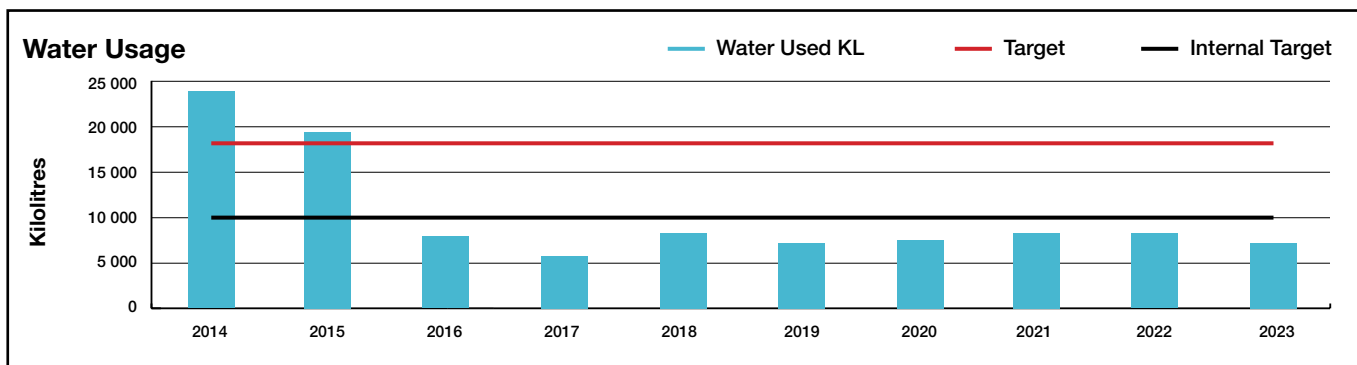
## Water Usage and Management

The implementation of the Integrated Waste and Water Management Plan (“IWWMP”) is central in ensuring compliance with the conditions in RBCT’s Water Use License issued by the Department of Water and Sanitation (“DWS”). To mitigate any potential pollution to the surrounding environment, storm water and water collected from the coal stockpiles is drained into strategically placed settling ponds around the operating areas. These ponds facilitate the separation of contaminants from the water, prior to it being pumped into offsite storage dams referred to as “ESUP”. The recycled water is then utilised for dust suppression. The quality of the groundwater is monitored on a quarterly basis through borehole sampling, in order to ensure that there are no adverse pollution impacts to the groundwater.

RBCT continued with the implementation of the conditions of the Water Use License. In 2023, RBCT received its Section 21(a) Water Use License, marking a pivotal contribution to RBCT’s Water Quality Management initiatives. This will further assist to alleviate pressure on the uMhlathuze Water Catchment, affirming RBCT’s dedication to conscientious environmental stewardship.

## Potable Water Usage

In 2023, an average monthly consumption of 6 831 kiloliters of potable water was recorded, demonstrating adherence to our internal target of 10 000 kiloliters. RBCT continuously strives to reduce the utilisation of fresh water by seeking innovative ways in which to efficiently utilise this scarce resource and is firmly committed to protecting the environment as well as natural resources. To systematically address the environmental implications of our operations, RBCT has conducted a comprehensive assessment of environmental aspects. This assessment has allowed us to identify potential environmental impacts, for which we have implemented robust mitigating controls.



### Air Quality

Dust management is a fundamental priority at RBCT. The average dust fallout in 2023 was 0.24mg/m<sup>2</sup>, which is well within the industrial limit of 1.20mg/m<sup>2</sup>. Mitigating controls have been strategically implemented to consistently maintain dust fallout levels below the prescribed industrial limit target, which further ensures compliance to the conditions of the Atmospheric Emission Licence (“AEL”). RBCT monitors PM<sub>10</sub> and PM<sub>2.5</sub> to effectively address ambient dust.

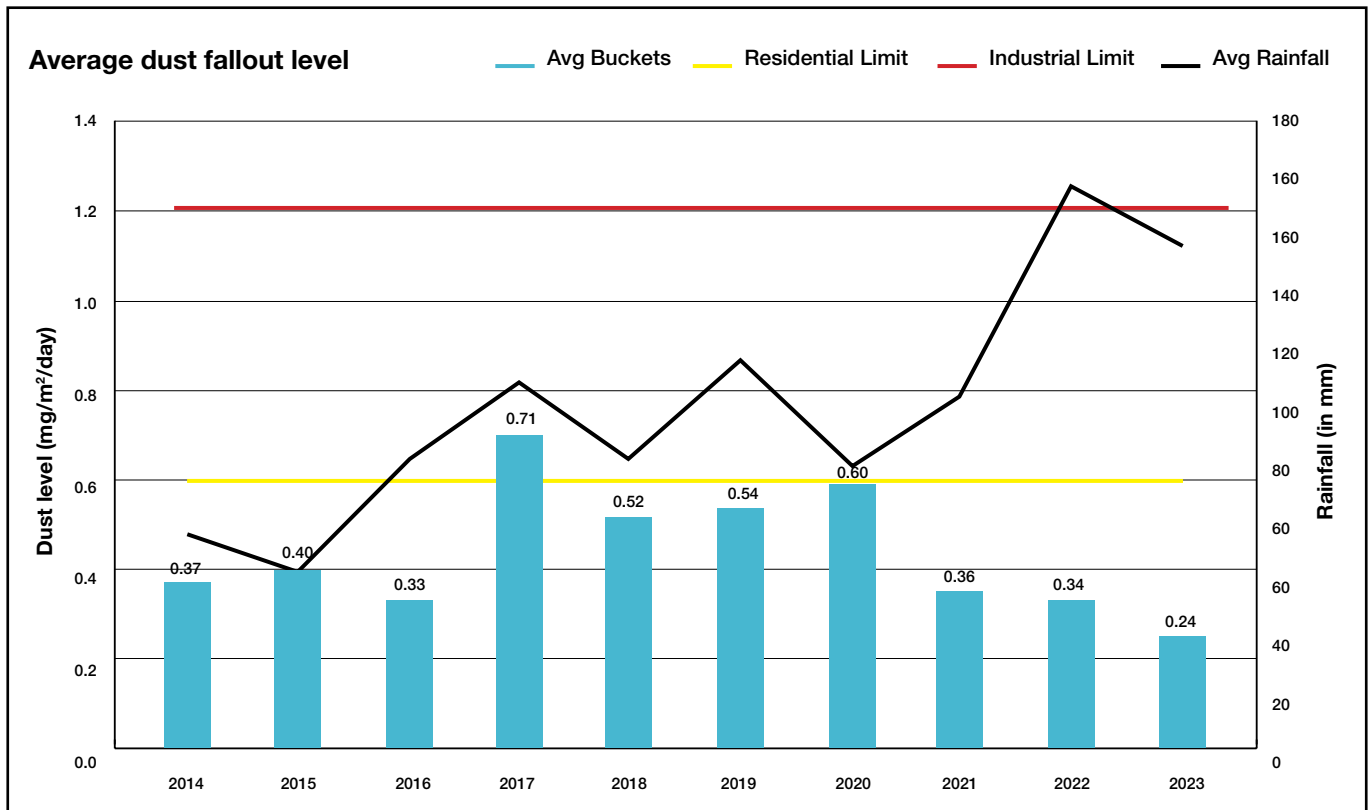
In order to effectively suppress dust, RBCT employs a water-based dust mitigating chemical known as “Dust Treat” on the gravel roads surrounding the stockpiles. Furthermore, supplementary mitigation measures have been introduced, including the utilisation of a Mobile Mist Cannon for activities such as tipping, reclaiming, stacking dusty coal and dust suppression during the cooling process of hot coal. Additionally, water sprays, referred to as rain guns, are strategically placed around the stockpiles and water tankers are deployed to spray the roads during periods of high traffic movement and in areas where water sprays are not installed. These proactive measures demonstrate RBCT’s commitment to effective dust management practices.

### Waste Management

The management of waste remains one of RBCT’s environmental priorities. The following waste is recycled at RBCT:

- Used oil;
- Sewerage effluent;
- Electronic waste;
- Paper;
- Scrap metal;
- Rubber; and
- Oil filters.

Enhancing the efficiency of waste sorting and disposal represents a critical facet of RBCT’s business strategy. As a duly registered waste generator, RBCT diligently adheres to the National Waste Norms and Standards. To continually enhance our Waste Management Programs, RBCT undertakes comprehensive waste audits and implements sustainable waste management plans. All forms of waste being disposed of at RBCT are systematically categorized in accordance with SANS 10234 standards and undergo rigorous assessments for landfill disposal. This concerted effort underscores our unwavering commitment to environmentally sound practices and continual improvement in waste management methodologies.





## International Coastal Clean-Up

Setting an inspiring example for our younger generation, RBCT employees and families came together in a heartwarming display of dedication to the environment, to clean the beach along the RBCT 2025 area.

This collective effort showcased their genuine love and unwavering commitment to preserving the beauty of our oceans.



Pollution is a massive problem for our oceans, but small actions can make a big difference. Each discarded bottle, every abandoned straw and all the bits of litter we pick up, contribute to the greater cause of achieving a cleaner and healthier ocean. Educating our children about the importance of these actions ensures a brighter future for our planet, where the beauty of our oceans continues to thrive.

# Occupational Health, Hygiene and Wellness

*A healthy workforce results in a productive, efficient and energized workforce. Therefore, the health and well-being of employees is of high importance. RBCT aims to provide a working environment that maximises wellness and minimises occupational incidents, illnesses and disorders through health-enhancing related activities. The Wellness Management Programme is focused on the overall wellness of employees and contractors. RBCT's approach to managing health-related matters in the workplace covers the following:*

- Health Risk Management & Wellness, which focuses on occupational health and hygiene, thus ensuring legal compliance.
- Employee Wellness Programme (“EWP”) is a promotive programme that pursues optimal employee productivity.
- Primary Health Care providing treatment of health related issues, thus minimizing ill-health and absenteeism.
- Strategic Management, which includes environmental health, HIV/Aids, incapacity and any other conditions that may affect the long-term success of the business.

## Occupational Health and Hygiene Performance Coal Dust and Silica

RBCT has taken reasonable steps to ensure that the dust and silica exposure levels to employees and contractors are kept to a minimum. Dust and silica monitoring takes place annually and where dust levels are found to be high, measures to minimise dust are applied.

## Noise

Accredited Occupational Health Specialists conduct baseline, periodic, transfer and exit audiometric examinations on employees. Noise is generally treated at the source, however, at the locations where it is not possible for noise to be eliminated, signage is posted to remind employees and contractors to wear hearing protection. All affected personnel are appropriately trained and provided with the necessary personal protection equipment.

## Health Risk Assessment (“HRA”) and COVID-19

The review of the HRA as well as the Occupational Risk and Exposure Profiles (“OREP”) is an ongoing process. 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 an employee's health status.

RBCT is committed to providing a workplace that maintains the health and safety of all persons on its premises as well as COVID-19 Risk Assessment

and Management Plan was conducted with the goal of reducing, eliminating and minimising occupational exposure to SARS-CoV-2 (virus that causes Corona Virus Disease-2019, commonly known as COVID-19) until it was declared as an epidemic by Centers for Disease Control and Prevention (CDC) in May 2023.

## Ergonomics Management Programme

An on-site Biokineticist, together with the Clinic staff, work together with the aim of improving the wellness of RBCT employees, thereby ensuring a healthy and productive workforce. The Biokineticist operates from the RBCT fitness centre and runs the rehabilitation programme for employees recovering from various conditions (i.e. stroke, musculoskeletal injuries and many others). Various ergonomic assessments are conducted for employees driving and operating mobile equipment.

## Non-Occupational Disease Management

RBCT continued to focus on Wellness for both employees and contractors during 2023. The monitoring and management of employees with clinical risk factors, such as Body Mass Index (“BMI”), Blood Pressure, Blood Sugar and Cholesterol remained a priority during the year. Improvements in terms of these chronic conditions were noted.

The Primary Healthcare Management programme at RBCT provides a first level/essential diagnostics and therapeutic Health Care Service, founded on the principles of evidence based medicine to accurately diagnose and treat acute and common ailments. RBCT's Primary Healthcare Management (“PHMC”) programmes include the following components:

- Assessment and treatment of illnesses (e.g. backache);
- Reproductive health programme; and
- Health screening as well as promotion programme, including vaccination of employees and tests such as:
  - Blood Pressure;
  - Blood Sugar;
  - Cholesterol;
  - HIV - Voluntary Counselling and Testing as well as initiate Treatment Process;
  - Emergency Medicine; and
  - Chronic Disease Monitoring.

The monitoring and management of employees with clinical risk factors remained a priority during 2023, with some improvements observed for employees



with chronic conditions. The status of the 2023 medical surveillances was 100%. In December 2023, the HIV prevalence rate at RBCT was 13.8%, with 98% of the HIV positive employees being on anti-retroviral (“ARVs”) treatment. A total of 85% of employees know their HIV status.

**BMI**

BMI has remained at 82% for the year. There has been an increase in the number of employees who joined the Weight Management Programme, which offers numerous health benefits to employees, including the dedicated services of a Biokineticist, Dietician, Clinical Psychologist and Occupational Medical Practitioner. In 2023 RBCT continued to concentrate on awareness with regard to healthy lifestyle programmes, especially weight management. The 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 number of diseases at RBCT, is an ongoing process. An improvement in the number of employees that conduct monthly checks in terms of their chronic conditions has been noted. The status of the 2023 medical surveillances was at 100%.

**SANS 3000-4 Railway Safety Regulator (“RSR”)**

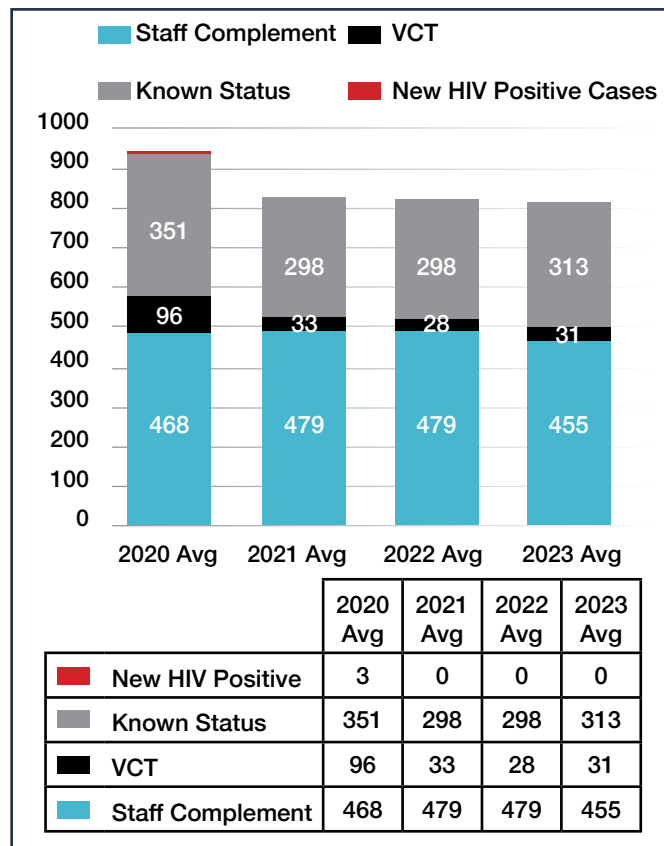
RBCT subscribes to SANS 3000-4, a National Standard for the health assessment of rail safety based on a Risk Management approach. RBCT has adopted this standard and has developed procedures for the management of human factors in order to mitigate the potential effects thereof on railway safety. All rail employees have received formal training in terms of fatigue management and have developed much needed skills as well as knowledge to manage their wellness and to ensure that they are fit for work.

**HIV Counselling and Testing**

HIV/Aids remains a significant risk. RBCT recognises that the management of HIV/Aids is an integral part of its approach to ensuring the wellbeing of employees and contractors as well as raising awareness of HIV/Aids among everyone in the organization. Access to assistance regarding HIV related matters is available on a 24-hour basis at the on-site occupational health centre, where RBCT is working in partnership with the Life Sense Disease Management Programme. The purpose of the programme is to assist RBCT employees with maintaining ARV adherence, as well as to overcome any barriers that may prevent adherence to coordinate and centralize the HIV

treaters and treatment records as well as to ensure that employees are able to maintain a healthy, productive lifestyle.

**HIV Management Programme**



**World Aids Day (“WAD”)**

On 1 December 2023, RBCT commenced with a week of voluntary HIV/Aids testing in commemoration of WAD. A candle lighting ceremony was held within every Division in remembrance of those individuals who have lost their lives to HIV/Aids. Employees were encouraged to come forward and be tested, with a total of 406 of the 437 employees being tested in 2023. The proposed South African theme for the 2023 WAD was “Let Communities Lead to End HIV/Aids”, which was adopted by RBCT. This was well aligned with the global theme “Let Communities Lead”, which emphasises that the path to ending HIV/AIDS runs through communities. It simultaneously makes reference to the colliding epidemics (HIV and TB). In addition, it highlighted the need to test, vaccinate and adhere to treatment (be it for HIV or TB). Furthermore, it emphasised the need to work as a collective within our communities in response to the HIV and TB epidemics.

**Wellness Week**

The first step to improving the health status of employees is to identify the areas of risk. By proactively identifying the symptoms of diseases, it provides the opportunity to maximise prevention and aims to treat the root cause of the disease followed by the implementation of measures to prevent the progression of the disease, which is the most effective way forward. Each year RBCT hosts a Wellness Week.

**CHEKA IMPILO**  
 Take the 3 steps to Wellness:

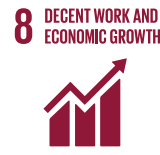
- Get Tested;
- Get Vaccinated; and
- Adhere to Treatment.







# Risk Management



RBCT's Enterprise Wide Risk Management is based on ISO 31000 and plays an important role in monitoring as well as managing the risks that may either emanate from internal or external factors, including human behaviour and cultural factors, which will impact on the achievement of the strategic objectives. RBCT considers Risk Management as an essential process in terms of compliance with the requirements of the Code. The risks are continuously identified, assessed and controlled.

## The two main risk categories are:

- Strategic Risks, including all possible sources of loss that may arise from the pursuit of an unsuccessful business plan.
- Operational Risks, including a probability of loss incurred from internal inadequacies or a breakdown in controls. RBCT continuously monitors and reviews these risks.

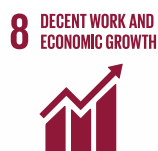
## RBCT Interface Risk Assessment

RBCT aims to move coal safely and efficiently through a world class Port Terminal in order to meet the needs of its stakeholders. RBCT relies on the entire coal value chain to achieve its strategic goals. RBCT relies on Transnet Freight Rail ("TFR") to rail coal to the Terminal and Transnet National Ports Authority ("TNPA") for the provision of Marine Services. Interface Risk Assessments as well as reviews are continuously conducted to obtain an understanding of one another's business risks that may affect the daily operations and prevent RBCT from achieving its objectives.

## Risk Management Tools

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

- Conflict of Interest Declarations are submitted annually or in the event that there is a change in the Conflict of Interest status of an employee.
- A Code of Conduct booklet is issued to employees.
- Formal Policies and Procedures are in place to assist with the application of company standards.
- Monthly inspections are conducted by Management to identify risk areas.
- The necessary insurance (through an insurance broker) that covers assets and liabilities.
- Monthly reviews of the Operational Risks by RBCT Management.
- RBCT has a zero tolerance approach to fraud, bribery, corruption and unfair business practice. All employees can anonymously report such issues through the secure tip-off "Whistle Blower" line on 080 020 5094.
- Risk registers and risk action items are managed on Cura.



## RBCT Business Continuity Management

Risk exposure from potential disasters or events that may prevent or disturb RBCT's operation is a reality. RBCT makes every effort to have measures in place to ensure that it is protected against risks and threats that could materially impact its operation. It is, however, recognized that the unexpected could and may prevail, the effect of which could compromise RBCT's ability to meet acceptable business operation. It is for this reason that the Business Continuity Management programme is an integral part of the business to support Management and the mitigation of the duration of disruptions to the business, should the risk materialise. RBCT aims to continue business at acceptable predefined levels, following a disruptive incident and maintain business resilience.

RBCT identified disruptive incidents that may pose a threat to the operation of the Terminal, both strategically and departmentally. The business impact analysis is conducted to identify critical business processes and gather information needed to develop recovery strategies as well as limit the potential of loss. Business Continuity Plans are developed to enable RBCT to resume operation as soon as possible, subsequent to a disruptive event. Business Continuity Plans are tested to ensure that they are up to date, relevant and practical.





**8 DECENT WORK AND ECONOMIC GROWTH**



**Protection of Personal Information**  
 The Protection of Personal Information (“PoPI”) Act, No 4 of 2013, gives effect to the constitutional right to privacy, regulates the manner in which personal information may be collected, processed, as well as stored and provides rights and remedies to protect personal information. In order to comply with this act and good practice, RBCT developed and implemented the PoPI Policy. The implementation of this policy validates RBCT’s commitment in protecting personal information and ensuring that it is appropriately used for the purposes intended.

The PoPI Act came into effect on 1 July 2021 and all companies should be fully compliant with the Act. RBCT is committed to ensure compliance with the law and identify areas of improvement by conducting a gap analysis. All identified gaps are being actioned and their implementation is monitored to ensure full compliance with the act.



# POPIA

## THE PROTECTION OF PERSONAL INFORMATION ACT:

**Protection of Personal Information Act (PoPIA), 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.**



### Here's what you need to know

**WHAT IS THE PURPOSE OF THE POPIA?**



The purpose of PoPI Act is to balance a person’s right to privacy which is protected in the Constitution against the right to access to information.

**WHAT IS EXPECTED OF YOU WHILE HANDLING/PROCESSING PERSONAL INFORMATION ON BEHALF OF RBCT?**



1. Don't collect, use or share personal information without a lawful reason or consent from the relevant person.
2. Don't retain personal information for longer than what is required (Refer to SR004).
3. Ensure that emails are sent to the correct recipients.
4. Safeguard personal information against damage, loss and unauthorised access.
5. Documents with personal information must be stored in a safe and secure area at all times.
6. Ensure that destruction of documents with personal information is done in a secured manner and can't be reconstructed.

Information Officers are responsible for ensuring compliance of the PoPI Act. Our Deputy Information officers are:

- Phindi Mjadu
- Damien Gerber



Each department has PoPI Champions.

**POPIA AND PROCEDURES**

- RBCT has the following in place:
1. A Policy that enables us to comply with the Protection of Personal Information act (PoPI), No 4 of 2013 and good practice. (SR002)
  2. A Procedure that outlines the process that should be followed for managing personal information breach incident response. (HS097)
  3. A Policy that sets the required retention periods for identified and specific categories of documents. (SR004)



### Non- Compliance



Non-compliance of the PoPI Act can result in one of the following:

- Fine of up to R10 million
- Imprisonment of up to 10 years
- Both a fine or imprisonment



# Environment, Social and Governance (“ESG”)



## ESG Implementation

Implementation of action plans from the ESG Due Diligence Assessment:

- ESG Policy
- ESG Strategy
- ESG Risk Assessment
- ESG Materiality Assessment with Stakeholders
- Setting ESG Objectives
- ESG Reporting

## In Progress

- Setting ESG Targets
- Greenhouse Gas Assessment
- Human Rights Impact Assessment
- ESG Risk Rating

## Environmental Performance

- Received S21(a) Water Use Licence
- 27.7% reduction in the number of dust fallout occurrences
- No external environmental complaints received
































## Social Performance


- Maintained transparent communication between employees and Management through engagement sessions
- Sustainable community upliftment initiatives
- Continued focus on Early Childhood Development

## Governance Performance

- 17 Internal Audits completed and reported to FINCO
- ESG Audit
- Board Charter and Board Subcommittee Terms of Reference review and updates
- Equity Auditor appointment

RBCT ESG MATERIAL TOPICS		UN SUSTAINABLE DEVELOPMENT GOALS ALIGNMENT	CORRESPONDING RBCT SUSTAINABILITY REPORT (GRI STANDARDS MATERIAL TOPIC)
ENVIRONMENT	Closure Planning and rehabilitation	 	12.3 Closure and rehabilitation
	Air Emission Control and Pollution Management		12.1 Greenhouse Gas (“GHG”) emissions 12.4 Air emissions 12.13 Asset integrity and critical incident management
	Energy Use and Efficiency	 	12.1 GHG emissions 12.2 Climate adaptation, resilience and transition 12.4 Air emissions
	Waste Management	 	12.6 Waste 12.7 Water and effluent 12.13 Asset integrity and critical incident management
	Biodiversity Management	 	12.5 Biodiversity
	Water Conservation and Management and Green Operations		12.7 Water and effluent
		<p>Planning for the rehabilitation of the land at the end of the Lease.</p> <p>RBCT’s Air Pollution Management during the operation processes and the setting of goals as well as actions for reducing air emissions, such as the utilisation of low-sulfur fuel oil.</p> <p>Handling air pollution incidents and establishing preventative measures, review and follow-up processes.</p> <p>Utilisation of energy resources and greenhouse gas emissions. RBCT’s Environmental Policy, mitigation plans and actions taken to reduce the utilisation of energy and improve efficiency, as well as whether RBCT implements the concept of green operation into its operation and introduces new technologies and energy exchange.</p> <p>The management and reduction policies for waste generated by RBCT’s operation, including water pollution, handling pollution incidents and establishing preventative measures, review and follow-up processes.</p> <p>The impact of business operation on the ecosystem and biodiversity as well as the plans and actions taken in response to ecological conservation.</p> <p>Utilisation of water resources. RBCT’s Environmental Policy, mitigation plans and actions taken to reduce water usage and improve efficiency as well as whether RBCT implements the concept of green operation into its operation and introduce new technologies.</p>	

RBCT ESG MATERIAL TOPICS		UN SUSTAINABLE DEVELOPMENT GOALS ALIGNMENT	CORRESPONDING RBCT SUSTAINABILITY REPORT (GRI STANDARDS MATERIAL TOPIC)	
SOCIAL	Workforce Health, Safety and Wellness	The workplace safety, employee wellness as well as health promotion programmes, prevention and management of occupational accidents or other related topics of RBCT's operations.	   	12.14 Occupational Health and Safety 12.13 Asset integrity and critical incident management
	Labour Relations	The effectiveness of communication between management and employees and /or organised labour, employee satisfactory surveys, complaint system, to mention a few.	   	12.15 Employment practices 12.16 Child labour 12.17 Forced labour and modern slavery 12.18 Freedom of association and collective bargaining 12.19 Non-discrimination and equal opportunities
	Socio Economic Climate	RBCT's social participation and commitment, including sustainable community development projects and partnership with local Non-Profit Organisations.	 	12.8 Economic impacts 12.9 Local communities
	Female Representation (and Human Rights and Inclusion)	RBCT's policies and actions on human rights related issues, including child labour, discrimination, forced labour, gender equality and whether the policies and actions shall promote inclusion on gender, ethnicity, ages, religious backgrounds as well as sexual orientation.	 	12.15 Employment practices 12.16 Child labour 12.17 Forced labour and modern slavery 12.19 Non-discrimination and equal opportunity
	Succession Planning	RBCT's policies and actions in terms of the development of internal talent, ensuring continuity and the retention of talent.	 	12.15 Employment practices 12.19 Non-discrimination and equal opportunity
	Supply Chain Management / Sustainable Sourcing	Policies and procedures of supplier management and procurement. The application of the principle of sustainable procurement. The supplier audit, considering sustainable aspects, such as human rights, business integrity and environmental protection.	    	12.15 Employment practices 12.8 Economic impacts 12.19 Non-discrimination and equal opportunity.
	Operational Performance	RBCT'S operational performance, operating costs and other information as well as direct and indirect economic impact caused by the operation process.		12.8 Economic impacts

	RBCT ESG MATERIAL TOPICS	UN SUSTAINABLE DEVELOPMENT GOALS ALIGNMENT	CORRESPONDING RBCT SUSTAINABILITY REPORT (GRI STANDARDS MATERIAL TOPIC)	
GOVERNANCE	Business Ethics and Corporate Governance	Code of conduct, ethical business practices, anti-fraud/anti-bribery policy and anti-sexual harassment.	   	12.20 Anti-corruption 12.21 Payment to governments 12.22 Public policy
	Board Independence, Diversity and Structure	Rights and interests of Shareholders, shareholder relationships, operation and independence of the Board of Directors, Board equity and compliance to King IV principles.	   	12.19 Non-discrimination and equal opportunity
	Data Security and Privacy	Protection of confidential information, anti-hacking, authorised access to confidential information, regulatory compliance, etc.  RBCT's method on safeguarding the privacy and transaction of Coal Exporting Parties ("CEPs") security as well as its compliance status in terms of data protection regulations.	   	12.15 Employment practices
	Risk and Crisis Management	Risk identification, analysis and management of operational aspects, as well as identification of future opportunities.	   	12.13 Asset integrity and critical incident management
	Legal Compliance	RBCT's status on legal compliance, policy dissemination and any significant violation.	      	General legal disclosures
	Climate Related Risks and Opportunities	RBCT's evaluation mechanisms, reaction plans, future plans, goal effectiveness evaluation, etc., in response to the impacts and opportunities brought on by climate change, which include extreme climate and carbon pricing trends.		12.2 Climate adaptation, resilience and transition.



# Our People

RBCT is committed to complying with the Basic Conditions of Employment Act (BCEA) and Labour Relations Act (LRA).

Diversity and Inclusion is paramount in building a sustainable Terminal. In 2023 we met and exceeded our Employment Equity targets at all organisational / occupational levels except in the B bands (entry level).

## RBCT Employment Equity (EE)

BAND	TARGET	2022	2023
B	88%	96%	95%
C	82%	86%	87%
DL	83%	98%	98%
DU	83%	91%	89%
E & F	75%	83%	83%
FEMALES	35%	32.49%	31.57%

At the centre of RBCT's strategic imperative is the PEOPLE Strategy. Our people remain the prime focus of RBCT's business. The business's main objective is to create an equitable workplace with a representative workforce at all levels of the organisation. In 2023, RBCT met and exceeded the EE targets at all organisational / occupational levels. We pride ourselves in the fact that we are fully committed and comply with Employment Equity requirements as governed by South African legislation in an effort to create an equitable workforce.

### FEMALE REPRESENTATION

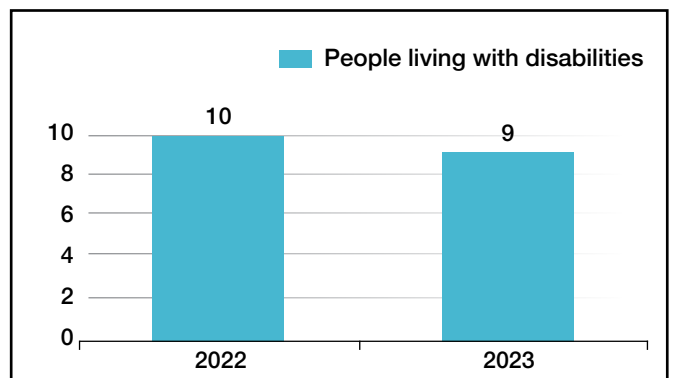
Female representation is a key component of our Employment Equity focus. In 2023, although we met and exceeded all of our EE targets at all organisational levels, our female representation target was not met. The freezing of vacancies in effort to preserve jobs has had an impact. However, plans and recruitment strategies to ensure that female candidates are recruited remain in place. Our new Employment Equity Plan commenced in October 2023 and will be in effect until September 2027. During this period, we will continue to drive initiatives and activities that aim to promote equity and implement Affirmative Action measures.



### PEOPLE LIVING WITH DISABILITIES

We have a total of 9 people living with disabilities excluding trainees and 10 including trainees against our target of 5 (in line with Industry and Sector target).

RBCT has a dedicated Training Programme for people with disabilities. This programme aims to improve the employment prospect for people living with disabilities.

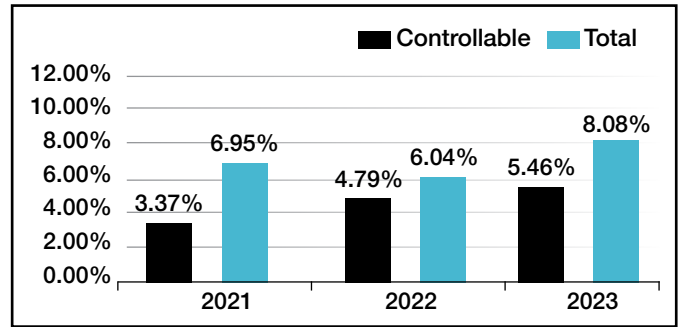


## LABOUR TURNOVER AND RETENTION

Our Labour Turnover (“LTO”) is at a 5.46% against a target of 8%.

An average RBCT employee has 10 to 20 years of service with RBCT.

The RBCT Value Proposition (EVP) appeals to employees.



“Total” includes Retirement and Death in service.

## Industrial Relations

Employees in the Bargaining Unit (B and C Bands) signed a Three-Year Wage Agreement for the period from 1 July 2023 to 1 July 2026.

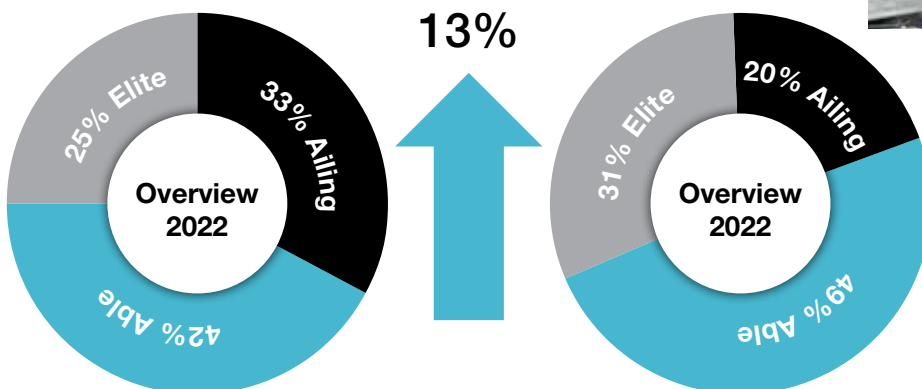
This Three-Year Wage Agreement provides both employees and Management with the certainty and stability required to focus on performance, rail recovery and productivity in order to ensure a sustainable Terminal into the future.

TOTAL TRAINING HOURS	
2023	20 359
2022	49 021

In an effort to preserve jobs in light of declining volumes for RBCT, non-mandatory training was frozen in 2023 to be resumed in 2024.

PROFESSIONAL TRAINING DONE			
People Trained	Number Trained	Male	Female
Millwright Apprentices	5	7	5
Operations Trainees	10	8	6
Electrical Engineer	2	7	8
Process Engineer	2	1	1
I.T. Trainee	1	1	0
TVET Learners	15	0	1
<b>TOTAL TRAINED FOR 2023</b>	<b>35</b>	<b>24</b>	<b>22</b>

BURSARY RECIPIENTS	AMOUNT	Male	Female
Learners in need from 11 Communities	R1 100 000	5	9
<b>TOTAL RECIPIENTS FOR 2023</b>	<b>R1 100 000</b>	<b>14</b>	



## Skills Development

In line with our Skills Development Plan for 2023, RBCT recorded a total of 20 359 training hours.

The training completed include the following: 5 Millwright Apprentices, 10 Operations Trainees, 2 Electrical Engineers, 1 IT Trainee, 2 Process Engineers and 15 TVET Learners.

A total of 14 bursaries were offered to recipients from within our local communities (King Cetshwayo District) to the value of R1 100 000.



## Organisational Health Survey

The Organisational Health Assessment results indicated that at least 80% of RBCT employees are satisfied and engaged at RBCT.

# Our Communities

## Stakeholder Engagement 2023

*RBCT's Corporate Social Investment ("CSI") Strategy plays a key role in enhancing the quality of life in the communities within which our people reside. Our aim is to promote the development of self-reliant communities and to facilitate sustainable community development programmes. Various initiatives were conducted as per the below CSI highlights.*

### Key CSI Programmes for 2023:



- Amangwe Village Annual Donation to the value of R350 000 (left).
- Inkanyezi Academy Annual Donation to the value of R150 000 in support of the Maths and Science Programme steered by this Academy (above).
- Annual Standard Donations to 31 local Non-Profit Organisations to the value of R1 234 000 (below).





- A total of ten laptops were donated to King Cetshwayo District for the District's best performing schools and handed over at their Annual Excellence Awards ceremony (above).
- RBCT collaborated with the SAPS as well as with other local Industries on a crime awareness campaign under the King Cetshwayo District Municipality. This Crime Awareness initiative was held at the Umfolozi College sports grounds for the entire Esikhaleni and the surrounding communities at large (left).
- RBCT employees observed Mandela Day 2023 by undertaking renovations at KwaJazi Primary School, nestled in a deep rural area near Eshowe. This initiative was in partnership with Aloe Lifestyle Hotel, the Zululand Chamber of Commerce and Industry. RBCT donated 9 x 25 litre (containers) of paint as well as brush sets. The RBCT employees assisted in the much needed painting that was conducted on the day. RBCT also made a donation of approximately 2 000 seedlings to the Zululand Hospice to distribute to families within the community of Enseleni (left).
- RBCT handed over 30 care packs to Zululand Lifeline (pictured below) in support of their work during the 16 Days of Activism Against Violence Towards Women and Children. This has been done concurrently with an internal campaign bringing awareness to this scourge affecting not only our employees communities, but South Africa at large (below left).
- RBCT donated a Roof Sheeting Replacement to Ntabeni Primary School situated at Dindima within the King Cetshwayo District to the value of R2 256 153. This ensures that learners are safe and can continue focusing on Learning and Development without the interruptions caused by rains and heavy winds (below right).



# Operational Performance

## Coal Deliveries to RBCT - Rail Performance

RBCT's role in the value chain is to offload coal from Transnet ("TFR"), manage the stockpiles and load the vessel for Coal Exporting Parties ("CEPs").

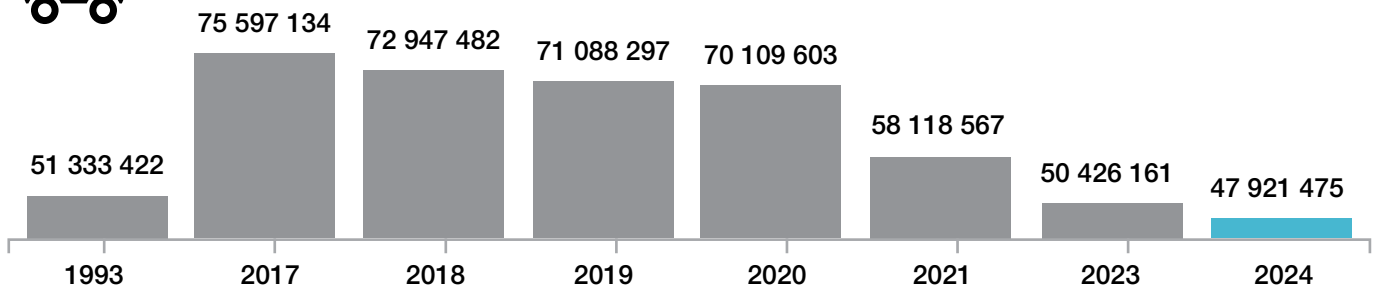
RBCT received a total tonnage of 47.92Mt in 2023, which is 4.96% lower in comparison to the 50.43Mt received in 2022.

A total of 5 820 trains were railed to RBCT in 2023. The Train Turnaround Time ("TTT") is the contracted duration for the handling of a train subsequent to it being handed over to RBCT by TFR, offloaded and handed back to TFR. The TTT is reflected in the signed Service Level Agreement between RBCT and TFR. The TTT in 2023 was 3 hours and 42 minutes, against a target of 3 hours and 48 minutes. TFR continues to be challenged, however, through collaboration between TFR, RBT and Industry, we have managed to minimise the impacts of derailments and cable theft encounters.

In 2023, 11% of trains were tipped and bypassed directly to the vessels, compared to the 9% in 2022. RBCT continues to be aligned with TFR, in order to improve rail efficiencies.



### Tonnage Railed to RBCT



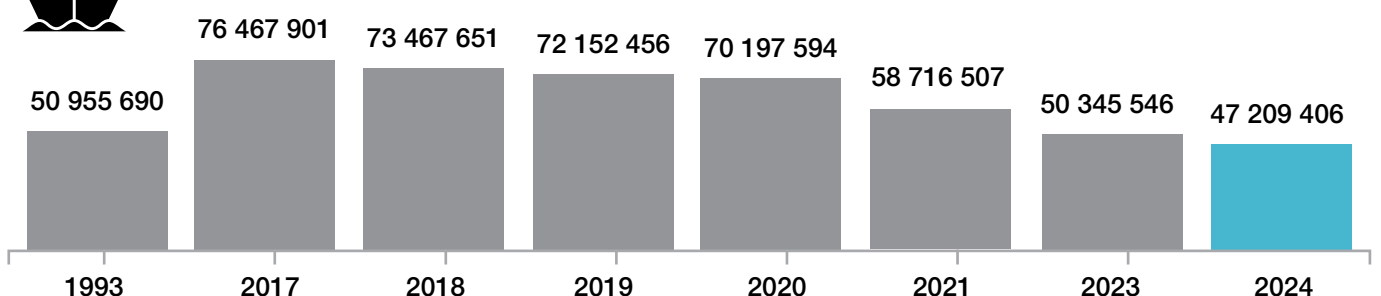
### Export Performance

In 2023, RBCT exported 47.21Mt of coal. The export performance was 6.23% lower in comparison to 2022. Export KPIs are at present challenged, requiring strategic attention. RBCT achieved True Gross Load Rate of tons per hour ("TGLR") and a Terminal Load Rate ("TLR") of tons per hour against the target of 3 550 and 2 516 tons per hour respectively. Export performance are exacerbated by the low volumes being received by rail. With the low stock levels and high export, this has resulted in RBCT clearing stockpiles more frequently.

TNPA is fundamental to the Coal Export Value Chain as they provide Marine Services to RBCT. A total of 506 vessels were loaded during 2023, in comparison to the 552 vessels loaded in 2022. The turnaround time of the vessels is what RBCT uses to measure the world class performance. The average vessel turnaround time decreased from 39 hours in 2022 to 37 hours in 2023.



### Tonnage Shipped

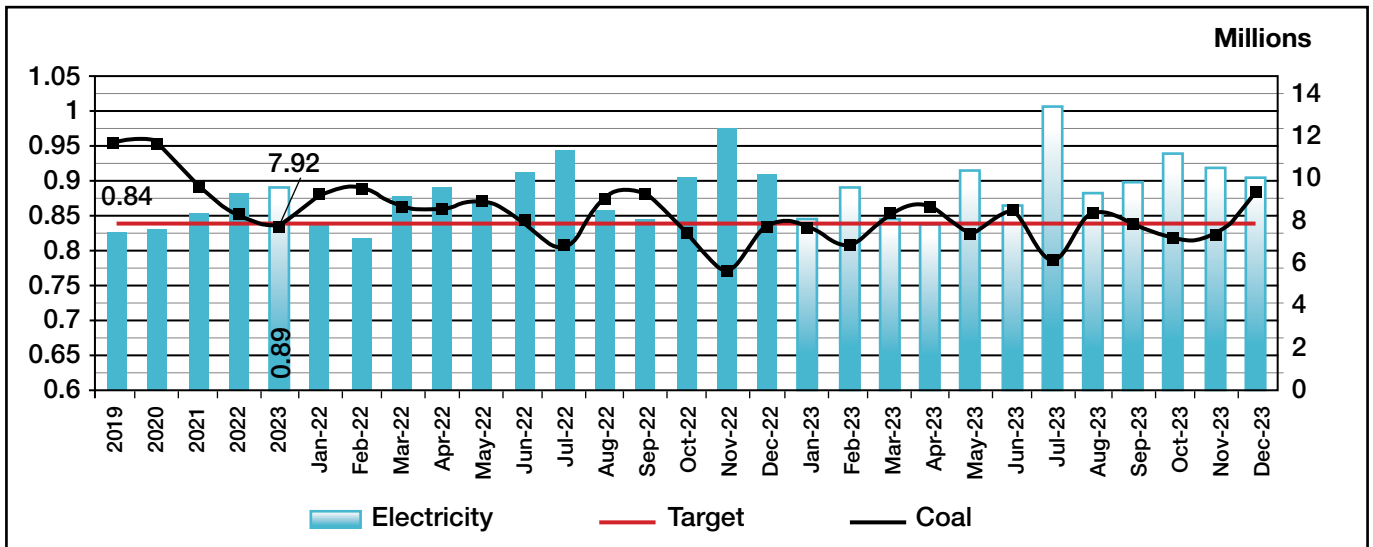


## Energy Management

RBCT is committed to energy management. Energy Performance is continuously monitored by means of the Executive SHE Committee and energy optimization is facilitated by Yongamandla Committee. The purpose of this committee is to formulate strategies, implement systems as well as monitor RBCT's energy performance on a monthly basis, in line with the RBCT energy efficiency/saving policy and plans.

Below are some of the 2023 highlights:

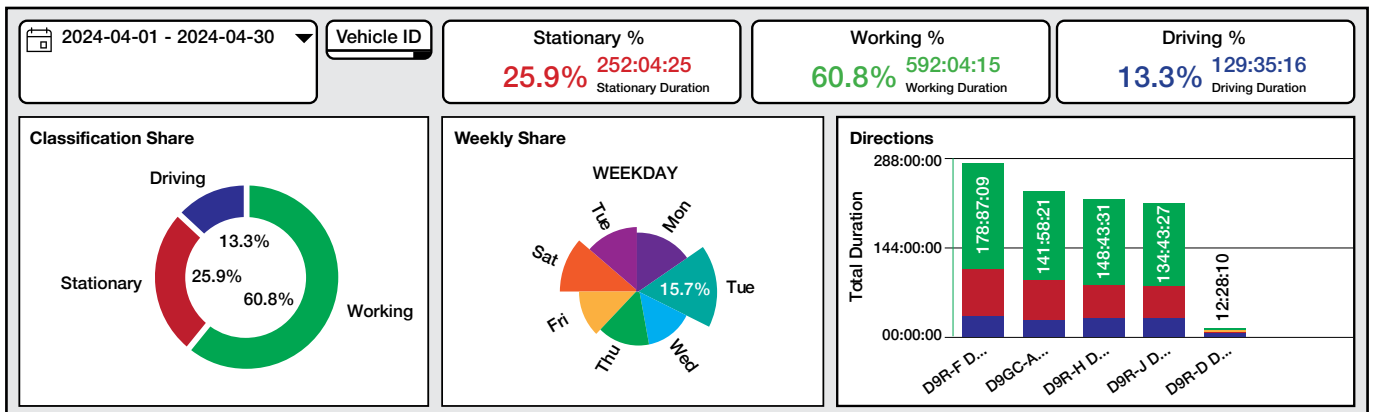
- Energy initiatives
  - a. Solar Installations in admin building
  - b. C-track vehicle management system
  - c. Energy substitution exploration;
    - a. Locomotive-battery powered
    - b. Electric Vehicles for site
    - c. Wheeling agreement for energy supplier



## Diesel Usage

RBCT use power BI analytics from C-Track management systems, focusing on the Heavy Mobile equipment that's consumes average of 80% on fuel usage and focus area is the following:

- Excessive idling
- Driver behaviour
- Speeding
- Reckless driving



RBCT aim to maintain (maintenance) less than 20% of stationery equipment, 70% working and 10% driving, in an effort to reduce diesel consumption and waste.

# Enterprise and Supplier Development

## Procurement

2023 has been a challenging yet rewarding year within RBCT's procurement environment and saw RBCT achieve consistent results when compared to the previous year. The aftermath of COVID-19 Pandemic continued to have a significant impact on the economy and led to various disruptions within the supply chain environment. The Procurement Team worked closely with suppliers and various short term actions were put in place to ensure continuity of supply as well as to create a safe working environment for our contractors. Despite the challenging environment, the Procurement Team was still able to maintain very good results similar to the previous year in terms of the Broad Based Black Economic Empowerment ("BBBEE") performance. This, combined with understanding and executing on the initiatives aligned to the changes within the elements of the Department of Trade and Industry's BBBEE Codes of Best Practice, resulted in RBCT working closely with our suppliers to ensure compliance, thereby embracing the changes within the codes and assisting in the empowerment of our business partners.

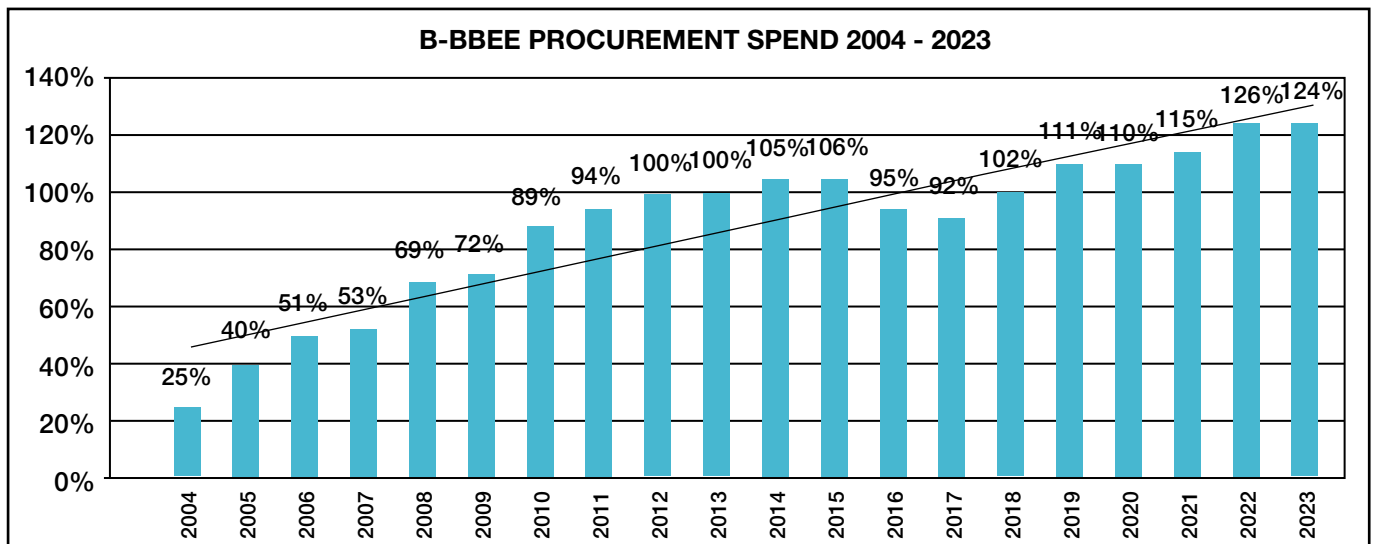
Aligned with driving sustainability in the Zululand environment, procurement preference is often focused on local suppliers with additional considerations to the small and medium enterprise categories where possible. Black Ownership and Black Woman Ownership remain an important criteria in decision making and we work closely with our suppliers to ensure that transformation within their organisations are being addressed.

RBCT has actively and progressively driven preferential procurement spend for the past 19 years and insists on suppliers providing approved verification certificates to ensure compliance with the Codes. RBCT maintains 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 businesses that are suppliers or potential suppliers to RBCT. To ensure that the maximum procurement spend contributes towards RBCT's empowerment performance, it is our preference to engage with businesses that maintain a minimum of Level 4 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.

### Standard 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 4Mt of export capacity to Junior Miners at commercially attractive rates. The allocation of the 4Mt 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 as well as 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 enterprise development within the mining environment.

Supplier and Enterprise Developments initiatives within the procurement area further contribute to RBCT's responsible procurement strategy. We partner with Black Owned Exempt Micro Enterprises and Qualifying Small Enterprises that are both suppliers and potential suppliers to RBCT in developing self-sufficient business partners. This is achieved through working with committed suppliers and ensuring that the all selection criteria is adhered to. A strategic focus area in developing the supplier database is the Ownership Element and engaging with suppliers around transformation as well as compliance to the Department of Trade and Industry's Codes of Good Practice.

Due to the nature of the RBCT's maintenance spend being predominantly on specialized 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 delivering continuous improvement within the procurement environment.





# Boundary and Scope

The 2023 Sustainability Report covers the period 1 January to 31 December 2023.

This report provides a brief analysis of the company's operational logistics and performance in the following areas:

- Structure of the Board of Directors and Executive Management
- Corporate Governance - Purpose and Function of the Board
- Strategies and policies that have been implemented to achieve optimal results
- The health and safety of employees as well as the environmental impact
- Risk Management
- Environment, Social and Governance (ESG)
- Human Resources programmes
- Current goals that have been achieved and future goals to be achieved
- Outreach programmes in order to deliver social value by giving back to the local communities, with specific focus on education and early childhood development
- Empowering local communities
- Enterprise and Supplier Development
- Operational activities such as:
  - Rail performance - coal is handled effectively and efficiently upon its arrival at RBCT from TFR. No data has been captured for this report in terms of derailments as it is not a direct part of RBCT's operational activities
  - Export performance - the arrival and departure of all vessels are managed and coordinated by TNPA. The quality and analysis processes of the coal is excluded from this report as it is conducted independently by an on-site laboratory



# Glossary

AIDS	Acquired Immune Deficiency Syndrome, a disease of the immune system caused by HIV infection
ARV	Anti-retroviral
AWP	Awaiting Placement Time
BBBEE	Broad-based black economic empowerment. This represents a broadening of the earlier Black Economic Empowerment policy and attempts to spread the benefits of economic empowerment to the widest possible spectrum of black South Africans
BBS	Behavioural Based Safety
BMI	Body Mass Index
BP	Blood Pressure
CEO	Chief Executive Officer
CEPs	Coal Exporting Parties
CoU	City of uMhlathuze
COVID-19	Coronavirus disease of 2019
CRRC	China Railway Rolling Stock Corporation
CSI	Corporate Social Investment
CURA	Governance Risk and Compliance Software/Enterprise Risk and Compliance Software
DWS	Department of Water and Sanitation
EE	Employment Equity
ESG	Environment, Social and Governance
ESUP	An offsite storage dam known as ESUP Dam
EWP	Employee Wellness Programme
FINCO	Finance Committee
FRCPs	Fatal Risks Control Protocols
GHG	Greenhouse Gas
GM	General Manager
GRI	Global reporting Initiative
HIV/AIDS	Human immunodeficiency virus/acquired immune deficiency syndrome
HPHs	High Potential Hazards
HRA	Health Risk Assessment
HSEC	Health, Safety, Environment and Compliance
IDPs	Individual Development Plans
IMBIZO	An open forum chaired by the CEO to address all employees regarding business performance and all key matters
ISO	International Organisation for Standardisations. Published in 1996 by the International Organisation for 14001 Environmental Standardisation, it specifies the actual requirements for an environmental management system.
ISO 14000	An Environmental Management System standard published by the ISO
ISO 45001	An Environmental Management System standard published by the ISO Integrated Waste and Water Management Plan ("IWWMP")
IWWMP	Integrated Waste and Water Management Plan
King Report	The King IV 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

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
LTIFR	Lost Time Injury Frequency Rate refers to the number of Lost Time Injuries per 200 000 hours worked
MERSETA	Manufacturing, Engineering and Related SETA
MIFR	Minor Injury Frequency Rate
Mt	Million tons
Mt/a	Million tons per annum
NTG's	Not-To-Go's
NPO	Non Profit Organisation
OHS	Organisational Health Survey
OHSAS	Occupational Health and Safety Assessment Specification
OPCO	Operations Committee
OREP	Occupational Risk and Exposure Profiles
NLCC	National Logistics Crisis Committee
PHMC	Primary Healthcare Management
PM <sub>2.5</sub>	Particulate matter 2.5 micrometers or less in diameter
PM <sub>10</sub>	Particulate matter 10 micrometers or less in diameter
PoPI	Protection of Personal Information
PROCOM	Projects Committee
RBCT	Richards Bay Coal Terminal
RDC20	A dust suppressant utilised on-site to suppress dust on the ground
REMCO	Remunerations Committee
RSR	Railway Safety Regulator
SABCOHA	SA Business Coalition on Health and AIDS
SANS	South African National Standard
SDG	Sustainable Development Goals
S&EC	Social and Ethics Committee
SHE	Safety, Health and Environment
SCALLAM	Stop, Look, Listen, Assess, Manage
TB	Tuberculosis
TFR	Transnet Freight Rail
THE	Train Handling Empty
THF	Time Handling Full
THT	Train Handling Time
TIN	Train Identification Nomination
TIT	Time in Tippler
TIFR	Total Injury Frequency Rate
TGLR	True Gross Loading Rate
TNPA	Transnet National Port Authority
TPH	Tons per Hour
TPT	Train Placement Time
TT	Tipping Time
TTT	Train Turnaround Time
VFL	Visible Felt Leadership
WAD	World Aids Day



To share your views or comments, contact:

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