

# Delivering sustainable excellence

To succeed in our aim of delivering sustainable value to all of our stakeholders, we must balance economic, environmental and social considerations in managing our business.

**We operate our business in a manner that is economically, socially and environmentally sustainable over the long term. We believe that excellence in sustainable development is a source of competitive advantage, enhancing our corporate reputation and providing direct business benefits that are essential for delivering our strategy, including:**

- gaining access to new resources;
- maintaining a 'licence to operate' from society and enhancing the security of our operations;
- attracting and retaining the best people;
- accessing diverse and low-cost sources of capital; and
- identifying and managing new business opportunities and risks.

We aim to operate a safe and healthy workplace. We believe that every work-related illness and injury is preventable and so our primary objective is to operate without fatalities and injuries.

As our business strategy has progressed from primarily acquisition-led growth to organic growth, we have refined our safety management focus and priorities accordingly. We make no distinction between the safety of our contractors and that of our employees. We work collaboratively with our major contractors on each project, sharing experiences and skills to enhance each other's safety management systems.

We identify, reduce and, when possible, eliminate any significant environmental impact from our mining, metallurgical and exploration activities. We identify opportunities and undertake initiatives to protect and improve our operating landscapes. The core of our management approach is to preserve and restore the natural environments we operate in throughout our activities' lifecycle.

Our activities and investments create lasting social and economic benefits for the communities and countries in which we operate that extend beyond jobs and taxes to include skills and enterprise development, improved infrastructure and enhanced access to education and health services, amongst others.





We work in partnership with government, NGOs, international donors and others to support the development of small-and medium-sized businesses and alternative income-generating opportunities.

At least 1% of our profits before tax is set aside every year to fund initiatives that benefit the communities in which we operate. We support local culture and arts projects, programmes to

boost community development, enterprise and job creation, health and education initiatives and environmental schemes. We set aside \$109 million in 2011.

## Our economic contribution

