



Richards Bay Coal Terminal Proprietary Limited



SUSTAINABLE DEVELOPMENT REPORT 2018



Coal to the world, growth to the nation

Our Vision

Moving coal passionately through a world class Port Terminal

Our Mission

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

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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Statement by the Chief Executive Officer

It is without doubt that 2018 as a whole was a good year in terms of our safety, environment, wellness and operational performances.

SAFETY

Overall we had a 47% reduction in Fatal Risk Control Protocols (FRCPs) related incidents. The type of incidents that fall within this category are those that have the potential of leading to a fatality and/or serious injury. Everyone's efforts towards working to reduce these incidents was seen and appreciated, not only by myself, but also by the Board of Directors and more so by our families and communities.

We recorded a 48% improvement in the total number of injuries against our 2017 performance. The STOP, LOOK, LISTEN, ASSESS and MANAGE (SLLAM) process that was introduced in 2018 is a brilliant tool that has made us more aware of our surroundings while we carry out our daily tasks. It has enhanced our skills in identifying hazards and managing them effectively. Complacency is an enemy, be it from a safety or business point of view. This process has assisted us to continue to be observant in every task we undertake and ask ourselves the question; "Are we working in a safe manner"? "What can kill or injure me or a fellow worker"? We achieved 63 injury free consecutive days in 2018, which was remarkable, an improvement on our previous best of 50 days.



We unfortunately recorded a total of 4 Lost Time Injuries (LTI) in the year. Whilst I am saddened by the 4 LTIs, overall we have achieved a good performance in terms of injury reductions, we however have some way to go to achieving zero harm. I am also cognizant that 2018 was a year full of high activity in the Terminal with the commissioning of the Phase 1 Machine replacement (heavy and dangerous equipment). The project was successfully delivered without any Minor or Lost Time Injuries.

ENVIRONMENTAL

Air quality management, waste management, fresh water and waste water management and energy efficiency are our current key focus areas on environmental management. In 2018, 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 continued to comply with, and remained committed to environmental legislation, regulations and permits that govern our operation.

OCCUPATIONAL HEALTH AND WELLNESS

A healthy RBCT workforce means a productive, efficient, and energized workforce. Our integrated Occupational Health and Wellness programmes aimed at mitigating occupational illnesses and diseases, and proactively managing identified health conditions, continued to yield positive results during 2018. Health risk assessments, and monitoring programmes, were instrumental in identifying health risks in our workplaces. Pre-employment, periodic and exit medical examinations, screening and testing programmes, health education and Employee Wellness Programmes were successful in the proactive management of occupational illnesses and encouraging our workforce to adopt a healthy lifestyle.

OPERATIONS PERFORMANCE

I can happily say that 2018 was one of our best years in terms of our Key Performance Indicators (KPIs). We managed to import 72.95Mt and export 73.47Mt of coal. All measures on our import KPIs were achieved however, looking at our export KPIs, we achieved all our measures apart from Berth Turnaround Time (BTT) and True Gross Load Rate (TGLR).

In December 2018 we set out to break our previous export record of 8Mt (achieved in November 2016) and we did exactly that by exporting 8.12Mt.

The performance in December 2018 was even more satisfying in that we achieved the record operational results with no injuries.

We had set a target to export 77Mt for 2018 however only achieved 73Mt. The weather conditions we experienced in the last three months of the year did not make this an easy task. The lower volume are not a negative reflection on RBCT, however as a Terminal we need to find innovative ways to counter the ever changing weather patterns with which we will continue to be confronted with.

In light of the challenges we faced, we managed operationally to rise above the challenges and achieve the following:

- Three successive months of full 9% Team Bonus
- New 12 hour export record by SHIFT 2 on 2 April 2018 – 221 134tons
- New 12 hour TGLR Record by SHIFT 4 on 14 May 2018 – 5502tph
- The 2016 November Export Record of 8 million was broken in December 2018 where we exported 8.1MT.

ASSET MANAGEMENT

Looking at our major achievements in 2018, we achieved the lowest maintenance downtime since 2005. For 8 consecutive months we achieved our target. The 2018 cumulative downtime was 13.91 mins/10kt against a 2018 target of 14.25/10kt. This is one of the best highlights as this is the second best performance achieved in the last 14 years which is a major contributor to our operational efficiencies. We set a NEW standard on downtime in 2018. This is testament to RBCT's continuous efforts to provide a safe, efficient and reliable service to our customers.

PEOPLE

People are what keeps RBCT a world-class Terminal. We introduced a number of initiatives in 2018 that were aimed at enhancing employee morale and preserving the RBCT culture. These included; the anniversary lunch with the CEO, team building sessions, visible felt leadership, Senior Leadership Alignment Day Workshop, SLLAM and shift engagement sessions, to mention a few. All of these were carefully chosen initiatives that we felt we needed as a business to ensure alignment and improved morale.

Our 2018 Organisational Health Survey Results confirmed that these initiatives are appreciated and impactful. We aim to sustain these initiatives into the coming years. We recorded an improvement of 12% on our Organizational Health Survey results.

ACHIEVEMENTS FOR 2018

We received a number of recognitions and awards in 2018. What is more appreciated is that we achieved in areas which are critical to the business and where we had invested time and resources in ensuring that those areas are enhanced. Together we achieved the following:

- 48% improvement on safety (Reduction in the number of injuries)
- 12% improvement on Organisational Health Survey (Improved Employee Moral)
- Commissioned the new Phase 1 yard machines (Investment in infrastructure)
- Three successive months of full 9% Team Bonus (Operational Efficiency & Employee Moral)
- New 12 hour export record by SHIFT 2 on 2 April 2018 – 221 134tons
- New 12 hour TGLR Record by SHIFT 4 on 14 May 2018 – 5502tph
- Global Ports Forum Bulk Logistics Terminal of the year award in 2018 (second year running)
- ZCCI Business Excellence Premium Award (for three successive years)
- The Operations Manager: Ziphe Nonqane (Ms) received the Regional Business Woman of the Year award in the corporate category at the 2018 Business Women's Association (BWA) Regional Business Woman of the Year Awards. The award was in recognition of her role and contribution in the business.

RBCT prides itself with the calibre of people it attracts and retains. Without the individual and collective contributions of each team member we would not have accomplished the above achievements. We achieve more when we work together.

Alan Waller
Chief Executive Officer

RBCT Board



N Siwisa-Damasane
(Chairman)



MS Teke



KT Nondumo



IA Swanepoel



Z Docrat



MJ Fraser



MJ Houston



ND Baloyi



AJ Waller



TC Mbuyazi

RBCT Executive Team



Alan Waller
CEO



Casper Mbuyazi
GM: Finance



Zanele Mthiyane
GM: HSEC



Nontuthuko Mgabhi
GM: HR



Jabu Mdaki
GM: Operations



Kubendren Naidoo
GM: Asset Management

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.

Company Profile

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

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

Export Destination per Continent

Asia	81.6%
Europe	10.1%
Africa	8.0%
South America	0.3%

RBCT is positioned at one of the world's deepest sea Ports, and handles large vessels 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 vessels 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)

8,2Mt
Ton stockyard

>900
Vessels per annum

RBCT History

1976

RBCT officially established Phase 1 of the Terminal; with a capacity of 12 Mt/a; commenced exporting coal

1979

The Terminal completed Phase II expanding its exporting capacity from 12 Mt/a to 24 Mt/a

1984

The Terminal further expanded its capacity to Phase III taking its export capacity to 44 Mt/a

1991

Phase III was upgraded, this increased the exporting capacity to 53 Mt/a

1995

CAPANCO enhanced its capacity and increased its exporting capacity to 63 Mt/a

1999

The Brownfields expansion project was completed, increasing exporting capacity to 72 Mt/a



Stock Yard

2 x Stackers
- 5 500 tph

1 x Reclaimer
- 6 000 tph

7 x Stacker Reclaimers
- 4 500 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

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

Phase 1 Machinery Replacement Project launched - replacement of original 1976 machines

2016

Celebration of 40 years of Moving Coal (1976 - 2016)

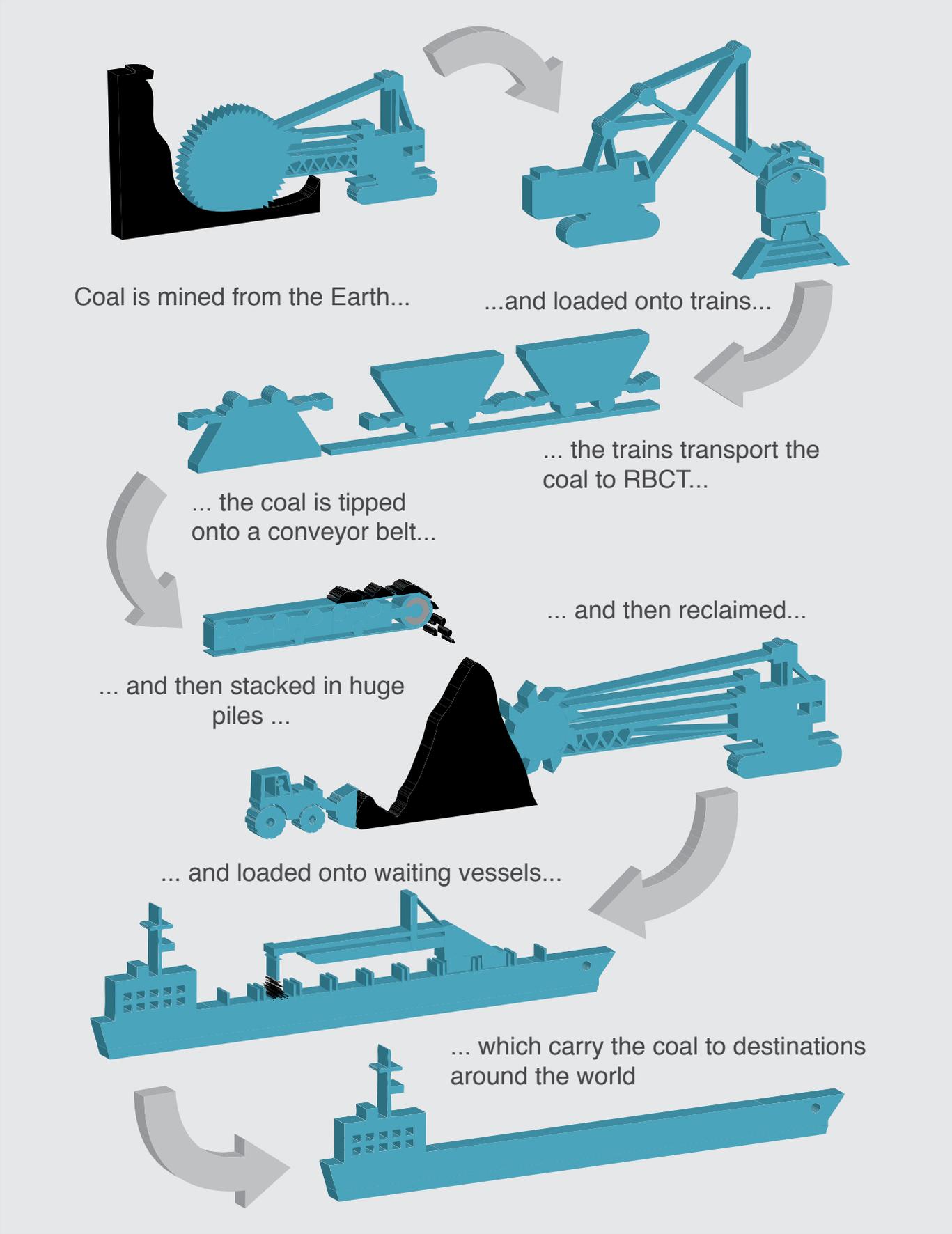
2017

Phase 1 Machinery Replacement Project: 2 Ship Loaders were commissioned

2018

New Phase 1 Machines Unveiled

RBCT Process Flow



2018 Terminal Highlights

**BULK LOGISTICS PORT/TERMINAL
OF THE YEAR AWARD 2017 AND 2018**



Global Ports Forum

**2018 CORPORATE BUSINESSWOMAN
OF THE YEAR**



RBCT Operations Manager - Ziphe Nonqane

**ZULULAND CHAMBER OF COMMERCE AND INDUSTRY
BUSINESS OF THE YEAR AWARDS**



Premium Award



SABCOHA Wellness Award



Most Efficient Water User



Logistics Business of the Year



Safety Awareness Award



Corporate Business of the Year



Employer of the Year



Corporate Social Responsibility Award

RBCT Strategy 2015 - 2018

Our Strategy

The core focus for 2018 was safety, 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.

The Phase 1 machinery was launched safely – without any major injuries and we achieved 63 injury free days. Our target remains zero injuries.

On people, the Organizational Health Survey (OHS) indicated that 79% of employees are fully engaged. We continue to 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.

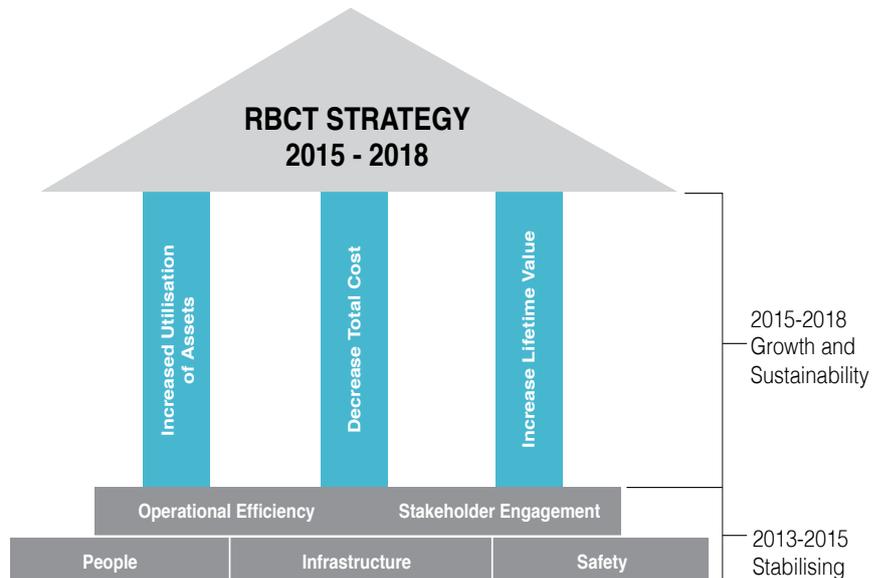
The 3 year wage agreement reached in 2016 is ongoing (2016 – 2019).

A total of R3.4 million was invested in Corporate Social Investment Programmes in our local communities. The main focus was on Education and Early Childhood Development.

Our 2018 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 13 director positions of which 10 have been filled.

Executive Directors

AJ Waller (CEO)

TC Mbuyazi (GM Finance)

Chairman

N Siwisa-Damasane (Ms)

Non-Executive Directors

IA Swanepoel

Z Docrat

MJ Fraser

ND Baloyi

MJ Houston

Independent Non-Executive Directors

KT Nondumo (Ms)

MS Teke

Alternate Directors

NSH Hassan

V Chetty

PK Masia

RSE Alberts

MR Walker

Chief Executive Officer

AJ Waller

General Managers

J Mdaki

Z Mthiyane (Ms)

K Naidoo

N Mgabhi (Ms)

TC Mbuyazi

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

RBCT Shareholders

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
- South32 SA Coal Holdings (Pty) Ltd
- South Dunes Coal Terminal Company (SOC) Ltd
- South African Coal Mine Holdings Ltd
- Tumelo Coal Mines (Pty) Ltd
- Umcebo Mining (Pty) Ltd
- Other Users
 - Junior Miners
 - Commercial Users (Ilima and Mbokodo)

Corporate Governance

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 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.

Our sub-committees are as follows:

- Operations Committee (OPCO) – Chaired by the CEO
- Finance Committee (FINCO) – Chaired by a Shareholder nominated member
- Remunerations Committee (REMCO) – Chaired by an Independent Non-Executive Director
- Social and Ethics Committee (S&EC) – Chaired by an Independent Non-Executive Director
- 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.



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 OPCO members are as follows:

Members	Alternates
AJ Waller (Chairperson)	
A Bernic	S Mely (Ms)
B Blumenthal	C Viljoen
J Britz	N Burger (Ms)
V Chetty	A Moepadira
B Dalton	
A David	L Andrews
NV Khumalo	R Essay
M Moeketsi	SJ Ferreira
R Nathnagel	
M Steyn (Ms)	O Ramantsi
E Theron	
H Viljoen (Ms)	A Botha
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.

In addition, the committee oversees the internal audit function.

Corporate Governance

The FINCO members are as follows:

Members	Alternates
G van den Heever (Chairperson)	
Z Bhorat (Ms)	NG Schneider
R Cohen	
E Hanekom (Ms)	
M Immelman (Ms)	
R Essay	LN Sindane
RJ Langford	S Sareng
FJ Lopez Campo	
TC Mbuyazi	
KT Nondumo (Ms)	
R Reddy (Ms)	N Cebekhulu (Ms)
S Seakamela (Ms)	
T Mlambo	L Makhabela
M Tshabalala	D Pretorius
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 Directors, as well as the General Management team 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.

The REMCO members are as follows:

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:
 - Social and economic development.
 - Good corporate citizenship.
- 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 S&EC members are as follows:

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 PROCOM members are as follows:

Members	Alternates
AJ Waller (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 function of the committee is to ensure that procurement activities are in compliance with RBCT's procurement processes.

The Committee comprises of:

- GM: Finance
- GM: Health, Safety, Environment and Compliance
- GM: Human Resources
- GM: Asset Management
- GM: Operations
- Senior Manager Maintenance
- Senior Manager Engineering
- Procurement Manager
- Project Support Manager
- Management Accounting 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 CEO, GM Finance, GM Health, Safety, Environment, and Compliance, Risk Officer and Senior Internal Auditor.

Corporate Social and Investment (CSI) Committee

The committee is responsible for executing RBCT's Corporate Social Investment initiatives.

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

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

Members	
N Mgabhi (Chairperson)	K Ramgobin
M Forbay	A Nathaniel
P Sibiyi	S Hlabisa
M Woods	T Khumalo
M Mhlongo	K Naidoo
Z Duma	S Zondi
T Dlamini	M Mthiyani
S Mbuyazi	K Zondo
T Cele	Union Member

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 Divisional Committee Chairpersons, 2 Union Shop Stewards, 1 Health Representative, 3 Safety Specialists, 1 Environment Specialist and 1 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 and Assurance Function as this ensures RBCT keeps up to date with the complexity and rapid changes of the business environment, organisational dynamics, including the regulatory and compliance frameworks.

The Board of Directors have set the strategic direction for the Internal Audit and Assurance Function which is required in order to provide relevant assurance that contributes to the effectiveness of Governance, Risk Management and Control processes. The Board of Directors have delegated this oversight responsibility to the Finance Committee.

The Board of Directors and the Finance Committee have adopted the guidance and principles as expressed in the King IV Report on Corporate Governance in South Africa “King IV” in order to ensure that an ethical culture, good performance and effective control environment exists at RBCT. The Board of Directors ensures that Internal Audit and Assurance services provided to RBCT enable an effective control environment which supports the integrity of information for internal decision making and RBCT external reporting.

In 2018, we continued with our co-sourced three year business relationship with Glencore Internal Audit Services (Glencore) as per the mandate approved by the Board of Directors and Finance Committee. In line with our Risk Based Assurance Approach, the focus areas adopted by RBCT and Glencore Internal Audit during 2018, was to assess key Strategic and Operational Risks including their related processes that would prevent RBCT from moving coal and to provide Management with reasonable assurance that the systems of internal control implemented are adequate, efficient and effective.

To ensure compliance with the International Standards for the Professional Practice of Internal Auditing, RBCT and Glencore Internal Audit enhanced its risk based audit approach to determine the priorities of the Internal Audit and Assurance 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 all key stakeholders, in order to ensure that a high standard of audit reporting was maintained to meet the needs of Management, Finance Committee and the Board of Directors.

The assessment of RBCT’s Strategic and Operational Risks was conducted to ensure:

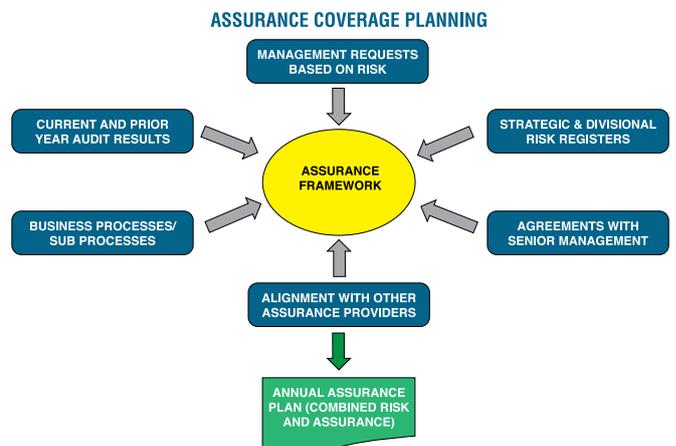
- Alignment of RBCT risk assessment process and an assessment of the effectiveness of the control environment.
- Addressing risks identified by Management.
- Keeping up to date with emerging industry risks.

A strong working relationship was maintained between RBCT and Glencore Internal Audit, Management and the Finance Committee, who would meet quarterly to present various assurance related reports on the planned audit engagements.

All planned Internal Audit and Assurance activities were completed as per the 2018 assurance plan.

The Board of Directors, Finance Committee and management consider 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.

Whilst there were no material breakdowns in the internal control system in 2018, any weaknesses identified and reported were timeously addressed by Management. These reported audit findings are actively monitored through the CURA system.



Occupational Health, Safety, Environment and Risk

RBCT continued to focus on safety, health and wellbeing of employees as well as on environmental stewardship during 2018.

Compliance

- Introduction of Fatal Risk Control Protocols (FRCPs)
- 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 Occupational Health and Safety Management, as well as ISO 14001:2015 Environmental Management Standards during 2018. RBCT successfully retained certification to these standards. RBCT will transition to ISO 45001:2018 in 2019.

Safety

Delivering on our Safety Strategy

Our safety strategy and management approach focuses on improving our ability to anticipate and prevent injuries. RBCT's goal is to achieve Zero Harm through effective implementation and management of high safety standards in our operation.

RBCT developed a set of mandatory standards, the FRCPs, to eliminate or minimize the risk of fatalities and injuries. The FRCPs set the minimum performance requirements for managing the identified fatal risks. The implementation and embedding of these protocols is an ongoing process.



Safety Performance

There were no fatalities at RBCT during 2018, however we incurred four lost time injuries. The Total Injuries Frequency Rate (TIFR) for the year was 1.46, whilst the Lost Time Injury Frequency Rate (LTIFR) and Minor Injury Frequency Rate (MIFR) were 0.22 and 0.06 respectively. We recorded a 48% improvement on safety against the 2017 performance.

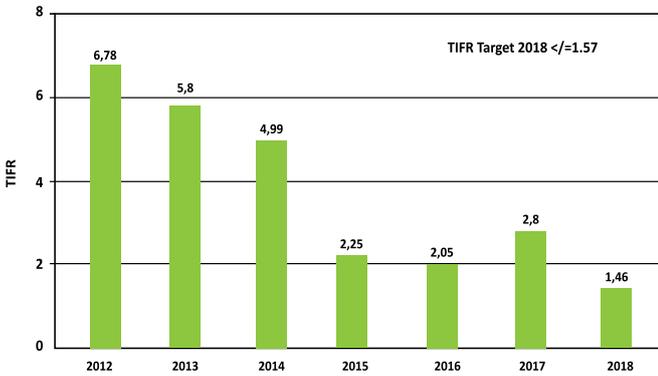
2018 OBJECTIVE	2018 TARGET	2018 PERFORMANCE	COMMENT
SAFETY			
Maintain the OHSAS 18001:2007 Certification	OHSAS 18001:2007 certification	Certification to OHSAS 18001:2007	Achieved
Zero Fatalities	Zero Fatalities	Zero Fatalities	Achieved
Reduce Loss Time Injuries	LTIFR = 0	LTIFR = 0.22	Not Achieved
Reduce Minor Injuries	MIFR <= 0.24	MIFR = 0.06	Achieved
Reduce TIFR	TIFR <= 1.57	TIFR = 1.46	Achieved
ENVIRONMENT			
Maintain the ISO 14001:2004 Certification	ISO 14001:2015 Certification	Achieved	Achieved
Zero environmental public complaints	Zero public complaints received	Achieved	Achieved

Occupational Health, Safety, Environment and Risk

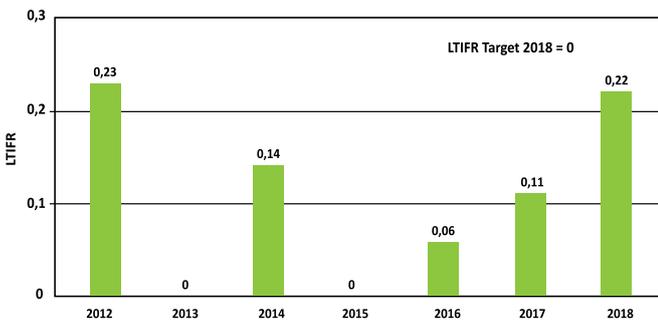
Visible Felt Leadership, Behavioral Based Safety, Near Miss Reporting and SLLAM are some of the leading indicators employees and contractors use for proactive risk identification. We have had impressive gains with the focus on leading indicators.

Testament to our ongoing safety awareness, RBCT won the 2018 Business Excellence Safety Award for the third year in a row; this award reaffirms RBCT's diligence in upholding high safety standards.

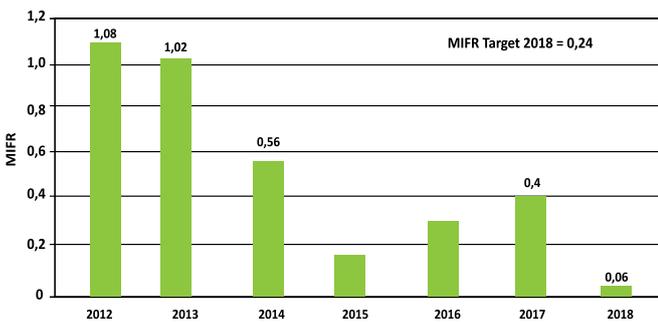
TOTAL INJURY FREQUENCY RATE



LOST TIME INJURY FREQUENCY RATE



MINOR INJURY FREQUENCY RATE



Safety Achievements

In 2018 we saw a significant reduction in the number of injuries and FRCPs related incidents. There was a 47% reduction in the number of injuries and 41% reduction in the number of FRCPs incidents.

We are exceptionally proud of this significant safety achievement; this is testament to a proactive safety culture that prevails in our work environment.



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. Protection of the environment and compliance to environmental legislation remains paramount to RBCT.

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.

Our Environmental Performance

There were no major environmental incidents or external environmental complaints in 2018. This performance came at the time when we were under unfavorable conditions of low rainfall in the country. An analysis carried out in 2018 showed that potable water consumption increased by approximately 30% compared to 2017. This is however 60% below the target set for the Terminal in line with level 4 water restrictions.

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.

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). In order to mitigate any possible pollution of the surrounding environment, storm water and water collected from the coal stockpiles is drained into settling ponds located in conspicuous places around the operating areas, where contaminants are separated from the water before it can be pumped into an offsite storage dam known as the “ESUP” dam.

RBCT uses this recycled water for dust suppression and road sweeping.

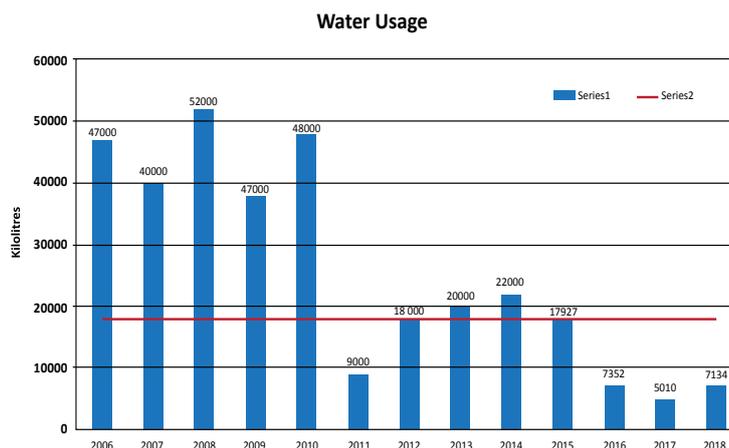
The quality of our underground water is monitored quarterly through borehole sampling to ensure no adverse pollution of underground water. The results from independent laboratories have shown that we achieved the legal limits for groundwater.

In 2018, RBCT continued with the implementation of the conditions of the Water Use License received in 2016.

Potable Water Usage

In 2018, a total of 7 135 kiloliters of potable water was used compared to 5 010 kiloliters used in 2017. This was as a result of drought we experienced in the region during 2018.

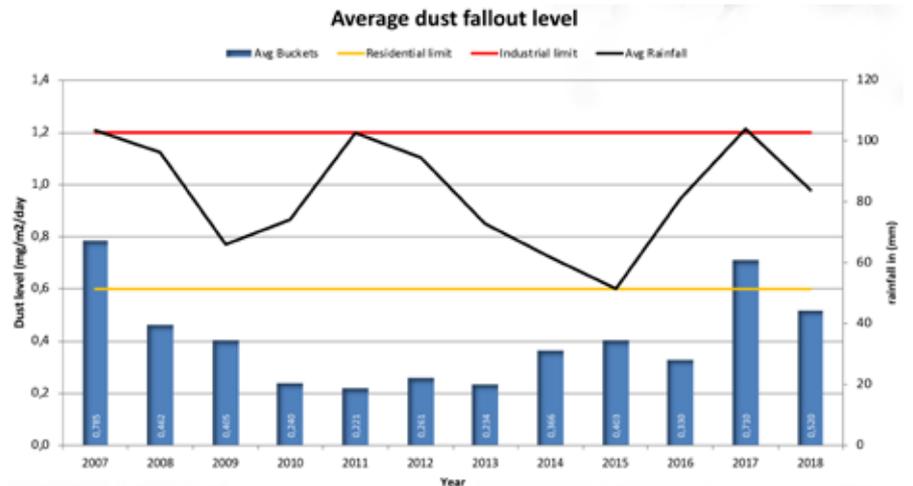
RBCT will continue to strive to reduce the use of fresh water by seeking innovative ways to efficiently use this scarce resource.



Occupational Health, Safety, Environment and Risk

Air Quality

Dust management is a priority at RBCT. There was an increase of 29.7% in dust fallout recorded in 2018 compared to 2017. The results however average below the residential limit of 0.6 g/m² and averaged well below the industrial limit of 1.2 g/m² for dust fallout. Low rainfall contributed to this increase. Mitigation controls have been put in place to ensure dust fallout is maintained at levels below the target of industrial limit.



RBCT monitors PM₁₀ as well as PM_{2.5} to effectively deal with ambient dust. Water based RDC20 is used as dust suppressant on dirt roads around the stockpiles.

Waste Management

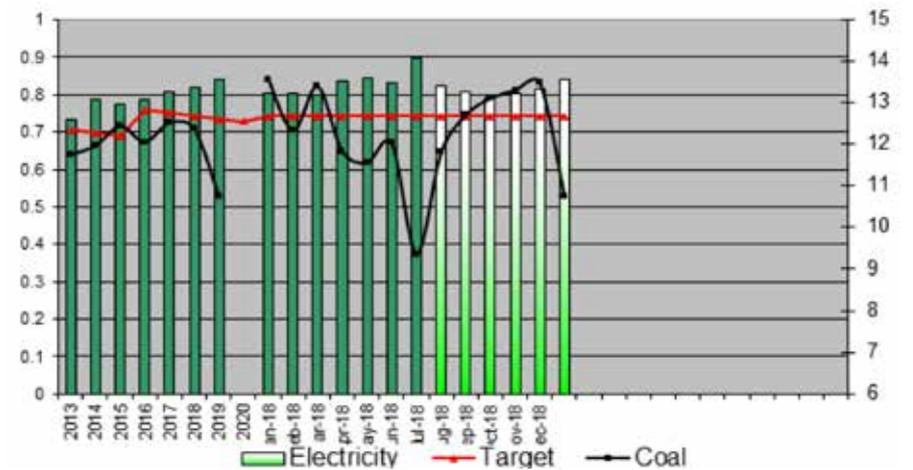
The management of waste remains one of RBCT's environmental priorities. The following waste is recycled at RBCT;

- Used oil
- Sewerage effluent
- Electronic waste
- Paper

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

The Waste License assists RBCT to continuously improve our waste management programmes through waste audits and implementing sustainable waste management plans.

Resource and Energy Use



Occupational Health, Safety, Environment and Risk

Occupational Health, Hygiene and Wellness

RBCT aims to provide a working environment that maximizes wellness and minimizes incidents, illnesses and disorders through health enhancing related activities. The wellness management programme 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, 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 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.

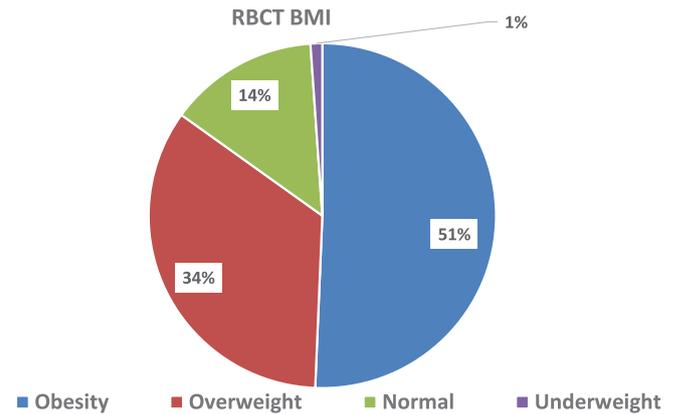
Our Occupational Health and Hygiene Performance

Primary Healthcare Management (PHC) at RBCT provides a first level/essential diagnostics and therapeutic Health Care Service founded on the principals of evidence based medicine to focuses on:

- Assessment and treatment of illnesses e.g. (colds, diarrhoea, headaches etc.).
- Reproductive health programme.
- Health screening and promotion programme including vaccination of our employees and tests such as:
 - » Blood Pressure (BP)
 - » Bloodsugar
 - » Cholesterol
 - » HIV Counselling and Treatment
 - » Emergency Medicine
 - » Chronic Disease Monitoring

Monitoring and management of employees with clinical risk factors remained a priority during the year. There were some improvements to employees with chronic conditions.

The status of the 2018 medical surveillances was 100%. As of December 2018, the HIV prevalence rate at RBCT was 12.92 %, with 98% of the HIV positive employees on anti-retroviral (ARV's). A total of 91% of our employees know their HIV status.



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

Human Factors

RBCT subscribes to SANS 3000-4, a National Standard for health assessment of rail safety workers 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. All our Rail employees have received formal training on fatigue management and have developed much needed skills and knowledge to manage their wellness and ensure fitness for work. The RSR conducted a human factors audit at RBCT during 2018 and the audit report confirms that we are compliant.



Occupational Health, Safety, Environment and Risk

Occupational Health & Hygiene Management

Coal Dust and Silica

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

Noise

Accredited occupational health specialists conduct baseline, periodic, transfer and exit audiometric examinations on employees. Noise is generally treated at source, however where noise cannot be eliminated, signage is posted to remind employees and contractors to wear their hearing protection. All affected personnel are appropriately trained and provided with the necessary personal protection equipment.

Health Risk Assessment (HRA)

The review of the HRA and 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.

Ergonomics Management Programme

An onsite Biokineticist works with the 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 center and runs the rehabilitation programme for employees recovering from different conditions i.e. stroke, musculoskeletal injuries etc. and conducts various ergonomic assessments of employees driving and operating mobile equipment.

Wellness Week

RBCT proactively identifies the symptoms of diseases, providing the opportunity for maximizing prevention and aims to treat the root cause of the disease followed by the implementation of measures to prevent the progression of the disease. The annual RBCT Wellness Week was held in August 2018. It was aimed at improving the health status of our employees and contractors to help identify health risks.



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 from the ZCCI. The award recognizes RBCT's effort in embedding health and wellness programmes.

World Aids Day marked with walk

On 29 November 2018, RBCT commenced a week of voluntary HIV/Aids testing in commemoration of World Aids Day. A candle lighting ceremony was held in every division in remembrance of those who have lost their lives to HIV/ Aids. The event, to mark World Aids Day, was organized by the RBCT Occupational Health Centre. Walkers wore red in support of those living with HIV/AIDS. Participants of the walk carried the message that everyone must 'get tested' and 'know your status'. The walk was done to spread the message that: "Know your status" and "Live Positively" regardless of your status.



Occupational Health, Safety, Environment and Risk

Risk Management

RBCT's Enterprise Wide Risk Management (EWRM), based on ISO 31000, plays an important role in monitoring and managing risks that may either emanate from internal or external factors, which will impact in the achievement of the strategic objectives. RBCT considers risk management as an essential practice in compliance with King IV Corporate Governance requirements. The risks are continuously identified, measured and controlled.

The two main risk categories are:

- Strategic Risks, including a possible source of loss that might arise from the pursuit of an unsuccessful business plan.
- Operational Risks, including a probability of loss occurring from internal inadequacies of a business or a breakdown in our controls.

RBCT continuously monitors and reviews these risks.

RBCT Interface Risk Assessment

RBCT aims to move coal safely and efficiently through a world class Terminal to meet stakeholders' needs. RBCT relies on the whole coal value chain to achieve its strategic goals. RBCT relies on Transnet Freight Rail (TFR) to rail coal to the Terminal, and Transnet National Port Authority (TNPA) to provide the marine services. Interface risk assessments and their reviews are continuously conducted to understand each other's business risks that affect the daily operations and prevent RBCT in achieving its objectives.

Risk Management Tools

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

- Conflict of interest 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 employees.
- Formal policies and procedures are in place to assist with the application of company standards.
- Gift registers to manage gifts received by employees and management. Reports are issued to the RBCT Risk Committee to ensure that 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 with RBCT Management.
- RBCT has a zero tolerance to fraud, bribery, corruption and unfair business practice. All employees can anonymously report such issues through our secure tip off "Whistle Blower" line.
- Risk registers and risk action items are managed on Cura.

RBCT Business Continuity Management

Risk exposure from potential disasters or events that will prevent or disturb our operation is a reality. RBCT makes every effort to ensure that it is protected against risks and threats that could materially impact its operation, however, it is recognized that the unexpected could and may happen, the effect of which could compromise the ability to meet acceptable standards of business.

It is therefore for that reason that the Business Continuity Management programme is an integral part of our business to support management and mitigation of time of disruption to the business should the risk materialize. RBCT aims to continue business at acceptable predefined levels, following a disruptive incident and maintain business resilience.

Protection of Personal Information

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 collected, processed, stored and provides rights and remedies to protect personal information. In order to comply with this act and good practice, RBCT formulated and implemented the PoPI Policy.

The implementation of this policy demonstrates RBCT's commitment in protecting personal information and ensuring that it is appropriately used for the purposes intended for, transparently, securely and accordance with the law.

Operations

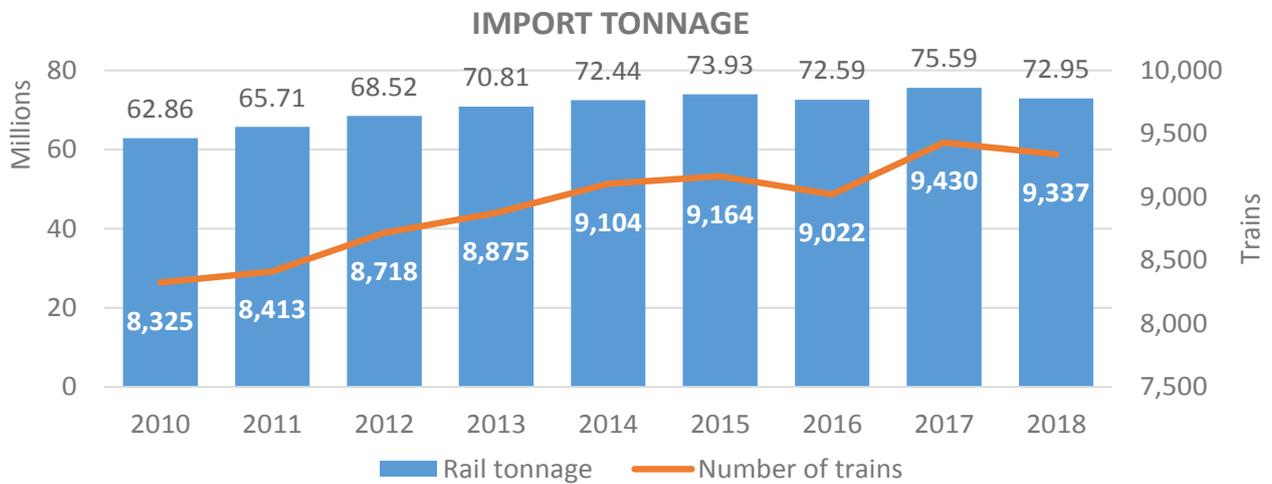
2018 Operational Performance

Railings

In 2018, RBCT offloaded 72.95 Mt of coal.

Transnet Freight Rail (TFR) is our key value chain provider as they rail coal from various mines across South Africa to RBCT. A total of 9 337 trains were railed for off-loading at RBCT in 2018. The Train Turnaround Time (TTT) is a value chain contracted target between RBCT and TFR and can be defined as the time taken from handover of a loaded train to RBCT, to handback of an empty train to TFR. The TTT in 2018 was 3 hours 42 minutes.

Trains can either be stacked on the ground or bypassed directly to a vessel. In 2018, 19% of trains were bypassed. We continue to be aligned with our business partner, TFR, to ensure the supply chain performs well and contributes to increasing volumes.



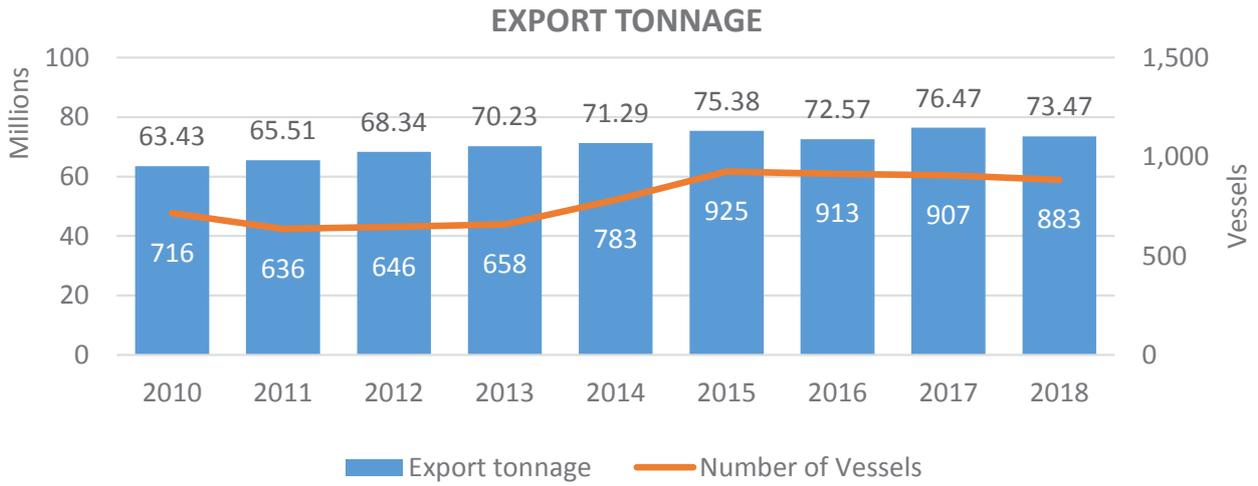
Operations

Exports

In 2018, RBCT exported 73.47 Mt of coal. The export performance was 4% lower compared to 2017 due to tough economic conditions.

TNPA is key to our value chain as they provide marine services to RBCT. A total of 883 vessels were loaded in 2018. Vessel turnaround time is a measure to track efficient handling of vessels from arrival until departure. The average vessel turnaround time in 2018 was 33 hours.

We achieved an export record of 8 128 975 tons in December 2018, exceeding the previous record of 8 023 168 tons, with no injuries.





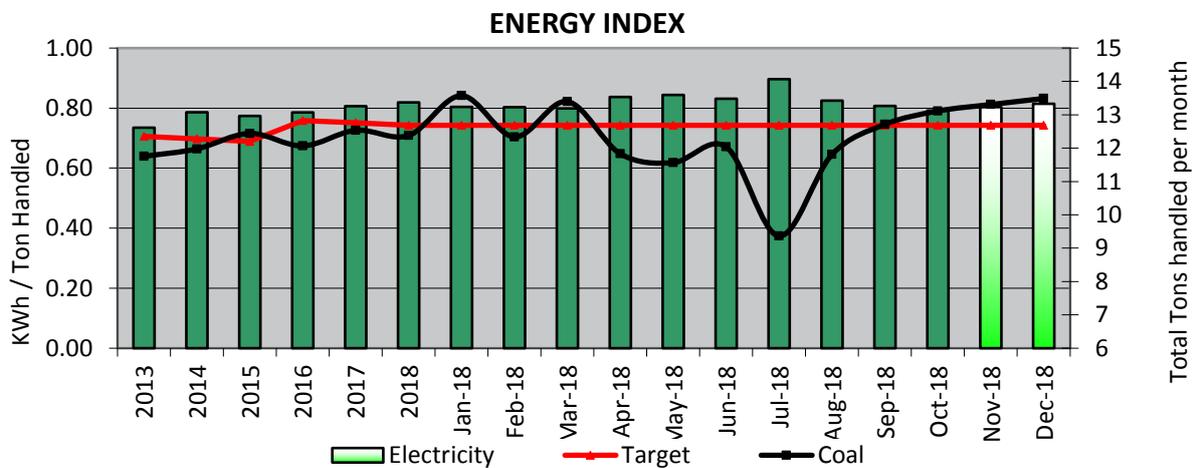
Energy Management

RBCT is committed to saving energy. This is facilitated by a committee called “Yongamandla “ and their purpose is to formulate strategies, implement systems and monitor RBCT’s energy performance on a monthly basis in line with the RBCT energy efficiency/saving policy.

Below are some of the 2018 highlights:

- Energy Management journey (EnMs) – The Business Improvement Manager went on Energy Management system training:
 - a. RBCT partnered with the CSIR to be a candidate plant for Energy Management training
 - b. Energy Policy Awareness
 - c. Identification of Significant Energy Users (SEU's)
 - d. Continuous focus on Energy Performance Indicators
- High Mast Trials – partial roll out of LED lights into the rail loop (28 high mast lights)

RBCT’s 2018 overall average energy index was 0.82. This is 1% higher compared to 2017.



Our People

At the centre of RBCT’s strategic imperative is the PEOPLE Strategy.

Our People Strategy is aimed at employee wellness and business sustainability. Our Talent Management processes are continually reviewed to ensure compliance, relevance, meaningfulness and results.

We have continued along these lines with an increased focus on Employment Equity, employee development, organisational health and team effectiveness processes.

	TARGET	2017	2018
B BAND	88%	91%	93%
C BAND	82%	81%	81%
DL BAND	83%	93%	94%
DU BAND	57%	81%	83%
E & F BAND	75%	83%	83%

RBCT Employment Equity

We would not have achieved the record breaking performance in 2018 without each and every RBCT employee and contractor. In 2018 we focused on innovating through our people. This yielded impressive results on safety (48% improvement) people morale (12% improvement) and on operational efficiencies (export record broken in December 2018 and best maintenance performance since 2005).

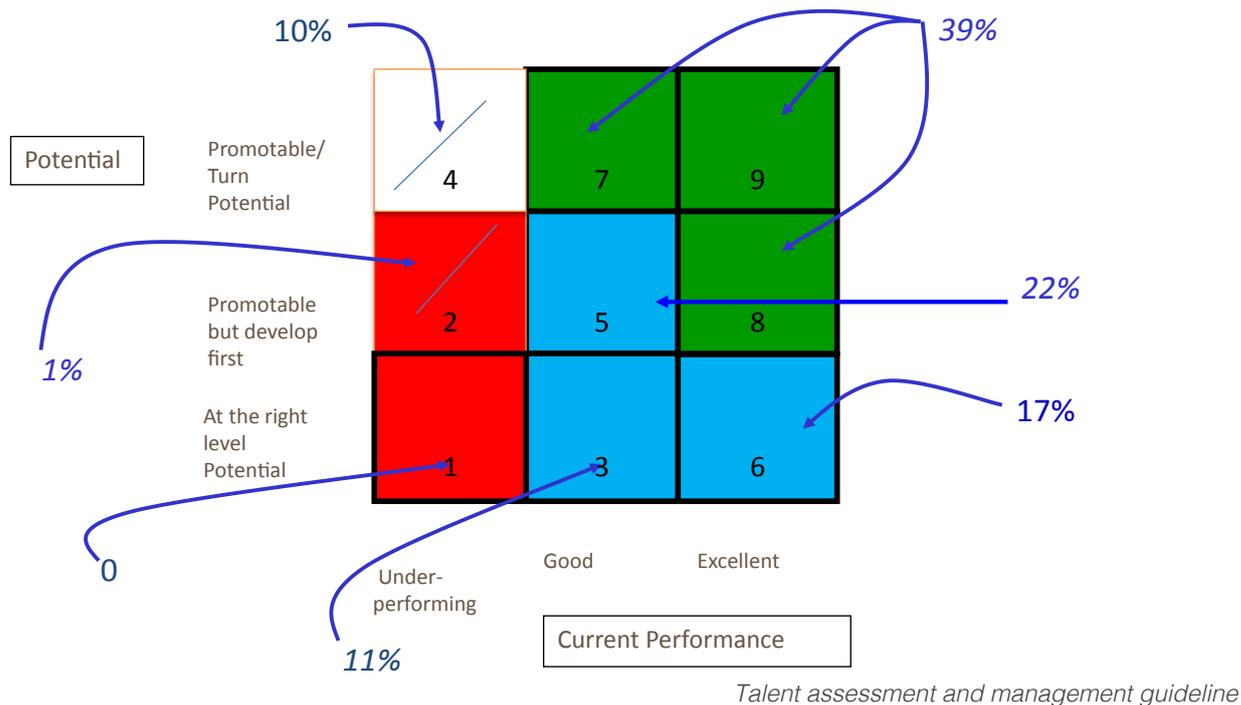


2018 % CHANGE

SURVEY ELEMENTS	ELITE	ABLE	AILING	IMPROVEMENT
Direction	35%	44%	21%	13%
Leadership	38%	37%	25%	9%
Culture and Climate	34%	44%	22%	7%
Accountability	35%	43%	22%	12%
Coordination and Control	29%	51%	20%	13%
Capabilities	32%	43%	25%	14%
Motivation	28%	51%	21%	16%
External Orientation	43%	41%	16%	19%
Innovation and Learning	30%	50%	20%	19%

The Talent Management Strategy continues to add significant value to the organisation with a strong focus on employee development, succession planning and a smooth transition in critical positions. The process embodies a detailed assessment of the employees potential, attributes, attitude, qualifications, performance and career aspirations. Employees are provided with a clear understanding of their potential and performance, while at the same time formulating individual development plans (IDPS). This enables the business to meet employee's career aspirations and current as well as future business requirements. RBCT also prides itself for going beyond compliance on Employment Equity. In 2018 we met and exceeded all our Employment Equity targets, with 30% of the workforce being women. RBCT is also above the sector norm on hiring disabled people. We have a total of 16 disabled employees.

RBCT Talent Engagement

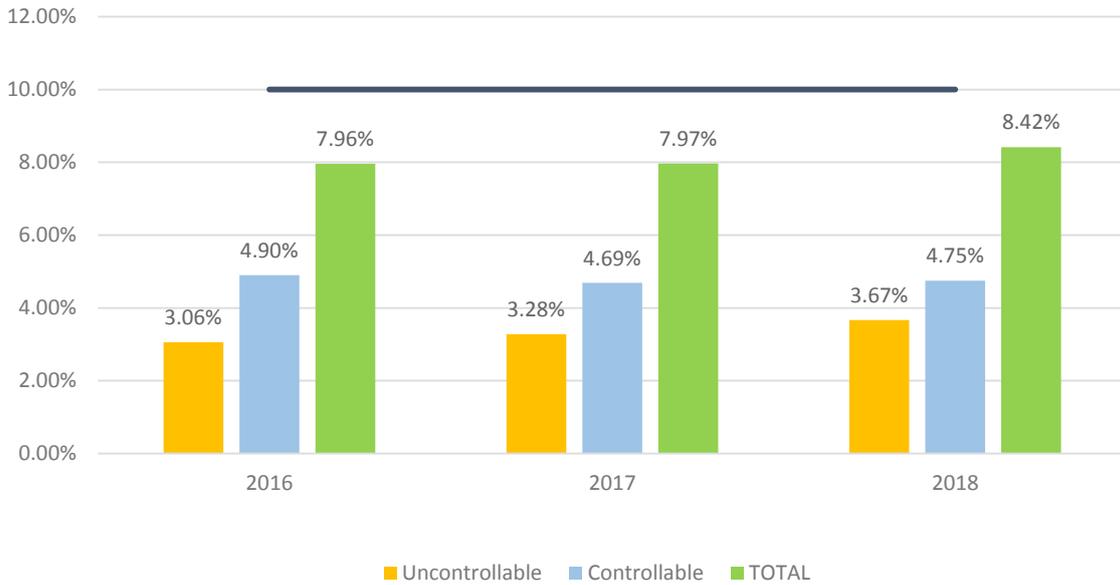


With the focus on employee engagement and on driving a listening culture, it has been critical to maintain the transparent and open lines of communication with our employees. This has been achieved through Team Building sessions, Management Team Visits, Visible Felt Leadership engagement sessions, Imbizo's, Leadership Forums and various other forums, with the focus being to listen to the voice of our employees as well as contractors and to provide the business update. Mission Directed Work Teams (MDWT) continue to be the vehicle of choice for strategy alignment and performance management throughout the business. All teams meet in the morning for no more than 15 minutes to look at what was achieved by the outgoing shift or the previous day and to plan activities for the next Shift/Day.



Our People

LABOUR TURNOVER



Labour Turnover

Our controllable Labour Turnover has consistently remained below the target of 8% over the last three years, i.e. 4.90% in 2016, 4.69% in 2017 and 4.75% in 2018. This is showcasing the success of our Talent Management Strategy and in ensuring the retention of key skills, ultimately giving the business the stability it requires to move coal safely and efficiently.



Skills Development

In line with our skills development plan in 2018, RBCT recorded a total of 47 608 training hours against the 45 262 achieved in 2017. Training completed included: 18 Millwright Apprentices, 20 Operations Trainees, 1 Electrical Engineer, 1 Mechanical Engineer, 1 Mechanical Technician Trainee, 2 AIT/ART Trainees, 1 Industrial Engineering Trainee, 4 disabled learners, and 4 MERSETA Umfolozi College NCV students. RBCT provided Education Assistance to a total of 70 employees, with a total of 223 modules that were registered. Total amount spent on Study Assistance in 2018 was R500 900. In an effort to promote post matric studies, RBCT offered a total of 7 Bursaries to recipients from the local communities to the value of R630 000. RBCT continued to encourage the children of employees to focus on education by offering study grants to the value of R392 000 to the 14 best performing children of employees.



Stakeholder Engagement

During 2016 RBCT concluded a three year wage agreement (2016 – 2019). The climate remained stable in the three years, including 2018. Management and employee representatives meet on a monthly basis to discuss matters of mutual interest. The discussions are held in good faith and the relationship is healthy.

RBCT operates within a network of critical stakeholders, who are pivotal to our success. Key operational relationships were enhanced with TNPA, TFR, Department of Mineral Resources, Department of Labour, together with KwaZulu-Natal Provincial and Local Governments.

Total Training Hours	
2017	45,262
2018	47,608

Professional Training Done	
People Trained	Number Trained
Millwright Apprentices	18
Operations Trainees	20
Electrical Engineer	1
Mechanical Engineer	1
Mechanical Technician Trainee	1
AIT/ART Trainees	2
Industrial Engineering Trainee	1
Disabled Learners	4
MERSETA Umfolozi College NCV Students	4
Total Trained for 2018	52

Education Assistance	Amount
2018	R 500,900.00
Bursary Recipients	Amount
7 - Local Communities	R 630,000.00

Bursary Recipients	Amount
7 - Local Communities	R 630,000.00

Study Grants	
Number of Employee Children	
14	R 392,000.00



Our Community

Stakeholder Engagement 2018

As part of our commitment to 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 (CSI) Strategy plays a key role in enhancing the quality of life in the communities within which our people live. Our aim is to promote the development of self-reliant communities and to facilitate sustainable community development programs. Our 2018 initiatives primarily focused on early childhood development and education. During 2018, we donated R3.2 million to various worthy causes.



RBCT embarked on building the Siqondimfundo Crèche to the value of R2 493 612 in KwaMthethwa, Dondotha area as one of the major projects for 2018.



Sanitary towel project – A total number of 642 girls from 3 schools benefited



RBCT donated an amount of R866 620 to 25 various NPO's to cater for the community welfare as part of our CSI main focus area.

Enterprise and Supplier Development

Driving Enterprise and Supplier Development

Procurement

2018 was a challenging yet rewarding year within RBCT's procurement environment. We saw improved results when compared to the previous year. The reduced 2018 Capital Project spend largely contributed to the improvement of our 2018 Broad Based Black Economic Empowerment (BBBEE) performance. This, combined with understanding and executing of the initiatives aligned to the changes within the elements of the Department of Trade and Industry's Broad-based 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.

RBCT has actively and progressively driven preferential procurement spend for the past 15 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 4 BBBEE rating.

Where commercial criteria are 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

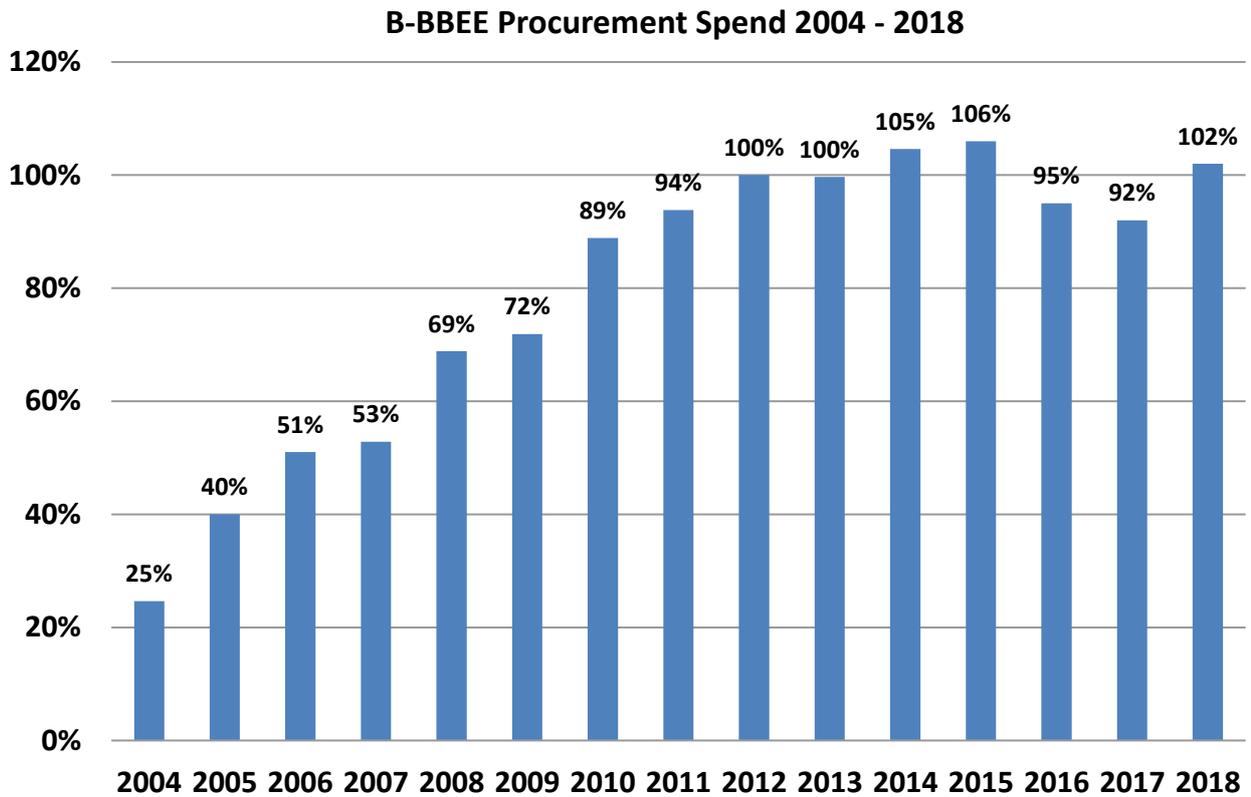
Enterprise development remains a key focus at RBCT and, one of our ongoing initiatives facilitated through our Shareholders, was making available 4 Mt of export capacity to Junior Miners at commercially attractive rates. The allocation of the 4 Mt capacity is managed by the Department of Mineral Resources.

This means that Junior Miners can now 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, hence the allocation of this capacity contributes significantly to enterprise development within the mining environment.

Supplier and Enterprise development 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 as well as potential suppliers to RBCT, in developing self-sufficient business partners. This is achieved through working with committed suppliers and ensuring that all the selection criteria are 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 (DTI's) Codes of Good practice.

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	IMBIZO	An open forum chaired by the CEO to address all employees on business performance and all key matters.
AIT	Artisan in Training	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.
ART	Artisan Recognition Training	ISO 14000	An environmental management system standard published by the ISO
ARV	Anti-retroviral	IWWMP	Integrated Waste and Water Management Plan
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	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
BP	Blood Pressure		
CEO	Chief Executive Officer		
CEP	Coal Exporting Parties		
CSI	Corporate Social Investment		
CURA	Governance Risk and Compliance Software/Enterprise Risk and Compliance Software		
DWA	Department of Water Affairs		
EE	Employment Equity		
ESUP	An Offsite storage dam known as ESUP Dam		
EWP	Employee Wellness Programme	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.
FINCO	Finance Committee	LTIFR	Lost-time injury-frequency rate. The number of lost-time injuries (see above) per 200,000 hours worked.
FRCP	Fatal Risk Control Protocols	MERSETA	Manufacturing, Engineering and Related SETA
GM	General Manager	MIFR	Minor Injury Frequency Rate
HIV/Aids	Human immunodeficiency virus/acquired immune deficiency syndrome	Mt	Million Tons
HRA	Health Risk Assessment		
HSEC	Health, Safety, Environment and Community		
IDPS	Individual Development Plans		

Glossary

Mt/a	Million ton per annum	REMCO	Remunerations Committee
OHS	Organisational Health Survey	RSR	Railway Safety Regulator
OHSAS	Occupational Health and Safety Assessment Specification	SABCOHA	SA Business Coalition on Health and Aids
OPCO	Operations Committee	SANS	South African National Standard
OREP	Occupational Risk and Exposure Profiles	SHE	Safety, Health and the Environment
PHC	Primary Healthcare Management	SLLAM	Stop, Look, Listen, Assess, Manage
PM2.5	is particulate matter 2.5 micrometers or less in diameter	TFR	Transnet Freight Rail
PM10	is particulate matter 10 micrometers or less in diameter	TIFR	Total Injury Frequency Rate
PoPI	Protection of Personal Information	TNPA	Transnet National Port Authority
PROCOM	Projects Committee	TPH	Tons per Hour
RBCT	Richards Bay Coal Terminal	TTT	Train Turnaround Time
RDC20	A dust suppressant used onsite to suppress dust on the ground	ZCCI	Zululand Chamber of Commerce and Industry



Boundary and Scope of this Report

The 2018 Sustainability Report covers the period, 1 January to 31 December 2018.

This report shows a brief analysis of the company's operational logistics and performance 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 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 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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