

# Memorandum

June 2013—Edition 25



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GLENCORE  
COMPANY

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### Message from the General Manager

The now completed merger to form Glencore Xstrata has created one of the world's largest diversified mining and commodity trading companies.

While the journey was lengthy, we thank you all for your patience and understanding. We are now working on the crucial task of uniting the two global businesses and unlocking the full potential of the combined group.

On the first day of operation as Glencore Xstrata a new set of values and priorities were distributed and you will find them now on the group website, our intranet site and noticeboards. Our priorities are: creating value, meeting global demand, sustainability as standard, high quality as standard. Our values are: entrepreneurialism, simplicity, safety, responsibility and openness. We encourage all our people to think about how you contribute to achieving these priorities every day and demonstrate these values in your work, as a team member and in the community.

Importantly, you will see that our commitment to sustainable development remains. We believe our long-term success requires us to prioritise health and safety and environmental management as well as the welfare of all our workers, contribute to the development and well-being of the communities in which we work, and engage in open dialogue with our stakeholders.

This edition of Memorandum includes a story on our performance under sustainable development standards and targets in 2012. It reports on achievements such as our \$393 million in economic contribution, 13% growth in personnel numbers to 351, improved safety performance, effective environmental management and over \$1.4 million invested in our communities.

We look forward to continuing to build on this track record of growth, protection and contribution as part of Glencore Xstrata.



A handwritten signature in black ink, appearing to read 'E Moller'.

**Ettienne Moller**  
General Manager — McArthur River Mining

### MRM now part of Glencore Xstrata

MRM is now part of Glencore Xstrata plc following the successful completion of the merger on May 2.

The merger combines Xstrata's extensive industrial mining and processing experience with Glencore's production and marketing expertise to become one of the world's largest producers and manufacturers of bulk commodities.

The new company remains committed to the safety and wellbeing of 190,000 people working in over 150 mining and metallurgical sites, offshore oil production assets, farms and agricultural facilities in 50 countries.

MRM General Manager Ettienne Moller said while it would be largely "business as usual" on site at MRM, the mine would benefit from being part of a larger and more diversified group.

Six senior Glencore Xstrata executives, including Zinc Industrial Director Chris Eskdale, visited MRM in May as part of an Australia-wide familiarisation tour.

The merger creates an integrated company that is able to capture value at every stage of the supply chain, from sourcing raw materials through to delivering products to an international customer base.

## MRM makes significant contribution to economy

An analysis of health, safety, environment and community measures in 2012 shows MRM contributed significantly to the Northern Territory economy as purchasing and employment began to ramp up with the Phase 3 Development Project.



Long-standing MRM supplier and Darwin business Austal Services celebrated their fifth year providing hydraulics, fuel management and general engineering solutions to MRM in 2012. Pictured are General Manager Stuart Kenny with employee Simon Jackson.

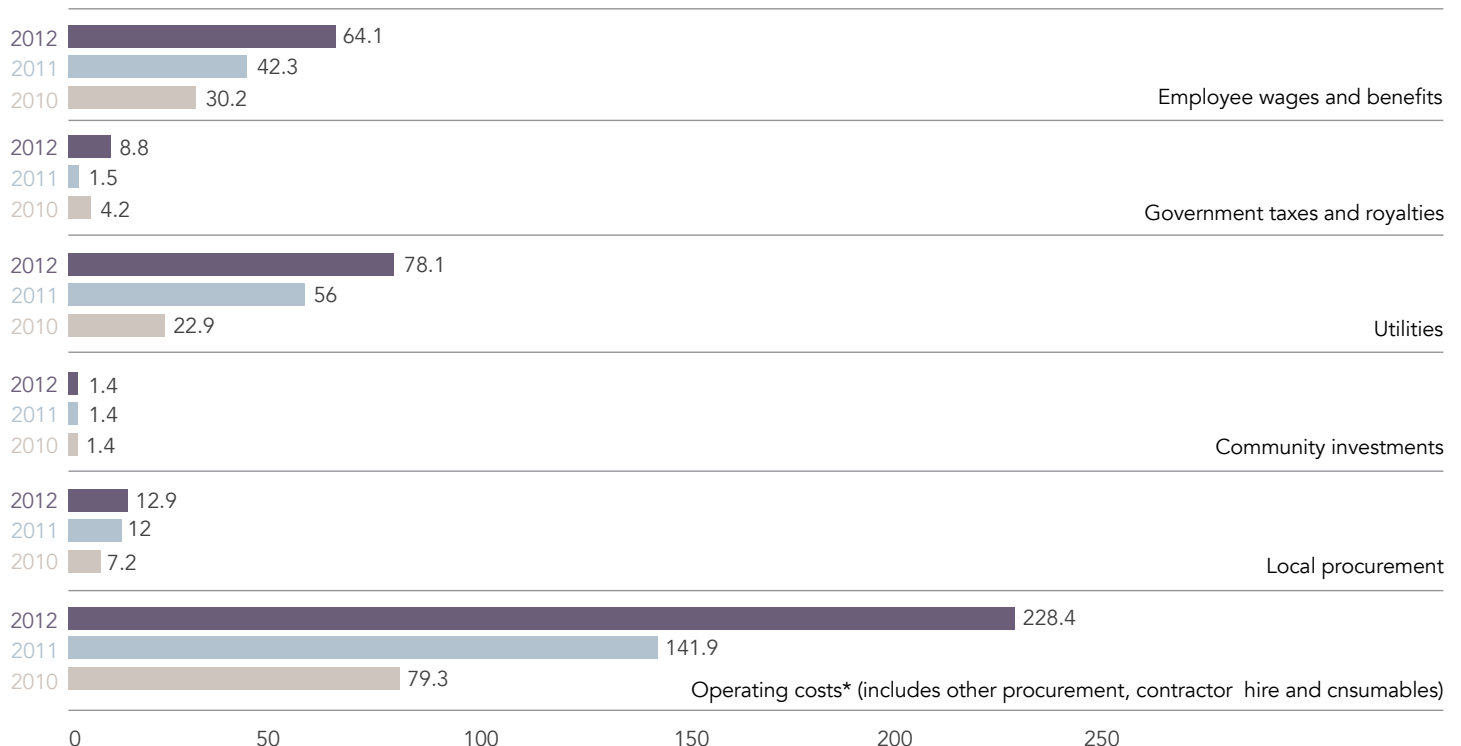
Our economic contribution increased by 51% on the previous year from \$255 million to \$394 million. This included a 61% increase in operating costs to \$228.4 million including procurement, contractor hire and consumables. There was also a 52% increase in employee wages and benefits which reflected the rising numbers of personnel on site.

While total ore mined stayed steady at around 2.3 million tonnes, zinc in concentrate production rose 4% during the year to 202,095 tonnes.

From an environmental perspective:

- \$6 million was invested in environmental management and monitoring with around 40% of this spent on capital projects
- Total water consumption fell slightly by 4% to 18,831ML which is outstanding considering our increased production results. We continued to recycle more than 90% of the water on site
- Our comprehensive monitoring programs continue to show that the mine has had no measurable impact on the quality of water, fish and bird habitats in the McArthur River and Gulf environments.

### MacArthur River Mine economic value distributed (\$m)



## Mine expansion well underway

The Phase 3 Development Project is now well underway with the Northern Territory Government approving the MRM Mining Management Plan (MMP) for 2013 in May.

The MMP outlines activities to be undertaken during the year, management systems to protect the environment and plans of current mine workings and infrastructure. Every operating mine in the Territory is required to seek approval for its MMP each year.

The approval was the final step in moving ahead with the \$360 million project which will more than double production capacity from 2.5 million to 5.5 million tonnes a year from 2014.

MRM has been gearing up for the expansion since late last year, with many of the basics in place to move ahead,

including a construction camp, a new power station underway, expanded mess and accommodation facilities and internal traffic management upgrades to improve safety on site. These actions had been approved under the MMP for 2012.

As the development moved into top speed, so will the opportunities for business and the community.

“We are committed to investing 75% of the capital expenditure and 100% of operational expenditure for the Project with Northern Territory suppliers and industry,” Administration Manager Mike Williams said.



### MRM village dry mess

**Involves:** Extension of the existing dry mess facilities to double seating capacity at meal times.

**Construction timeframe:** January to May 2013.



### New power station

**Involves:** Construction of a new 53 megawatt (MW) gas-fired power station. The new plant will be augmented by the partial use of the existing power station, taking total power supply on site to 68MW.

**Construction timeframe:** October 2012 to January 2014.



### MRM contractor village

**Involves:** Construction of a temporary village adjacent to the existing MRM village to accommodate construction workers with 364 extra beds. Includes accommodation and dry mess facilities. The village will be dismantled and removed once construction is complete.

**Construction timeframe:** November 2012 to May 2013.



## Changeout rooms

**Involves:** Construction of a temporary Clean-In Clean-Out facility including showers, laundries and a crib room for use by construction contractors. The facility will be dismantled and removed once construction is complete.

**Construction timeframe:** November 2012 to March 2013.



## Stores warehouse

**Involves:** Construction of a new 800 square metre warehouse and stores area adjacent to the MRM village, separating stores from mining activities to improve safety and amenity.

**Construction timeframe:** August 2012 to September 2013.



## Bing Bong concentrate shed

**Involves:** Extension of the existing concentrate shed to increase capacity from 60,000 tonnes to 90,000 tonnes.

**Construction timeframe:** December 2012 to June 2013.



## Tailings dam

**Involves:** Raising the height of Cell Two by 4m to increase freeboard and extend the life of the dam.

**Construction timeframe:** October 2012 to May 2013.



New Roper Gulf Shire Services Manager Bob Pahl with Borroloola School Principal Graeme Matthews.



Mental Health Nurse Janet Walk, Traditional Owner Samuel Evans, Trish Elmy from Savannah Way, Stuart Bate from Robinson River and Alison Doyle from Mabunji.



CRG Chairman Syd Rusca, Stuart Bate from Robinson River and MRM Senior Community Relations Advisor Chrissy Joll.



MRM Health, Safety, Environment and Community Manager Gary Taylor with David Harvey and Graham Friday.



Traditional Owner and Ranger Graham Friday with MRM General Manager Ettienne Moller.

## Community Reference Group meets

The Community Reference Group (CRG) meeting held in Borroloola on 13 May covered a broad range of issues from Xstrata's merger with Glencore and what that meant at a site level, through to wet season rainfall.

Members representing Traditional Owners, the community, government and business make up the CRG, which meets regularly with senior MRM managers.

MRM General Manager Ettienne Moller assured the CRG that it was business as usual at MRM following the Glencore Xstrata merger and gave an update on a range of projects underway on site at both the mine and Bing Bong Loading Facility as well as environmental studies.

He said results of environmental studies were regularly published in *Memorandum*.

Community members were interested in the dredging program at Bing Bong, which has been underway since late January, and how it could impact on marine life.

Ettienne said all spoil from the dredge was contained in ponds on land rather than put back into the ocean. Water monitoring has taken place throughout the program and would continue for several months after dredging is complete.

The meeting was also the opportunity for the CRG members to meet new MRM Community Benefits Trust Project Officers Jason Elsegood and Wendy Moulds.

## New Trust project team

New Project Officers have been appointed to the MRM Community Benefits Trust.

Jason Elsegood and Wendy Moulds from IE Project began regular visits to Borroloola in May to meet community members and organisations.

With extensive experience in community development, project management and consultation, both Jason and Wendy are ready to help the community connect with the Trust to bring lasting benefits to the Gulf region. The Project Officers are responsible for all contact with organisations seeking and receiving grants from the Trust.

Jason has worked with a range of communities and organisations to develop projects, programs and services. His networks and contacts in Indigenous Australia are extensive and bridge a range of sectors and communities in both urban and remote settings.

Wendy has worked across the government, private and not-for-profit sectors and has a strong background in training and employment. She is experienced in business management, marketing, human resources and project management, with a special interest in helping to close the gap for Indigenous Australians through the benefits of participating in employment.

During their first visit to Borroloola in May, Wendy said she understood the challenges of putting together submissions for funding.

“Part of our role will be to help smooth the process so people are able to put their best case forward,” she said.

Jason said he was looking forward to working with people within the region to bring their ideas forward.

“Our first task will be to gain a better understanding of the ideas and aspirations of local people,” he said.

“We will draw on the wealth of consultation background we have on the region and we’ll also be talking directly with local people and groups to get a deeper understanding.”

*Posters will be placed around the community to promote when Jason and Wendy will be visiting the region. Wendy can be contacted on telephone 0400 247 313 or email [wendy@ieproject.com.au](mailto:wendy@ieproject.com.au) and Jason on telephone 0417 864 769 or email [Jason@ieproject.com.au](mailto:Jason@ieproject.com.au)*



Jason Elsegood and Wendy Moulds are the new MRM Community Benefits Trust Project Officers.

## Migratory bird studies show explosion of life



Godwit in flight.



A sharp-tailed sandpiper.

A drier than usual wet season may be responsible for a massive increase in bird life identified in the latest migratory bird studies of the McArthur River coastal floodplain.

Surveys in February and again in April recorded large increases in bird life, particularly of the Sharp-tailed Sandpiper, which accounted for most of the increase. More than 7,400 of the species were counted in February 2013, compared with less than 500 in counts at the same time each year over the previous three years.

The surveys are conducted at two separate times each year. The January/February survey captures birds that forage in coastal habitats in the Australian summer from September to April. The April survey records when they are flying north again.

Ornithologist Paul Barden from Ecological Management Services said the area has been recognised as important for migratory shorebirds and other wetland birds, including

a number of species listed under the *Commonwealth Environment Protection and Biodiversity Conservation Act 1999*.

The biannual surveys include counts from both the ground and air, looking for significant changes.

In total, 38,100 birds were counted in February, representing a 42% increase over the same time last year.

Paul said the increases may have been due to the unseasonably dry wet season, with less water at inland freshwater habitats forcing birds to move closer to coastal areas.

“The regional distribution and abundance of shorebirds may alter on a variety of broad-scale environmental factors including habitat, seasonal and climatic characteristics which may alter the local distribution, foraging and roosting behaviour of shorebirds,” his February report states.

Results from the April survey will be available later in the year.

## Dry wet complements water management initiatives

This year’s dry wet season at McArthur River has added to our ability to better manage water on site.



McArthur River received around 150mm less than its average annual rainfall, with just 642mm recorded this season.

Health, Safety, Environment and Community Manager Gary Taylor said while many people welcomed good rainfalls during the wet, a dry year contributes to other MRM initiatives to manage water and wastewater.

“We now have significant capacity to store water, with a 1 gigalitre (GL) void in underground storage, 1.5GL in the fresh water overflow dam and 2GL in Cell Two of the tailings dam,” Gary said.

The dry year is an added bonus to the proactive efforts made by MRM to address the perceived risks raised by the Independent Environmental Monitor about water levels in the tailings dam. Since 2006, MRM has invested more than \$9 million into improving the tailings storage facility and managing seepage, including programs to lift the Cell 2 wall, recycling 100% of the stored water back into the processing plant, constructing emergency spillways and installing evaporation technology.

“Cell Two of the tailings dam has been raised by 4m this year reducing the risk of the cell overflowing in a catastrophic rainfall event to virtually zero,” Gary said.

“We also work throughout the year to keep water levels low using recycling and evaporation. When we get a dry year like this, it adds to our efforts.

“It puts us in the best position we have been for five years to manage water and protect the environment.”



Passengers disembark the Airnorth flight at McArthur River Mine airport. Photo: Dennis Schultz.



Michael Bridge says working with MRM has been a catalyst for growth. Photo: Dennis Schultz.

## Airnorth celebrates 35 years

As Darwin company Airnorth celebrates its 35th anniversary in July this year, CEO Michael Bridge reflects on how its growth over the past decade has been intrinsically linked with that of McArthur River Mine.

They fly a quarter of a million passengers to destinations across Northern Australia and beyond every year and are proudly Australia's second oldest airline brand.

It's a far cry from humble beginnings in 1978 when Airnorth began with a couple of planes making charter flights to remote Territory communities.

Today Airnorth is a powerhouse of Australian aviation, boasting the youngest and most technologically advanced aircraft fleet in regional Australia.

The airline has just taken delivery of its fourth Embraer E170 jet, a \$30 million investment and show of confidence in the future of the Territory and its own airline.

Airnorth's relationship with MRM began in 1991 when the mine was still known as the HYC (Here's Your Chance) deposit.

Back then Airnorth operated flights to the mine carrying mainly freight on five-seater planes, moving up to seven-seaters and beyond as mine operations

grew. Three years later in 1994, the relationship ended when another contractor won the tender to provide the mine's travel requirements.

Michael was determined to win the work back and in 2003 realised his plan when Airnorth won a 10-year contract to provide regular fly-in fly-out services using a 30-seater turbo-prop aircraft.

It was the beginning of a relationship that would change Airnorth's future. In 2006 the two companies began negotiations to increase passenger capacity to meet the demands of the major mine redevelopment to open pit operations, with the workforce growing from around 350 to 540.

"Obviously they were going to need a bigger plane. So the opportunity was there for us to bring in the jet, which came into service in 2007," Michael said.

"The introduction of the jet has completely transformed our business. Every market we have put that jet into has grown overnight."

Michael said the key to success was MRM's collaborative approach to the contract. It was a win-win for both companies. It provided the passenger capacity needed by MRM at an efficient cost while allowing Airnorth to leverage the contract for growth.

In addition to servicing the mine's requirements, the McArthur River flight also operates as a regular passenger route, providing a vital link for Borroloola residents who would otherwise have to drive 950km by road to Darwin or charter a private plane.

## Airnorth Fast Facts

- Celebrates 35 years on 4 July 2013
- Australia's second oldest continuously operating airline
- One of only 14 certified High Capacity Air Operators in Australia
- Employs more than 200 Territorians
- More than 185 scheduled flights a week
- Flies to 16 destinations in three countries
- Carries more than 250,000 passengers a year
- Operates nine return flights a week between Darwin and McArthur River.

## Global employee survey

Our employees have rated MRM well above industry standards for working conditions in a global survey of Xstrata Zinc workplaces.

When asked about working conditions, 73% of employees responded favourably about MRM compared with a global mining industry benchmark of just 55%, positioning the company well as an employer of choice.

The survey was conducted in late 2012 among Xstrata Zinc employees across the world and compared them both data collected two years ago, as well as global industry benchmarks.

MRM improved its performance in a number of key areas including listening to employees, respect for managers, performance evaluation, working conditions and work flexibility to allow employees to meet personal and family needs.

The survey also indicated a number of areas for improvement including perceptions about internal communication, providing more opportunities for promotion, the need to better establish priorities within teams, better encouragement of innovation and more diligence with safety issues.

MRM General Manager Etienne Moller said significant improvements since the 2010 survey were the result of new initiatives implemented across the mine. For MRM the 2010 survey led to:

- o A 30% increase in training expenditure from 2010 to 2012 year to date.
- o Better feedback from and to the Sustainable Development (SD) Committee. The SD forums allow us to provide feedback to the SD and HSR reps to the SD committee.

This latest survey results are already being acted on with new programs including:

- Implementation of the Xceed Leadership Series to develop the skills of those who manage people
- Introduction of the Safety Leadership Program as part of Xceed which is involving everyone in the business in building a stronger safety culture
- Finalisation of the MRM Enterprise Agreement with increased benefits
- Advertising job vacancies on noticeboards and in Borrooloola to ensure people are aware of new opportunities
- Introduction of the new Operator Training System in the mining department which provides clearer parameters around career paths and selection criteria for training
- A focus on performance management and review of our Personal Effectiveness Review procedures and how they are implemented to ensure consistent application across the business.

Etienne said he was particularly pleased with the increased engagement of employees in the 2012 survey, with 240 participating (68% of our employees) compared with 82 respondents in 2010.

“This gives us a high level of confidence that the results reflect the views of our people,” he said.

“The improvement in key results show that the programs we have put in place since 2010 are working.

“Our focus now is refining an action plan around the areas of improvement our people have identified.”



King Ash Bay Fishing Club President Norm Cunningham with Champion Reef Angler Val Rogers.

## King Ash Bay fishing competition

Anglers weighed in around 300 fish in the annual King Ash Bay Fishing Competition over the May Day long weekend.

MRM is the major sponsor of the event, which had been postponed from Easter due to high rainfall.

Drawing competitors mainly from the King Ash Bay and Borrooloola areas, this year's event attracted 161 anglers.

Despite windy conditions on the first day of competition, the weather calmed down for some serious fishing on the Sunday.

## We salute the achievements of young Territorians

Congratulations to Rachael Muller, the 2013 Northern Territory Young Achiever of the Year in the MRM Regional and Rural Initiative category.



Ettienne presents the Rural and Regional Initiative award to Rachael.

MRM salutes this remarkable young woman, who was also named the overall Northern Territory Young Achiever of the Year at a ceremony in Darwin on 6 May.

Rachael is a teacher in the remote Aboriginal community of Imanpa, 200km south west of Alice Springs. She has a strong motivation to help provide a quality education for all students regardless of socio-economic factors, environment, location or capability.

In presenting the Regional and Rural Initiative award at the ceremony, MRM General Manager Ettienne Moller said finalists in the category were an inspiration to all young Territorians, particularly those coming from remote and regional communities.

“We’ve seen in Borroloola how good role models can inspire others,” Ettienne said.

“It’s one of the key reasons we support the *Strong Start, Bright Future* program at Borroloola School, as well as this award for young achievers.”

Rachael Muller is a firm believer in ‘we teach what we are’ and she has committed herself to a lifelong learning approach.

During more than three years in Imanpa, Rachael has been instrumental in introducing a variety of programs which have improved learning outcomes for her students. They include creating a quality learning environment for students with special needs, improving attendance rates for all students in the community and developing community partnerships between staff, students, parents, families and service providers.

Her biggest achievement so far has been seeing the first two students in the college’s history successfully complete a year 11/12 unit towards their school leaving certificate.

She is now inspired to learn about other teaching methods to help improve success rates for the college and for the future of young people in the Imanpa community.

Rachael can often be found on weekends and holidays participating in professional training and development programs that help her improve the academic results and life opportunities of her students.

We congratulate Rachael for her success in showing what can be achieved when you value responsibility and entrepreneurialism.

## New airport parking arrangements

New vehicle parking arrangements are now in place at McArthur River Airport.

Borroloola and Gulf region residents and visitors using the airport now have a dedicated parking area outside the security boom gate and a new concrete pathway leading to the terminal.

The arrangements mean drivers dropping off or picking up passengers will no longer be required to undertake a breath test to comply with the mine’s zero alcohol policy for driving on site.

Exceptions can be made in advance for those passengers with limited mobility.

“As a safety advisor, I sometimes get ribbed by the guys for being tough on them, but they come around. I want to go home to my family at the end of my swing and I know those guys do too. ”



Leonnies Thomson—“With little steps you can climb a big mountain.”

## Leonnies's story

When her job and her relationship shifted gears three years ago, safety advisor Leonnie Thomson found herself at a fork in the road. A friend who worked at MRM as a truck driver suggested she try the mine life. Now she successfully juggles her family and career and admits it has made them all happier and more resilient than ever.

## Celebrating the women of mining

Women cope better than men when it comes to living the FIFO lifestyle, new research reveals.

The study was conducted by the Australasian Centre for Rural and Remote Mental Health over a 12-month period at a remote site in Western Australia.

The centre said women were more likely to be organised at home, exercise on site and reduce alcohol intake, enabling them to better deal with separation from family and friends and reduce stress.

In this special feature, we've spoken to four women at MRM to find out about their FIFO experiences.

“The lifestyle of working a fly-in fly-out job has definitely been a challenge—the biggest is family. But now when I'm home I really get to spend quality time with my kids.

My children are 18, 16 and 8. While the older boys can be pretty independent, my daughter is still young. Luckily, my ex-husband and I have come to an arrangement that keeps the kids together and well cared-for when I'm away at work.

When I'm at work we keep in contact via social media. The best invention is Skype because I can talk to the kids face to face. It's great for them and so much better than a phone call. Our time apart is just physical because I'm still here for my children whenever they need me.

What you end up doing is working constructively with your family to make things work. And we no longer take each other for granted. I can remember being at home and the kids would just walk in the door and ask what's for dinner before escaping into their own world. It's not like that anymore.

Getting off the plane for the first time was a bit of a shock. The isolation of the place was confronting then, and sometimes is still now.

The Women in Mining Group has been a great way to come together with women who have the same issues. It shows you're not alone. For the young girls in particular, I think it gives them strength and more confidence. With little steps you can climb a big mountain.

I've previously worked in safety, but a mine is like a new world. The interaction between massive pieces of machinery and people means we can't be complacent. Yes, I sometimes get ribbed by the guys for being tough on them but they come around. I want to go home to my family at the end of my swing and I know those guys do too.

Now I look back and realise what a breath of fresh air this change has been. It's the best thing I've ever done in my life. I love working here—the people, the great mateship and the challenges of the work.”

## Helping women through the “middle” years

Keeping women in the workforce through the “middle” years of their career is one of the hardest challenges for a FIFO site, according to MRM Human Resources Superintendent Gerlinda Williamson.

The female workforce of mines tends to be dominated by women in their twenties and those aged in their mid-40s or over as the juggle between family and work takes its toll.

But the challenges will never stop the mining industry from looking for ways to support women combing their careers with their families.

“Having more women on site brings greater diversity to our workforce and allows us to tap into a broader range of skills,” she said.

MRM and its employees recently negotiated a new Enterprise Agreement that includes improved paternal leave arrangements, among other benefits.

Women can now access up to 10 weeks paid maternity leave, along with a period of unpaid leave, depending on your length of service. This is in addition to MRM’s commitment to flexible rosters, which has been a feature of our working arrangements for some time.

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## Anzac Day Service

Around 300 MRM staff and contractors paused to commemorate Australian and New Zealand soldiers at dawn on Anzac Day.

The memorial service was organised by MRM Training coordinator Bill Wilton, himself a former soldier.



## Group brings women together

Women working at MRM have come together to help each other learn and grow.

The Women in Mining Group meets regularly to share ideas, hear from guest speakers and undertake activities they may otherwise never try.

Activities have included an International Women’s Day dinner with local residents in Borroloola, a guided night walk through Caranbirini Conservation Reserve, a workshop on social media, speeches from visiting inspirational women and even a night out at the MRM clay target shooting range.

The formation of the MRM group was inspired by Women in Mining, a national network that advocates for and supports the attraction and retention of women in the mineral resources industry.

Group mentor and MRM Mining Manager Karissa Grenfell said the level of interest from women at MRM towards the Women’s Group had been fantastic.

“The biggest thing that has surprised me since starting the group is the real hunger that exists for this type of interaction and the honesty shown by women,” she said.



Karissa is helping women working at MRM to connect and learn.

## Eddie swaps tools for fishing rods

MRM Site Electrical Superintendent Eddie Thomas is swapping his tools for a fishing rod.

He retired from MRM in May after 18 years on the job.

Eddie came to MRM in 1995 after a career in mining at Lithgow and a stint at an electrical company in Darwin.

“I saw the ad in the paper to work here and decided it was the lifestyle for me,” he said.

“What I love most about this place is the people. There’s a great comadarie here.

“In other places you have the fitters here, the sparkies there, the underground people over somewhere else ... but here we’re all just part of the same team.

“I’ve met a lot of nice people and made a lot of good friends. Everyone’s always ready for a laugh.”



Eddie Thomas, centre, with Metallurgy Manager Vince Garner and Projects Manager Sam Strohmayr.

Eddie plans to get in some fishing, visit family down south and is in no rush to make up his mind about what to do after that.

“My sister said: ‘Why would you want to give up work? You’re fit and you’re healthy’,” Eddie said.

“I said that’s exactly why I want to give up work, because I am still fit and healthy. I’m going to enjoy it while I can.”

## Workers try their hand at clay target shooting

A new Clay Target Shooting Club operating at MRM is giving workers an opportunity to try a new pastime.

Established early this year, the club has attracted a dozen members keen to try the sport.

Club president Dave Searl said the sport added to a range of activities already available to workers on site.

“When you’re away from home, people are looking for something to do other than work or sleep,” he said.

“We’re lucky to have a lot of activities on site involving sports and this adds to what is already available.”

Club safety officer Geoff McCumstie provides regular safety sessions for members and all new club members need to undergo a safety induction before loading up.

A number of “try-out” nights have been held for newcomers, including a special session for the MRM Women in Mining Group.

Full members automatically become members of the Australian Clay Target Association, the national peak body for the sport.



Johnna Redick tries her hand at clay target shooting.

## Safety results

Injury rates were reduced in the March quarter as MRM continues to implement training and systems to keep our employees and contractors safe.

Our aim is to ensure zero harm and an injury free workplace for all our people.

Everyone, whether an employee or a contractor, deserves to go home in the same fit state they arrived in for work.

As can be seen in the graph, our Total Recordable Injury Frequency Rate (TRIFR) has now dropped to below 6.0 on a 12 month moving average basis, compared to over 10 at the same time last year. Our challenge is to keep this low or lower for the rest of the year.

For 2013, MRM has a target TRIFR of 6.9 and a Lost Time Injury Frequency Rate of 1.2.

TRIFR is a KPI that tracks all recordable injuries including lost time injuries (LTIs), Restricted Work Injuries (RWIs) and Medical Treatment Injuries (MTIs) for all employees and contractors.

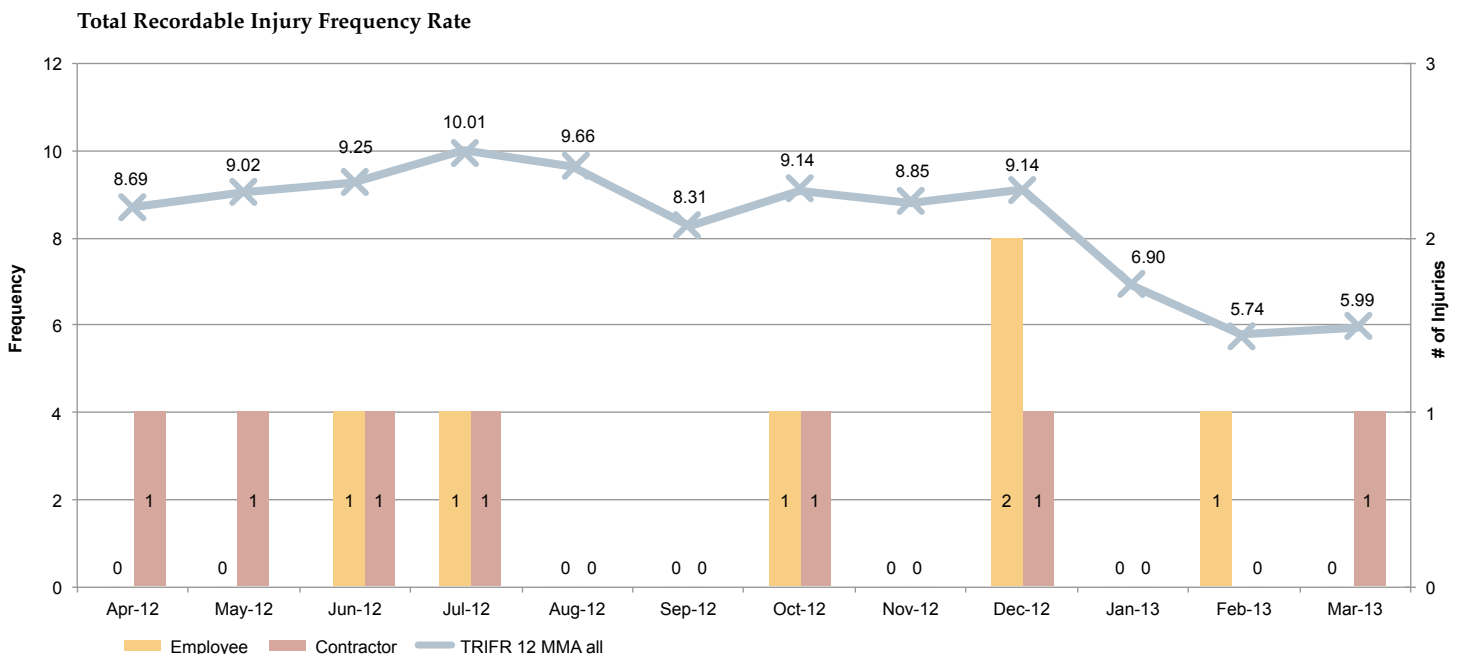
TRIFR is calculated by dividing the number of recordable injuries by the number of man hours worked at MRM (this includes all employees and contractors). It's important to understand that from a regulation perspective, MRM is responsible for the health and safety of every individual that comes onto the site whether an employee or a contractor.

In the March quarter, there were just two recordable injuries—one involving an employee and the other involving a contractor. Activities conducted to improve safety during the quarter include:

- a review of mining and workshop procedures
- an external audit of mining training
- monitoring of the collision avoidance system
- internal audits on high risk activities such as working from heights and isolations
- review and implementation of operational procedures
- setting targets within the site Sustainable Development annual plan and strategy
- a site annual risk assessment
- commencement of a metallurgy risk assessment
- introduction of the Safety Leadership Program as part of the Xceed Leadership Series and involving all leaders and their teams in building a stronger safety culture.



MRM leaders visited Lady Loreta for a site tour and discussion with the management team as part of the Leadership Fundamentals program delivered by Melbourne Business School for our zinc business. This program is part of the Xceed Leadership Series.



## New faces



**Courtney Dwyer**  
Purchasing Officer

Territorian born and bred Courtney Dwyer has packed a lot into her short career. She'll try her hand at just about anything. Following a chance encounter with MRM Indigenous Employment Coordinator Glenn Castillon, she has found a new home at MRM.

**What experience and skills do you bring to MRM?**

I have had experience across a range of areas including administration, customer service, management, sales, numerous heavy machinery operations, civil construction and warehousing.

**What brought you to MRM?**

A few years ago I took a step back and began to take a serious look at what I want to do with my life and career. After doing some research and a lot of hard thinking, the mining industry was one of a few industries that appealed to me. I completed a Cert III in Civil Construction Plant Operations and I was fortunate enough to meet Glenn Castillon at an information day where he gave a presentation on working at McArthur River Mine.

**What does your job involve?**

My responsibility is to ensure that all required supplies, from food to machinery parts and everything else in between, are ordered and supplied onto site.

**What do you do for relaxation?**

I enjoy reading a good book, socialising with friends over dinner or coffee and spending time with my family. I love to get away for a bit—random adventures or camping trips are a must. I'm also a bit of a gym junkie, and enjoy taking care of my health, fitness and wellbeing.

**What is your favourite book?**

Anything by Dean Koontz, Stephen King or Bryce Cortenay. I am about to start *The Apocalypse* by Dean Koontz, which I'm pretty keen on getting stuck into. I also admit to being a fan of the Harry Potter books and movie series.



**Craig Dobson**  
Environmental Advisor

Originally from the mid-north coast of NSW, Craig has been living in the Northern Territory since 2006. He recently travelled overseas for two years, backpacking through South America and the USA with girlfriend, Alyssia.

**What experience and skills do you bring to MRM?**

I have been working in various technical and leadership roles with Rio Tinto for almost eight years and I also spent five years in an open-cut work environment at Ranger in Jabiru.

**What brought you to MRM?**

I started looking for work in the NT after returning from overseas. When I saw the MRM Environmental Advisor role advertised, I knew that it would be a challenging, interesting and rewarding position. I have not been disappointed.

**What does your job involve?**

Supervision of the very capable environment team as well as management of the large environmental monitoring program, rehabilitation of the McArthur River diversion, and providing general assistance across site to help MRM improve its environmental performance.

**What do you do for relaxation?**

I like camping, fishing and hunting on days off. I sold my boat and 4WD before heading overseas so it's time to start saving for new ones.

**What is your favourite movie and book?**

No specific movie comes to mind. I did watch *Argo* at the deckchair cinema the other night, which was entertaining. I'm currently reading *Bury My Heart at Wounded Knee*, which we picked up when visiting the Little Bighorn Battlefield in eastern Montana.