



**SOHAR  
ALUMINIUM**

**SUSTAINABILITY  
REPORT 2014**





# SOHAR ALUMINIUM

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## MILESTONES

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Formation of Sohar Aluminium	September 2004
Commencement of construction	January 2006
Start of first pot	June 2008
First export shipment	July 2008
First downstream hot metal delivery	August 2008
Achieved full capacity	February 2009
Inaugurated	April 2009
Technical completion certification	June 2009
Larger Anode	March 2010
Cumulative 1 million tonne of Aluminium produced	August 2011
Cumulative 2 million tonnes of Aluminium produced	June 2014
First Pot Changeout Program Completed	November 2014

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# Business Strategy Map

## شغف الإمتياز لإستحقاق الأفضلية

ص  
MINIUM

### الأداء المالي

المحافظة على مركز متقدم في الربع الأول في صناعة الألمنيوم وتوليد الطاقة. الإستغلال الأمثل للمواد المخزنة ورأس المال المشغل مع الإدارة المثلى للمخاطر. الوعي التام بالتكاليف على جميع المستويات. تمويل النفقات الرأسمالية لزيادة العائدات للمساهمين وتعزيز إستدامة المصنع.

### Financial Strength

Retain 1<sup>st</sup> quartile position in Aluminium & Power businesses.  
Optimise inventory and working capital with proper risk management.  
Strong cost awareness at all levels.  
Capex funding to maximize return to shareholders & plant sustainability.

### المسؤولية الإجتماعية للشركة

تعظيم التأثير الإيجابي لخدمة المجتمع. تعزيز أهمية صغار المنيوم في المجتمع. دعم وتشجيع الموظفين للتطوع في خدمة المجتمع. الإلتزام بدعم الصناعات التحويلية من أجل خلق وظائف.

### Corporate Citizenship

Maximize positive impact in community services.  
Recognized as an asset by surrounding communities.  
Support & encourage employees into community volunteering.  
Committed to support downstream job creation.

### العملاء

الإلتزام برضا العملاء وتحقيق توقعاتهم العالية وتوفير الإعتمادية بالإضافة لتعظيم القيمة لمساهمينا. السعي المستمر للبحث عن مصادر دخل جديدة.

### Customers

Meet the highest customer expectations in product quality & supply reliability, while maximizing the shareholder value.  
Constantly look at new sources of revenue.

التمكين

Empowerment

العمل الجماعي

Team work

4



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## ABOUT THIS REPORT

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This report reviews Sohar Aluminium's economic, environmental and social performance as key contributors to sustainable development during 2014. For this, our sixth annual sustainability report, we continue to apply international best practice in sustainability reporting and transparency through the adoption of the Global Reporting Initiative (GRI) G4 reporting guidelines. This report was developed using the GRI G4 Sustainability Reporting Guidelines, "in accordance" option core. The GRI G4 Content Index and the Materiality Disclosure Service Organizational Mark can be found on page 61. For more information on this report's parameters please refer to Appendix A.

This report can be downloaded as a PDF file from the Sohar Aluminium website:  
[www.sohar-aluminium.com](http://www.sohar-aluminium.com)

### Feedback

We appreciate your comments and feedback on this report. Please send your input to our contacts below:

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Phone: +968 26863000  
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Corporate Affairs Department,  
Sohar Aluminium,  
PO Box 80, PC 327,  
Sohar Industrial Estate,  
Sohar, Sultanate of Oman

Should you wish to give feedback or report anything concerning Sohar Aluminium please contact us at [hotline@sohar-aluminium.com](mailto:hotline@sohar-aluminium.com) or +968 26863317.



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## MESSAGE FROM CHAIRMAN

Under the wise guidance of His Majesty Sultan Qaboos bin Said Al Said, Oman is moving forward with an ambitious sustainable development plan focused on economic diversification, capacity building and private sector development. Since operations began in 2006, Sohar Aluminium has contributed significantly to the economic and social development of the Al Batinah region of Oman through direct employment, community projects, revenue and expenditures.

Sohar Aluminium continues to be a leader in the Sultanate's burgeoning metals and industry sector through our investment, our operational efficiency, our partnerships with downstream aluminium companies, and commitment to excellence in our operations. In many ways, Sohar Aluminium's development mirrors the Sultanate of Oman's own emergence onto the world stage - driving forward at a formidable pace, but all the while mindful and respectful of its cultural heritage and values.

I would like to extend my gratitude to those who have contributed to the continued success of Sohar Aluminium: the wise guidance of His Majesty Sultan Qaboos, the leadership of our Board of Directors and executive team, and the committed efforts of our employees. Through your commitment to the success of Sohar Aluminium, we continue to make a strong contribution to the Sultanate of Oman.



Sustainability management and reporting is an important exercise for Sohar Aluminium. It provides an opportunity for engagement with our stakeholders and evaluation of our performance across economic, social, and environmental perspectives. Our annual sustainability report, in its sixth iteration, is a tangible outcome of our sustainability management program and a demonstration of our commitment to engagement, transparency, and accountability.

With best regards,

**Mulham Basheer Abdullah Al Jarf**  
Chief Investment Officer,  
State General Reserve Fund (SGRF)  
Representative of Oman Oil Company







Sohar Aluminium continues to be a leader in the Sultanate's burgeoning metals and industry sector through our investment, our operational efficiency, our partnerships with downstream aluminium companies, and commitment to excellence in our operations.





## MESSAGE FROM CEO

Our annual sustainability report is a valuable exercise for our staff and executive team to evaluate the achievements and challenges we faced over the year and articulate our direction moving forward. It is a matter of pride for us that Sohar Aluminium has issued sustainability reports since 2009 as a manifestation of our commitment to accountability, transparency, and engagement. In this, our sixth sustainability report, we have made a number of key advances including alignment to the latest international guidelines for sustainability reporting, the Global Reporting Initiative G4 guidelines.

Sustainability is an undeniably complex challenge for all businesses. Identifying and understanding the value that our business brings to our community and all of our stakeholders will continue to be the focus of our sustainability management. We are moving forward by strengthening our engagement with stakeholders and mapping out our long term impacts from economic, social and environmental perspectives. Sohar Aluminium is rising to the challenge of sustainability through the shared commitment of our employees, executive team, and Board of Directors.

Leadership in sustainability management requires the commitment of all employees, from operations staff to senior management. Through our Business Strategy, Sohar Aluminium has developed clear and measurable objectives for the economic, social and environmental value that Sohar Aluminium brings to the Sultanate of

Oman. The Sohar Aluminium Business Strategy (Pages 2 and 3) serves as a clear map for all employees to understand the purpose and priorities of the company in order to reach our vision: 'Be the BEST'. We have aligned our sustainability management approach with our Business Strategy to mirror the priorities and objectives outlined and discussed by all employees on a daily basis.

2014 was a landmark year for Sohar Aluminium as we continue to realize our six pillars which form the Sohar Aluminium Business Strategy through sound management and adherence to world class standards for our operations and organisation. Among our many achievements are: best safety record, best emissions performance since operations began, best production per pot, 3% increase in hot metal production, various platforms to engage with our stakeholders and community, and recognition of our community services by receiving the Excellence Award in Social Responsibility from the Arab Social Responsibility Organization.

This report is a representation of our sustainability journey that continues today. Thank you, as our stakeholder for your engagement with us as we continue on the journey towards our Vision of Passion for Excellence, Be the Best.

**Eng. Sald Mohamed Al Masoudi**  
Chief Executive Officer,  
Sohar Aluminium





Sustainability is an undeniably complex challenge for all businesses. Identifying and understanding the value that our business brings to our community and all of our stakeholders will continue to be the focus of our sustainability management.





## COMPANY PROFILE

As the Sultanate's first Greenfield aluminium smelter, Sohar Aluminium Company LLC (SAC) is a landmark industrial development project for the Sultanate of Oman that creates new, diversified opportunities in contribution to the Sultanate's sustainable development ambitions. Established in 2004 under the ownership of Oman Oil Company, Abu Dhabi National Energy Company PJSC - TAQA and Rio Tinto Alcan, Sohar Aluminium is the foundation for Oman's metals and downstream industrial development in the Al Batinah region.

Sohar Aluminium leverages the internationally renowned expertise and production technologies of Rio Tinto Alcan, the world's leading Aluminium mining and Production Company. As the first and only aluminium smelter in the Sultanate of Oman, Sohar Aluminium continues to lead the sector through its commitment to transparent and responsible operations. By applying its values of empowerment, teamwork, honesty, integrity, respect and trust, Sohar Aluminium intends to become a

benchmark smelter worldwide while contributing to the sustainable development of Al Batinah and Oman as a whole.

### Company Assets

Sohar Aluminium is located in the Al Batinah Region of Oman. Sohar Aluminium's plant operates under the world-leading 'AP39' technology capable of producing 375,000 metric tonnes of primary aluminium per annum. In addition, Sohar Aluminium has its own dedicated power plant with a total design capacity of 1,000 MW. Sohar Aluminium also operates a dedicated port facility at the Port of Sohar supporting vessels with a capacity of up to 75,000 metric tonnes for receiving raw materials and for exporting primary aluminium. Sohar Aluminium is ISO 9001 certified for its Casthouse and Power Plant.

### Sohar Aluminium Core Values

Empowerment

Teamwork

Honesty & Integrity

Respect & Trust

## **Vision**

Passion for  
Excellence, Be the  
Best.

## **Mission**

Bringing wealth,  
prosperity and  
growth to the  
Al Batinah region  
through excellence  
and ownership.





## GOVERNANCE AND EXECUTIVE TEAM

Strong governance and commitment to accountability and transparency are central to how Sohar Aluminium operates. Sohar Aluminium has developed and implemented world class management and oversight systems to improve the efficiency, transparency, and quality of its operations at every level; operational decisions are guided by the Board of Directors and the Executive Committee.

### Corporate Governance

Sohar Aluminium operates under the direction of the company's Board of Directors; the Board of Directors

contains five directors representing the stakeholder companies. Sohar Aluminium's Chief Executive Officer, Chief Operating Officer and Chief Financial Officer attend quarterly board meetings. Effective 19 February 2012, Oman Oil Company's representative serves as the Chairman of the Board.

Board members have fixed terms and compensation, as defined in the shareholders' agreement.

### Sohar Aluminium Board of Directors



**Mulham Al Jarf**  
Oman Oil Company  
(Chairman)



**Mohamad Al Lawati**  
Oman Oil Company  
(Member)



**HE Abdulaziz Al Hemaidi**  
TAQA  
(Member)



**HE Abdulla Al Nuaimi**  
TAQA  
(Member)



**Dr. Amir Mirchi**  
Rio Tinto Alcan  
(Member)

### Executive Engagement on Sustainability

Our executive team engages with sustainability performance on a regular basis through the Executive Committee and Board of Directors. The Board of Directors receive updates on the performance against the six pillars of the Sohar Aluminium Business Strategy from the members of the Executive Committee at every board meeting in addition to engaging on specific topics on an ad hoc basis. The Sohar Aluminium Business Strategy is the basis for evaluating the company's strength and performance, including Environment, Health and Safety, Human Resources, Financial Strength, Operational and Maintenance Efficiency, Community Impact and Customer performance metrics.

## EXECUTIVE COMMITTEE (ExCo)

Sohar Aluminium Executive Committee (ExCo) is responsible for the daily management of the company's operations. Composed of four members including the Chief Executive Officer (CEO), Chief Financial Officer (CFO), Chief Operating Officer (COO), and Operations General Manager (GM), the ExCo meets on a daily basis to discuss the company's progress against the SA Business Strategy. In this way, the ExCo has acute engagement with sustainability topics.

### Sohar Aluminium Executive Committee



**Said Mohamed Al Masoudi**  
Chief Executive Officer



**Serge Gosselin**  
Chief Operating Officer



**Jerry Van Alphen**  
Chief Financial Officer



**Chris Murray**  
Operations General Manager



## COMMITTEES OF THE BOARD

There are three subcommittees reporting to the board:

1. Finance Audit and Risk Committee;
2. Human Resources Committee;
3. Business Review Committee.

**The Finance Audit and Risk Committee (FinCo)**, represented by a representative of each Shareholder and the Chief Financial Officer of Sohar Aluminium, considers and reviews all finance, risk and audit related matters which are to be presented to the Board for approval and indicates its support or otherwise in regard to such matters. The Committee also acts as the Audit Committee of the company. The FinCo meets every quarter.

**The Human Resources Committee (HRC)** is represented by one representative of each Shareholder and the Chief Executive Officer of Sohar Aluminium. In addition, the Human Resources Administration Manager of Sohar Aluminium serves as the Secretary to the meeting. The Committee supports and advises the Board on all Human Resources related matters. The HRC meets twice a year.

**The Business Review Committee (BRC)** is represented by a minimum of one representative from each Shareholder, together with the Chief Operating Officer, Operations General Manager and Chief Financial Officer of Sohar Aluminium. The Committee meets prior to the scheduled Board meetings, to consider and review significant capital expenditure, proposed capital planned items, technical review and plant operational performance. As output, the Committee prepares a paper for the Board's consideration indicating its support, or otherwise, in regard to such matters. The BRC meets twice a year.

### Corporate Audits

A number of audits are conducted on an annual or ad hoc basis to ensure that operational procedures and management systems comply with standards and expectations. These audits are supplemented by the work of Sohar

Aluminium's internal evaluations and audits of management systems, compliance and performance verifications. These audits complement the robust processes conducted on a regular basis to ensure quality and sound operational performance:

1. Environmental Audits held annually to benchmark the company's performance against international standards.
2. External Insurance Audits undertaken on behalf of the lenders and re-insurers.
3. Regular Internal Audits with findings and recommendations reported directly to the FinCo
4. External Audits in line with the international accounting standards and Omani law.
5. Annual operational audits performed by an external expert on behalf of the lenders.
6. Ad hoc Technical Audits with the support of external or Rio Tinto Alcan experts.

### Sohar Aluminium Whistleblowing Policy

As part of our commitment to strong and transparent business conduct, Sohar Aluminium implements a whistleblowing policy that defines and outlines action channels for incidents related to corruption, bribery, and other breaches of conduct. This policy, in action since 2012, is available to everyone on the Sohar Aluminium website. The whistleblowing programme includes an anonymous tip line and email that can be used by all stakeholders including employees, shareholders, business associates, and the general public.

Whistleblower contact channels:

Tel: +968 2686 3317

Email: [Hotline@sohar-aluminium.com](mailto:Hotline@sohar-aluminium.com)

The Whistleblowing policy and contact details are displayed on the Sohar Aluminium intranet, public website and Sohar Aluminium external publications.





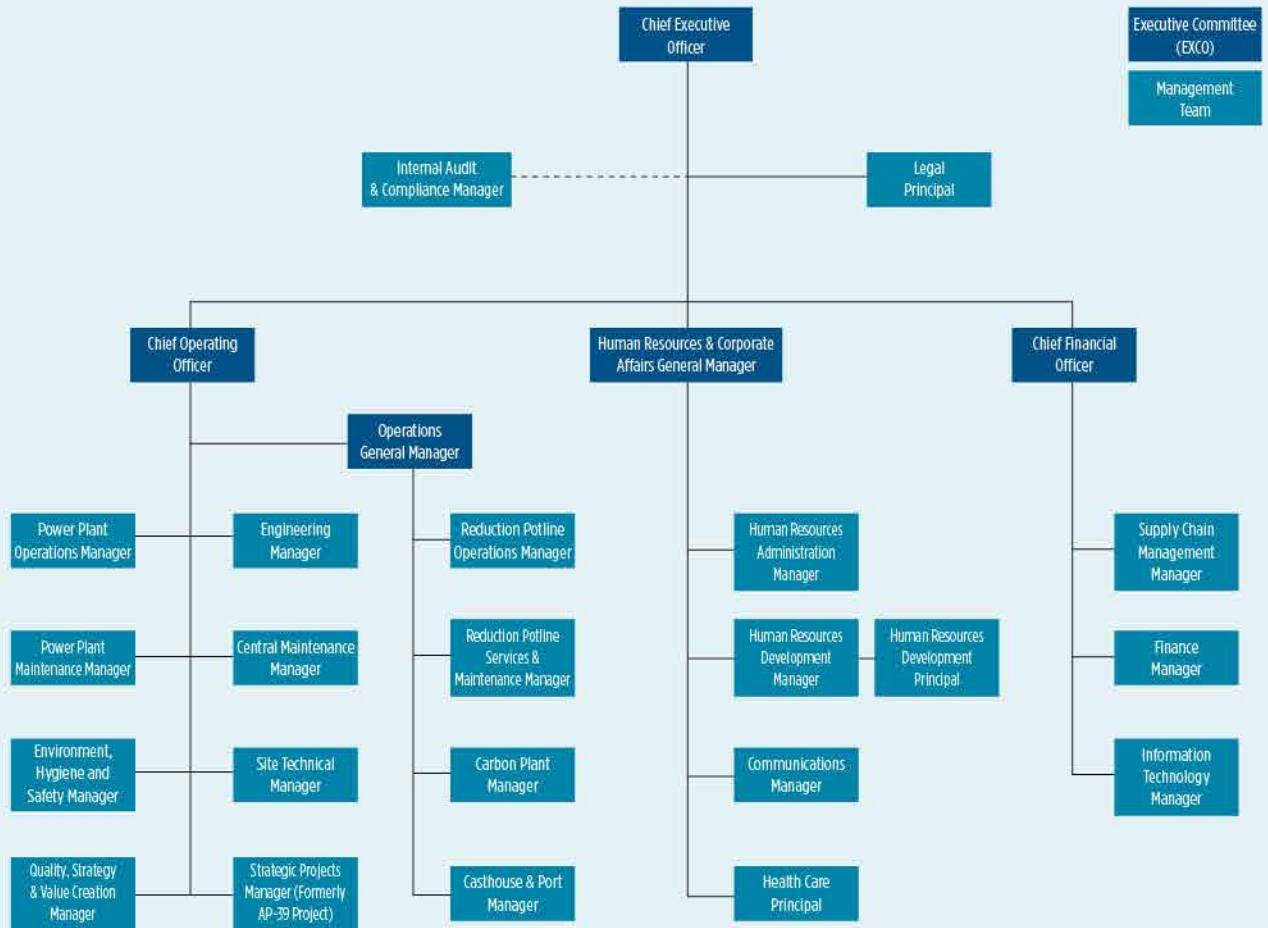
## **Code of Conduct**

The Sohar Aluminium Code of Conduct establishes the company's expectations for conduct and compliance. As the guiding principle for all Sohar Aluminium employees, the Code of Conduct outlines the company's policies for critical subjects such as human rights, equality and non-discrimination, and anti-corruption. The Code of Conduct is available on the Sohar Aluminium Intranet. Additionally, the Whistleblowing policy is displayed on the Sohar Aluminium public website.





# SOHAR ALUMINIUM'S EXECUTIVE COMMITTEE AND MANAGEMENT TEAM







## STRATEGIC SUSTAINABILITY PERFORMANCE SUMMARY 2011-2014

Sustainability Pillar	Indicator	Unit	2011	2012	2013	2014	
Environment,	Fluoride Emissions Intensity	kg/t of Al	0.90	0.90	0.59	0.47	
	Total CO2 Emissions Intensity	t CO2 eq./ t Al	7.44	7.62	7.85	7.47	
	Waste Disposal	Kg/t Al	8.6	11.6	15.5	21.1	
	Waste Recycling Intensity	kg recycled waste/t Al	9.61	16.01	20.95	24.94	
	Waste Generation Intensity	kg non recycled waste/t AL	9.61	16.01	20.95	24.94	
	Health and Safety	Brackish Well Water Extraction	m3	1,517,157	1,206,141	1,901,568	2,645,864
		Sewage Water Treated for Irrigation	m3	148,688	131,778	114,153	111,577
		Seawater Used for Cooling	m3	344,211,045	316,756,360	354,358,291	365,209,405
		Injury Frequency Rate	200,000 man-hours	0.45	0.37	0.33	0.17
		Recordable Injury /Illness	200,000 man-hours	0.85	0.85	0.70	0.50
Lost Time Injury Rate		200,000 man hours	0.32	0.32	0.33	0.33	
People	PAH Monitoring	Persons evaluated	-	-	22	20	
	Heat Stress Monitoring	Number of evaluations	-	-	1,141	2,353	
	Medical Center Visits for health checkups and treatments	Number of employees	-	-	6,853	7,169	
	Workforce	Number of Employees	1,020	951	997	979	
	Omanisation Rate	%	69.6%	72.6%	71.7%	71.9%	
	Youth Employment Rate	% total employees aged 18-30	-	-	40%	31%	
Female Employment	% of total employees	-	-	3.9%	3.8%		
Turnover Rate	%	6.0%	10.3%	5.9%	6.4%		
Employee Training	Days per employee	-	10	14	11		

## STRATEGIC SUSTAINABILITY PERFORMANCE SUMMARY 2011-2014 (Cont.)

Sustainability Pillar	Indicator	Unit	2011	2012	2013	2014
Productivity	Hot Metal Production	Tonnes	373,097	360,169	354,369	363,528
	Energy Generation Efficiency	%	50.2	50.2	48.6	50.2
Financial Strength	Amount Spent on Local Suppliers	USD	51,016,598	58,400,000	41,780,000	63,456,430
	Total Local Suppliers	% of total suppliers	65.0%	70.0%	72.0%	64.1%
Corporate Citizenship	Total Community Investment	USD	784,880	1,387,641	1,361,292	972,327
	Community Public Engagement Events	Total Number	-	-	-	5
Customers	Direct Customers Sales (OAPIL* and OARC*)	Tonnes per annum hot metal	37,758	51,428	56,349	73,008
	Water Export to Majlis Industrial Services Company	m3	490,783	628,531	566,832	499,643



\*OAPIL - Oman Aluminium Processing Industries LLC  
\*OARC - Oman Aluminium Rolling Company LLC

<sup>4</sup> Sohar Aluminium defines "local suppliers" as having primary operations base within the geographic limits of the Sultanate of Oman. This definition applies to supply chain performance figures only.



## SUSTAINABILITY MANAGEMENT

Sustainable development is central to the role and operations of Sohar Aluminium. As a pioneer of the metals sector in Oman, Sohar Aluminium is a direct example of the Sultanate's vision to diversify the Omani economy and create new employment opportunities for Omani nationals. Since its establishment in 2004, Sohar Aluminium has developed into an employer of choice in the Omani industrial sector and serves as a catalyst for the economic and social development of the Al Batinah region in the Sultanate of Oman. Sohar Aluminium continues to integrate sustainable development principles into its operations through investment in comprehensive management systems, dedication to local economic and social development and commitment to transparent and accountable governance.

### Guidance from Oman Vision 2020

Oman Vision 2020 is the long-term plan formulated in 1995 for sustained development of Oman for the following 25 years. Employment, economic diversification, community development, and environmental management are key priorities of the Oman Vision 2020 and form the foundation of Sohar Aluminium's six pillar Business strategy (Pages 2 and 3). Detailed performance and strategic goals can be found in this report, with one chapter dedicated to each of the six pillars.



## SUSTAINABILITY REPORTING

Sustainability reporting has been an annual exercise for Sohar Aluminium since 2009. During this time, the report has evolved significantly to reflect our maturing understanding of our relationship with our stakeholders and our impact on the Sultanate of Oman. The focus of our annual reporting is to evaluate our performance across environmental, economic and social perspectives and create a clear, consolidated representation of how we are moving forward with our vision for sustainable development. Our reporting process will continue to evolve in reflection of our increasingly sophisticated performance management and strategic plan. The reporting process is an opportunity for growth and learning for our team

as we gather representatives from each of our Business Strategy's six pillars (Pages 2 and 3) and discuss achievements, strategic objectives, and stakeholder priorities. As a multidisciplinary exercise, we are proud of the inclusiveness of our reporting process and are committed to continue reporting annually. In developing our 2014 report, we engaged external sustainability consultants to assist us in the transition to the GRI G4 guidelines through further emphasis on stakeholders and strategic performance review. It is our hope that this report continues to serve our stakeholders as a tool for understanding our business, our impacts, and our strategic priorities.

### 2013 SUSTAINABILITY REPORT LAUNCH

In September 2014, Sohar Aluminium launched its fifth sustainability report under the auspices of His Excellency Sheikh Mohammed bin Suayyid Al Kalbani, Minister of Social Development. The event was combined with an exhibition showcasing a number of governmental institutions, Non-Governmental Organisations (NGOs) and Small and Medium Enterprises (SMEs) supported by Sohar Aluminium community investments. The keynote speech was delivered by Mr Mahmood Ali Al Alawi, Secretary of Al Noor Association for the Blind in Al Batinah and Al Dhahira Governorates, during which he highlighted the role of Sohar Aluminium toward establishing the office for Al Noor Association for the Blind in Sohar.



G4-24, G4-25, G4-26, G4-27

# STAKEHOLDERS

Sohar Aluminium’s diverse stakeholders form an integral part of the business’s success. Understanding and engaging with our stakeholders is an integral part of our strategic commitment to sustainability. The relationships and partnerships we garner from our stakeholders strengthen our business and create new opportunities to realize shared goals and priorities.

### Stakeholder Mapping

In recognizing the strategic importance of understanding and engaging our stakeholders, we have mapped the role, expectations and channels of engagement for our primary stakeholder groups in the table below.

Stakeholder Group	Stakeholder Priorities:	Sohar Aluminium Priorities:	How Sohar Aluminium Addresses Stakeholder Priorities:
<b>Internal Stakeholders</b>			
All employees and their families, full time equivalents, the Sohar Aluminium Trade Union, and Contractors	<ul style="list-style-type: none"> <li>• Remuneration and benefits</li> <li>• Working conditions and personal safety</li> <li>• Personal development and professional advancement</li> <li>• Company and workplace culture</li> <li>• Contribution to community</li> </ul>	<ul style="list-style-type: none"> <li>• Safe and productive workplace</li> <li>• Remaining an employer of choice in Oman</li> <li>• Developing talent and long-term employment</li> <li>• Healthy and happy workforce</li> <li>• Engaged workforce</li> </ul>	<ul style="list-style-type: none"> <li>• Competitive benefits</li> <li>• Workforce performance plans</li> <li>• Leadership and training programmes</li> <li>• Medical clinic and health promotion events</li> <li>• Employee and community engagement programmes</li> </ul>
<b>Shareholders and Lenders</b>			
Oman Oil Company, Abu Dhabi National Energy Company PJSC - TAQA and Rio Tinto Alcan; consortium of international lending banks	<ul style="list-style-type: none"> <li>• Reliable and safe operations</li> <li>• Financial performance</li> <li>• Security of investment and debt repayments</li> <li>• Cost control and lean production</li> <li>• Corporate governance</li> <li>• Contribution to regional and national development objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Transparency, integrity and accountability</li> <li>• Effective cost management</li> <li>• Operational efficiency and reliability</li> <li>• Leadership in downstream industrial development of aluminium sector</li> <li>• Anti-corruption and strong governance</li> <li>• Effective risk management</li> </ul>	<ul style="list-style-type: none"> <li>• Company mission, vision and Business Strategy</li> <li>• Code of Conduct and governance practices outlined in shareholders’ agreement</li> <li>• Internal and external audits of performance and practices</li> <li>• Annual sustainability and shareholders’ reporting</li> </ul>



## STAKEHOLDERS (Cont.)

Stakeholder Group	Stakeholder Priorities:	Sohar Aluminium Priorities:	How Sohar Aluminium Addresses Stakeholder Priorities:
<b>Government</b>			
The Governor Office of North Al Batinah, Wali Offices of Sohar, Liwa, Shinas and Saham, Shura Council, the Ministries of Manpower, Health, Oil and Gas, Commerce & Industry, Finance, Environment and Climate Affairs, Social Development, Municipalities of Sohar and Liwa, Royal Oman Police, Telecom Regulatory Authority and the General Federation of Oman Trade Unions	<ul style="list-style-type: none"> <li>• Contribution to the national economy</li> <li>• Downstream industrial development</li> <li>• National employment and talent development</li> <li>• Corporate governance</li> <li>• Regulatory compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership in aluminium sector development</li> <li>• Omanisation and leadership training programmes</li> <li>• Governance and Code of Conduct</li> <li>• ISO and national audits of performance and compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Regular communication with ministries and regulatory bodies</li> <li>• Annual performance and sustainability reporting</li> <li>• Training institute certification under Ministry of Manpower</li> <li>• Aluminium production and sales performance</li> </ul>
<b>Media</b>			
Local, national and international media in the form of electronic, print, radio and television	<ul style="list-style-type: none"> <li>• Local and national community engagement</li> <li>• Accountability and transparency</li> </ul>	<ul style="list-style-type: none"> <li>• Recognised as an asset by local community</li> <li>• Exposure and reach for community services</li> <li>• Cooperative Media Relations</li> </ul>	<ul style="list-style-type: none"> <li>• Community engagement events</li> <li>• Regular Communications with Media Agencies</li> <li>• Whistleblowing Policy</li> <li>• Annual Sustainability Report</li> <li>• 24x7 Availability for fact-checking material</li> </ul>
<b>Business Partners</b>			
Customers, suppliers, service providers and small and medium Enterprises (SMEs)	<ul style="list-style-type: none"> <li>• Transparent and fair tender and contracting process</li> <li>• On-time payment</li> <li>• Product quality and reliability of delivery</li> <li>• Communication and relationship building</li> </ul>	<ul style="list-style-type: none"> <li>• Customer satisfaction</li> <li>• Production quotas and on-time product delivery</li> <li>• Customer retention and identifying new customers</li> <li>• National economic impact through local procurement</li> </ul>	<ul style="list-style-type: none"> <li>• Supplier screening and assessment</li> <li>• Tenders and public announcements</li> <li>• Customer service and logistics</li> <li>• Supporting National initiatives for SMEs and local business opportunities</li> </ul>
<b>Social Partners</b>			
Neighbouring communities, education institutions, Al-Batinah International School, Jusoor, Vale, Orpic, Hospitals and Polyclinics, non- government organisations and non-profit organisations	<ul style="list-style-type: none"> <li>• Training and research opportunities</li> <li>• Partnerships and sponsorships</li> <li>• Investment in the community</li> </ul>	<ul style="list-style-type: none"> <li>• Community and employee engagement</li> <li>• Recognized as an asset by community</li> <li>• Maximise positive impact in the community</li> </ul>	<ul style="list-style-type: none"> <li>• Key stakeholder engagement events</li> <li>• Infrastructure investment</li> <li>• CSR Programmes</li> <li>• SA Volunteering Programme</li> <li>• Support downstream Job creation</li> </ul>
<b>Influential groups</b>			
International Aluminium Institute, Gulf Aluminium Council, Sohar Links, Oman Chamber of Commerce, other GCC Smelters, Auditors	<ul style="list-style-type: none"> <li>• Production and operational integrity</li> <li>• Product sales and reliability</li> <li>• Corporate engagement</li> <li>• Knowledge Sharing</li> </ul>	<ul style="list-style-type: none"> <li>• Operational reliability</li> <li>• Revenue creation and profitability</li> <li>• Reputation and leadership</li> <li>• Knowledge Sharing</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in major events in the Aluminium industry</li> <li>• International certification for operations (ISO, OHSAS, etc.)</li> </ul>



G4-18, G4-19, G4-21

# MATERIALITY

Materiality assessment provides focus and prioritization of the many issues that are relevant to the aluminium industry and our operating context. In addition, this process serves as a venue for understanding and engaging with our internal and external stakeholders.

1. Identification of material issues
2. Categorizing the issues specific to the 6 pillars of Sohar Aluminium's Business Strategy
3. Prioritizing issues to create a matrix
4. Executive committee review and approval

### Our Materiality Process

In 2014, we have reviewed and updated the materiality process in line with the GRI G4 Sustainability Reporting Guidelines. We have developed a materiality matrix through the following process.

### Our Material Issues

The materiality matrix presented below is a visual representation of the final output of the materiality process. Accordingly we have identified the high material issues and presented them below.

Sohar Aluminum Highly Material Issues			
Material Issue	External Boundaries	Material Issue	External Boundaries
<b>Environment, Health &amp; Safety</b>		<b>Financial Strength</b>	
Employee and Contractor Safety	Suppliers and contractors (local)	Economic Performance	Shareholders (international)
Occupational Health		Optimise Inventory & Working Capital	Shareholders and Lenders (international)
Emissions		Cost Awareness	Shareholders and Lenders (international)
Water Management		Shareholder Value	Shareholders (international)
Waste Management	Neighbouring communities (local)		
<b>People</b>		<b>Customers</b>	
Local Employment and Omanization	Neighbouring communities (local) Suppliers and contractors (local)	Product Quality	Customers (international)
Engaged & Empowered Workforce		Supply Reliability	Suppliers and contractors (international) Customers (international)
Talent Development System		Product Sales & New Sources of Revenue	Suppliers and contractors (international) Shareholders (international)
Competitive Benefits		Supply Chain Management	Suppliers and contractors (international)
<b>Productivity</b>		<b>Corporate Citizenship</b>	
Metal Production	Suppliers and contractors (international) Shareholders and Lenders (international)	Reputation and Brand Management	Shareholders (international)
Energy Management		Corporate Social Responsibility	Social Partners (local) Neighboring communities (local)
Process Improvement		Community Engagement	Social Partners (local)
Operational Efficiency & Reliability	Suppliers and contractors (international) Shareholders and Lenders (international)	Downstream Industrial Development Al Batinah International School	Neighboring communities (local) Business Partners (local) Social Partners (local)



Sohar Aluminium defines “materiality” as: “All aspects that affect the sustainable development of Sohar Aluminium’s business, operations and people that are of significant concern to stakeholders and which Sohar Aluminium can have an impact on or has a responsibility to act towards.”



# ENVIRONMENT, HEALTH AND SAFETY MANAGEMENT APPROACH

Operating in heavy industrial setting, sound management of Environmental, Health, and Safety performance is critical to the success of Sohar Aluminium. As a pillar of our operational strategy, every employee shares a strong commitment towards safe, reliable and responsible operations. Through our investment in training, technologies, and management systems, we have developed a strong management, monitoring, and performance enhancement system that allows us to understand and strategically improve our operations. 2014 was a landmark year for our company's EHS performance, with the best performance in company history for safety, energy and emissions. While celebrating this performance, we continue to look towards areas of process, personnel and asset improvement that can further our commitment to safe and responsible operations.

### Environmental Management

Strong management is the foundation of responsible operations. Sohar Aluminium completed a number of projects to address specific environmental challenges and improve operational excellence. Here are some of the achievements in 2014:

- Renewal of environmental management permits from Oman Ministry of Environment and Climate Affairs (MECA) for Smelter and Power Plant.
- Completion of two pre-assessment audits for ISO 14001 certification of the Smelter and Power Plant. The ISO 14001 certification for environmental management systems will enhance the management systems for emissions, waste, water, energy, and materials in the Smelter and Power Plant by aligning them to internationally recognized best practice of the ISO guidelines.
- In 2014, Sohar Aluminium successfully completed the annual lender's audit from financiers to verify that operational standards for environmental, health, and safety metrics were met. Forty nine

actions identified during the audit were closed out in 2014, in alignment with auditor's stipulations. From the auditor: "... SAC has made substantial progress in making good on its commitments. Positive improvements were noted with regards to number of environmental and social issues..."

- Sohar Aluminium observed Earth Hour by turning off its lights for one hour, and saved a total of 1,072 kilo Watt Hours (kWh).
- World Water Day was celebrated at Sohar Aluminium by spreading awareness amongst all employees on the importance of conserving this non-renewable resource for the future generations.

### Environmental Monitoring

Regular monitoring and reporting is conducted to understand and evaluate the impact of Sohar Aluminium's operations on the local environment. In alignment with regulations, the outcomes of environmental monitoring and environmental performance metrics are reported to MECA and Sohar Environment Unit. In 2014, monitoring outcomes for more than 20 specific impacts were designated as either "low" or "very low". Sohar Aluminium will continue to monitor and evaluate its environmental impact in alignment with national regulations and international best practice.

Sohar Aluminium has an extensive environmental monitoring plan, which includes:

- Air (stack emissions, roof emissions and ambient air quality)
- Micro Meteorology (air temperature, wind speed, wind direction, relative humidity and barometric pressure)
- Noise (ambient and fence line)
- Waste water (reject water, treated wastewater, ground water and drinking water)
- Flora (fluoride content in plants around smelter premises)



### Material Issues: Environment, Health and Safety

- Employee and Contractor Safety
- Occupational Health
- Emissions
- Water Management
- Waste Management

### Waste Water processing for Al Batinah

As a community service, Sohar Aluminium processes sewage from the neighbouring community and uses the process water for its irrigation system. This service fulfils two benefits - first it provides a wastewater treatment service to the community, reducing the load on sewage treatment facilities, and secondly, it provides Sohar Aluminium with process water for irrigation of its grounds and trees. Sohar Aluminium provides this service free of charge. In 2014, 111,577m3 of sewage was processed as part of this programme.

# WASTE MANAGEMENT

Waste management is a continuous focus for Sohar Aluminium as the smelting process uses a large volume of materials. In alignment with the growth of industry, waste management facilities and capacity continues to increase in Oman. Sohar Aluminium is an active supporter of smart waste management, favouring reduction, re-use, and recycling before landfill disposal. Sohar Aluminium uses a number of creative solutions to improve waste management and increase the ratio of recycled materials.

Our waste management strategy comprises the following steps to manage and responsibly dispose of materials:

1. Elimination of waste at the source.
2. Source segregation through colour coding.
3. In-house re-use of by-products.
4. Exploration of opportunities for recycling.
5. Onsite storage of hazardous

wastes in a secured location.  
6. Responsible disposal of wastes to approved sites.

## Innovations and Waste Management Improvements

Spent pot linings are an energy rich yet hazardous material that is produced from the re-lining of smelting pots. As a significant volume of spent pot lining is produced from re-lining of pots every five years, Sohar Aluminium has initiated a project with a local company to study the feasibility of using spent pot lining as aggregate for cement. This globally accepted practice has never been implemented in Oman, and would represent a significant opportunity to reduce waste disposal challenges for Sohar Aluminium and deliver a valuable product. A formal trial was completed successfully in January 2015.

As part of its waste management efforts, Sohar Aluminium identified aluminium dross, a hazardous metal by-product, as

a valuable material for re-sale. In 2014, approximately 475 tonnes of dross were shipped overseas for recycling into a secondary metal industry, respecting all regulations associated with the Basel Convention.

## Waste Performance 2014

Sohar Aluminium continues to place great focus on managing all wastes on site. Wastes are managed according to the waste management hierarchy of reduce, reuse, recycle. Sohar aluminium achieved some major breakthroughs in 2014, in addition to the progress made on Spent Pot Linings, and Dross, Sohar Aluminium recycled hundreds of tonnes of refractory from furnace linings, and cast iron slag. Progress was also made on identifying recycling solutions for lead acid batteries, butt shot blast waste, and magnetic bath.





## WATER MANAGEMENT

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Sohar Aluminium does not use potable water in its process. Brackish well water is extracted and treated by Sohar aluminium for use within its process. Seawater is used for once-through cooling in the Power Plant, and is returned to the sea, so net consumption is nil. Demineralized water is also produced as a by-product of the Power Plant's steam turbines and sold to a local utilities company for use in the Al Batinah region.

Water management is a material topic for Sohar Aluminium as process water is used in both the Power Plant and Smelter operations. In 2014, well water extraction increased by 39%, while well water intensity increased by 35%. This increase is directly related to the shift from using seawater to well water in the reverse-osmosis plant. Sohar Aluminium conducts regular monitoring and impact assessments to measure and understand the impact that water withdrawal and effluent discharge has on neighbouring communities. All impact assessments have concluded that there is low impact to the community.

Please refer Appendix C for more details about water consumption.

### Energy Management

Aluminium smelting is an energy intensive process; hence effective and efficient energy management is essential to production quality and

cost-efficiency. Primary fuel, in the form of natural gas, is supplied via long term feedstock contract by the Oman Gas Company. Sohar Aluminium operates its own 1,000 MW capacity Power Plant in order to ensure reliable access to electricity for the smelting process. Reaching a new all-time high for conversion efficiency at 50.2%, the Power Plant also creates auxiliary electricity that is distributed to the grid as part of a cooperative power sharing agreement.

Overall energy consumption improved, with a 5% decrease in total energy consumption per tonne of aluminium produced. Indirect energy consumption, from electricity generated in the Power Plant, also improved relative to production with a 1% decrease in electricity use intensity as compared to 2013.

Energy systems will be upgraded as part of the amperage creep project that will increase the amperage used in smelting pots and improve the quality and efficiency of hot metal production. This project will continue into 2015 and eventually create long term savings and process improvements for Sohar Aluminium.

Please refer to Appendix C for the table on Energy Management performance.

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### Year on Year Improvements

Fluoride emissions are a key focus for Sohar Aluminium. Through extensive training, auditing, technology investments, and diligent management, Sohar Aluminium has achieved its best fluoride emissions performance in the history of the smelter's operations. Nominalized emissions were reduced by 20% to 0.47 kg/tonne Al in 2014.

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## EMISSIONS AND AIR QUALITY

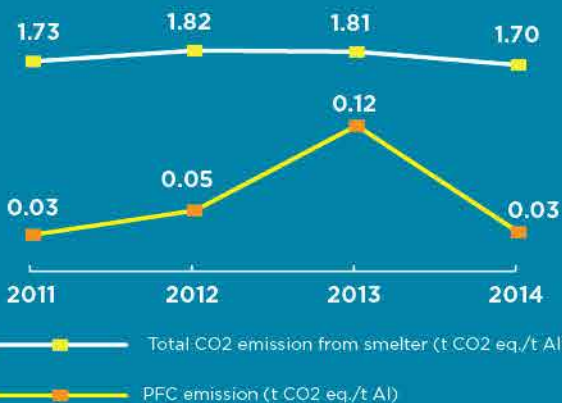
Due to the heavy industrial nature of our operations, emissions and air quality is a highly material issue for our operational and occupational health. While our emissions continue to be among the best in our industry, we acknowledge the impact that air emissions, particularly greenhouse gases, can have on the surrounding area and global context. As a result, we invest heavily in active management and monitoring of our emissions to ensure that they are optimized against our production requirements.

The main sources of green house gas emissions are from fuel burned at the power station and from the electrolytic reaction used to produce aluminium at the smelter. Manufacturing aluminium is very energy intensive as the electrolytic reaction needs lot of electricity to occur. In addition the reaction itself generates CO<sub>2</sub> and other greenhouse gases called PFC.

In addition to greenhouse gas emissions monitoring, Sohar Aluminium also operates mobile and stationary air quality monitoring stations to track levels of particulates, sulphur dioxide, carbon monoxide, and ozone. Air quality is evaluated on a regular basis and reported to MECA in alignment with national environmental regulations. No significant air quality impacts have been identified since monitoring began.

Gaseous and particulate fluoride is recognised as a significant emission from aluminium smelters. One of the key achievements in 2014 has been the pro-active management of fluorides emitted from the process. This has been achieved through investment in technology and ensuring strict work practices. Fluorides can impact the flora surrounding an aluminium Smelter. In 2014 Sohar Aluminium employed a world renowned specialist in this field, Professor Alan Davison, to assess if fluorides from Sohar Aluminium were impacting the external environment. Professor Davison's findings were expected, but reassuring in that there is no observable impact of the flora surrounding the Smelter.

Emissions Intensity





# SAFETY

While Sohar Aluminium operates under the mind-set that all accidents are preventable, the high risk nature of aluminium smelting and associated processes is an on-going challenge for Sohar Aluminium. Extensive investment in technical skills training, behaviour based safety programs and performance analysis create strong safety outcomes. Safety is the responsibility of every person at Sohar Aluminium. Employees participate in the proactive, risk-management based safety programs that are implemented in alignment with national regulations, international best practice and sector specific risks and threats.

### On-going Safety Management Programs

- Safety interactions continued throughout the year where Sohar Aluminium leadership visited production areas to observe safety behaviours and interact with the employees and contractors. This also gives the operators an opportunity to raise with the management any safety concerns they may have.
- Sohar Aluminium also links EHS performance to the Short Term Incentive Payment (STIP) of each employee.

### Safety Performance

2014 marked the strongest safety performance in Sohar Aluminium's history, with a Recordable Injury frequency rate of 0.5 per 200,000 man hours. Regular audits and on-site observations augment regular safety programs and strengthen the culture of safety for all employees.

### Rolling 3 Program

In 2014 Sohar Aluminium launched the 'Rolling 3' program across its Operations to engage and involve all employees in making safety improvements. It is a simple concept, which leverages on collecting all good ideas for safety improvements in a project hopper and then focusing on three of them at a time prioritised by employees themselves. The projects are generally simple fixes, which means they can be done quite quickly and thus the program is rolling, as one falls off another is added from the list. Also as the projects are simple, they are completed by employees from the shop floor with support from their leaders. This empowerment and involvement allows Sohar Aluminium to demonstrate its commitment to EHS. To date over 50 health and safety improvements have been completed using this approach.





# OCCUPATIONAL HEALTH

The Health and well-being of employees is the greatest asset for any organization. Sohar Aluminium believes in Zero Harm as a value and spares no efforts in ensuring good health of employees. Sohar Aluminium has a comprehensive occupational health programme including regular monitoring and evaluation of employee health, annual medical check-ups and a fully serviced on-site medical clinic. Robust Occupational Health programs are implemented by Sohar Aluminium Health Centre, with a strong focus on Preventive health care and Health Promotion.

Occupational Health program at Sohar Aluminium incorporates Job and Exposure Specific Pre-Placement Medical Evaluations, Periodic Medical Evaluations, Return to Work Medical Evaluations, Individual and group health education and Counselling. Guidance for tertiary health care is provided as part of the Occupational Health service. The Medical Team also provides medical service for acute illness (walk-ins) and emergency medical response on a 24X7 basis.

Bio-monitoring for urinary fluoride for randomly selected employees from Reduction department and Polycyclic Aromatic Hydrocarbons (PAH) for selected Paste Plant employees is done periodically to monitor the exposure level of workers exposed to these agents. Samples for bio-monitoring for PAH are analysed at the toxicology laboratory of University of Grenoble in France.

Occupational Health / Medical Clinic	2013	2014
Total Number of clients served	6,853	7,169
Walk- in Clients	5,914	6,876
Number of Heat Stress Monitoring Instances	1,141	2,353
Recordable Heat Induced Illness	0	0
Number of PAH Bio Monitoring	22	20
Urine Fluoride Monitoring	214	548

## Health Campaigns

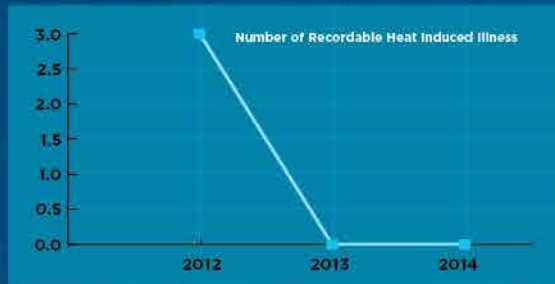
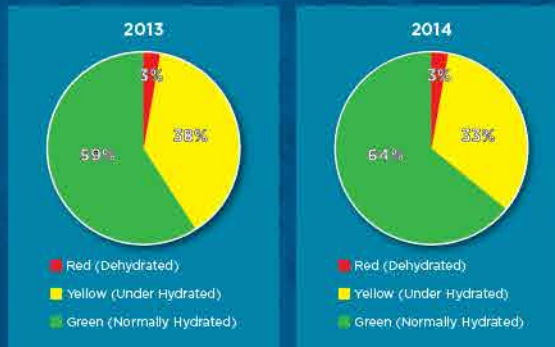
1. Flu Shot Campaign - Supported by Ministry of Health. Medical team arranged a flu vaccine campaign (94 employees participated).
2. Diabetes Awareness Day - Spread awareness on risks of diabetes and provided advice to people (194 persons monitored).
3. Heart Health Awareness Day - monitored the health of 95 persons and provided heart health education.

4. Fitness Campaign - Comprehensive campaign aimed at promoting good health benefits through nutrition and exercise.

5. Blood Donation Campaigns - Medical Team arranged two blood donation campaigns in conjunction with Jusoor and the Oman Ministry of Health.

## Heat Stress Prevention, Monitoring and Mitigation Program

2014 was recorded as one of the hottest years in the last few decades. The smelting process heat adds to the environmental heat and exposes smelter workers to risks of Heat Illness. During summer of 2014, plant wide Hydration Monitoring, and spot awareness sessions on risks of Heat Stress and Heat Induced Illnesses were conducted by Medical Team and a record number of 2,353 persons were monitored for hydration status. The Medical Team also coordinated, in conjunction with Communications Department, other relevant activities including electronic communications, fruit distribution to workers during summer months, 'meet and greet employees', preparation of maps for Heat Stress risk for smelter areas. The outcomes of this program were overall improvement in heat stress awareness and zero reported cases of heat stress or heat related illness.





# PEOPLE MANAGEMENT APPROACH

Sohar Aluminium believes it is an employer of choice in the Al Batinah region through its commitment to creating long term career opportunities with competitive compensation and social support. As our operational focus shifts towards increased efficiency and production refinement, we are investing in the skills and leadership of our staff to complement capital investments in our facilities.

- Material issues: People**
- Local Employment & Omanisation
  - Engaged & Empowered Workforce
  - Talent Development System
  - Competitive Benefits

### Employee and Training Highlights 2014

- \$900,000 of Vocational Training investment
- 979 employees
- 71.9% Omanisation rate
- 12 as average Training Days per employee
- 46 new employee hires
- 90,279 Training Hours
- Sohar Aluminium Training Centre is in the process of being accredited as a Training Institute by the Ministry of Manpower
- Team Leader Development program rolled out.

### Employees

Our workforce is the pride of our company and our most important asset. Overall employee performance was strong in 2014, with a workforce of 979 and steady attrition and hiring rates. Omanisation, employee engagement and competitive compensation are our main strategic initiatives regarding our workforce. As our operations have matured, we have developed dedicated and highly competent employees who share the core values of Sohar Aluminium. As we are working to optimize our operations, we continue to actively recruit new candidates for all position levels.

Sohar Aluminium's operations have had a large impact on the economic development of the surrounding region by an intensive focus on increased local supplies and supporting aluminium downstream factories with the hot metal required for their processes. In turn, this leads to increasing income and improving lifestyle

### Supporting National Employment

We are proud to employ Omanis and achieve a high level of Omanisation in our workforce in support of the Oman Vision 2020 for economic and social development. As part of our commitment, 72% of our total workforce is Omani. As we look towards our long term sustainability, the focus of our human resources department is to ensure that we are meeting the needs and expectations of our employees and building retention and engagement within the company.

### Acting on Employee Feedback

Having conducted a comprehensive employee satisfaction and feedback survey in 2013, our focus for 2014 was to process and act on the feedback received. Successes identified from the survey include team spirit, community reputation, communication and pride in employment at Sohar Aluminium. In alignment with expectations, a number of suggestions for improvement of employee satisfaction were identified centering on the following topics: training, benefits and compensation, career development and recruitment. Action plans were developed by an internal committee. Following these steps, the results of the survey and progress will be communicated to all employees in 2015.



**الموظفين**  
 تمكين وإشراك القوى العاملة بالشركة. استخدام نظام فعال لتطوير الكفاءات. مزايا تنافسية. اعلاء داخلي فعال. تعزيز إلمام الموظفين بمختلف عمليات و أعمال الشركة.

**People**  
 An engaged and empowered work force.  
 Usage of talent development system.  
 Competitive Benefits.  
 Continuous competency improvements.  
 Strong internal communication.  
 Wide business literacy for the team.



### **Competency Assessments**

Since 2009, Sohar Aluminium has used a very detailed and thorough competency framework to support the development needs of all its employees. The framework sets objectives to be achieved at all functional levels down to individual tasks. Due to the success of this initiative the number of employees still working through the competency framework to achieve a fully competent standard is continually reducing. In 2014, 17% of employees, while assessed against the competency framework as part of their progression to the competent standard, achieved their job rate and were deemed competent in their jobs.

### **Employee Attrition**

Our employees are our most valuable asset, and we invest significantly in their training and development to ensure retention. The annualised staff turnover for 2014 was 6.43%. Employee turnover is a significant part of people management. We ensure our employee lifecycle from recruitment to exit is engaged effectively. The employee turnover and new hires has to go in a balance in maintaining an optimum number of the skilled workforce.

### **Performance Management**

Each employee at Sohar Aluminium has a Work Performance Plan (WPP) which is established in January of each year and reviewed every six months with interim review. The WPP helps our employees in collaboration with their respective leaders to set goals, understand the company's expectations, establish measures and chart progress. This process ensures the right expectations from the employee are set and agreed upon, providing a platform for objective performance appraisal.





## CAPACITY BUILDING AND TRAINING

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In 2014, the Sohar Aluminium Training Centre moved closer to being accredited as a training institute by the Ministry of Manpower. Getting this prestigious achievement will certify the quality and comprehensive nature of our training and will provide us with opportunities to offer training programs to external parties. This will be a significant achievement for Sohar Aluminium and a formal recognition of the quality of training that is provided for employees to develop strong technical and leadership skills.

We continue to expand our training and human resources development programs in order to meet the current and future needs of our operations. In 2014, the focus of many training programs was to refresh fundamental operational procedures and best practices for our operators and also to build leadership skills for our aspiring, junior and middle management employees. Recognising the long term benefits of comprehensive mentorship and leadership skills, Sohar Aluminium provides extensive opportunities for employees at all levels to build leadership, communications, and management skills.

### E-recruitment

In 2014, we developed an online recruitment portal to provide candidates with an online, easily accessible system for applying and tracking the status of employment candidacy at Sohar Aluminium. This process was launched in December and will continue to develop in 2015.

Digitizing our recruitment process will reduce the time for processing and completing the recruitment process and allow us to better engage with our candidates and their needs.

### Summer Student Training Program

Sohar Aluminium offered work placement for 57 students in July and August 2014 as part of an annual program to provide work experience for students undertaking graduate programs in engineering and industrial sciences. These students were deployed across all areas of the plant and they gained valuable exposure on how an industrial plant operates through the production or support services departments.

### Participation in Career Fairs

Sohar Aluminium participated in various career fairs held across Oman providing a platform for Omani Nationals with qualifications in diverse fields of expertise to meet directly with recruiters and hiring managers as well as seek out various training and career opportunities.

The Human Resources team answered queries on Sohar Aluminium's recruitment strategy while providing advice to students on being successful in the corporate world highlighting aspects of work ethics and professionalism. Sohar Aluminium's participation in the Careers Fairs is an integral part of the Company's initiatives to bolster its Omanisation efforts.

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### Higher Education

To further the skills and expertise of our workforce, Sohar Aluminium provides a number of scholarship programs for employees to pursue advanced technical degrees. Eighteen employees participated in this program in 2014, an increase from 15 participants in 2013.

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### **Leadership Creates Value!**

In 2014, Sohar Aluminium launched the Team Leader Development Program known as 'Develop to Lead'. The program focuses on 4 areas of development: leadership and soft skills, environment, health and safety, business administration and technical skills. This program represents Sohar Aluminium's commitment to enhancing the skills of its staff in order to create long term value through safer, more efficient, and knowledgeable leaders. The leadership and soft skills module was successfully launched in April 2014, which led to the first live implementation in September 2014. 2015 will see the introduction of modules on the Environment, Health and Safety (EHS) and administration.





## EMPLOYEE ENGAGEMENT

Sohar Aluminium fosters an environment that encourages working and celebrating success together as teams thus leading to an excellent and highly efficient workforce that continues to achieve new milestones. In 2014 many activities have been conducted for its employees, some of which have been listed below.

### Employee Recognition

An annual celebration was held to commemorate the excellent achievers from across the company who went beyond their call of duty and contributed to the company's success during 2013. The achievers were congratulated by the members of the Executive Committee, the management team and their colleagues. The celebration was concluded through unveiling a "Mumtaz Mosaic" made from pictures of achievers in the shape of SA Business Pillars. The mosaic was then installed at the entrance the administration building as a source of pride for the company.

### Employee Engagement in the Company's Business Strategy

In line with its commitment to Strong Internal Communication among its employees, SA employees were invited to meet the Executive Committee members who presented the State of the Plant. Various aspects were presented and discussed ranging from the company's Business Strategy, safety aspects, value creation and improvement projects. At the end of each session the employees had the opportunity to put forward questions to the Management on topics that were of concern to them.

Additionally, the Business Strategy and company targets were made available at various locations across SA for everyone to stay up to date with the progress of the company's various KPIs.

### Developing Smelter Technicians in Oman

The Multi-Function Technician (MFT) program started in 2012. The aim of the

program is to up-skill some of our existing operators to become full-fledged maintenance technicians ready to be deployed to our various operational units. Each batch undergoes a training programme for 18 to 24 months, and the program includes both theoretical and practical elements as well as structured on-the-job training elements. 2014 saw MFT Batch 2, with 24 students, complete their training and get deployed as technicians across the company. Batch 3 MFT program will be split into 2 parts with 18 students starting training in Q1 2015 and a further 12 students starting in Q3 2015.

In addition to the MFT program, Sohar Aluminium has delivered a wide range of short courses across a number of technical subjects such as hydraulics, pneumatics and Programmable Logic Control (PLC).

### Strategic Alignment

In order to enhance the management of information and to streamline departments SA launched its Corporate Calendar containing both internal and external activities related to various business areas.

### Omani Women's Day

Sohar Aluminium reiterated its commitment to empowering and promoting women in the workplace on the occasion of the Omani Women's Day, by inviting three successful Omani women who excelled in their careers and exemplified the potential of Omani women in the workplace to tell their stories of success and inspire all Sohar Aluminium working ladies to have great career aspirations.

### Fun Run And Sports Activities

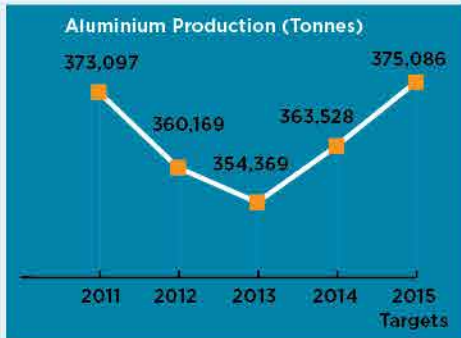
Sohar Aluminium conducted its Annual Fun Run early in the year and saw a good number of participants. The Fun Run is an annual event held to promote good health and encourage people to exercise to stay fit by participating in two categories walking or running.





# PRODUCTIVITY MANAGEMENT APPROACH

Operational efficiency is central to Sohar Aluminium's success as a company. Management of plant assets and improving mechanical reliability and production processes are the key components of the productivity team. Sohar Aluminium's value creation programs create significant cost savings and improve the production process to make it more safe, efficient, and reliable.



### Operating for Reliability Programme

Operational efficiency is a critical component of Sohar Aluminium's success. Smelter and Power Plant operations are closely monitored to ensure that maximum efficiency is realized through proper adherence to operating procedure and elimination of redundancies. The key to the success of the Operate for Reliability program is employee involvement at all levels of the organisation. Improvements can be made when the operations and maintenance teams work as one to optimize the efficiency and life of the assets.

### Pot Relining Completion

During the last three years, Sohar Aluminium has successfully replaced the pot lining of all 360 pots. This planned maintenance occurs every 5-7 years of operation, on every pot. During the pot change out a system was developed to increase the life of the pots that had yet to be changed out, thus maximising production and minimising early pot failures. Accompanying this pot change-out process is a significant technological upgrade enabling all pots to be now based on AP39 technology, which provides better productivity and energy efficiency, and will increase our production capacity to 375,000 tonnes in 2015 after an investment of USD 138.3M.

### Power Plant Optimization

Optimizing the operations of our Power Plant is a material aspect of the Productivity pillar. The focus of Power Plant operations remained at reliability and electricity generation. In 2014, conversion efficiency was 14.77 MWhr / tonne of Aluminium while Power Plant generation efficiency improved to 50.2%, exceeding the target of 49.5%. Most of the Power Plant efficiency improvement came from improved equipment reliability, regular maintenance of equipment and maximising use of natural gas over diesel. Increase in production is directly linked to the energy output and both are progressing hand in hand.

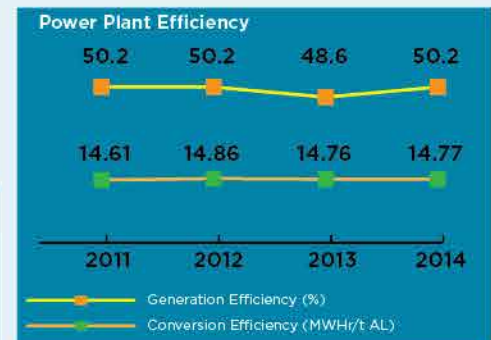


### Material Issues: Productivity

- Metal Production
- Energy Management
- Process Improvement
- Operational Efficiency & Reliability

### 2014 HIGHLIGHTS OF PRODUCTIVITY

363,528 (tonnes)	\$9.46 Million	50.2 %
Hot metal production in 2014	2014- Money saved through Value creation program	2014- Power Generation efficiency







## **Expanding Our Production Capacity**

Amperage Creep Project: To further our investment in improving plant operations, Sohar Aluminium shareholders in December 2013 approved a significant investment to support an amperage creep project to reach an operating level of 400kA in the coming years and boost production of primary aluminium by approximately 28,000 tonnes planned to be completed by 2019.



# FINANCIAL STRENGTH MANAGEMENT APPROACH

Sohar Aluminium is committed to operating in a financially responsible manner in alignment with the expectations of its shareholders. Local economic development and in country value creation are central aspects of Sohar Aluminium's economic considerations. Sohar Aluminium continued to make a significant contribution to the economy. This has had an important impact on job creation and social development as well as a positive influence on Oman's gross domestic product.

### Supporting Oman's Economic Development

Sohar Aluminium is considered one of the leading successful projects to play a major role in Oman's economic diversification strategy. It differs from most other heavy industries already established in the Sohar Industrial Estate in that it is not petro-chemical based, but relies on natural gas to generate the power that is needed to smelt aluminium metal.

Sohar Aluminium has three strong shareholders: Oman Oil Company SAOC, Abu Dhabi National Energy Company PJSC - TAQA and Rio Tinto Alcan. Besides injecting funds to launch the construction and operation of the Company, they also support with expertise, technology, and key commercial arrangements.

With increased local hiring and an intensive focus on increased local suppliers and supporting Aluminium downstream factories with the hot metal required for their processes, Sohar Aluminium's operations have had a large impact on the economic development of the surrounding region by increasing income and in turn improving lifestyle. Sohar Aluminium not only impacts Sohar's economic development but also affects the national GDP of the Sultanate.

Sohar Aluminium currently supplies liquid metal to two significant value-adding downstream customers in the Sohar Industrial Estate, one of which is in full production while the other is ramping up towards capacity. The capability exists to add some additional downstream business, and project proposals will continue to be evaluated on a number of grounds including local value added and employment created, as well as financial factors. Supporting potential future investment opportunities in Aluminium downstream businesses will further enhance the Government's long-term vision to diversify Oman's economy.

Since its inception, Sohar Aluminium has remained compliant with applicable laws, regulations and international conventions.



**الأداء المالي**  
المحافظة على مركز متقدم في الرتب الأول في صناعة الألمنيوم وتوليد الطاقة الإستغلال الأمثل للمواد المخزنة ورأس المال المشغل مع الإدارة المثلى للمخاطر. الوعي التام بالتكاليف على جميع المستويات. تمويل النفقات الرأسمالية لزيادة العائدات للمساهمين وتعزيز إستدامة المصنع.

**Financial Strength**  
Retain 1<sup>st</sup> quartile position in Aluminium & Power businesses.  
Optimise inventory and working capital with proper risk management.  
Strong cost awareness at all levels.  
Capex funding to maximize return to shareholders & plant sustainability.

### Material Issues: Financial Strength

- Economic Performance
- Optimise Inventory & Working Capital
- Cost Awareness
- Shareholder Value

### HIGHLIGHTS OF 2014 FINANCIAL PERFORMANCE

<b>52%</b>	<b>More than 200 Million USD</b>	<b>151</b>
Increase in total local supply spending	Spending on local suppliers (2011-2014)	Number of local suppliers in 2014

### **Relationship with local economy**

Sohar Aluminium invests substantially in improving the local and national economy. The company has effectively supported the creation of numerous local SME's (small and medium size enterprises) through initial contracts. These companies have become sustainable businesses in their own right, adding value to the local economy and bringing welfare to the Al Batinah region. Sohar Aluminium attempts in its procurement processes to always maximize the In-Country Value (ICV) of all possible expenditures.

### **Cost And Productivity Effectiveness Mindset**

We operate in a dynamic market where new challenges constantly arise, and the sales price of Sohar Aluminium's products are set on international commodity markets. In order to maintain competitive advantage in our industry, we recognize the need to further enhance and improve our processes in order to strengthen our results and our position on the industry cost curve, to be competitive in the international market as one of the best Aluminium factories in the world.

With current overcapacity in international aluminium markets, cost management is an important factor to keep Sohar Aluminium competitive. Communication has been strengthened in the last year to raise cost awareness and ensure that all employees better understand the economics of the business and the impacts of their decisions on it. The Company uses a process for "Value Creation" in which projects with a positive impact on income or cash are implemented and tracked - many of these based on ideas from employees, who are recognized for their suggestions.

Sohar Aluminium has also implemented the basic Lean manufacturing principles which seek to improve our processes by reducing waste and improving quality using powerful methodology and tools.

In 2014, USD 9.5 million in costs were saved as a result of the productivity gains. As Sohar Aluminium moves forward with its capital improvement programs such as the amperage creep project, asset reliability and operational efficiency will gain prominence as a significant value creator. In 2014 the total Value Creation for the plant was USD 20.9 million.

Another ongoing financial focus area for the Company is Working Capital - finding and optimising the best levels of money tied up in inventories, raw materials, spares and stores. This requires effective risk management, as Sohar is fairly remote and getting a key part on site can take time. Given the nature of the production process, the Company can also not take the risk of running out of the main manufacturing raw materials. The Company has benefitted from the significant investment that has flowed into the Sohar port and surrounding infrastructure in recent years, improving logistics and possibilities.

As well as the three strategic shareholders, Sohar Aluminium has been financed by a consortium of international lending banks. The debt has been serviced as prescribed in agreements, and all Lender requirements have been consistently met.

Sohar Aluminium continues to provide a satisfactory financial return to its shareholders, while respecting the needs - economic and otherwise - of its diverse group of stakeholders.



# CORPORATE CITIZENSHIP MANAGEMENT APPROACH

Sohar Aluminium's Corporate Citizenship has been creating business value by caring for the well-being of all stakeholders including the environment. Since Sohar Aluminium's establishment, a strong commitment has been made to developing strong ties and support networks in the Al Batinah region. It engages with key stakeholders on a regular basis in a variety of ways to identify social issues that it can support in addressing them and mitigating their risks. Sohar Aluminium has a well-established Corporate Social Responsibility (CSR) framework which is guided by the CSR Committee that reports to the Chairman of the Board. The committee comprising of the Chief Executive Officer, Chief Financial Officer, Communications Manager and CSR Superintendent of Sohar Aluminium, offers strategic guidance in identifying the vulnerable population, target activities and events, budgeting and organising the community engagement.

Sohar Aluminium engages with its various stakeholders in a variety of ways and through various channels. This will provide a warmer image of the business that stakeholders will be more eager to engage with. All actions in the community aim the highest visibility and increase the pride to be a Sohar Aluminium team member. Many of 2014 events recognized Sohar Aluminium as an asset for the development of the country and as a major player to the International Aluminium Industry.

### Corporate Social Responsibility Strategy

It is the mission of Sohar Aluminium to bring wealth, prosperity and growth to the Al Batinah region through excellence and ownership and this is vital for us to pursue sustainable business operations. Sohar Aluminium regularly engages with the community to identify their essential needs and

address them in the best possible way. The Board of Directors endeavours to allocate appropriate investments for CSR and make a commitment to set an independent budget for CSR activities. This commitment is one of the key drivers for Sohar Aluminium's high investment in its CSR programmes. The annual budget allocated directly by the Board of Directors is equal to 1.5% of shareholders distributions (no less than US\$1 million and not exceeding US\$3 million annually). The reduction in community investment in 2014 is attributed to a shift towards long term projects, many of which will be carried out in 2015 and also an increase in funding for Jusoor beginning in 2015.

Amount of Community Investment (USD)	2011	2012	2013	2014
	784,880	1,387,641	1,361,292	972,327

Sohar Aluminium's CSR projects have focused on six main priorities, being:

- Sustainable Projects;
- Education;
- Social Contribution and Voluntary Projects;
- Small and Medium Enterprises;
- Environment, Health and Safety;
- Jusoor Projects.

A significant portion of community investment funds are allocated to the Jusoor Foundation, a collaborative CSR organisation established jointly by Sohar Aluminium, Vale and Orpic to address common social development opportunities in Oman, particularly in the Al Batinah region. More details about Jusoor can be found on page 49.



### Material Issues: Corporate Citizenship

- Reputation and Brand Management
- Corporate Social Responsibility
- Community Engagement
- Downstream Industrial Development
- Al Batinah School



### **Award Winning CSR Programme**

Sohar Aluminium was awarded the Excellence Award in Social Responsibility 2013 by the Arab Social Responsibility Organization in recognition of the company's commitment to maximizing positive impact in community services, supporting downstream job creation, supporting and encouraging employees into community volunteering. Sohar Aluminium is the first Omani company to win this award since its inception in 2010.



## COMMUNITY SERVICES

### Aluminium Handicraft Training Program Phase 1 Completed

This program that was launched in April 2013 in cooperation with the Public Authority for Craft Industries continued through 2014. The objective of this program is to train and develop ladies from the local community for a period of 2 years to develop skills for manufacturing aluminium handicrafts and eventually become entrepreneurs in this trade.

In phase 1, the trainees underwent English language courses and will continue to develop their English proficiency until the end of the training program. The ladies have also started making simple jewellery and accessories. During phase 2 the ladies will start taking courses in Entrepreneurship. The Aluminium Handicraft program duration will be extended for one more year ending on 31 March 2016. During the extended period, Sohar Aluminium will qualify the trainees to follow the basics and principles on financial systems, human resources, procurement and marketing expertise from its volunteering and qualified employees.

### Lifesaving Equipment For Fishermen

Sohar Aluminium, in cooperation with the Directorate General of Fisheries in the Al Batinah governorates, distributed lifesaving equipment, including GPS devices, life jackets and torches to 204 fishermen from the villages of Afifa, Sallan and Al Zaafaran in the Wilayat of Sohar. The distribution of lifesaving equipment to local fishermen is part of SA's initiative to ensure every fisherman is fully equipped with good safety tools in the area of Sohar. The first phase of this initiative started last year when

200 fishermen from the villages of Majees, Umq and Al Sanqar in the Wilayat of Sohar, were benefitted. The third phase of this initiative will take place in 2015 and targets at covering the entire wilayat of Sohar.

This initiative also aims at promoting volunteerism among SA employees as a number of them volunteered to distribute lifesaving equipment to the local fishermen and shared with them their experiences, giving them safety tips and guidance.

### Coral Reef Cleaning

SA launched the "Sohar Aluminium Coral Reef Cleaning Campaign", an initiative to conserve marine life and coral reefs in Sohar. Vast amounts of broken nets, cages and other forms of littering were removed from the coral reefs off the shores of Khor Al Siyabi, Al Suwaihra, Ghail Al Shubool, Al Uwainat and Majazz.

Sohar Aluminium Coral Reef Campaign aims at promoting SA's 'Zero Harm' mindset in the local community and is part of SA social responsibility to preserve the integrity of the nature. SA intends to make this campaign an annual activity and part of SA Volunteering Program.

### Basma Campaign

Basma Project is an initiative of SA to bring a smile on the faces of those admitted at the Sohar hospital during the Eid Al Fitr period. In 2014 Sohar Aluminium volunteers distributed gifts to 300 patients including children and adults, from various units of Sohar Hospital.

The initiative also aimed to boost the cooperation between Sohar Aluminium and the medical fraternity in Sohar.



### **Shades For School Yards**

Recognizing the importance of avoiding heat stress and ensuring students are able to enjoy their recess at school, Sohar Aluminium provided schools in Al Batinah Governorates with shades in their assembly yards.

In cooperation with the Directorate General of Education in Al Batinah Governorates, Sohar Aluminium funded the installation of shades in the assembly yards of 6 schools in a number of wilayats in Al Batinah North and South Governorates. The number of students that benefitted from these shades total between 3000-3500 students. Through such initiatives SA aims at creating pleasant learning environments for the young generations.

### **Support For Sohar Hospital**

Throughout 2014 Sohar Aluminium supported the Sohar Hospital through various projects. We facilitated the renewal of Accreditation and License of the Sohar Hospital's Training Department to conduct cardiac emergency related courses of American Heart Association. SA had sponsored the procurement of relevant training materials to conduct courses like Basic Life Support, Advance Cardiac Life Support, and Pediatric Advanced Life Support for healthcare professionals, along with Heartsaver and CPR for persons with no healthcare training.

Continuing its support, Sohar Aluminium sponsored the provision of wheelchairs to back the increasing demand for wheelchairs in the largest referral hospital in the Al Batinah region.

### **Summer Programs**

SA funded a number of summer programs as part of the community support programs aimed at benefiting students during their summer vacation and helping them spend quality time. The program included a number of events that enhanced the skills and knowledge of students. The project also aimed at promoting voluntary work among students, creating a sense of competition in areas that generate benefits, not only to them but also their local communities. The programs also included awareness campaigns against smoking, irrational driving and others. The students were encouraged to be creative, innovative and polish their knowledge and skills to benefit their societies. The participation and interaction by females in this program has been great.





## KEY STAKEHOLDERS ENGAGEMENT

Key Stakeholders engagement is a central part of Sohar Aluminium's commitment to Corporate Citizenship. Through its multiple community engagement efforts Sohar Aluminium aims to maximise its positive impact in community services and be recognised as an asset by surrounding communities.

Here are some highlights from our Key events in 2014:

### **Gulf Aluminium Council Annual Dinner**

Sohar Aluminium was proud to be the host of Aluminium Industry Gathering for 2014 under the patronage of Gulf Aluminium Council (GAC) and with the attendance of His Highness Sayyid Taimur bin Asaad Al Said as Chief Guest. The event was held at the Al Bustan hotel, Muscat, Oman from 5th to 9th of February 2104 Mr. Garry Jones - CEO, London Metal Exchange (LME) was the key speaker during the dinner on the 5th of February.

The exclusivity of this function and the high-level guests invited have set the Gulf Aluminium Dinner today as the sought-after event in the Aluminium industry where top ranking executives from the aluminium industry, come face-to-face on a common platform once a year. The delegates and participants come from the Gulf and MENA region and all across the world including Australia, USA, Canada, Russia, Europe and Africa.

This event has set Oman as a highly strategic destination for major international investments and events, and gave our invitees a chance to experience an exquisitely enjoyable stay at a world class tourist and cultural destination with the highest standards of hospitality. Sohar Aluminium involvement in the event

reflects the company's active support for the broader goals of the Oman Government by engaging in corporate sponsorship of world-class industry events that showcase Oman's tourism and business infrastructure to international audiences.

Through this business network opportunity, and subsequent events of its kind, Sohar Aluminium will support elevating and entrenching the Sultanate's status as a rapidly growing centre for business and leisure, with immense spin-off benefits for the economy, while simultaneously promoting our country Oman.

### **AP30 Club Conference**

The AP30 Club Conference was held in December 2014 and for the first time in the Sultanate of Oman. AP30 Club is one of the leading global forums for sharing technical knowledge and the latest developments in the aluminium reduction process. This forum meets once every 2 to 3 years in one of the countries where AP30 technology smelters operate. The AP30 Club conference included a number of presentations and networking activities between professional experts developing and operating AP30 technology. The participants from various countries complemented Sohar Aluminium for its high safety and considered it a benchmark for involving the staff families and the community in their awareness campaign. The members also praised the high level of transparency of the management with its employees. Moreover, they were most impressed by the sense of ownership and enthusiasm among all the employees, who were focused, engaged and showed pride in working at Sohar Aluminium during their various interactions with them.



### **Community Engagement Events**

Sohar Aluminium had launched in 2014 a series of monthly Key Stakeholder Engagement Events in high footfall locations (Safeer Mall, Sohar). These family oriented events constitute an excellent platform for sharing the company values and communicating vital messages with members of the surrounding community. Each event centred on a particular theme related to health, safety or protecting the environment such as 'Road Safety', 'Anti-littering', 'Hands and Fingers Safety'. Sohar Aluminium will continue conducting such events through 2015 to reach out to its local community and spread awareness and raise public knowledge about various health, safety and environment related issues.

### **Volunteering Program**

In line with its efforts to maximize its impact in community services, Sohar Aluminium Volunteering Program was launched in 2014. Sohar Aluminium organized and participated in a number of volunteering activities in the surrounding communities. These activities were communicated internally and employees were encouraged to participate. By end of 2014 Sohar Aluminium employees had participated in more than 530 volunteering man-hours. Volunteering activities included but were not limited to: distribution of lifesaving equipment to 200 Fishermen in Sohar, cleaning Sohar coral reefs, tree planting, distributing grocery vouchers to needy families during Ramadan, blood donation campaigns, participation in SME development panels, visiting the Oman Handicapped Association in Saham and visiting patients in Sohar Hospital during Eid.

### **Student Visits**

SA received various delegations of students from various specializations and institutions throughout the year 2014. These continuous students' visits organized by Sohar Aluminium are aimed at promoting the Aluminium Industry in Oman and attracting the best Omani graduates to apply and enroll in the company. This also helps us prepare future generations in Oman to plan their education specialization according to the industry needs.

### **Sponsorships**

SA has a comprehensive Sponsorship program supporting big initiatives across Oman that impact various aspects of the society. In 2014 we sponsored initiatives that target themes such as Environment, Health, Safety, Community Services, Social Activities, In-Country Value, Education, and Sports activities.

### **Business Opportunities Forum**

Sohar Aluminium participated as a Golden Sponsor at the Business Opportunities Forum held at Oman International Exhibition Centre on 16 and 17 of November 2014. SA signed contracts worth over OMR 1M in the presence of HH Sayyid Haitham bin Tariq Al Said, Minister of Heritage and Culture.

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### **Whistleblowing Policy**

Sohar Aluminium maintains a number of channels to keep in touch with its local community through various channels. In its community publications, Sohar Aluminium publishes the contacts of its active Whistleblowing hotline where people from the community can anonymously report suspected waste, fraud, a violation of rules or abuse of Sohar Aluminium funds.

Should you wish to give feedback or report anything concerning Sohar Aluminium please contact us at [hotline@sohar-aluminium.com](mailto:hotline@sohar-aluminium.com) or +968 26863317.

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# JUSOOR

Based on their genuine belief in their social responsibility, Sohar Aluminium, Orpic and Vale had a vision of a collaborative Social Responsibility Foundation that can translate their commitment to the community where they operate into social projects that touch the needs of the people. This vision was realized in 2011 with the formation of Jusoor.

The approach of the Foundation is based on a strategy of broadly structured social investment, designed for short, medium and long-term horizons, and managed in a professional manner. This strategy is constructed jointly with government, civil society organizations, partners and other related organizations, based on a shared vision. This distinctive approach taken by the Foundation makes it a model in terms of developing links and partnerships between the public and private sectors and leveraging local resources.

Following are snapshots from the main projects implemented by Jusoor in 2014

### Drug Rehabilitation Center

This specialized center for the treatment and rehabilitation of drug addicts is the first of its kind in the Sultanate. The center was established in cooperation with the Ministry of Health and will contribute to reducing the impact of drug addiction and its spread in the region through training and awareness programs within the community.

The center which is being built on a 40,000 m2 plot of land in Sohar with a capacity of up to 60 beds will be equipped with the latest treatment and rehabilitation means by a specialized medical team to facilitate rehabilitation.

### Educational Robot Laboratory

In cooperation with the General Directorate of Education in Al Batinah North Governorate the Educational Robot Laboratory was established by Jusoor in its quest to achieve sustainable social development in the fields of culture and education. This laboratory aims to contribute to the development of education in the Sultanate of Oman, to prepare a generation of students who have theoretical and scientific knowledge in the field of Robotics, to enhance the scientific aptitude of students, and to connect it to practical training.

The laboratory consists of two sections with a capacity of 48 students. It was designed in a manner that allows students to learn collectively, additionally the laboratory is equipped with a number of learning packages and computer programs and supportive means and tools that enable the teacher to train the students in robotics principles and sciences.

### Al Wafa' Investment Building

Jusoor contributes towards supporting disabled children by implementing a number of programs and projects such as rehabilitation and care centers and associations for the disabled. Jusoor took part in funding the establishment of an investment building for the benefit of Al Wafa' center for the care of disabled children on a 1,200 m2 plot of land in Sohar. This project was implemented in cooperation with the Ministry of Social Development and the Social Development Committee, which reports to the office of the Wali of Sohar. The building will create revenue for Al Wafa' center to serve and educate the children and to support the center's activities to provide better services and quality programs to treat and aid disabled children.



## JUSOOR

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### **Investment Buildings for Clubs (Sohar - Majees - Al Salam)**

Jusoor supports initiatives that helps in providing many opportunities in the fields of rehabilitation and professional development, discovering new talents, supporting sports activities and creating social integration. From this standpoint, Sohar Aluminium and Orpic, in cooperation with the Ministry of Sports Affairs represented by the General Directorate of Sports Affairs in Al Batinah North Governorate, funded the investment buildings projects for the clubs of Sohar, Majees and Al Salam. Through the investment building these clubs can receive additional revenue to fulfil their civic duties by conducting various sports and youth programs thereby making a positive impact on the community.

### **Industrial Tailoring Workshop (Narjis)**

This project aims to support women from social security and limited income families in Sohar and Liwa by providing practical training and source of income. Building on the sewing basics course that Jusoor conducted in 2012 for fifty women from social security and limited-income families in Sohar and Liwa, Jusoor supported 13 of these women to establish a specialized workshop to manufacture uniforms for companies and factories operating in the Sohar Industrial Estate. In addition to sewing skills, the women were trained in administrative, financial and marketing fields in order to prepare them to run and manage this workshop in the future. In order to guarantee the sustainability of this venture, the founding Companies of Jusoor committed to supporting this workshop by signing long-term contracts with it.

## AL BATINAH INTERNATIONAL SCHOOL

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Founded in 2007 by Sohar Aluminium, the Al Batinah International School (ABIS) has quickly positioned itself as the leader in quality education in the Sohar region. ABIS is one of only 3 International Baccalaureate (IB) authorized schools in Oman to offer the IB Diploma and the only IB school in the Al Batinah region. ABIS is also a member of the Middle East International Baccalaureate Association (MEIBA) in addition to being authorised to offer the IGCSE qualification by Cambridge University for its Grade 10 students.

ABIS has had an exciting and successful year with many positive milestones achieved. Students who are successful in this programme have the ability to study at the best universities around the world. ABIS is proud to be able to offer this gold standard programme to its expatriate and Omani students which will bring about benefits for the region over the medium and long term.



# CUSTOMERS MANAGEMENT APPROACH

Strong relationship development is at the core of fulfilling our customers' needs in a successful and sustainable way. Through our commitment to reliable delivery of quality metal products, Sohar Aluminium is realizing the full potential of our business to be a driver for economic development through revenue generation, shareholder returns, and provision of aluminium for local and regional markets. Sohar Aluminium is strongly positioned as a partner of choice for Oman's burgeoning downstream metals industry, both through direct supply of metal to local manufacturers, and also through strong participation in local markets for procurement of goods and services.

Meeting the needs of our customers is heavily dependent on responsible and effective supply chain management, both critical parts of Sohar Aluminium's long term strategy. Our supply chain and customer relationships maximise the value of our products and puts our business in a better position to continue to be the partner of choice, a leader in our markets and a creator of significant value for our customers and business partners

### Our Customers

We believe in long term supply relationships with our customers and that's why we strive to build lasting

arrangements based on quality and reliability. 2014 marked another year of strong customer services performance in which all existing metal supply agreements were fulfilled on schedule. In addition, we have been able to expand our customer base through the sale of available metal resulting from increased annual production. Direct metal supply and the expansion of Sohar Aluminium's customer base is a significant opportunity that we will continue to realize as our production and product availability allow.

Over the last year, Sohar Aluminium met all of its delivery quotas, delivering more than 73,000 tonnes of hot liquid aluminium to our downstream customers in Oman – Oman Aluminium Rolling Company (OARC) and Oman Aluminium Processing Industries Limited (OAPIL). Successful product management allowed us to maintain on-schedule delivery of metal products, with no product delivery interruptions and resolution of 100% of customer inquiries regarding product quality. We see this as a significant achievement fully aligned to the promise of reliable and on-time delivery that is expected from our customers.



- Material issues: Customers**
- Product Quality
  - Supply Reliability
  - Product Sales & New Sources of Revenue
  - Supply Chain Management

**New Customers, New Potential**  
 In 2014, we started what we consider a long term project to establish new relationships with customers in the UAE through the sale of solid metal. This provided us with additional revenues of \$1.5 million USD which we hope to expand going forward.



**Our Products**  
Sohar Aluminium sells aluminium in three forms:

- Ingots (23.7 kg)
- Sows (700 kg)
- Hot Metal (for downstream partners)

Looking forward, maintaining and building strong relationships with our customers will continue to create value for Sohar Aluminium. Revenue generation from product sales and favourable customer relationships will also maximize the value that is generated from Sohar Aluminium's increasing production capacity resulting from major plant upgrades such as the pot relining and amperage creep projects. As our customer base expands, so too does our internal capacity and management systems.

**2014 Customer Highlights**

**Revenue generation through additional solid metal sales**

**~ Roughly 15,000 Tonnes liquid metal sold to OARC**

**~ Roughly 60,000 Tonnes liquid metal sold to OAPIL**

**100% Customer inquiries resolved**

**Quality and Reliability**

Product quality and reliability are key factors in successful customer relationships. All aluminium produced follows Sohar Aluminium's Quality Policy, which designates specifications for the technical specifications of our metal products. Sohar Aluminium Casthouse and Power Plant are certified under ISO: 9001 Quality Management Systems as part of the company's commitment to delivering comprehensive, quality based management for successful customer relationships and product sales.

Annual customer satisfaction surveys are a part of our quality policy and provide one of many direct communication channels with our customers to address concerns and inquiries and ensure we are meeting the expectations of our customers and delivering superior customer experience.





## SUPPLY CHAIN MANAGEMENT

Successful supply chain management focuses on minimizing risks, optimizing price and elimination of production disruption through on time delivery and critical item contingency planning. It presents an opportunity for Sohar Aluminium to reduce costs through warehouse and stock management as well as sound supplier negotiation and contingency planning. All suppliers are assessed during the evaluation process on the basis of EHS performance and mandated to abide by Sohar Aluminium's rigorous safety standards. Safety induction trainings are provided for all contractors and service providers as part of Sohar Aluminium's uncompromising commitment to safety.

In 2014, supply chain management continued to evolve as Sohar Aluminium began a number of new supplier agreements to improve reliability and optimize costs for the supply of significant production components such as raw material. In addition, we continued to mature our supplier management systems through enhanced inventory systemization and monthly supplier relationship evaluation meetings.

### Contractor Management

Contractors are an essential part of Sohar Aluminium's operations as they provide

specific technical and maintenance services to meet the requirements of our assets and manpower demand. During their time on site, all contractors are expected to adhere to Sohar Aluminium policies regarding health and safety procedures. In 2014, Sohar Aluminium began the implementation of its Contractor Management Roadmap, which outlines objectives for contractor performance and oversight. Contractor management begins with screening of contractor companies during the procurement stage, during which time contractors are evaluated on the basis of their management systems, adherence to local and national laws and regulations for the safety and welfare of all workers.

From a performance perspective, personnel safety is the primary measure of successful contractor relations. In 2014, contractors performed almost 1.8 million work hours for Sohar Aluminium with improved performance in injury frequency rate, recordable injury and lost time injury rates. Contractors have the right to stop work if considered unsafe and are considered alongside employees in measures of safety performance.

Safety Performance Indicator	Unit	2011	2012	2013	2014
Injury Frequency Rate*	200,000 man-hours	0.45	0.37	0.33	0.17
Recordable Injury/Illness* Frequency Rate	200,000 man-hours	0.85	0.85	0.70	0.50
Lost Time Injury Rate*	200,000 man hours	0.32	0.32	0.33	0.33

### **Building Local Supply Chain**

Sohar Aluminium is committed to developing partnerships with local Omani suppliers as a means to improve our supply chain and support local economic development. While Sohar Aluminium's primary raw material, alumina, and a majority of machinery and heavy equipment is sourced from outside of Oman, Sohar Aluminium has developed a strong network of nationally-based suppliers who provide a variety of goods and services from administrative items to specialized manpower. Site visits and quantitative supplier assessments allow Sohar Aluminium to build strong relationships with suppliers and ensure that our expectations for safety, quality, and operational management are met.

Local suppliers represent a significant opportunity to enhance the Omani metals and manufacturing sector while reducing costs and product delivery time. Our partnership with the Sohar Foundry and Marine Engineering L.L.C (SFME) is a great example of a successful local supplier relationship that has created significant benefits for both parties. Sohar Foundry is now supplying Sohar Aluminium with casting moulds for our smelter on an as-needed basis. Since this partnership began, Sohar Foundry has expanded its operations and signed a number of new clients including Emirates Aluminium (EMAL) and Oman Refineries and Petrochemicals Company L.L.C (Orpic).





## APPENDIX A. REPORT PARAMETERS

This report highlights the Sohar Aluminium's sustainability performance that is of particular interest to a broader set of stakeholders. It is the 6th Sustainability report since 2009, Sohar Aluminium is committed to the sustainability of its business and region and accordingly intends to continue to issue a sustainability report annually. This report is printed on a recycled paper.

### GRI G4 Content Index

This report was prepared 'in accordance' with the GRI G4 Guidelines, option core. Please refer to the index at the end of the report for further information.

### Boundary of the Report

This report covers the operations of Sohar Aluminium as an independent entity operating only in the Sultanate of Oman through its headquarters located in Sohar. Sohar Aluminium does not have control or significant influence with regard to financial and operating policies of any other entity and does not own any subsidiaries nor is part of any joint ventures; therefore there are no limitations on the scope or boundary of this report.

### Our Materiality Test

The scope of this report was prepared with the four GRI principles; materiality,

stakeholder inclusiveness, sustainability context, and completeness. It aims to ascertain the definition of materiality for Sohar Aluminium and what this report shall cover.

### Stakeholder Inclusiveness

At Sohar Aluminium we value the opinions of our stakeholders and believe that a systematic dialogue can assist us in better identifying opportunities for further development or conflict issues that may arise. Our operations affect many different stakeholders, ranging from our employees, social partners, investors and suppliers to governments and influencing groups as well as our neighbourhood communities from the Al Batinah region.

### Completeness

In identifying the scope of the report, we took into consideration issues that are relevant both upstream and downstream to Sohar Aluminium. Our aim was to cover all significant actions and events within the reporting period and put forward all information that can be of importance to our stakeholders.







## APPENDIX B. COMPANY PERFORMANCE 2011-2014

### Environmental Health and Safety

#### Waste management

	2011	2012	2013	2014
Waste Disposal (Tonne)	3,226	4,179	5,534	7,677
Waste Recycled(Tonne)	2,406	2,271	3,054	2,442
Waste Disposal (Kg/T Al)	8.6	11.6*	15.5*	21.1*
Waste Recycled(kg recycled waste/t Al)	9.61	16.01	20.95	24.94

\* The waste disposal increased in 2012, 2013 and 2014 due to the planned pot re-lining program.

#### 9.3.2 Waste Recycled

Non Hazardous Waste Recycled (Tonnes)	2011	2012	2013	2014	Final Disposal
General Industrial	2,754	3,312	3,720	5,355	Municipality Landfill
Domestic Waste	0	0	579	516	Municipality Landfill
Food Waste	472	867	1,235	1,806	Municipality Landfill
Recyclable Steel	576	660	840	738	Steel Recycler
Recyclable Wood	1,086	3,474	4,350	5,826	Wood Recycler
Paper and Cardboard	1,032	1,020	1,308	1,596	Paper Recycler
Recycled Plastic	30	150	780	783	Plastic Recycler
Hazardous Waste-Non Recyclable (Tonnes)	2,406	2,271	3,054	2,442	Stored On-site
Total Non-recycled (Tonnes)	5,632	6,450	8,009	10,119	
Total Recycled (Tonnes)	3,588	5,766	7,418	9,066	
Grand Total Waste	9,220	12,216	15,431	19,185	
Metal Production (Tonnes)	373,275	360,102	354,060	363,528	assumed as hot metal production
Waste Generation Performance (kg non-recycled waste/t Al)	15.1	17.9	22.6	28	

## COMPANY PERFORMANCE 2011-2014 (Cont.)

### 9.3.3 Energy Management

Energy Management	2011	2012	2013	2014
Natural Gas Consumption(mmbtu)	37,467,498	36,855,242	38,026,750	37,151,064
Fuel Oil / Diesel Usage (Litres)	2,166,323	262,726	368,925	274,076
Total Power Generated (MWhr)	5,521,023	5,419,713	5,420,247	5,466,811
Power Used by Smelter and Port Operations (MWhr)	5,454,835	5,352,933	5,228,457	5,344,877
Energy Consumed (GJ)	39,607,184	38,893,473	40,133,253	39,206,207
Energy Consumption Intensity (GJ / Tonne)	106.1	108.0	113.3	107.8
Generation Efficiency (%)	50.2	50.2	48.6	50.2
Conversion Efficiency (D.C.MWhr/t Al)	14.61	14.86	14.76	14.77

### 9.3.4 Water Management

Water Management	2011	2012	2013	2014
Sea Water Use for Cooling (m3)	344,211,045	316,756,360	354,358,291	365,209,405
Seawater Consumption in the Reverse Osmosis Plant (m3)	2,298,041	1,838,579	1,033,437	0*
Brackish Well Water Extraction (m3)	1,517,157	1,206,141	1,901,568	2,645,864
Well Water Intensity (m3 / tonne Al)	4.06	3.35	5.37	7.27
Process Water Produced (m3)	936,221	1,082,946	1,025,981	972,952
Brine Discharged to the Sea (m3)	1,549,047	1,650,105	1,752,446	1,486,714
Demineralised Water Used for Heat Capture in the Heat Recovery Steam (m3)	134,353	120,799	136,588	144,490
Process water (non-potable) exported to Majis Industrial Services Company (m3)	490,783	628,531	566,832	499,643
Sewage Water Imported from neighbouring community for irrigation (m3)	148,688	131,778	114,153	111,577
Treated Sewage Water Used for Irrigation (m3)	102,834	126,379	126,426	127,805
Percentage of Treated Sewage Water Re-used for Irrigation (%)	100%	100%	100%	100%

\*Seawater is used for once through cooling. Consumption of seawater is limited to the reverse osmosis plant. In 2014, seawater consumption was null because process water was used in the osmosis plant instead of sea water.

## COMPANY PERFORMANCE 2011-2014 (Cont.)

### 9.3.5 Emissions Management

	2011	2012	2013	2014
Total CO2 emissions generated (Tonnes CO2 /MWhr)	0.50	0.50	0.50	0.50
PFC emissions (t CO2 eq./ t Al)	0.03	0.05	0.12	0.03
Total CO2 emissions from smelter activities(t CO2 eq./ t Al)	1.73	1.82	1.81	1.70
Total CO2 emissions from Sohar Aluminium facilities (Smelter, Power Plant and Port) per tonne of aluminium produced(t CO2 eq./ t Al)	7.44	7.62	7.85	7.47
Hydrogen Fluoride-Gas Treatment Centre (GTC) (Tonne Gaseous HF)	39.00	22.00	20.00	16.18
Total Fluoride Emissions-Smelter(kg HF/t Al)	0.90	0.90	0.59	0.47

### People

#### 9.3.6 Employee breakdown by designation

Levels	2011			2012			2013			2014		
	Omani	Expat	Total	Omani	Expat	Total	Omani	Expat	Total	Omani	Expat	Total
Semi-Skilled	347	0	347	348	0	348	353	0	353	329	0	329
Skilled	221	140	361	210	120	330	207	133	340	219	136	355
Professional	64	65	129	58	56	114	79	51	130	74	48	122
Management	78	105	183	75	84	159	76	98	174	82	91	173
Total	710	310	1,020	691	260	951	715	282	997	704	275	979

Turnover and Retention	2011	2012	2013	2014	Employee Age	2013	2014
	New Employee hires	91	29	105		46	20-30
Employee Turnover rate	5.98%	10.30%	5.92%	6.43%	30-40	434	497
					40+	164	177

## COMPANY PERFORMANCE 2011-2014 (Cont.)

### Training

Training	2011	2012	2013	2014
Investment in vocational training	1.4 M US\$	1.2 M US\$	0.9 M US\$	0.9 M US\$
Average training day per employee	10 days	14 days	12 days	12 days
Number of employees received training	990	998	990	990
3 year Maintenance Technician Program-Omani Employees	25	25	21	30
Total number of training hours	79,200	113,913	90,279	90,000
Training hours per employee	80	114	91	91

Percentage of Local and Foreign suppliers	2011	2012	2013	2014
Local Suppliers	65%	70%	72%	64%
Foreign Suppliers	35%	30%	28%	36%

### Corporate Citizenship

CSR Budget breakdown	2013	2014	2015 Targets
Jusoor Projects	37%	55%	60%
Sustainable Projects	24%	26%	22%
Education	6%	3%	5%
Social Contributions & Voluntary Projects	15%	10%	10%
SMEs	6%	3%	0%
EHS	12%	3%	3%



## APPENDIX C: GRI G4 CONTENT INDEX

The table below provides the disclosure of GRI content for 'In accordance' option core. Further explanation for each indicator is presented online at <https://g4.globalreporting.org/Pages/default.aspx>

**Table Key**

- Reported
- Not Reported

General Standard Disclosure	Page Number	External Assurance
<b>GENERAL STANDARD DISCLOSURES</b>		
<b>Strategy and Analysis</b>		
G4-1	■ 7, 8, 9, 10	Not Assured
G4-2	■ 21, 25-27	Not Assured
<b>Organizational Profile</b>		
G4-3	■ 11	Not Assured
G4-4	■ 52	Not Assured
G4-5	■ 11	Not Assured
G4-6	■ 11	Not Assured
G4-7	■ 11	Not Assured
G4-8	■ 11, 51, 52	Not Assured
G4-9	■ 11, 19, 39, 52	Not Assured
G4-10	■ 19, 33	Not Assured
G4-11	■ 30% of Sohar Aluminium Employees are members of the Trade Union	Not Assured
G4-12	■ 53, 54	Not Assured
G4-13	■ No changes	Not Assured
G4-14	■ 7-10	Not Assured
G4-15	■ 24, 27	Not Assured
G4-16	■ Sohar Aluminium is part of the following associations: <ul style="list-style-type: none"> <li>• Oman Chamber of Commerce and Industry</li> <li>• Gulf Aluminium Council</li> <li>• International Aluminium Institute</li> <li>• AP 30 Club</li> </ul>	Not Assured
<b>Identified Material Aspects and Boundaries</b>		
G4-17	■ 55, the company has no annual report or public financial statements.	Not Assured
G4-18	■ 22, 25, 55	Not Assured
G4-19	■ 25	Not Assured
G4-20	■ 55	Not Assured
G4-21	■ 25	Not Assured
G4-22	■ Limited restatements of data have been made to improve quality. All restatements are noted clearly where applicable.	Not Assured
G4-23	■ No Change	Not Assured

General Standard Disclosure	Page Number	External Assurance
<b>GENERAL STANDARD DISCLOSURES</b>		
<b>Stakeholder Engagement</b>		
G4-24	■ 23, 24	Not Assured
G4-25	■ 23, 47, 55	Not Assured
G4-26	■ 23, 24, 47, 55	Not Assured
G4-27	■ 23, 24	Not Assured
<b>Report Profile</b>		
G4-28	■ January 1-December 31, 2014	Not Assured
G4-29	■ 22, Sohar Aluminium 2013 Sustainability Report was published in 2014.	Not Assured
G4-30	■ 22	Not Assured
G4-31	■ 6	Not Assured
G4-32	■ 61, 64	Not Assured
G4-33	■ This report was not checked by third-party.	Not Assured
<b>Governance</b>		
G4-34	■ 13-16	Not Assured
G4-35	■ 13	Not Assured
G4-36	■ 13	Not Assured
G4-37	■ 15	Not Assured
G4-38	■ 13, 14	Not Assured
G4-39	■ 13	Not Assured
G4-40	■ 13	Not Assured
G4-48	■ 13	Not Assured
G4-49	■ 13	Not Assured
<b>Ethics and Integrity</b>		
G4-56	■ 11	Not Assured
G4-58	■ 15	Not Assured



**Table Key**

- Reported
- Not Reported

DMA and Indicators	Page Number	Omissions	External Assurance
<b>SPECIFIC STANDARD DISCLOSURES</b>			
<b>CATEGORY: ECONOMIC</b>			
<b>Material Aspect: Economic Performance</b>			
G4-DMA	■ 41		Not Assured
G4-EC1	■ 20, 41, 43		Not Assured
G4-EC4	■ No assistant received from Government		Not Assured
<b>Material Aspect: Indirect Economic Impacts</b>			
G4-DMA	■ 41, 42		Not Assured
G4-EC7	■ 41		Not Assured
<b>Material Aspect: Procurement Practices</b>			
G4-DMA	■ 41, 53, 54		Not Assured
G4-EC9	■ 41, 53, 54		Not Assured
<b>CATEGORY: ENVIRONMENTAL</b>			
<b>Material Aspect: Energy</b>			
G4-DMA	■ 30		Not Assured
G4-EN3	■ 58		Not Assured
G4-EN5	■ 58		Not Assured
G4-EN6	■ 30, 58		Not Assured
G6-EN7	■ 39		Not Assured
<b>Material Aspect: Water</b>			
G4-DMA	■ 27, 29		Not Assured
G4-EN8	■ 58		Not Assured
G4-EN10	■ 26, 58		
<b>Material Aspect: Emissions</b>			
G4-DMA	■ 28, 30		Not Assured
G4-EN15	■ 59		Not Assured
G4-EN16	■ 59		Not Assured
G4-EN18	■ 30		Not Assured
G4-EN19	■ 29, 30		Not Assured
G4-EN21	■ 29, 30, 59		Not Assured
<b>Material Aspect: Effluent and Waste</b>			
G4-DMA	■ 28, 29		Not Assured
G4-EN22	■ 57		Not Assured
G4-EN23	■ 28, 57		Not Assured
<b>CATEGORY: SOCIAL</b>			
<b>SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK</b>			
<b>Material Aspect: Employment</b>			
G4-DMA	■ 33, 34		Not Assured
G4-LA1	■ 59	New hires by age group and gender is not available and will be reported in 2015	Not Assured
G4-LA2	■ 33		Not Assured



DMA and Indicators	Page Number	Omissions	External Assurance
<b>Material Aspect: Occupational Health and Safety</b>			
G4-DMA	■ 31, 32		Not Assured
G4-LA5	■ 31, 32		Not Assured
G4-LA6	■ 31, 32		Not Assured
<b>Material Aspect: Training and Development</b>			
G4-DMA	■ 35, 36		Not Assured
G4-LA9	■ 60		Not Assured
G4-LA10	■ 35, 36		Not Assured
G4-LA11	■ 44		Not Assured
<b>Material Aspect: Diversity and Equal Opportunity</b>			
G4-DMA	■ 33, 34		Not Assured
G4-LA12	■ 59		Not Assured
<b>Material Aspect: Supplier Assessment for Labor Practices</b>			
G4-DMA	■ 53, 54		Not Assured
G4-LA14	■ 53, 54		Not Assured
G4-LA15	■ 53, 54		Not Assured
<b>SUB-CATEGORY: HUMAN RIGHTS</b>			
<b>Material Aspect: Non-discrimination</b>			
G4-DMA	■ 16		Not Assured
G4-HR3	■ Zero		Not Assured
<b>Material Aspect: Child Labor</b>			
G4-DMA	■ 16		Not Assured
G4-HR5	■ Zero		Not Assured
<b>Material Aspect: Forced of Compulsory Labor</b>			
G4-DMA	■ 16		Not Assured
G4-HR6	■ Zero		Not Assured
<b>Material Aspect: Supplier Human Rights Assessment</b>			
G4-DMA	■ 53, 54		Not Assured
G4-HR11	■ 53, 54		Not Assured
<b>SUB-CATEGORY: SOCIETY</b>			
<b>Material Aspect: Local Communities</b>			
G4-DMA	■ 43, 44, 47, 48		Not Assured
G4-SO2	■ 47, 48		Not Assured
<b>Material Aspect: Anti-corruption</b>			
G4-DMA	■ 15, 16		Not Assured
G4-SO3	■ 100%		Not Assured
G4-SO4	■ 100%		Not Assured
<b>SUB-CATEGORY: PRODUCT RESPONSIBILITY</b>			
<b>Material Aspect: Customer Health and Safety</b>			
G4-DMA	■ 52		Not Assured
G4-PR1	■ 100%		Not Assured
<b>Material Aspect: Marketing Communication</b>			
G4-DMA	■ 52		Not Assured
G4-PR6	■ None		Not Assured
G4-PR7	■ None		Not Assured