

# DRUMMOND

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## The right to dream

The La Loma and El Descanso scholarship programs have changed the lives of 45 young people from the municipalities in the company's area of influence.

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# Drummond, E.A. (Larry)



Elbert Allen (Larry) Drummond, 68, of Jasper, Alabama, Vice Chairman of Drummond Company, Inc., died on July 30th, 2012 at his residence surrounded by family and friends.

Mr. Drummond was born August 3, 1943, at Norwood Clinic in Birmingham. The family had not decided on a name, and a maternity ward nurse, just to give the new baby a specific identity, started calling him "Larry." That name continued as his unofficial but primary "first name" throughout his life. His birth was in the midst of World War II, and the parents decided to honor two family members who were in military service. They named Elbert Allen for relatives from both his mother and father.

His early life was spent with his family in the Walker County town of Sipsey. His father, Heman Drummond, had been a coal miner for Debardeleben Coal Company, and had decided in 1935 to start his own mine, the beginning of what is now Drummond Company, Inc. Heman Drummond began mining on property left by his grandfather, and he later moved to coal land that had been homesteaded by his mother.

Larry attended Walker College for the next two years, and at the end of the second year, Larry, then 19, married his high school sweetheart, Abbie Kiker.

He earned his bachelor's degree in Commerce and Business Administration in 1965 from the University of Alabama and earned a master's degree in Accounting the

next year. He then entered the University of Alabama School of Law, where he was awarded the Juris Doctor degree in 1969.

During breaks in college, Larry worked in various areas of Drummond Coal operations – preparing a site for mining, drilling at a new mine, cleaning coal for loading, and work at other operations.

Returning home with his law degree, he rejoined the company and was involved initially with sales. Over the years he was heavily involved with domestic and international coal sales. Larry, along with his brothers, were instrumental in fostering business relationships with Japan that continue today. He assumed additional complex responsibilities as Vice Chairman of the corporation and Chairman of its Executive Committee.

Larry's personal contributions were instrumental in the successful completion of the negotiations that led to the signing of the La Loma contract.

Larry was a man who loved life and had a great love for hunting, fishing, golf and Alabama football; but his greatest passion was sharing his hobbies and interests with family and friends.

Larry loved his family, his church and his community and served them well and accomplished much in his life. For all of his accomplishments, the one that meant a great deal to him was being able to help others. We will never forget him.

# Betting on talent

There are two critical points when inequality gaps can be closed or grow deeper in society. Early childhood and access to higher education. In the first case, the Nobel prize-winning economist James Heckman showed that an investment in the first six years of life is most effective since it is during this stage, and none other, that the brain reaches its highest level of development. In the second case, the opportunity to pursue technical or university studies at a high-quality institution can substantially improve young people's income levels and promotional opportunities.

As the World Bank has recognized, education is one of the most important factors in promoting a country's long-term growth, while also helping to reduce poverty and inequality.

Cognizant of this reality, six years ago Drummond decided to work on a comprehensive scholarship program to benefit high school graduates from the municipalities located in the company's area of influence, which not only covers one hundred percent of tuition at the institution that the beneficiary chooses, but it also grants a monthly allowance to ensure that the scholarship recipient can pursue their studies with peace of mind. Moreover, as of this year, it decided to support comprehensive early childhood care programs in Magdalena.

These two programs, together with the training and educational courses within the company, confirm our commitment to the surrounding towns, and our interest in their residents having better opportunities in life.



A country's development potential is based on the skills and creativity of its workforce, and on the quality of its leaders, and these are enhanced by the quality of its education.

At Drummond, we are working to build a better country, and that is why we are investing in education and training for our employees and their children, and, in the case of the communities located in municipalities close to our operations, we support programs for early childhood education, for infrastructure improvements to primary and secondary schools, and for higher education training.

Augusto Jiménez  
President  
DRUMMOND Ltd. Colombia



# The right to dream

■ THE LA LOMA AND EL DESCANSO SCHOLARSHIP PROGRAMS HAVE CHANGED THE LIVES OF 45 YOUNG PEOPLE FROM THE MUNICIPALITIES IN THE COMPANY'S AREA OF INFLUENCE.

The opportunities for growth for high school graduates in the municipalities that make up Drummond's area of influence are very few. So, 6 years ago the company decided to create a scholarship program to give young people from the Cesar and Magdalena Departments possibilities for a life other than working in the informal sector, at home or in the fields. The success of the La Loma program led to the creation of the El Descanso scholarships one year later, designed for the Cesar Department and extending its coverage to the municipalities of Becerril and Codazzi.

This program has already changed the lives of the 45 students who are currently receiving scholarships, and of the two who have graduated

and are working at Drummond: Brenda Hernandez and Clayton Herrera. "You have the desire, the determination, the will to advance, but you don't have the means to do it. And to have support like this is fabulous... studying is a way of growing and showing that we are ready for big things," explained Clayton Herrera, who studied Electrical Engineering at the Universidad del Magdalena and currently works in the receiving area at Puerto Drummond.

The wonderful thing about the scholarships is that they do not only have an impact on the ones receiving the educational assistance. As Brenda Hernandez explained, "A scholarship changes the lives of all of the members of my family... For my siblings I am an example that studying and trying to get ahead does work. They have seen that their lives are going to change and they are studying responsibly." Brenda, who is one of the few university students from her high school

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**The criteria for earning the scholarships are very clear: academic excellence, Icfes exam results and the parents' income levels.**

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cohort in Cienaga, studied International Business at the Universidad del Magdalena and she works as an assistant in the administrative management division at the Port. This position has allowed her to pay for her sister's psychology studies.

Seeing that there are opportunities for progress also has a multiplier effect on the community. "Because of my participation in the scholarship program, the academic standards in Fundacion and the surrounding areas have improved, and that is spectacular. People are learning and while not everyone has the opportunity to earn a scholarship, they do have hope, and they can build their dreams on that hope," Clayton says.

### **The new recipients**

The enthusiasm with which Clayton and Brenda talk about the support that they received from Drummond to study their professions is the same that the new recipients of the scholarship program show. The eight young people chosen (four women, four men) have pinned their hopes on this assistance. "I want to pull myself out of the mud to be someone. We're trying to help my mom because I know she needs it and I want to help her get ahead because she has fought a lot for me, washing and ironing clothes," said Emilio Jose Cruz, a future Geological Engineer from La Jagua de Ibirico.

For Veronica Lucia Camargo, receiving the scholarship means "opportunities, progress, and a way to be able to help my family," while for Ivan Jose Dominguez it is the path to "being able to be someone in life and to help my family get ahead" and for Ivonne Miranda, "my chance to make progress, to get ahead with my family and in the future give back to them everything that they've given to me."



**"A scholarship changes the lives of all of the members of my family." Brenda Hernandez.**



**"Studying is a way of growing and showing that we are ready for big things." Clayton Herrera.**

Supporting their families is not the only concern for these young people. Arelis Ruiz and Donaldo Enrique Navas, for example, decided to study Medicine to help others.

Having the opportunity to pursue a degree at any university in the country is the reward for the scholarship recipients' dedication and academic excellence. It is a door that was opened for them to transform their lives or, in the words of Ricardo Mejia and Maria Angelica Ochoa, it is the way for them to fulfill their dreams.





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The scholarships have an impact not only on those who receive the educational assistance, but also on their families and their communities.

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**“I would venture to say that more than 90% of the scholarship recipients are recognized within their universities for having the best averages in their majors.” Gustavo Solano, Drummond’s Labor Relations Manager and Scholarship Program Coordinator.**

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## Comprehensive support

When the scholarship program was defined, the company found that taking on the total cost of tuition for the five years it takes to earn a degree was not enough to ensure that the recipients could complete their education. Many times the cost of transportation, food and books became a reason for the students with the lowest incomes to drop out. Therefore, the company decided to give a monthly allowance of \$750,000 pesos to support the students, explained Gustavo Solano, Drummond’s Labor Relations Manager and scholarship program coordinator.

Although the La Loma and El Descanso scholarships cover the same costs, they differ in the types of degrees that they cover and the beneficiaries’

places of origin. El Descanso supports training in engineering and technologies related to mining, and La Loma finances the university degree of the recipient’s choice.

Moreover, El Descanso only benefits students from the municipalities of Chiriguana, Becerril, Codazzi, La Jagua de Ibirico and El Paso, while the scholarships from La Loma also include the municipalities of Bosconia in the Cesar Department and Algarrobo, Fundacion, Aracataca, Zona Bananera and Cienaga in Magdalena.

Both programs are aimed at students from public schools who come from families with low socio-economic levels.

Each school has the opportunity to submit a maximum of two students, so that each year some 60 candidates are presented between the two departments.

The criteria for earning the scholarships are very clear: academic excellence, which awards up to 50 points; Icfes exam results (40 points), and parents’ income levels (10 points).

Gustavo Solano is very proud of the 20 students receiving scholarships through the La Loma program and the 25 through El Descanso. “I would venture to say that more than 90% of the scholarship recipients are recognized within their universities for having the best averages in their majors,” he said. ■





# Controlled explosion

Blasting is critical in coal mining because it breaks up the rock and allows the shovel and truck teams to do their work.

■ THE CERTIFICATE COURSE IN BLASTING NOT ONLY ALLOWED THE PARTICIPANTS TO ACQUIRE OR EXPAND THEIR KNOWLEDGE OF THE SUBJECT, BUT IT ALSO ENCOURAGED TEAMWORK AMONG THE DIFFERENT AREAS INVOLVED IN THE PROCESS.

In the mine, everyone knows that 12:45 in the afternoon is the time when the blasting takes place, a vital task for breaking up the rock and allowing it to be removed with the different shovel equipment and trucks.

Once the site where the process will be carried out has been chosen, there cannot be any equipment within a 300 meter radius, and no people within a 500 meter radius. This is taken care of by a team of 10 to 12 supervisors from

the different areas who review the entire area and are responsible for blocking access to it to meet safety regulations.

Like a symphony conductor, the blasting coordinator communicates with the supervisors who do the blocking and tracking of the area to develop a blast firing process that is one hundred percent safe.

This routine work took on a new meaning as of August 2011, when the certificate course in blasting ended, an initiative that allowed 96 supervisors from the three shifts to expand and gain knowledge on drilling and blasting. "Now you can see that the different departments that are involved in the process work as more

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The program's success showed that there is interest among the employees to stay up to date on issues related to their careers and to the mine, so the possibility of coordinating new courses is being evaluated.

**Nasser Marquez has spent 20 years carrying out drilling and blasting processes. He shared this experience with the students in the certificate course held from January to August 2011.**

of a team, and at the time for blasting everyone understands more of the reasons why and the security protocol. The person, in addition to knowing the text of the protocol, interprets it 100 percent and understands the reason for each item. The process at the time when the blast is fired is safer and more efficient," explained Nasser Marquez, Assistant Blasting Superintendent, who devised and taught the 140 hour theoretical and practical certificate course.

The certificate course, approved and certified by the Fundacion Universitaria del Area Andina, explained topics that affect the students, such as the drilling and blasting processes that are carried out at Drummond, restraint systems and the firing sequence, calculations that are used to determine the load ratio or factor to break up a cubic meter of rock, and the cost and budget for a blast. However,

undoubtedly, the most important theoretical concept was the managerial explanation of the drilling and blasting processes that take place within the company.

"They also really enjoyed the field work and the technical visit to the explosives plant where they gained knowledge about the manufacturing processes for different explosive agents," Nasser Marquez said.

The program's success showed that there is interest among the employees to stay up to date on issues related to their careers and or the mine, so the possibility of coordinating new courses is being evaluated with the Fundacion Universitaria del Area Andina, explained Claudia Acosta, Director of Selection and Development. ■

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## New horizons

For Luis Leal, receiving training on topics regarding mining activity broadens his horizons and gives him the tools to aspire to another position.

Although he took a class on explosives when he was in the marines, he was impressed with the visit to the ANFO plant. "Seeing the whole process of producing the explosive from when the ammonium nitrate arrives and is mixed with diesel is impressive, as is the security that is set up for it."



Luis Leal, Materials Assistant for the Hydrocarbon Area. "In general, I liked the whole course, but especially having access to the ANFO plant. It was impressive."

## Statistics in practice

"The certificate course was very enriching for everyone. For us, in particular, because it allows us to develop a complete exercise in which we can calculate a drilling net and compare it to the statistical results that we have. What we saw helps us to determine the efficiencies of the drilling and the blasts." Although Eliana Diaz explained that making these kinds of comparisons is not specifically part of her role, she is visibly excited about the ways she can apply what she learned in the course.



Eliana Diaz, Engineer 2 from the Engineering Department. "It is important to understand the approach given to the blasting process due to the different lithologies of the rocks."



# The best Investment

The students receive a theoretical orientation, then they practice in the simulator and finally they go out in the field under a trainer's supervision.

■ IN HOUSE COURSES HAVE GIVEN 309 YOUNG PEOPLE FROM THE TOWNS SURROUNDING THE MINES THE OPPORTUNITY TO BE TRAINED ON HEAVY EQUIPMENT, AND HAVE ALLOWED THE COMPANY TO FILL ITS VACANCIES WITH QUALIFIED PERSONNEL.

Luis Vicente Godoy is passionate about teaching. So he is always looking for the best way to pass on his knowledge. "People don't all learn in the same way. Sometimes, I have to look for another way to teach or to explain, because they aren't understanding me. In this position,

you have to deal with different personalities," he said proudly.

As a Training Specialist in the Trucks Area, Luis Vicente supervises the trainees in the field, he corrects them when they perform actions that do not fall within the operation's procedure or techniques, and he guides them in any situation that needs improvement. "I do evaluations riding in the truck with the trainee and I determine whether or not they're ready for the operation," he explained.

The students from Drummond's in house



**“The main value of the in house courses is that we have met the demand for labor that the company has needed.” John Robert Carrillo, Director of Training.**

course program pass through the guidance of Luis Vicente, who trains the trainees in handling heavy equipment.

The students receive a theoretical orientation, then they practice in the simulator and, when it is determined that they have mastered the controls, they are sent to the field to carry out the theoretical and practical part with the trainer.

Drummond started these courses in 2008 in response to the need for trained personnel from the region. “The need for the courses began because Cesar is a relatively young Department in mining operations and we did not have skilled workers qualified to operate mining equipment. Seeing the company’s expansion in the last 4-5 years, we feel obligated to train people from the region so that the communities can benefit from good, well-paying jobs,” explained John Robert Carrillo, Director of Training.

Therefore, the courses are promoted in mining towns like El Paso, La Loma, Chiriguana, Becerril, Codazzi, la Jagua de Ibirico and, sometimes, in Bosconia.

Those who are interested send their resumes to the mine, and they have to go through an interview process and aptitude and simulator tests. Finally, the selected group is given medical exams and their references are checked. “Almost everyone who starts the in house course gets hired,” explained Claudia Acosta, Director of Selection and Development.

### **Positive balance**

Since the program started in 2008, 309 people have been trained, which has allowed the company to have a skilled labor pool to meet their personnel needs.

Training the trainees both in the technical part and in practice, and in the company’s procedures, has created an enormous benefit both for Drummond and for the communities surrounding the mine.

In the case of the latter, there has been a reduction in workplace accidents, an increase in production, a decrease in equipment maintenance costs and repair costs due to mishandling.

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**With the courses, there has been a reduction in workplace accidents, an increase in production, a decrease in equipment maintenance costs and repair costs due to mishandling.**

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**“In the groups that have come to us, everyone has ended up as an operator. We haven’t had failures because they didn’t learn or they didn’t have the skills.” Luis Vicente Godoy, Training Specialist in the trucks area.**



**“Almost everyone who starts the in house course gets hired.” Claudia Acosta, Director of Selection and Development.**



Meanwhile, opportunities for growth in the mining towns are scarce, and they are concentrated in farm work and the informal sector. The in house courses have allowed the young people from the area to have access to good jobs, with the resulting benefits for their families and their communities. ■



## A dream come true

Ricardo Antonio Salazar had always wanted to work at Drummond, but things had not worked out. Everything changed in 2011, when a friend asked for his resume and added him to the selection process for the in house course that started in July of that year. He completed the course with great enthusiasm and on April 17th he signed a contract with the company. "Working at Drummond is a dream come true, something that changes your whole life completely because of all of the benefits that the company provides us, everything that it gives us and that you don't get anywhere else. Thanks to the good pay, we get everything that we need every day to survive, the luxuries that we want to have," said this young man from Chiriguana, Cesar.



"Working at Drummond... changes your whole life completely." Ricardo Antonio Salazar.

## The engine of success

"I have a son, a family. That is a reason to work and to try to succeed." That is the thinking that led Carlos Rodriguez, a 21-year-old young man from El Copey, to sign up for the examination session for the in house course that started on March 29.

Carlos had experience with trucks, but he feels that he is learning a lot at Drummond. Moreover, he has felt very comfortable at the mine. "They make you feel like part of the group... There are many people who see to it that you succeed," he said.



"I liked the reception from my colleagues, the way that they work together with you, they help you." Carlos Rodriguez, student.



# The locomotive engineers of the future

**Yirley Karina Ortiz is the only woman who has completed the Locomotive Engineer course at Drummond.**

■ THE INCREASE IN COAL PRODUCTION AND THE PROXIMITY OF THE RETIREMENT AGE FOR SOME EMPLOYEES MOTIVATED THE COMPANY TO OPEN A TRAINING COURSE FOR LOCOMOTIVE ENGINEERS.

Since she was young, Yirley Karina Ortiz has seen the trains pass by. Like all of the children from Fundacion, where she was born, she chased them and got used to their sounds and the long parade of railcars that crosses this town in Magdalena. But, unlike many of her neighbors, she never dreamed of driving one.

The opportunity presented itself without her looking for it, when she was summoned to participate in the training course for locomotive drivers that started in February

2011. “It had never crossed my mind to drive a train, but one day I saw an interview with a colleague who was driving a train at another company, and I liked it,” she recalled. So she did not hesitate to submit an application to participate in the selection process, and she was very excited when they accepted her.

Having become the only woman who has completed the locomotive engineer course at Drummond fills her with excitement and responsibility. “It’s a big challenge, because other women getting in depends on me,” she said categorically.

Yirley Karina finished the course last February, and she is currently working as an Assistant Engineer. She is not traveling yet, because she has to complete a process before fully





**An engineer isn't easy to find and their knowledge is not common, which is why we are reinforcing the training of engineers," explained Francisco Javier Zamora, Supervisor of Railway Design and Training.**

taking on her responsibilities. She works in the yard area and she helps, among other things, with locating the trains for unloading and in the maneuvers to dispose of any unit. "They are movements that involve a lot of safety," she said.

### **Prepared**

With Yirley Karina, 14 other students completed the course. Currently, 12 graduates from that class are working with the company.

The training course for locomotive engineers is an initiative by the company to prepare itself in response to the needs imposed by the increase in coal production, but also anticipating the retirement of some of its current employees. "Now we are working with highly qualified personnel, but some of them are close to retirement and others are already retired. An engineer isn't easy to find and their knowledge is not common, which is why we are reinforcing the training of engineers," explained Francisco Javier Zamora, Supervisor of Railway Design and Training.

With the course, the company seeks to give opportunities to people from the region of influence where it is located. Therefore, the examination session is held in places like Cienaga, La Loma, Zona Bananera,



Fundacion, El Paso, Bosconia, Aracataca, Chiriguana and Becerril, among others.

The engineer's role is very challenging because it is Drummond's representation on the main line. It requires that he or she have excellent aptitude, knowledge and practice of the train movement regulations, safe workplace procedures, technical knowledge of the train's mechanical, electrical and air systems, and knowledge of the track that allows the engineer to give a full and clear report of any developments that may occur on the main line.

Moreover, a complete trip (port, mine, port) lasts approximately 10 hours, which requires constant concentration and attention, intelligence and very timely response skills to drive a train that is approximately 1.9 km long in an optimal and safe manner. Thus, the training course is just the start of the preparation of the future engineers, who must now gain experience to, in the future, be the main characters in steering the train.

Yirley Karina knows that she still has a long learning process ahead of her before she can start to drive a locomotive. But she is determined to succeed. "I want to travel, I fell in love with this course, I love it. I don't mind working overnight, or the sun. I love what I do, I love my job. ■"



# Comprehensive training

■ ALTHOUGH THE REGULAR TRAINING CYCLE IS ALSO CARRIED OUT IN THE MINE, THE SKILLS-BASED CERTIFICATION WITH THE SUPPORT OF THE SENA IS ONLY BEING DONE AT THE PORT. THE IDEA IS TO BE ABLE TO IMPLEMENT IT AT THE MINE IN THE FUTURE.

Six days a year, all of Drummond's employees have the opportunity to go back to the classroom to receive technical and functional training on issues such as industrial safety, occupational safety, labor relations and environmental protection. Regular Cycle

training, as this program is called, is a space in which the employee leaves the operations and dedicates 12 hours to receiving training in a comprehensive manner, both personally and technically. "In the regular cycle, we want to talk about prevention aimed at the role of the employee. For example, how to handle the tools better and use them in a safer way to prevent an accident," explained Aleida Arcia, Industrial Safety and Training Supervisor.

In addition to the benefit that the employee receives for receiving these trainings six times a year, the partnership that was signed with the Sena gives it added value. Those who pass the



In this type of training, students leave the operations for 12 hours to train in a different scenario. Aleida Arcia, Industrial Safety and Training Supervisor, along with some of the assistants from the course.

course receive a certificate from this entity. “We are working on the professionalization of our people to further strengthen their technical skills. That is why we created an alliance with the Sena, an entity with a skills-based training model,” Aleida Arcia said.

In this partnership, the company provides the space and equipment, and the Sena, the certified instructors and the teaching model. “The Sena instructors have teachings in the training process, which allows them to not only pass on knowledge, but also to teach pedagogically, focused on the labor skills model,” said Aleida Arcia.

### **On-going improvement**

The regular cycle is part of the Skills, Training and Awareness Program, whose objective is to create strategies to promote awareness of self-care and prevention.

Since it uses the Sena’s skills methodology, the students must take a text to provide evidence of the knowledge that they acquired.

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**The regular cycle is part of the Skills, Training and Awareness Program, whose objective is to create strategies to promote awareness of self-care and prevention.**

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While it is not mandatory that they pass the test, only those who do so receive the certificate.

Later, they measure on site whether the person is applying what they learned. The purpose of this evaluation is to reinforce their knowledge with training in the workplace to help the employee in the process of continually improving their skills and job performance.

For the company, this type of education is a priority, and it allocates the time and resources so that everyone, without exception, can participate in these types of trainings. It is not for nothing that people are the company’s best asset. ■



# The best for early childhood

■ THE COMPANY'S SOCIAL RESPONSIBILITY STRATEGY INCLUDES CHILDREN UNDER 6 YEARS OF AGE IN A COMPREHENSIVE CARE PROGRAM IN MAGDALENA.

The first six years of life define a person's future. During that time, the brain makes the most progress and the skills to think, speak, learn and reason are developed. If the child receives adequate nutrition and stimulation during this stage, they will be prepared to reach their full potential and successfully face the challenges of the formal education system. If they do not have that chance, they will begin

their education at a disadvantage that is difficult to overcome.

Therefore, in recent years, and especially during this administration, attention to early childhood has become a matter of national interest.

Drummond has not been oblivious to this debate. So it decided, as of this year, to direct its social responsibility investment plan at early childhood programs.

So, in Magdalena it will support the "My First Steps" comprehensive early childhood care



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**Drummond has not been oblivious to this debate. So it decided, as of this year, to direct its social responsibility investment plan at early childhood programs.**

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program, led by the Genesis Foundation and the Corporacion Infancia y Desarrollo, to provide care for the most vulnerable populations in Cienaga, Aracataca and Zona Bananera.

The evidence of the change that can be created by caring for children in their first years of life are plain to see. "In Cienaga, the children arrive with their hair turned white from malnutrition, with sallow skin, they look asleep and discouraged. They are very introverted, they are afraid of people. After two to three months in the program, you can see the changes. They regain their natural hair color, they are different, they sing, recite, dance. It is a very noticeable change, from shyness to extroversion," explained Alvaro Daza, Community Relations Coordinator for the Magdalena Department.

### **Comprehensive care**

The program that is being implemented in Magdalena deals with early childhood in a comprehensive way, because it includes educational, psychosocial and nutritional components. In the educational component, the "My First Steps" methodology develops cognitive processes in the children for learning, social skills and strengthening their identities.

In the psychosocial area, in addition to working with the children, the family systems are included to ensure that the adults responsible for the children support their emotional, cognitive and socialization development through

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the environment promoted in the program.

These actions are complemented by nutritional support, ensuring that the children receive three meals a day (breakfast, lunch and a snack) with the appropriate nutritional specifications for their ages.

The Corporación Infancia y Desarrollo and the Genesis Foundation are responsible for fully developing the program, while Drummond provides for the operation, adaptation and construction of the centers where the comprehensive care is provided.

“The purpose is to allow moms and dads to go to work with peace of mind, leaving their children at a

comprehensive program that provides them with educational recreational activities, healthy food, and with the appropriate infrastructure so that they can learn,” said Alvaro Daza.

James Heckman, Nobel Laureate in Economics in 2000, proved that investments during early childhood are much more worthwhile than those made after six years of age.

Meanwhile, UNICEF states that this is the most favorable time to help children that are at a disadvantage to start their schooling on equal terms. An opportunity that, thanks again to the new approach to the social responsibility program, the most vulnerable communities in Magdalena and Cesar will have. ■



■ DRUMMOND LTD INVITED 17 STUDENTS FROM THE COLEGIO COLOMBO INGLES TO SPEND A HALF DAY AT THE PRIBBENOW MINE'S FACILITIES TO CELEBRATE THEIR VICTORY IN THE EARTH DAY CONTEST ORGANIZED BY THE GOVERNMENT OF THE CESAR DEPARTMENT. THIS IS HOW SOME OF THE STUDENTS LIVED THE EXPERIENCE.

**By Valeria Añez Carrillo  
and Ana Karina Díaz Mercado.**

The bus left Valledupar around 5:00 a.m. with 17 students and 3 teachers, a camera crew, government representatives and a driver. The trip was very calm, happy and harmonious. We arrived at the mine facilities around 8:00 a.m. and we were received by Drummond representatives and went to have breakfast. It was a delicious breakfast and when we finished we went to an auditorium where we were met by Mr. Alfredo Araujo with great kindness, and a willingness to provide everything for the tour of the company's facilities.

They talked to us about the importance and handling of coal and caring for the

environment; we also saw that in order to mine the coal they have to deforest the area, remove the animals – they told us that when performing this process the animals can be affected, but the company makes sure that all of the animals are safe – and if they find a river, they have to divert it.

What Drummond Ltd. does once it is finished mining is to try to replenish the area, returning the native animals, planting the old flora and bringing new flora, hoping that they respond well to the characteristics of the new ecosystem. The company has mined around 3,600 hectares and it has reforested about 600 hectares. Drummond has a project called THE GOOD NEIGHBOR that consists of helping the communities surrounding its operations. They have built schools, health centers in various municipalities in Cesar and Magdalena, as well as cafeterias and other benefits for the public.

If we analyze the facilities carefully, it is common to find bins every few meters or at strategic points where you can sort solid waste. Interesting, they recycle!

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After the talk, we went on a tour where they showed us the different places where the coal mining process is carried out; the first thing we did was go to the lookout at the Pit and we could see the major discoveries where the coal is extracted.

There we could distinguish the different layers by their coloration. It was so impressive to see the size of the dragline! To be able to make these craters, they perform blasting at around 12:45 p.m., a time when the workers should be eating lunch. Unfortunately we couldn't see the explosions because of the time; the company had planned to do it with the proper precautions.

In the mine you can see tanker trucks that use sprinklers to wet the soil, making sure there aren't many micro-particles in the air. We were concerned whether the coal transported the same way is wetted by sprinklers so the train doesn't pollute the air on its route. Not to mention that all of the vehicles comply with a set speed, taking into account the vehicle's model and the area of the mine where they are located. It is generally moderate. Not very common in the city, hahaha!

Next we were taken to the area where the coal is deposited into the rail cars, and the monitoring laboratories are close by. We did not know that they checked the quality of the coal that they export, as well as the water and the air there. This process

is performed with great care, fulfilling all of the safety regulations, protecting the environment as well as all of the processes carried out at the company.

We saw the Paujil Reservoir. Although it is named for a Colombian bird, we saw capybaras, Pisingo ducks, herons and iguanas. The latter were walking calmly and confidently throughout the mine; we could see them even in the lodging area. The underground water is monitored through wells.

The part that amazed us was that DLTD produces all of the electricity that the mine needs; they have turbines that can run on gas or diesel.

We should emphasize that we were the first group of minors to set foot inside Drummond Ltd.'s facilities.

We all realized that for a while some part of the mine was revolving around our visit for a few hours. For that, thank you to the Head of the Community Program, the Head of Industrial Safety and the Head of the Environmental Area, and in general, to all of the employees and everyone for their outstanding hospitality with the good neighbor that we didn't know. Thank you for being in Cesar. We will never forget the "Energy born of the earth" experience. ■

## Personal opinions

We present the opinions of some students who went to Drummond Ltd.

- "The trip was a unique experience because they taught us how people could be so kind to nature. What I noticed the most was that the employees take care of it as if it were their home."

*Adriana Carolina Díaz Rodríguez.*

- "What struck me the most from the tour was exactly the place where they perform the excavation and the open pit mining, since I never imagined the immensity of this place with so much coal."

*Camila Ariza.*

- "For me, the trip was very educational and it filled me with knowledge because I thought that after mining the areas, they didn't fill them in, but they explained to me that after using an area, Drummond Ltd. reforests them."

*Laura Vásquez Jaramillo.*

- "The visit to the pit struck me, since I didn't think our department had a mine where so much coal is extracted every day and that at the same time they care about the environment, reforesting the areas that have already been mined."

*Francisco Noches.*

- "In my opinion, it was a very enriching trip for my academic back-

ground since they gave us a great talk about everything that they do: how they mine and take care of the environment at the same time."

*Sheyla Carolina Pavajeau Anaya.*

- "For me, the visit was a great adventure, but more than anything it was a life experience that I can tell my friends, parents and children about in the future. I liked the way we were treated and the talent for serving others that the people who work there have; they were always attentive and explaining in the simplest, but most enriching, way the processes that have to take place to carry out coal mining."

*Valeria Castaño Tuiran.*



# Leaders in safety



“Being attentive to the needs of the workers and involving the employees so they can also help to identify problems has allowed us to go all this time without a lost time accident.” Alexander Lara, Assistant Superintendent of Yard Operations in the Transportation Department.

■ COMMUNICATION, WORKER EMPOWERMENT AND AN OBSESSION WITH PREVENTION ARE THE STRATEGIES THAT HAVE ALLOWED THE YARD, LOAD OUT AND COAL AREAS TO WORK FOR MORE THAN 1,800 DAYS WITHOUT A LOST TIME ACCIDENT.

Safety is a priority for Drummond. The company’s guidelines are very clear. The goal is to have safe operations with respect for the environment, the communities and the personnel, both at the mine and at the port. Prevention, strict compliance with procedures and training are part of the organization’s culture.

While there is a single policy, and all of the areas are governed by it, the way in which the safety philosophy is “communicated” varies, as can be seen in the different emphases placed on it by the leading areas in industrial safety.

### Yard, 1,891 days

Para evitar que un camión golpeará a otro To prevent a truck from crashing into another piece of equipment while it is backing up during work in the yard, workers and supervisors together analyzed the reasons why these accidents could occur and they agreed on a simple solution: the truck driver must not only give notice of the maneuver, but he also must

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**Teamwork and ongoing analysis of the situations that pose any danger have allowed the yard operations to go 1,891 days without a lost time accident.**

**“The employees must play a leading role in that safety, be aware of the standards in the work area, communicate to the supervisor what can be done for that safety to be complete.” Luis Eduardo Garcia, Senior Yard Operations Supervisor.**

be sure that he was heard. Teamwork and ongoing analysis of the situations that pose any danger have allowed the yard operations to go 1,891 days without a lost time accident. “Building trust with employees, providing a pleasant work environment, being attentive to the needs of the workers, to the safety of individuals and involving the employees so they can also help to identify problems has allowed us to go all this time without a lost time accident,” explained Alexander Lara, Assistant Superintendent of Yard Operations in the Transportation Department.

In this area, they have worked persistently to make the workers understand that safety is not just an issue for the supervisor, but rather that they should all take ownership of the procedures because they are the ones who are in the area and who can help to identify the places where there are weaknesses or opportunities for improvement. “The procedure for stacking coal has been developed in consensus with the employees,” Lara emphasized.

Meanwhile, Luis Eduardo Garcia, Senior Yard Operations Supervisor, insists that the main

concern is not talking about safety, but rather practicing safety. “The employees must play a leading role in that safety, be aware of the standards in the work area, communicate to the supervisor what can be done for that safety to be complete,” he said.

And that empowerment is noticeable. It is felt in the way they take about safety, how they perform their duties according to the established procedures and in their concern not only for their safety, but also for that of others.

### **Load Out, 1,082 days**

Combining academic knowledge with experience and performing ongoing monitoring is the strategy that the Load Out has followed to go 1,082 days without a lost time accident.

A constant concern for Luis Enrique Rodriguez, Load Out Laboratory Supervisor at the Pribbenow Mine, is “translating” Drummond’s safety philosophy into plain language so that it can be easily understood by everyone. “The basic task has been knowing how to make the most of our experience through academic knowledge and monitoring our people,” he explained.

Rodriguez and his team carefully observe the workers carrying out their duties to correct the procedures that are being performed improperly and to prevent accidents through risk analysis.

To motivate the team, graphics and numbers have been placed so that everyone knows the record so far. Their instructions are not to rest on their laurels to get to five years without an accident. For that goal, risk analysis is essential, as well as performing all of the reviews as if they were being done for the first time.

### **Coal Area, 643 days**

The last incident that was reported in the coal area was a hand caught in a door in 2010. From then on, there have been no lost time accidents.

The 300 people who work in the coal department know that they have to report all of the situations that pose any risks or those that cause any near misses to their superiors, so that the appropriate measures can be taken immediately. "The supervisors' task, in addition to monitoring the operation's productivity and quality, is to ensure the safety of their area," explained Luis Ignacio Restrepo, Senior Supervisor for the Coal Area at the Pribbenow Mine.

Talks among the team members are essential to ensure compliance with safety regulations and accident prevention. Safety statistics, analysis of the accidents that take place and observations relevant to each situation are part of the daily conversations that take place among the members of the team. "When an incident occurs, there are direct meetings with the person involved, their status is reviewed, recommendations are made and they are monitored during operations so that they don't make the mistake that caused it," Restrepo said. ■



**"The basic task has been knowing how to make the most of our experience through academic knowledge and monitoring our people." Luis Enrique Rodriguez, Load Out Laboratory Supervisor at the Pribbenow Mine.**



**"The supervisors' task, in addition to monitoring the operation's productivity and quality, is to ensure the safety of their area." Luis Ignacio Restrepo, Senior Supervisor for the Coal Area.**

# Always ready



“Our firm intention is to work on prevention... But we must be strong and work on emergency management.” Rafael Perez, Senior Industrial Safety Supervisor at the port.

■ THE EMERGENCY LEADERS PROGRAM HAS A TEAM OF 64 MEMBERS WHO HAVE BEEN TRAINED TO RESPOND PROMPTLY AND APPROPRIATELY IN ANY SITUATION.

Donasiano de la Cruz entered the emergency leaders program 3 years ago because he prefers to be prepared for any emergency. He knows how to respond to a fire, a flood, how to rescue people trapped at heights, in confined spaces, and in a car accident. Nonetheless, until now, the times when he has most needed that knowledge have been when he is outside of work. “If you compare the company with life outside, at the company there are fewer safety risks. Outside, people are more reckless,” he said.

He has several examples of how he has been able to use what he has learned. On a trip, a friend got a deep cut in his foot and Donasiano was the one who treated him until they reached the hospital. Another day, his maid had an accident when a bone got stuck in her throat and he helped her to get it out using the techniques that he had learned. “That shows that the program does work,” he said emphatically.

Besides Donasiano, 63 Drummond port employees have become emergency leaders, a project created six years ago with the goal of having people trained to act promptly and appropriately in response to any event. “Our firm intention is to work on prevention, and all

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**To join the leaders' program, it is necessary to be in excellent physical condition, so one of the admissions requirements is passing a medical exam.**

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**"If you compare the company with life outside, at the company there are fewer safety risks. Outside, people are more reckless." Donasiano de la Cruz, Emergency Leader.**

of our programs are aimed at that goal. But we must be strong and work on emergency management. Besides being a legal guideline, it is a responsibility that we have and that we carry out with pleasure," explained Rafael Perez, Senior Industrial Safety Supervisor.

Due to the layout of the facilities, having a team of emergency brigades was not functional, so the company opted for the leader scheme. "We decided to give our employees basic to intermediary preparation to handle fire emergencies, first aid, rescues, and others. But there is a more specialized group where more time is invested in their training, who are the leaders," Perez explained.

The leaders' mission is to influence their natural group so that there is a timely and appropriate response to an emergency. To do so, they receive training every Monday in the various types of emergencies, to ensure that they are always well-prepared to react. The leaders work closely with the group of evacuation guides, whose mission is to lead the withdrawal from and vacating of the facilities if necessary.

### **A committed team**

To join the leaders' program, it is necessary to be in excellent physical condition, so one of the admissions requirements is passing a medical exam.

The other condition is having a dedication to service and commitment, since the team members do not receive any additional compensation for belonging to the program. The company provides the opportunity and the conditions for the group to operate. Therefore, those who are Emergency Leaders are in the program because they really want to do so.

Fortunately, the leaders' real rate of action is low because the company's accident prevention policy prevents accidents from occurring frequently. Nonetheless, when they have had to act, they have been very helpful to control the situation. They have even been called to respond to emergencies that have occurred at companies in the area. The Emergency Leaders are always ready and prepared to act. ■

# OHSAS 18001 certification for the port

■ THE IMPLEMENTATION OF THIS HEALTH AND SAFETY MANAGEMENT SYSTEM SHOWS A CLEAR COMMITMENT TO THE STAFF'S SAFETY. IN JULY, THE CERTIFYING AGENCY WILL PERFORM THE NEXT AUDIT.

Health and safety in the workplace are essential in any company. Therefore, the most important international regulation and certification agencies decided to create a special standard to have a system for evaluating these management systems: the Occupational Health and Safety Management Systems 18001 (OHSAS).

Obtaining this certification is complex, because it involves modifying the company's industrial safety and occupational health

processes to conform to a formal process established by the standard. Nonetheless, Puerto Drummond managed to obtain the OHSAS 18001 certification on July 4, 2011, and it is preparing to receive the first follow-up audit after its first year in effect.

The company took two years to get ready to receive the certification. "We had to take the industrial safety and occupation health program that Drummond had and structure it as the standard indicated. We didn't start from scratch, but rather we put together the pieces of the puzzle to assemble the management system," explained Ivan Moreno, Industrial Safety Supervisor.

The next step was to approach Lloyd's Register



Quality Assurance Limited, the certifying agency, to perform a pre-audit. With that clearance, the company requested approval from senior management and formally applied to begin the certification process. “We wanted to show the world that we were doing things right in industrial safety and occupational health, a philosophy that characterizes the company. And we did it,” said Moreno.

### **Lessons Learned**

While there is a culture at Drummond that makes it possible to identify hazards, prevent risks and take the precautions necessary to prevent accidents in the workplace, the certification process showed that all of the areas have to work together and that each one has a basic responsibility in order to meet the objectives. “It helped to show that management is not just an obligation for the department, but for everyone. That what one area or one person does or does not do has an impact on the system,” Moreno explained.

It also helped to formalize the processes, because the standard requires that the company have a policy with a process to identify hazards, to evaluate them and control them for each one of the stages, and it requires that objectives be set and that the programs designed to meet them be consistent with the policy.

With regards to actions, the standard calls for having well-defined lines of authority and responsibility so that everyone knows their responsibility within the system, as well as establishing lines of communication and ensuring worker participation in industrial safety and occupational health, among other issues.

The great challenge that the certification imposed on the port was to constantly improve its performance, because each time it is audited the company must show that the management system is maturing and that it is effective in achieving the goals outlined for industrial safety and occupational health. ■

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**The certification process showed that all of the areas have to work together and that each one has a basic responsibility in order to meet the objectives.**

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**“We wanted to show the world that we were doing things right in industrial safety and occupational health, a philosophy that characterizes the company. And we did it.” Ivan Moreno, Industrial Safety Supervisor.**

Committed to air

# quality

■ WORK ON THE ROADS INSIDE AND OUTSIDE OF THE MINE TO MITIGATE THE PRESENCE OF PARTICULATE MATTER AND IMPROVEMENTS IN THE SHOVEL-TRUCK LOADING SYSTEMS ARE THE NEW STRATEGIES TO ENSURE BETTER AIR QUALITY.

Drummond Ltd. has the largest fleet of tankers to control air emissions per unit of production in Colombia, as well as the first mobile dust suppression system for shovel-truck loading systems. The increase in the number of tankers available to control particulate matter and the adaptation of imported technology to the mine's operating conditions to mitigate emissions in a sterile loading system are part of the strategies that the company is developing to control the effects of coal mining on the atmosphere.

"The company is committed to continuous improvement in the implementation of control measures to manage any impacts on the environment," said Amilcar Valencia, Director of the Environmental Department.

Monitoring is performed constantly and the systems' efficiency in controlling the sources of contamination is evaluated. For example, during recent flybys it became evident that there were particular sources of emissions both inside and outside of the company's projects, which led to the proposal of new measures to act on them.

The new strategy, which began in February, included work on roads inside the project and also in nearby towns in order to mitigate the



presence of particulate matter created by vehicle traffic by the company and third parties, and also implementing actions in the shovel-truck loading systems.

As part of the new actions, Drummond Ltd. continued with the paving of 2.5 kilometers of the coal road to be performed near the town of Plan Bonito, which together with the paving of roads in the town of La Loma at a cost of more than \$4 billion pesos, should be reflected in an improvement in the area's air quality conditions.

Inside the mining projects, around 47 kilometers of the surface layer on perimeter roads has been replaced with a material that has fewer fine particles and therefore reduces emissions as compared to the old material.

### **“Colombian resourcefulness” mobile dust suppression system.**

One of the biggest challenges in the new strategy was controlling emissions in the shovel-truck loading system. The equipment available on the market provides a spray of water that traps the dust, but it is designed to control specific and static emission sources. Implementing the control in a process that covers a starting and loading area, with the mobility of the emission source and with the need for on-going water availability forced the company to make adjustments to imported equipment designed for other working conditions. In this way, DLTD has



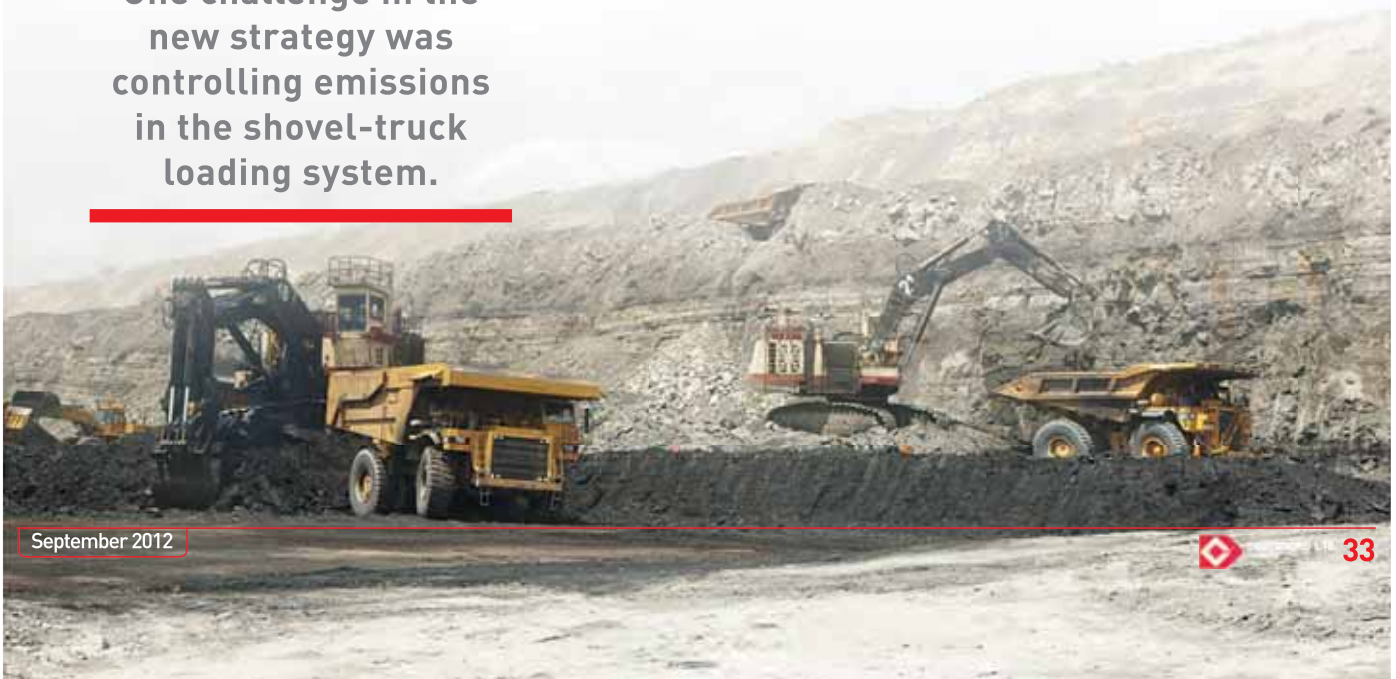
**“The company is committed to continuous improvement in the implementation of control measures to manage any impacts on the environment.” Amilcar Valencia, Director of the Environmental Department.**

currently implemented 5 of these pieces of equipment and it continues to evaluate their efficiency and new adjustments to expand their application.

Like the dust suppressor, other particular solutions such as the water spraying towers close to the load out area to control the emission of coal particles are constantly being developed at Drummond Ltd. to improve the company's environmental performance.

The trial by fire for these improvement actions will be the next dry season, when the efficiency and effectiveness of the measures that were taken will be confirmed. In the meantime, the company will continue to act to improve air quality in the area. ■

### **One challenge in the new strategy was controlling emissions in the shovel-truck loading system.**



# The transformation of the port



■ THE WORK THAT WILL CHANGE THE TRANSPORTATION SYSTEM, STORAGE, TRAIN UNLOADING AND COAL LOADING HAS STARTED.

In a year and a half, the way that Drummond's port currently operates will undergo a drastic change. By that time, the expansion work on the coal storage patios must be finished, which involves the construction of new conveyor belt and stacking and reclamation systems.

"We are going to migrate from the current

systems with hoppers that feed the conveyor belts to a system of feeders with underground tunnels that will allow us to increase capacity from 32 million to 40 million tons of coal per year," explained Jose Luis Velasquez, Port Operations Manager.

This work is part of the project to expand the capacity of Drummond's port, which also includes the construction of a quadruple car dumper and a direct loading dock with a length of 1,900 meters of walkway and 800 meters of dock for ship loading.

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**Under the current system, when the coal falls on the radial stackers it has to be transferred with trucks to different piles. In the future, the coal will be stored in longitudinal stacks and it will not have to be moved to other sites.**

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**“The current operations are performed with hoppers on conveyor belts, but those operations will disappear and migrate to a reclamation system with underground tunnels.” Jose Luis Velasquez, Operations Manager in the Transportation Department.**

The quadruple car dumper, for which construction started in April, will allow four railcars to be unloaded simultaneously. Currently, the port has a double and a single car dumper, so in April 2013 when the new dumper becomes operational it will be able to unload 7 railcars simultaneously.

Meanwhile, the work in the yards will make it possible to increase the coal storage capacity from 800,000 to 1.5 million tons.

### **The new system**

Today the stackers, which are nothing more than arms mounted on rails, receive the coal from a conveyor belt and stack it on the ground in a cone shape. The new system will form a linear stack, below which there will be an underground tunnel with lock gates. “The coal falls to the belt by gravity, the stack disappears and it goes underground on the conveyor belts,” explained Jose Luis Velasquez.

Under the current system, when the coal falls on the radial stackers it has to be transferred with trucks to different piles. In the future, the coal will be stored in longitudinal stacks and it will not have to be moved to other sites. The stacks will be lower in height, there will be less re-handling of the coal and lower emission rates. Additionally, all of the

stackers will have sprinkler systems to prevent emissions.

The underground tunnels will go from the yard to the surface on two parallel covered conveyor belts to the dock, crossing a walkway that is 1,900 meters long.

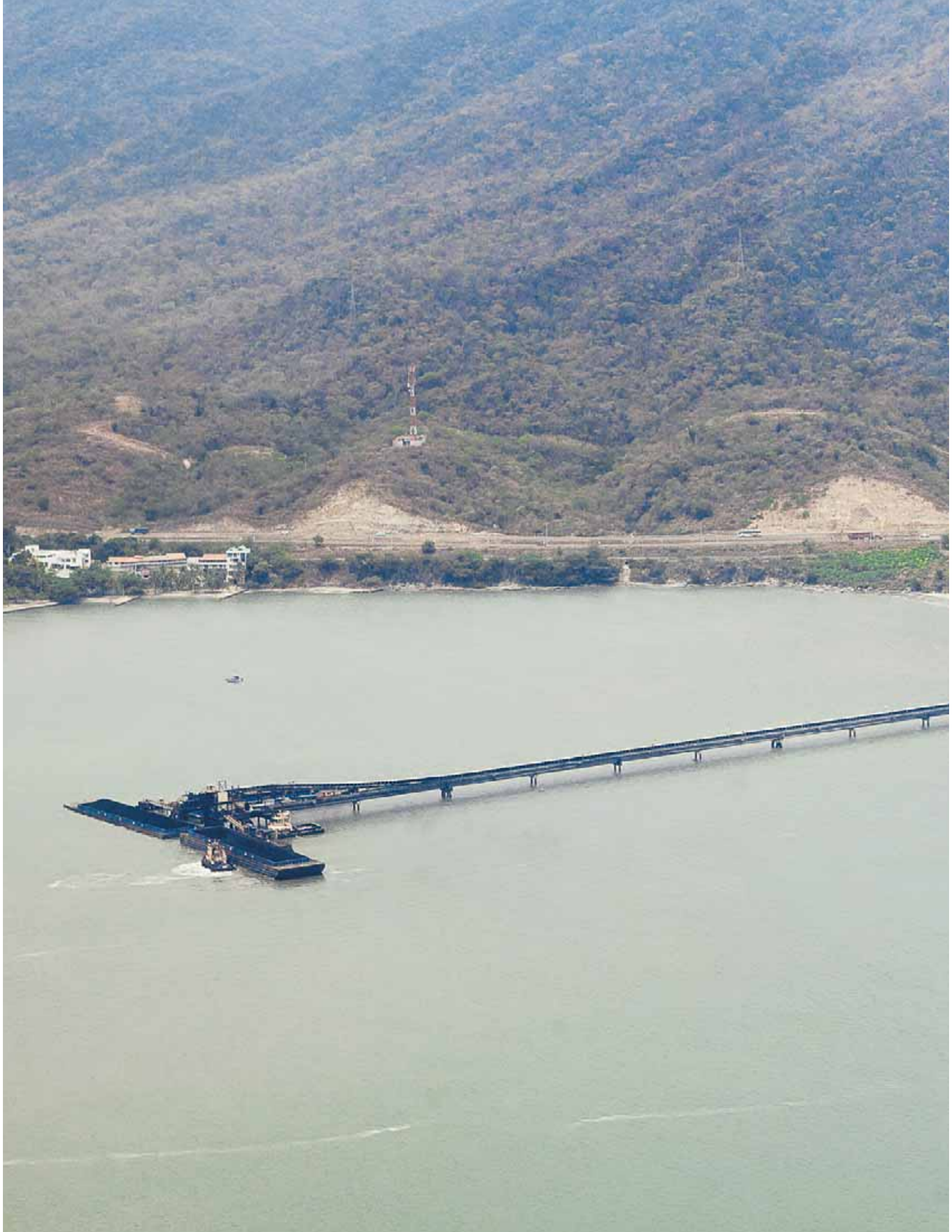
### **Work on the dock**

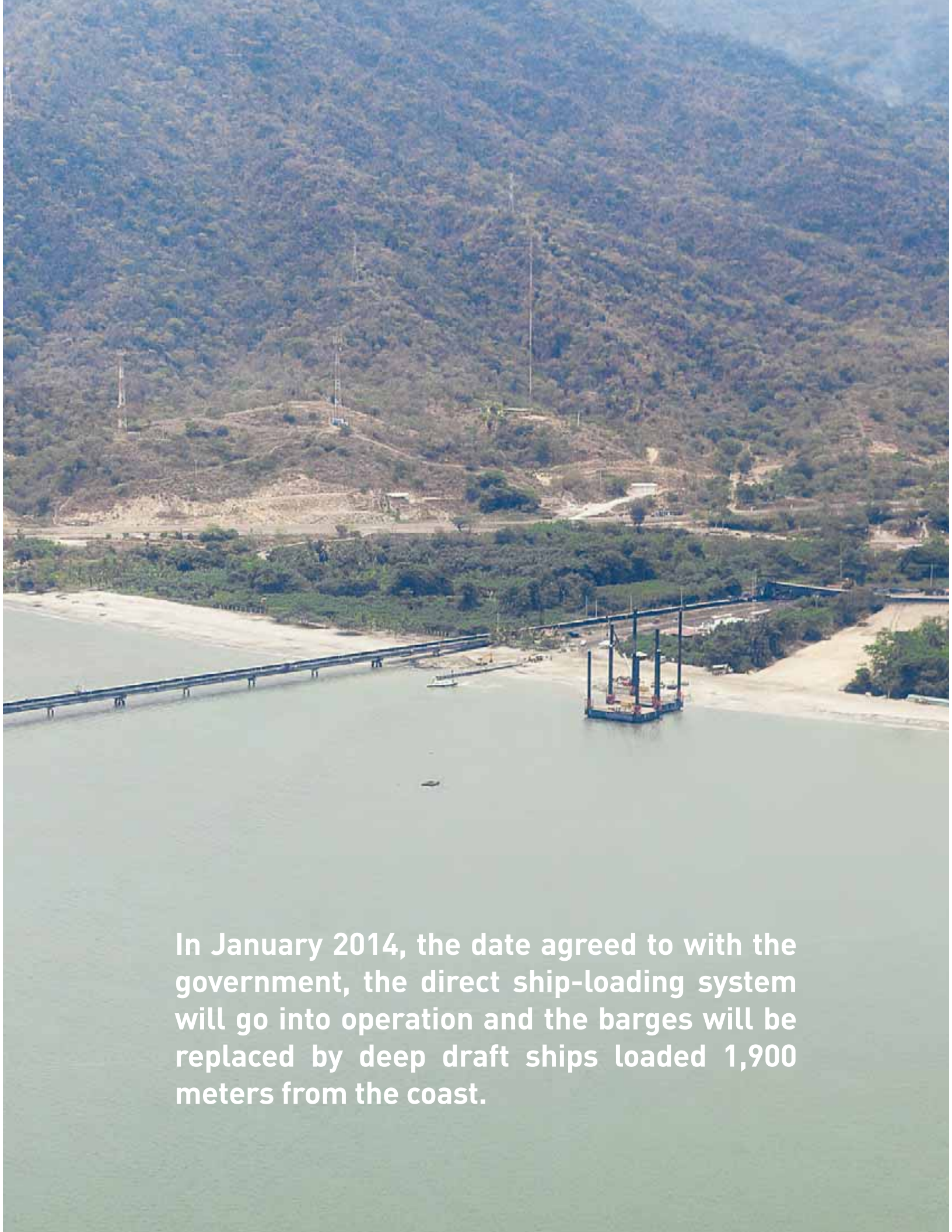
The current sea depth at the site where the loading dock will be built is 7 to 8 meters, which is insufficient for cape size ships to enter.

So, an access channel and a turning basin are being dredged from the current barge loading area to the docks area to allow the ships to enter and perform their positioning and docking maneuvers. With this work, the depth will be extended to 22 meters.

The loading dock will have capacity to load two ships simultaneously, while two other ships can be moored waiting to be loaded.

In January 2014, the date agreed to with the government, the direct ship-loading system will go into operation and the barges will be replaced by deep draft ships loaded 1,900 meters from the coast. ■





**In January 2014, the date agreed to with the government, the direct ship-loading system will go into operation and the barges will be replaced by deep draft ships loaded 1,900 meters from the coast.**

# Part of the vallenato folklore



■ FOR THE FOURTH YEAR IN A ROW, THE COMPANY PARTICIPATED IN THE FESTIVAL OF THE VALLENATO LEGEND'S OPENING EVENT: THE PARADE OF THE *PILONERAS*.

"Who do they sing to here, who do they say thank you to, to those who come from outside or to the owners of the house?" This song's infectious music spreads through the streets of Valledupar accompanying the more than 150 dance troupes that participate in the Parade of the *Piloneras* each year and that kick off the Festival of the Vallenato Legend.

The men in their traditional costumes and the women with their colorful skirts spread their joy through a crowd that follows each step of the so-called Pounding Dance, a reference to the time when the men pounded corn so that

the women could grind it and prepare the corn cakes known as *arepas*.

Participating in the Parade of the *Piloneras* is a way to be a part of the vallenato folklore and to join in one of the country's most traditional festivals. So, for the past four years, Drummond has decided to be a part of this event by sponsoring a dance troupe from the mine, which was composed of 17 couples this year.

During their break time, these 34 people met with the choreographer to rehearse the dance and to prepare for the parade on April 25. The



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**Participating in the Parade of the *Piloneras* is a way to be a part of the vallenato folklore and to join in one of the country's most traditional festivals.**

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preparation was very demanding, but with time and practice the group managed to develop their dancing skills.

“On the day of the show I was very nervous to dance in front of a city, but when I put on my dress, put the flower in my hair, did my makeup and grabbed my tray, I said “I’m ready” and I went with the attitude that I wanted to represent the company well,” remembered Maria Fernanda Garcia, Human Resources Consultant.

As Margarita Saade, Communications Consultant,

explained, they took representing the company very seriously. Each member of the troupe knew that they had to give their best, have a good attitude, smile and behave properly, because they were personifying the company at the Festival of the Vallenato Legend.

This year the mine’s dance troupe was called “Dreams born of the earth” and although they did not win a prize, they transmitted their joy to the crowd and showed, once again, that Drummond is a part of the region. ■

# A life with the Company

■ THEY HAVE BEEN WITH DRUMMOND FOR MORE THAN 15 YEARS. THEY HAVE GROWN PROFESSIONALLY AND PERSONALLY, THEY HAVE FULFILLED THEIR DREAMS AND THEY KNOW THAT THEY STILL HAVE MUCH TO GIVE THE COMPANY. THEY ARE THE MOST SENIOR EMPLOYEES.

## “My life took a 180° upturn”

Maria Eugenia Silva is an enterprising woman who has not only known how to take advantage of the opportunities that the company has given her to train and advance within the organization, but she also took advantage of her job security to start a housing rental business and a boutique in La Loma, where she is from.

She started working in various trades 17 years ago, and since then she has not stopped making progress. For the last six years, she has worked in the costs department. Having completed a technical degree in executive systematized secretarial work undoubtedly helped her to advance.

But most importantly, she could give her three children a good start in life. “My life changed drastically because I am a single mother, my children were very young and thanks to this job I have been able to help them get ahead and grow professionally and occupationally,” she said.



Maria Eugenia Silva, Cost Assistant. 17 years.





**“It is an honor to work  
at a company of this magnitude”**

What Jaimith Troya most appreciates from his 16 years of work at Drummond is the professional and family growth that he has had. “Since I started to work here, I focused a lot on my family. Now I have two children who are graduating with professional degrees, one in Medicine and my daughter in Microbiology. Two more are in their first semester of Medicine at the Universidad de Cartagena and my youngest is in high school.”

His pride is twofold, because no one in his family had completed professional studies. “The company’s job stability has given me the strength to help the kids get ahead, for them to be good people who will serve the city,” he explained.

Jaimith also thanks the company for being able to look after his parents, who are financially dependent on him.

In the professional arena, he appreciates the space that he has been given to be trained, in particular, as an evaluator. “It is an honor to work at a company of this magnitude because of the responsibility that it has for its employees, for their families. That motivates many people to create a sense of belonging to the company that drives them to take care of their equipment, their work, to be an employee with few absences,” he said.



Jaimith Troya Rios, Drill Operator.  
16 years.



## “I have achieved what I did not get in 44 years”

“I joined the company when I was 44 years old, and ever since everything has gone well. I have achieved what I did not get in 44 years, I have done very well.” This is how Misael Beleño Avila summarizes what his 16 years with the company have been like. The stability that his job has provided him, like the ability to obtain credit, has allowed him to build equity. “I have purchased houses, I bought four shares in my father’s farm from my brothers and I have animals on that farm. The company gave me loans and I have already paid them off. I have a lot to thank the company for,” he said.

He has four children, and his expectation is to work at the mine until one of his children can join the company. “From then on, I will retire to manage my outside assets.”



Misael Beleño Avila, Truck Operator.  
16 years.







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**DRUMMOND**