

REVISTA



DRUMMOND

February 2020 / Issue 10

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Operations on the forefront
of technology

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Revista Drummond Ltd.
is a publication edited
by Drummond Ltd. Colombia.



DRUMMOND LTD.
COLOMBIA

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Proud to be miners

We ring out the year 2019 grateful for our achievements as a company and the challenges that led to improvements in our performance. And we also welcome the year 2020, which invites us to continue to contribute to the country's economic development and to progress in Cesar and Magdalena.

In the international arena, although the energy transition suggests a future with reduced fossil-fuel consumption in European countries and the United States, demand for coal has increased at other destinations such as Asia, a continent on which Drummond Ltd. has consolidated its position as a supplier in recent years.

At the end of the year, during the third Good Government Seminar, we spoke with more than 200 recently-elected governors, mayors, deputies, and councilpersons regarding the positive impact of coal. This event was organized by Drummond Ltd. was established as a scenario for a private sector contribution to institutional strengthening and training, targeting new leaders.

At the Seminar, we reiterated to the new public servants, in the name of our more than 10,000 workers (employees and contractors), that we are deeply proud of being miners, and that with our investment in world-class coal mining, we

can be their partners for regional development and in the plans their administrations will implement starting this year.

We also explained to them how we have evolved in our commitment to sustainable development and the well-being of employees and communities in our area of influence, and in our sustainability strategy, incorporating the Sustainable Development Goals and strengthening our work in our surroundings and with our stakeholders. This work is organized into these four fundamental pillars:

1. Comprehensive Development

Education is the most powerful tool for transforming the world. That is why we have decided to focus our efforts in educational programs that will accompany people all the way from preschool to when they join the job market. Another one of our focuses has been to promote economic initiatives that will create a future beyond mining, fomenting productive projects for growing coffee and bananas and raising pigs and chickens in La Jagua de Ibirico. This includes the creation of the first chocolate for export, in benefit of more than 100 cocoa growing families.

2. Environmental Performance

The responsibility falls on our shoulders to strengthen our business capacities in such a way that we can guarantee world-class environmental performance. And that's why we are keen to invest in our programs for air quality management, efficient use of water, responsible management of waste products, and protection systems for wildlife and plants. We have a nursery with more than 75 species that produces 300,000 seedlings each year, and we run an environmental compensation project in Serrania del Perija.

3. Peace and Human Rights

In addition to reiterating to the newly elected leaders that Drummond Ltd. rejects all threats and violent actions against our employees, union leaders, social leaders and members of the community, we also communicated to them that our mission is to help strengthen the skills our stakeholders need in order to build a society that lives together in peace, that is fair and responsible, and that promotes respect for human rights.

4. Governance for Development

The Good Government Seminar is one of the actions under the fourth pillar of our strategy that strengthens local capacities in order to improve the efficiency of planning and public administration. Under this pillar, we also engage in activities such as support for the Extractive Industries Transparency Initiative, EITI, led by the Ministry of Energy, and the Committee for Follow-up on the Oversight Committee on Investment of Royalties - CSIR. With the Good Government Seminar, we expect to continue organizing events for outreach that will help us move ahead with initiatives as a partner to communities, local leaders, and the national government. I will never tire of telling all our stakeholders that at Drummond Ltd. we are deeply proud of being miners and of an activity that generates wealth for everyone, that truly helps build the nation, and that fulfills dreams. Dreams born from the earth. ■

An Operation on the Vanguard

Drummond's use of technology is constantly evolving, in order to effectively respond to the demands of the world market. It is keenly interested in using tools that will help it ensure the well-being of its workers while expanding its capacity to protect the environment and promote the company's operational efficiency.

Network Operation

Right now, one of the world's largest wireless networks applied to mining is owned by Drummond Ltd. The technology the company uses is called Instamesh. It was developed by Rajant Kinetic Mesh, a pioneer in the kinetic mesh technology, and provides fully mobile wireless broadband connectivity. The main goal of this network is to interconnect equipment with the dispatch systems that manage the logistics and telemetry of the trucks, shovels, and draglines used in the operation.

According to Hector Tamayo, MIS Director at Drummond Ltd., the Rajant Mesh Network, unique in Colombia, permits communication between network members in order to evaluate and direct traffic in real time, using the fastest pathway between any wired, wireless, or in-motion equipment. Thanks to

the implementation of this connection model, the dynamics of the network's performance can be optimized, making it possible to quickly respond to any changes in the network.

The wireless network gives the Dispatch system a way to manage machines and the operation, providing real-time information about the status, efficiency, maintenance requirements, and other conditions of each piece of equipment. This technology resolved several of the requirements and needs of the network, providing multiple radio solutions that eliminate frequency congestion, and provide self-training and the capacity to resolve blind spots on its own.

The process brings multiple benefits, including optimizing maintenance costs and operation times. Another significant advantage is the



capacity to support the high density of the machines in Drummond Ltd.'s daily operations by providing large-scale capacity for the transmission and receipt of information, guaranteeing connectivity at any point in the mines.

The network functions using communication equipment called nodes, which can work at the frequency spectrums of 2.4 GHz and 5 GHz, with technology transmission rates of 802.11 n at 300 Mbps. They are designed to work out in the weather, in the most demanding environments, and under the highest standards for quality. These nodes communicate with each other, and at the same time allow other nodes to communicate through them, seeking the best pathway to connect to the system (a process known as hops).

A piece of equipment or a node can make several hops to connect to the network.

This keeps a failure in any one node from affecting the entire network. Should an unexpected event occur, the nodes are capable of redirecting their communication over an alternate route using one of the 420 points installed and operating around the 12,000 hectares of Drummond's operation, without the need for a manual override.

"Thanks to the information provided by the organization's wireless network system, it is possible to collect multiple variables associated with production, which are then compiled by mining management software designed to create reports that help improve productivity and safety, helping the company reach its strategic objectives," stated Hector Tamayo.



Survey Activity

To assure the work done at the mines and the port, Drummond Ltd. has adopted diverse international standards and innovative practices to guarantee top performance and the quality of its operations. Recently the company was certified by the Colombian Civil Aviation Authority in the use of Remotely Piloted Aircraft Systems – RPAS, the first coal mining company to obtain this license.

Use of this equipment came about as a response to the need to engage in survey activities that pose a risk to the surveyors. Using these devices in the operation facilitates measuring areas, locating equipment, and obtaining photographic and topographic information in the field, with greater coverage and high spatial precision.

The company currently has two types of drones, one multirotor and the other fixed wing. They allow calculating coal volumes in the

coal yards at the port and the mine, obtaining visual information on the status of vegetation in the areas of influence, and responding in a timely manner to possible incidents that occur in the area monitored. According to Paul Klee, Lead Engineer of Engineering at Drummond Ltd., another of the benefits of drones is gathering topographic information without interfering in the operation, thus minimizing the interaction of personnel on the ground with the mining equipment.

Air quality

In the area of the environment, Drummond Ltd. constantly renews its technology to support its environmental management program oriented toward the prevention, mitigation, and compensation, as necessary, of the environmental and social effects caused by mining activities and the transportation of coal.



With the firm purpose of meeting domestic and international standards for environmental protection and care, the company has identified and assessed the impacts of each of its processes by monitoring them. It continuously executes and perfects its mitigation actions.

Relative to aspects related to air quality, Drummond Ltd. has implemented control strategies that include a series of procedures to decrease particulate matter emissions from each of its operations. Activities such as increasing spray capacity at the mine and the port, or the incorporation of fog cannons in the shovel and truck loading processes and at the train stations, all form a part of these mitigation actions.

According to Alexander Contreras, Senior Supervisor of Environmental Projects and Monitoring at Drummond Ltd., one of the factors generating the most particulate matter is the heavy vehicle traffic inside the mine. To mitigate the impact of this activity on the environment, the company has focused its efforts on research and technological advances developed by the workers at the mine, or based on specialized studies in this area.

At the beginning of the project, a fleet of 12 tank trucks would spray the roads in the mine's areas of operation. Now the company maintains and employs a modern fleet of 30 tank trucks, considered to be the largest fleet with the greatest spraying capacity per production unit in the country. Each tank truck can store between 18 thousand and 22 thousand gallons of water, keeping the roads wet down and controlling particulate matter emissions.

The tank trucks originally had their spray systems located on top, which was not very efficient and wasted the resources allocated

for this purpose. Based on a series of studies done by company engineers, the parameters to be met by the equipment were redefined. This included the optimum height at which the spray systems would be located to improve spraying operations and to use water resources more efficiently.

In addition, to improve the results of spraying during the year's driest seasons, the company has implemented the use of biodegradable chemical dust suppressors that are applied to roads to keep them wet for a longer time, thus obtaining greater efficacy in the spraying.





In the areas where use of these products has been implemented, the frequency of the spraying has gone down thanks to its durability - up to one month - reducing the amount of water used for this purpose.

There are other related activities, such as loading and unloading waste rock, that also require measures to mitigate particulate matter emissions. For those activities, Drummond Ltd. has included the use of fog cannons that act by forming curtains of micro drops that are dispersed using a powerful fan, covering a great portion of the surface of the work area. These machines have the purpose of wetting down the environment and the benches of the operations, making it so that the emissions of particulate matter from the equipment working there are reduced.

As a way of decreasing emissions from the transportation of coal, the company has also developed measures directly related to loading train cars. In this process, the coal is wet down and compacted by rollers to avoid dust emissions during the train's trip to the port. After loading, the railcars are washed, preventing

coal particles from falling as the train travels toward the port. In addition, the cars are loaded to less than their maximum capacity, preventing emissions caused by wind during the trajectory.

"At Puerto Drummond similar activities take place. A spray system is also used on the roads, and we also wet down the coal piles that are not yet going to be loaded, while we shape them, to prevent wind from producing emissions," stated Alexander Contreras.

To develop comprehensive and effective environmental management in all areas of the operation, the company checks on the status of air quality using a modern surveillance system made up of six (6) sets of monitoring equipment, three (3) at the El Descanso Project and three (3) at the La Loma Project. This equipment allows real-time measurement of the emissions generated by the mining projects. By measuring wind speed and direction, it can be anticipated at any given moment whether environmental conditions could lead to an impact on neighboring communities. The surveillance network generates preventive alerts to prevent

Drummond Ltd. has implemented control strategies that include a series of procedures to decrease particulate matter emissions from each of its operations.



such impacts, with the system automatically sending an alert to the emails and cell phones of the operations' superintendents so they can activate any control measures necessary in the case of such an eventuality.

Drummond Ltd. is a pioneer in Colombia in the implementation of several of these systems designed to decrease particulate matter emissions. Thanks to its investment in equipment with the latest technology, its investigations and monitoring of processes, along with the constant restructuring and renovation of systems, the company guarantees efficiency in the operation through best practices and quality at each stage of its operation. ►

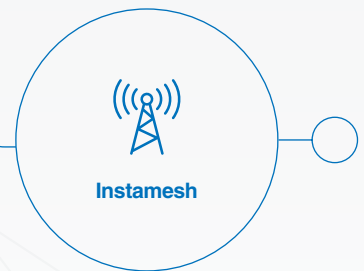
Monitoring system to develop an integral and effective environmental management



Drummond Ltd. on the Cutting Edge of Technology

Drummond Ltd. uses cutting-edge tools and technology to ensure the well-being of its employees, protection of the environment, and the efficiency of the company's operations.

The main goal of Instamesh is to connect mining machines with the **Dispatch** systems that manage the logistics and telemetry of the trucks, shovels, and draglines used in production.





Multicopter drone:

This drone has 4 rotors and is designed to monitor and photograph areas of a small size.



Fixed wing drone:

The functioning of these drones causes them to be compared with light aircraft. Their flying range allows them to cover a larger area than the multicopter drone.

The benefits brought by drones in terms of safety and compliance makes operations even more efficient. They are used to obtain photographs and topographic information from the field with high spatial precision, eliminating the need to use field equipment in areas that are difficult to access or that would pose a high risk in terms of security for surveyors.



Rajant Mesh Network

Unique in Colombia, this network **allows for communication between the members of the network so that traffic can be evaluated and directed in real time**, using the fastest pathway between cabled, wireless, or mobile equipment.

The network uses communication equipment called nodes, which can work at the frequency spectrums of 2.4 GHz and 5 GHz, with technology transmission rates of 802.11 n at 300 Mbps. They are designed to work out in the weather under high quality standards.

Sixty percent of dust emissions are caused by activities that are part of the operation. Thanks to improvements in and an expansion of the spray system, particulate matter emissions have gone down.

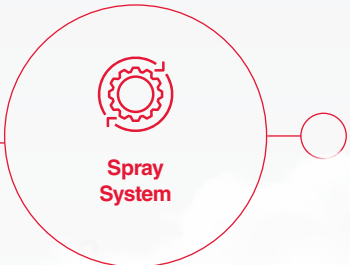


With direction-finding stations, wind speed, and equipment for monitoring emissions in real-time, every 10

seconds course particulate matter, TSP, PM10 and PM 2.5 emissions are measured in order to inspect air quality.



The tank truck's spray nozzles are located at an optimum height to improve the spray system and efficiently use water resources.



Urban Road Improvement Program

Through its corporate social responsibility policies and the Community Strengthening strategy that contributes to the socioeconomic development of towns, for the last nine years Drummond Ltd. has been carrying out an Urban Road Improvement Program in the mining corridor that includes the municipalities of La Jagua de Ibirico, Chiriguana, Becerril, El Paso, and Codazzi. We have also implemented this program in the municipality of Bosconia.

With the participation of the municipal administrations, the organization uses this program to have a positive impact on the quality of life of the inhabitants of the Department of Cesar, in response to requests by communities and the mayors' offices to fix roads.

This program began in the year 2010 with a review of requests made by communities and the acquisition of a motor grader to grade and shape the roads. Due to environmental factors, however, a tank truck became necessary to wet the roads and keep down the dust generated by the grading process. Later, a vibratory compactor was acquired to level and compact the works, to thus engage in a careful and high quality process to improve the roads, so that the people who use the new rural roads are always safe and protected.

During these nine years of work with communities, efficient processes have been established to make the project viable. Key managers at the company participate in the program, such as the Community Relations Manager, who leads out in this plan and approves schedules

and work commitments with the municipal mayors who represent the different towns.

“Part of the process is to prioritize needs using the Corporate Manual for Attention to Users, based on Municipal Development Plans and the requests that reach us. The manual is available at the offices, on the webpage, and in other communication media available to the community,” stated Leonardo Armenta, Administrative Assistant in Community Relations, in charge of the Coordination of the Urban Road Improvement Project.

Drummond Ltd. facilitates the machinery, the fuel, and the operators, and leads in the process for the maintenance of the equipment and its transportation to the worksite. It later follows up on the quality of the works and prepares detailed reports on the areas intervened and the results of the work.

With an approximate investment of 5.4 billion pesos, Drummond's Urban Road Improvement Project has become a strategic partner to vulnerable communities in the Department of Cesar, who now have access to roads that connect the different neighborhoods and foment communication and the economic and cultural development of these towns. ■

Building Relationships of Trust in Cesar

Through the Trust-building Project, Drummond Ltd. supports and participates in consensus-building arenas that have the purpose of helping develop communities in their area of influence in the Department of Cesar.

The Regional Center for Responsible Businesses and Enterprises (CREER in Spanish) is a nonprofit entity, an affiliate in the country of the UK's Institute for Human Rights and Business. In the year 2015, it undertook a study to identify the impacts of the coal, gold, and construction material mining industries on their regions of influence.

According to Jose Rafael Unda, Drummond Ltd.'s Human Rights Advisor, one of the relevant pieces of information produced by the study pointed to a lack of trust between the different actors located in the region. This means that the communities, local administrations, businesses, and the national government lack the strong bonds that will allow them to believe in each other, making relations difficult and producing obstacles to processes.

As a solution to this problem, CREER developed the Trust-building Project, getting started with economic and political backing from the Embassy of the Netherlands only. At the beginning of this year, however, coal companies such as Drummond Ltd. joined the initiative.

The project seeks to promote human rights and sustainable and comprehensive development in the areas of influence, the majority of which are made up of vulnerable population groups. Its goal

is to provide an arena where local administrations, the national government, companies, and communities can work toward consensus and talk openly about the things that concern them and cause them misgivings. Above all, the purpose is for everyone to be clear on who does what, in other words, who is responsible and who has the duty to cover or execute each type of action, without failing to recognize the needs existing in these territories, many of which are experienced by workers at mining companies.

Before joining this project, Drummond Ltd. has been working in a multi-actor group called "Working Group on Human Rights and Coal," made up of the coal companies in Cesar - Cerrejon, Prodeco, CNR and Drummond - as well as the Presidential Advisor on Human Rights, the Ministry of Mines and Energy, and the National Mining Agency, stated Pablo Urrutia, Vice President of Public Affairs and Communications at Drummond Ltd.

This initiative works alongside the CREER project, because they have had a similar focus and a shared theme: *the mistrust between the different parties in the region*. For that reason, Drummond Ltd. decided to finance the CREER project, and made a commitment to support it over the next three years.

Thanks to this partnership, the organization's relationship with the communities in its area of influence has improved, bearing in mind that this arena has opened up discussions on environmental topics, has strengthened security for participation, has promoted the creation of jobs, and has even furthered the effective use of royalties and the national budget. ■

Through the Trust-building Project, Drummond Ltd. supports and participates in consensus-building arenas that have the purpose of helping develop communities in their area of influence in the Department of Cesar.

The Path to Interdependence

The Path to Interdependence is the challenge that Drummond Ltd. has set for itself to achieve by 2024, through the implementation of four (4) strategic guidelines designed to achieve a culture where each employee, in addition to being concerned about their own health and safety, is also concerned about that of others.

In 2012, after completing an organizational culture assessment, opportunities for improvement were identified for issues related to safety leadership; for this reason, the Being-Centered Safety Program was implemented, which sought to counteract accidents at the company's operations by promoting responsible behavior, relying on tools such as coaching and unified discourse between supervisors and workers. This strategy allowed the company to make progress and improvements in the relationship between its employees and the operation's performance.

In 2017, senior management made the decision to use a world-class health and safety culture assessment, hiring the company DuPont - Sustainable Solutions (hereinafter, DuPont) to conduct this evaluation. The rating scale used by the company is called by **Bradley Curve** and it is divided into four (4) levels: Reactive: Safety based on natural instinct; Dependent: Safety based on the existence of supervisors; Independent: Safety based on self-protection, and Interdependent: Safety based on teamwork.

Using the evaluation scale, DuPont reached the conclusion that Drummond Ltd. was rated at the Dependent level, and it needed a strategy to strengthen its safety system at its operation to embark on a path toward a culture of Interdependence.

To reach the goal of becoming an Interdependent company in 2024, Drummond Ltd. set out to work for 5 years (2018-2024) using 4 strategic guidelines, defined by Oscar Sarabia, Director of Industrial Safety for Mining Operations, as follows:

- **Strengthen the governance system:** assign roles and responsibilities throughout the organization to manage safety.
- **Establish safety leadership:** strengthen the role of the line supervisor, who is in direct contact with workers, technicians and operators, under the premise of "I take care of myself and I care about you."
- **Empower all members of the organization:** raise awareness among all Drummond Ltd. employees so that they take ownership of the safety process.
- **Convert reactive safety into proactive:** move from seeing safety performance in terms of accidents to creating proactive indicators that help to reduce accidents and illnesses.

In 2018, to formalize the first strategic guideline (strengthening governance), the Strategic Committee on Workplace Health and Safety was established as the highest authority responsible for establishing objectives, goals and guidelines, with participation by leaders of different departments.

Using the evaluation scale, DuPont concluded that Drummond Ltd. was classified at the Dependent level and needed a strategy to strengthen its operational safety system.



To be able to comply with these standards and communicate them to the entire company, Central Committees were created: one for the port and railway operations, one for the mining production operations, one for fixed equipment maintenance, one for mobile equipment maintenance, one for electrical maintenance and finally the committee for the Administrative Area was established.

The committees are made up of one senior member, base employees and members of Copasst; this also is also in response to the third guideline (empowering members). All committees, including the Strategic Committee, meet monthly to prepare reports.

“These committees promote employee empowerment and they are working on specific issues in their areas to achieve an independent culture and an improved safety system. For example, the Central Maintenance Committee works on topics such as improving work tools to reduce or eliminate accidents due to improper use, and it is also building a series of pedestrian paths, and it monitors the progress on each project so that it becomes a proactive process,” said Jhonny Guerrero, Director of Industrial Safety for Puerto Drummond Ltd.

This is similar to the Mentoring Program, which 129 leaders (Vice Presidents, Managers, Superintendents) on health and safety issues aimed at Persuasive Leaders (inform, influence and inspire) to promote relationships with their subordinates; Managerial Walk-throughs, in which managers visit the areas to identify opportunities for improvement; 360 Chats that address safety and human resources topics with all areas; the health and safety campaign under the slogan “My goal today, tomorrow and always is zero accidents” and the Health and Safety

Moment at the beginning of any meeting and/or training, which is a reflection or lesson learned, where employees share experiences related to health, safety and good habits, understanding that these behaviors affect their lifestyle, in order to continue strengthening the culture of safety.

The results show that each of these projects has contributed to the company’s strong safety performance: according to the Lost Time Injury Frequency Rate, there has been a 57% decrease in the last 5 years.

According to Oscar Sarabia, Director of Industrial Safety for Mining Operations, these initiatives promoted from within Drummond Ltd. are building the path toward interdependence, since the goal is that by 2024 the interdependent culture will be incorporated into the company’s DNA, and therefore into the DNA of each of its employees, who commit and contribute to the goal of zero accidents in the operations every day. ▶

The goal is that by 2024, the interdependent culture will be incorporated into the company’s DNA.





Waste Management: a priority for effective environmental management

An essential aspect of the environmental performance of Drummond Ltd.'s operations is its responsible management of waste products and its recycling program. These programs are accompanied by campaigns to raise employee and contractor awareness.

Among the best practices developed under this plan for Effective Environmental Management, there are processes to take advantage of waste products at what we call 'ecological points.' The points have labelled containers of different colors to separate the different types of waste products generated by the operations.

We created and implemented this initiative in our operations starting in the year 2007, under the Comprehensive Waste Management Program (PGIR in Spanish). The program establishes guidelines for the separation, collection, reuse, and final disposal of such materials.

Employees, contractors, and visitors use the containers to deposit waste products based on their characteristics. Each day, a specialized operator goes to the Clean Points to gather all the waste products. After separation, items that cannot be re-used are transported to the sanitary fill, while products that can be reused are moved

to the classification and reuse station, or ECA for the Spanish. Organic waste products are processed at a compost plant managed by neighbors of the mine.

Hazardous and special waste products are temporarily stored at the classification area. Most of them are used oil derived from maintenance on the mining machinery, and are usually reused by the explosives plant. At the plant, they are converted into one of the raw materials for producing the emulsion or explosive agent used to break up and remove waste rock in order to extract coal.

"As a result of proper implementation of the comprehensive waste management program, in the year 2018 we reused 9,883 tons of waste products out of the 18,823 tons produced. In other words, we were able to take advantage of 52% of the total waste products generated by the operations," stated Carlos Contreras, Senior Supervisor of Environmental Management at the mining and port operations at Drummond Ltd.

One aspect worth highlighting in this program was the donation of 108 tons of plastic, 124 tons of glass, and 202 tons of cardboard to a recycling cooperative in La Loma (municipality of El Paso, Cesar).



We continually renew systems and machinery, because it is essential for meeting the production objectives of a mining company that operates 24 hours a day. Such an operation demands equipment in constant use - long-lasting and highly efficient - and the ability to guarantee best practices and quality in procedures.

For that reason, the organization recently made the decision to promote a technological change in the collection arrangement. An economic, operational, and technical analysis revealed which machinery would be best for meeting the needs of the mining operation.

In August 2019, the Environmental Department lead the way in a technological restructuring for operational improvements in waste product management. We modernized the collection equipment and the infrastructure associated with the classification and reuse of recyclable waste products.

One of the most relevant changes took place in the system for collecting regular waste products. Two new collection trucks were incorporated into the fleet that are equipped with modern loading and compacting systems, for a more efficient collection process. In addition, the number of collection points was increased through the installation of 148 containers with a capacity of 1 cubic meter. These new containers complement the 205 ecological points already established, guaranteeing coverage of all areas of the operations.

According to Almicar Valencia, Environmental Manager at Drummond Ltd., the implementation was made immediately in consideration of its

environmental benefits and the mine's long-term projections, and in pursuit of efficiency and optimization in recycling.

Part of the Strategy

Aware of the consequences its operations can produce in its areas of influence, Drummond Ltd. acts in accordance with international standards for transparent management that support the three essential pillars of the company's strategy:



The sustainability of the company



Effective social and environmental management



Employee Well-being

As part of its commitment to sustainability and to the environment, Drummond Ltd.'s responsible environmental management prevents, mitigates, and compensates any impacts its operation may produce on the environment.

Through its comprehensive strategy for Effective Environmental Management, the company engages in a series of activities that includes the protection of natural ecosystems, the construction of water reservoirs such as the Paujil Dam, located in La Jagua de Ibirico, the production of plant material, raising environmental awareness and knowledge, the strengthening of regional monitoring networks, and the transportation of coal completely by train. ►

We continually renew systems and machinery, because it is essential for meeting the production objectives of a mining company that operates 24 hours a day.



“My goal today,
tomorrow and always
is zero accidents”

As a response to the company’s mission to become an operation with zero accidents, a series of campaigns have been created in recent years to raise awareness among employees about the importance of health and safety in the workplace.

As part of the path toward Interdependence, a strategy that seeks to avoid incidents within Drummond Ltd.’s operations through 4 courses of action, one of the initiatives that has had the most success has emerged, which is a campaign using the slogan *“My goal today, tomorrow and always is zero accidents.”*

The goal of this campaign is to reduce the negative safety rates generated by the organization. This strategy is led by managers from all of the company’s locations, who ensure that the industrial safety process is carried out rigorously and under high-quality standards.

“My goal today, tomorrow and always is zero accidents” was born during one of the Central Operations Committee’s routine meetings a little over a year ago. Nelson Contreras, who was recently appointed as operations coordinator, said the phrase *“My goal today, tomorrow and always is zero accidents”* for the first time during one of his presentations;

these words received such an enthusiastic response in the Operations Area that the message was quickly spread throughout the mine, and it was also replicated in other areas of the company, including the port.

In order to improve the process of raising awareness, the idea arose of creating bracelets printed with the slogan *“My goal today, tomorrow and always is zero accidents.”* According to Jorge Hinojosa, Superintendent of Production, using the bracelets every day generates enthusiasm to work safely, respecting the procedures, complying with the company’s rules, seeking interdependence and putting self-care and the safety of the members of each of the work teams above all else.

When employees received their bracelets, a process began of appropriating the cultural change that Drummond Ltd. is undergoing in terms of safety issues, and they learned to connect with the goals of the Interdependence process.



According to Hinojosa, the goal is to have 100% of employees and contractors wear the bracelet. To achieve the awareness-raising goal, all of the communication mechanisms that Drummond Ltd. has available are used, including: its radio station, digital media and daily meetings.

"My goal today, tomorrow and always is zero accidents" has helped take safety at Drummond Ltd. from a reactive level to a proactive level, that is, performance is no longer measured only using accident rates, but also the value created through ongoing conversations and activities that encourage and strengthen positive behaviors among employees.

"A safe mine is a productive mine" is the calling card that gives value to the strategy that Drummond Ltd. promotes, which contributes to performing efficient and effective mining that is done responsibly, through processes that prevent risks and protect people and their environment from accidents.

It is also important to note certain areas of the company that have been recognized for their positive contribution to reducing accident rates during the process of strengthening safety within the organization:

- **Railroad Operations Department:** During the last three years, it has maintained the record for the positive Zero Lost-Time Accidents indicator. "This was due to our compliance with the regulations and trainings based on an interdependent culture, which helped us win the award granted by the Colombian Safety Council for industrial safety management," said Javier Gomez, Railroad Superintendent at Drummond Ltd.



- **Mining Operations Dumping Area:** It has had the Zero Accidents badge for 5 years, which was made possible by raising awareness among employees about the importance of ensuring and promoting safe activities, applying assertive communication indicators, creating opportunities for interaction between operators and supervisors, encouraging a pleasant work environment and a joint vision of well-being.

In line with Drummond Ltd.'s vision of zero accidents, there are other strategies including the Service Office for Sleep and Fatigue (CASF, in Spanish), a project that arose from the need to create spaces for people to rest before putting their health at risk. The initial stage is the development of an awareness of freedom and trust, where the appropriate spaces are created for people who need to report problems with sleep or fatigue. Many times, depending on the case, a replacement for work activities is proposed to help reduce the risks to employees.

Another factor that contributes to meeting the strategic goals of the zero accidents vision is the incorporation of new technologies such as the "Dispatch," which constantly shows the location of the trucks to be able to help them in the event of a problem. ▶



3 years

HOLDING THE RECORD FOR THE POSITIVE ZERO LOST-TIME ACCIDENTS INDICATOR IN THE **RAILROAD OPERATIONS DEPARTMENT.**



5 years

WITH THE ZERO ACCIDENTS BADGE IN THE **MINING OPERATIONS DUMPING AREA.**

Santa Marta 10 K

The capital of the Department of Magdalena hosted a key sporting and recreational event, the Santa Marta 10K run. Around 1,500 athletes participated in the event, running in either the competitive 10K race or the recreational 5K run, filling the city with bright colors, joy, and enthusiasm for a good cause.

This is the sixth consecutive year that Drummond Ltd. has been an official sponsor of the race organized by the National Federation of Merchants, Fenalco, in benefit of the Red Cross. The event was organized as part of Drummond's social and cultural component that promotes arenas for entertainment, recreation, and activities that the people of Santa Marta and Magdalena can enjoy together, along with other visitors who participated.



Drummond Ltd. donates 3,000 trees to Agustin Codazzi



Drummond Ltd. delivered 3,000 trees for reforesting areas around the town of Agustin Codazzi. The trees included 20 different species, such as: Panama redwood, poison ash, olive, almond, neem, yellow lapacho, tabebuia, guanacaste, rain trees, iguamarillo, African tulip tree, savanna oak, soursop, mango, guava, guama, tamarind, Spanish lime, sugar-apple and cashew.

The community of Codazzi will be able to enjoy a variety of fruits as a result of this commitment on the part of Drummond Ltd. to the communities in its area of influence and to the environment.

More than 100 Cocoa Producing Families benefit from the Creation of the First Premium Chocolate of Cesar

Drummond Ltd. supported the creation of the first premium chocolate from Cesar in alliance with Agrobiz and its Chuculat brand, and the Association of Cocoa Growers from La Jagua de Ibirico.

"This project comes out of the fourth pillar of Drummond's Corporate Social Responsibility (CSR) strategy, which is Comprehensive Development. The pillar promotes economic initiatives in order to create an economic future beyond mining for communities in our area of influence," indicated Juan Pablo Arteaga, VP of Sustainability.





Drummond Ltd. hosted the Third Good Governance Training Seminar



On November 20-22 at the Estelar Convention Center in Santa Marta, Drummond Ltd. held the third edition of the Good Governance Training Seminar, with the goal of contributing to strengthening the institutions in the municipalities in its area of influence in the departments of Cesar and Magdalena.

This event included talks, workshops and roundtable discussions, covering topics such as: structuring investment projects, tertiary roads and alternative transportation, territorial planning kit, project co-financing and strategic security planning.

Drummond Ltd. Certifies 47 Supervisors in the Drilling and Blasting Area

Drummond Ltd. certified 47 supervisors from the Drilling and Blasting area in "Safe and efficient blasting in open pit coal mines" through the company Orica S.A.

This certification is part of Drummond's commitment to its employees in pursuit of compliance with all the standards for guaranteeing #ResponsibleMining.



Drummond Ltd. Promotes Peace and Values in La Palmita

In alliance with the Mayor of La Jagua de Ibirico and the Agency for Reincorporation and Normalization (ARN), Drummond organized educational and recreational activities that included different talks about the importance of values in daily life in the village of La Palmita, Cesar.

Drummond Ltd. Promotes Reweaving the Social Fabric

Drummond Ltd. donated sewing machines to the Multiactiva Industrial Ibirico pre-cooperative organization in La Jagua Ibirico, Cesar.

The company promotes the economic development of 21 families managed by female heads of household by giving these mothers training to develop diverse skills and entrepreneurship.



"I would rather die of passion than of boredom."

Vincent van Gogh

I'm lucky, I thought, the day after I finished the sketch to decorate my 6-year-old daughter's gift for her first day of school and she said to me: "Mommy, you're an artist, hopefully one day I will be too."



I have always tried to be creative and look for ways to improve, discover, question myself, surprise myself and transmit this to others, hoping to inspire them.

For a mother to be able to inspire her children and motivate them to live their lives with passion is a dream come true; I know this because I have three wonderful daughters. Until that day I had not understood the value or the importance of art in my life. Even though I studied design, today my work is not exactly related to art, but I do believe that I make art every day, both at Drummond and in my personal life. In my head, I think about it every day as if it were a great work of art.

In my work at Drummond I have had the opportunity to understand and apply art to the different tasks I perform every day. The focus of my work is to support the different areas of the company, which has provided me with opportunities for creativity that I apply from my small contributions to graphic communication pieces to my strategies for solving day-to-day challenges. For me, art is the kaleidoscope that I can use to visualize life, its challenges, objectives, conflicts, achievements, always in a different way, full of colors and shapes.



I believe that art makes the brain work in a special way, it manages to create connections and versions of reality that allow us to see life from different perspectives, invigorating what others would see as monotonous.

I have always tried to be creative and look for ways to improve, discover, question myself, surprise myself and transmit this to others, hoping to inspire them. I was fortunate to grow up with my grandparents, whom I still see as wise, because they seemed like characters from fairy tales and magical stories. I always remember that my grandfather used to tell me: "Life ends the day that it no longer surprises us."

Maybe art runs in my blood. Since I was a child, art has been a way of life in my home. Even now, I start or finish every day with a song or a drawing. Music and painting are part of the language we use to communicate as a family. That language allows us to find the inspiration that motivates us every day to discover the magic and wonder of every moment of our lives. ►

Carolina Villamizar

Administrative Coordinator for Drummond Ltd. Bogotá

Carolina is an Industrial Designer with a degree from the Pontificia Universidad Javeriana and an emphasis in Marketing from the Universidad de Palermo de Buenos Aires.

She worked in marketing and advertising for 12 years in various industries, such as textile, liquor, consumer goods and pharmaceuticals.

She is married to Alejandro Morales, and mother of Violeta, Matilde and Celeste Morales.


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