



Our people

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Our people

“Our operations maintain formal safety and risk management systems aligned to international standards.”

The wellbeing of the people who work at Xstrata’s operations, projects and offices and their ability to perform to the best of their ability is fundamental to the successful delivery of our strategy.

We aim to operate a safe and healthy workplace, based on mutual respect, fairness and integrity. Our most important objective is to operate with no fatalities or injuries and we believe that every work-related illness and injury is preventable. We support initiatives to address major community health issues and enhance the wellbeing of employees. We value diversity in the workplace, we uphold the rights of our employees to freedom of association and we do not tolerate any form of discrimination.

We provide industry-leading career development opportunities, well-structured employment contracts and fair and competitive remuneration. The majority of our workforce is engaged on collective employment agreements negotiated with unions and other representative organisations.

Safety

Mining activities and minerals processing require the management of significant hazards, including controlling rock strata, operating high voltage equipment, heavy machinery and large mobile equipment, working underground, at height or in confined spaces, and using explosives and chemicals in pressurised systems. Nonetheless, we firmly believe that every safety incident is preventable and our objective is to operate without any fatalities or injuries.

Our operations maintain formal safety and risk management systems aligned to the international standards OHSAS 18001 and ISO 31000. The Executive Committee of each commodity business reviews detailed sustainability performance on a monthly basis, including safety performance, and receives regular sustainable development assurance audit reports. The Group Executive Committee and Board HSEC Committee receive monthly management reports that include safety performance including details of all actual and high potential incidents.

We have integrated the identification, evaluation, control, monitoring, reporting and management of safety risks into Xstrata’s overall enterprise risk management framework and approach. This reinforces senior management’s ownership and accountability for safety risk management as a standard part of management responsibilities and improves our identification and understanding of the links between safety risks and other operational and business risks. See Governance section for further information about Xstrata’s enterprise risk management system.

Health and safety is included in formal agreements with trade unions. At the local level these cover specifics of safety management and employee engagement. At commodity business level, agreements cover adherence to International Labour Organisation principles, performance standards and grievance procedures.

Our strategic approach to safety

Our approach to safety has evolved over time to reflect the changing nature of our business. From Xstrata’s inception in 2002 to 2008, the Group’s growth strategy was predominately delivered through acquisitions. During this period, our focus was on the rapid integration of acquired operations into Xstrata’s management and reporting processes, the swift improvement of overall safety resourcing and performance and the establishment of clear accountability for safety through the Group’s devolved management structure.

The next phase of Xstrata’s evolution is dominated by the construction and commissioning of several major mining and metallurgical operations to deliver production growth from our portfolio of growth projects. In this phase, our priorities are to:

- Incorporate best available safety design, construction and maintenance techniques in the development of new operations and facilities;
- Manage the major hazards inherent at these major construction projects and in our existing business to eliminate fatalities and serious injuries;
- Improve contractor management and performance;
- Continue to integrate the lessons learned from all incident investigations, including near miss incidents, to improve major hazard controls and keep our safety management systems effective; and
- Prevent less severe but more frequent injuries, particularly in regions with an ageing workforce.



Safety signage at Xstrata Copper's Tintaya operation in Peru

Management accountability

Our formal management structure documents responsibility for safety from the Xstrata Board down to each individual employee and contractor. We recognise that our senior leaders are ultimately responsible for providing the leadership, systems and processes for the prevention of incidents, and that their actions are fundamental to the elimination of fatalities. Whenever a fatality occurs, the Chief Executive of the commodity business responsible makes a detailed presentation of the circumstances to the Xstrata Executive Committee and separately to the Board Health, Safety, Environment and Community (HSEC) Committee.

Xstrata's directors are accountable for safety performance through Xstrata's Board HSEC Committee, chaired by independent non-executive director Ian Strachan. The Chief Executive of each commodity business chairs a commodity business board Sustainable Development Committee.

Safety performance forms a significant component of variable remuneration for executive and senior and operational managers, supervisors and mineworkers.

Leadership, culture and behaviour

While systems and procedures are important, achieving and maintaining leading safety performance depends on the day-to-day behaviour of our employees and contractors. Safe behaviour depends on many different factors, including corporate culture, leadership and management styles, employees' personal circumstances and beliefs, training, systems and procedures and the nature of relationships between employees, contractors and management.

For a number of years we have been working hard to embed an authentic safety culture across Xstrata's businesses. This includes expecting our leaders to demonstrate visible safety commitment, for example, in prioritising safety over production or other considerations, personally

endorsing safety initiatives and engaging with different levels of employees to discuss safety issues and priorities. We aim to facilitate a culture in which employees and contractors feel able to challenge unsafe behaviour and where our people take personal responsibility for their own safety and that of their colleagues. The environment in which our employees live can also play a part in determining risk tolerance or awareness and so our training programmes are increasingly seeking to address broader cultural issues and personal beliefs as part of behavioural safety training programmes. For example, in 2009, we engaged Professor Andrew Hale, a world-renowned safety expert to run workshops with senior managers on how to manage exceptions to rules.

Building our safety culture relies on establishing a just culture (as opposed to a blame culture), enabling our people to come forward and report incidents, errors and mistakes knowing they will be treated fairly. We assess accountability, responsibility and consequences in the context of each situation and determine the underlying systemic causes of incidents.

Reporting of potential and actual incidents

By mandating and actively encouraging the reporting of high potential incidents including near miss incidents since the beginning of 2003, we have developed a global reporting culture that provides management with a leading indicator of the effectiveness of our controls and allows them to implement improvements to prevent future incidents. All incidents are fully investigated and are reported to and discussed by the Executive Committee on a monthly basis. Lessons learned are shared across the Group at monthly sustainable development conference calls and through the group-wide circulation of good practices. Transparent reporting and pro-active knowledge sharing across the Group is strongly encouraged by the Board and Executive Committee to maximise our capture of the valuable lessons from high potential incidents.

Major hazard management

Our primary focus is to identify, analyse, evaluate and implement controls for major hazards throughout the life cycle of our projects and operations. Inadequate controls of major hazards could result in multiple fatalities, serious injuries or severe long-term health impacts.

We identify the hazards inherent in each part of our business in every region and implement controls to manage each one. Clear management accountability is established for the controls for each major hazard and hazard management plans are regularly audited and the results are monitored by executive management. Each commodity business Chief Executive regularly reports on initiatives to address major hazards in presentations to the Board HSEC Committee.

We use external experts to advise us on our control of major hazards and where necessary, commission research into hazards that are not well understood. For example, Xstrata Alloys commissioned world-leading experts to study and advise on the geological structure of the Bushveld Igneous Complex in South Africa to help us improve strata control and

prevent roof falls in underground operations. At the Nickel Rim South project in Sudbury, Canada, our managers commissioned an external firm to undertake a traffic simulation analysis and scenario planning, to ensure that the design of the new operation avoided potential traffic risks to the greatest extent possible.

Operational integrity and assurance

The Group has developed a leading practice asset management and operational integrity programme. We audit all of our operations against a specific Sustainable Development Standard which sets out our expectations for maintaining and improving operational integrity throughout the whole of the life cycle, from design to maintenance and post-closure. Operational integrity is a particular focus at large metals processing facilities which operate for several decades, and when capital expenditure is constrained. In a capital-constrained environment, the risks relating to operational integrity are elevated including:

- Risks relating to site security and maintaining adequate emergency response procedures with reduced personnel;
- Adequate financial resources to ensure the integrity of critical plant, equipment and structures including tailings dams, environmental and safety systems; and
- Ensuring proper maintenance of assets, equipment and structures while operations are suspended to ensure they can be restarted safely and with fully functioning environmental controls.

Lessons learned from investigations into major incidents relating to operational integrity failures in the mining and other industries and the UK Process Safety Leadership Principles are being integrated into our safety management and maintenance systems across the Group to further improve operational integrity.

Contractor management

Our businesses rely on contractors to provide additional labour and specialist skills and services. We value the safety of contractors in exactly the same way as we do our own employees. Contractors are included in our safety data and must comply in full with our safety standards and procedures. In recent years, we have reviewed our contractor management practices to ensure greater supervision and communication with contractors on site. Where appropriate, we have minimised the number of different contractor companies used, to improve accountability and enable us to ensure safety standards that are consistent with our own.

We assess the safety record of a contractor when awarding contracts and during reviews. We monitor high risk activities closely, provide regular feedback on performance and act on any failures by contractors to comply with our procedures. The action taken reflects the severity of the issue, but in all cases the senior management of the contractor company is expected to address the issue personally. Serious incidents require the direct involvement of the contractor CEO with the chief executive of our commodity business and may lead to the termination of contracts.

Preventing injuries

Our key performance measure for injuries is the total recordable injury frequency rate (TRIFR) based on one million hours worked. This measure includes lost time injuries, medical treatment injuries and restricted work injuries to employees and contractors and is a more complete measure of safety performance than lost time injuries alone. As part of our annual business planning process each year, our commodity businesses analyse the root causes of incidents causing injuries to develop appropriate programmes to understand, address and eliminate the underlying causes.

Xstrata Copper's analysis of their 2008 safety incidents provided input into the development of their 2009 safety programme:

	Cause, number and % of incidents
Leadership <i>We safely lead our people</i>	Inadequate supervision – 202 (6%)
Competent People <i>Our People are skilled</i>	Inadequate training – 66 (2%) Over confidence – 12 (<1%)
Safe Systems of Work <i>We have safe work procedures</i>	Procedures not followed – 508 (16%) Communication failure – 158 (5%)
Fit for Purpose Tools/Equipment <i>We have the right equipment</i>	Equipment and workplace design and maintenance – 290 (9%)
Controlled Work Environment <i>We identify and manage hazards</i>	Failure to identify hazard and control the risk – 1,167 (36%) Error enforcing conditions – 152 (5%)
	Other – 678 (21%)



Eduardo Lopez, dust treatment plant operator at Xstrata Copper's Altonorte operation in Chile

Our people *continued*

From 2003 to 2009, the frequency of total recordable injuries reduced by an average of 20% per annum per million hours worked across the Group. We achieved particularly substantial reductions at acquired operations, for example, greater than 50% reductions in total recordable injuries in the first year of ownership of the former Falconbridge operations and 49% reductions in lost-time injuries at Mount Isa operations. While the Group's injury frequency rates are now approaching those of leading companies in the sector, our approach recognises that low injury frequency rates alone are not a reliable or comprehensive measure of overall safety performance. Low injury frequency rates do not provide any assurance that the risks of low frequency, high impact incidents such as multiple serious injuries or fatalities are being properly managed.

Fatalities

We deeply regret that nine people lost their lives in seven separate incidents at Xstrata's operations or projects in 2009, compared to six fatalities in 2008. Xstrata's Executive Committee and Board HSEC Committee received a detailed presentation by the commodity business Chief Executive on each incident and approved action plans for preventing similar tragic incidents in the future. Commodity business chief executives also report on follow-up actions at subsequent meetings.

Of the nine fatalities in 2009, three fatalities occurred in one incident in Chile, three in South Africa, two in Australia and one in Colombia. The incidents, in the order they occurred, were as follows:

18 February 2009: Australia

A contract truck driver was fatally injured when ten tonnes of coal reject from the loading bin fell directly onto the fibreglass roof of his truck cabin.

19 May 2009: Australia

A loader operator was fatally injured when the loader entered an open stope and fell 27 metres.

9 June 2009: South Africa

A contractor was fatally injured when caught between a bolter-mining machine and the wall of the underground roadway.

11 July 2009: Colombia

A contract labourer was crushed between a reversing front-end loader and a truck.

1 September 2009: Chile

One contractor drowned and two other contractors were presumed to have drowned when a Zodiac inflatable boat capsized on a river whilst they were conducting depth measurements.

5 September 2009: South Africa

A contractor lost control of an articulated vehicle and was fatally injured when the tanker overturned.

2 December 2009: South Africa

A front-end loader operator was fatally injured when flames from a small explosion entered the open door of the loader.

In total there were 211 reported high potential risk incidents (HPRI) during 2009 compared to 239 in 2008. Analysis of the HPRI data shows that the most frequent incidents involved surface mobile equipment and incidents involving lifting and loading equipment. This analysis is also conducted at a commodity business level. In response, each business improves existing prevention programmes or develops additional programmes to address the underlying causes of high potential risk incidents.

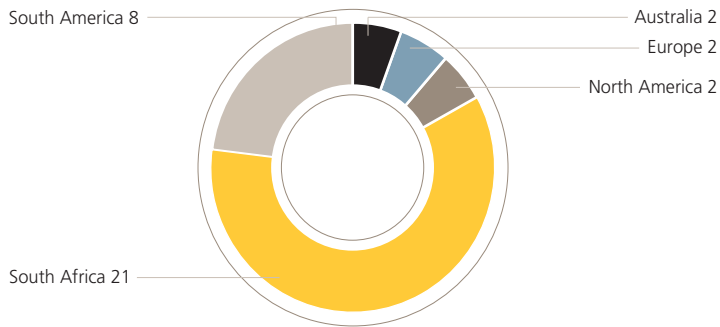
Incidents involving surface mobile equipment continued to be the most common cause of high potential risk incidents in 2009, as in the previous year. In response, our businesses have progressively introduced collision avoidance systems on our mobile equipment, to alert operators of the proximity of pedestrians or other vehicles and to improve visibility for operators of large mobile equipment.

From 2002 to 2006, underground ground control (particularly in South Africa) represented one of the three most prevalent causes of high potential risk incidents and actual injuries or fatalities, causing at least 11% of all high risk incidents each year. Through a targeted programme, we have steadily reduced the number of potential and actual incidents attributable to ground control in underground operations to less than 4% of all incidents in 2009, despite the total number of incidents being reported rising.

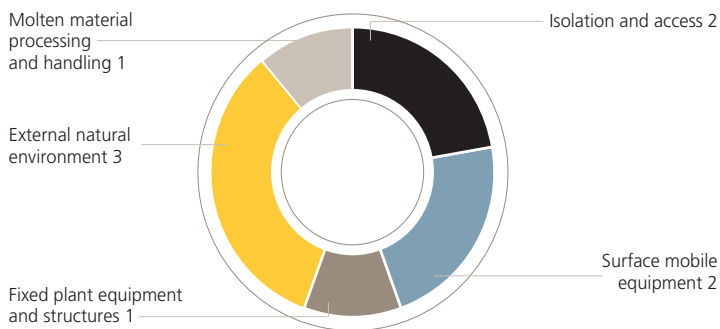
Mobile equipment, load shifting and electrical incidents continue to be amongst our most frequently reported high potential risk incidents. These risks are inherent in a wide range of activities in mining and metals operations and all of our operations have system-based controls for these risks, supported by targeted interventions such as awareness and compliance programmes.

Performance

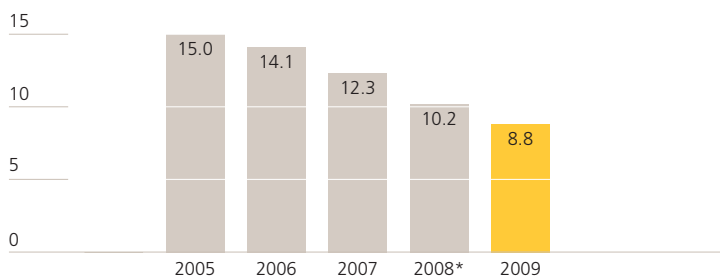
Fatalities by region (2005 to 2009)



Fatalities by principal hazard (2009)

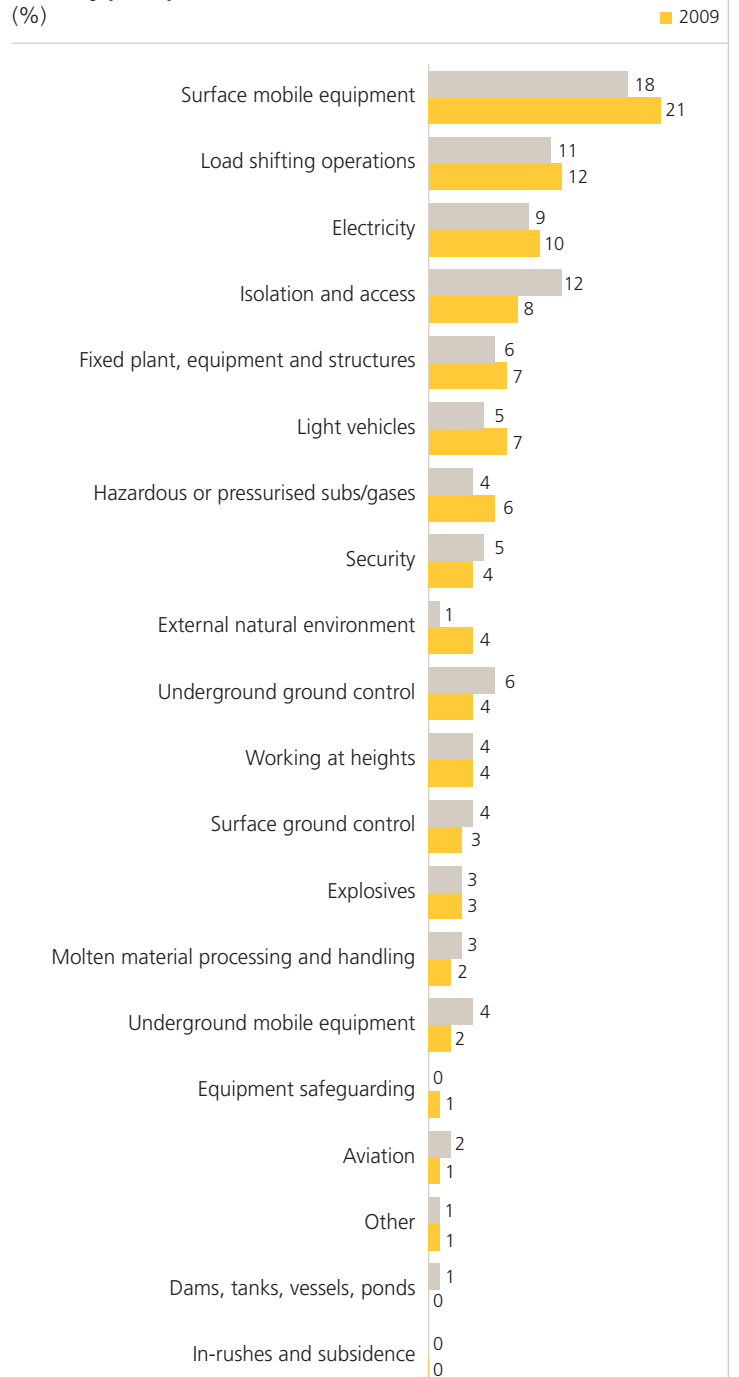


Total recordable injury frequency rate per million hours worked (TRIFR)

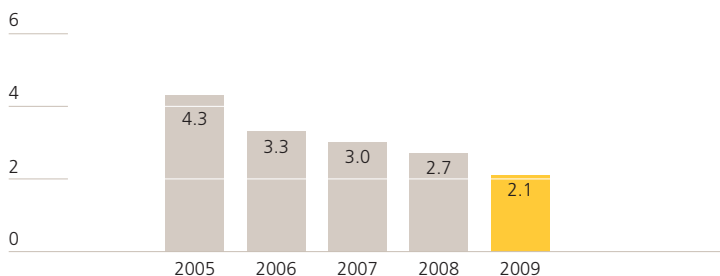


*Indicates restated figure

HPRIs by principal hazard



Lost time injury frequency rate per million hours worked (LTIFR)



During 2009, the Group TRIFR was 8.8 (10.2 in 2008) representing a 14% improvement, in line with our target. When the acquired Prodeco coal operation in Colombia (subsequently repurchased by Glencore) is excluded from the data, total recordable injuries were reduced by 22%.

The lost time injury frequency rate (LTIFR) is also based on one million hours worked and is provided to give a basis for comparison with comparator companies. This measure only records injuries which involved one or more days off work. The Group LTIFR was 2.1 representing a 21% improvement compared to 2008.

In 2009, the Group lost 343,038 days to absences which included 15,410 days lost to injury.

Our emergency response procedures were activated 17 times in 2009. These corresponded to the seven fatal incidents, two incidents of serious injury, three category 3 (moderate) environmental incidents and five instances of explosions and/or fires at our sites where minor or no injuries were sustained.

Fines and prosecutions

Three fines were imposed during 2009 for safety incidents.

In March, Xstrata Copper, Kidd Metallurgical facility, Canada was fined \$26,304 for failing to comply with regulations on working in confined spaces.

In July, at Xstrata Coal's Mangoola project in Australia, a contractor was fined \$1,340 for digging a trench 300mm deeper than the permitted 1.5 metres.

In November, Xstrata Coal, Bulga, Australia, was fined \$41,200 for failing to assess the competency of the contractor used to operate an elevated work platform. The fine related to an incident in 2006 that resulted in contractor injuries.

Health and wellbeing

A healthy workforce promotes efficiency in our business by reducing sickness absence and ensuring that our people are fit to work at their full potential. Consequently, our health programmes address occupational illnesses, public health issues and overall wellbeing to provide a more holistic approach to health at work.

Since many of the regions in which we operate lack adequate public health facilities for our workforce or for the broader community, our health programmes frequently supplement these services as well as managing our direct occupational health hazards. We usually implement healthcare programmes in partnership with local health authorities, industry partners and NGOs.

Our aim is to eliminate occupational illness by creating a workplace free from health and hygiene hazards and to improve the wellbeing of our employees and contractors by helping to address their wider health needs. At each location we identify the material health issues affecting our workforce and the local communities.

We aim to operate with no new cases of occupational illnesses.

Our key health challenges include:

- Noise induced hearing loss, the most common occupational health issue for our business;
- Fatigue;
- Occupational illnesses and injuries, including musculo-skeletal injuries, associated with an ageing workforce in some regions;
- Heat and cold stress, particularly how this impacts alertness and fatigue;
- Managing the risks from exposure to lead for the workforce and the surrounding community at some of our sites; and
- The impact of global epidemic diseases such as HIV/AIDS, malaria and tuberculosis.



'X-ray vision' seeing danger before it happens

Blessing Sangweni and Colin Magabotja conducting a three-dimensional ground penetrating radar scan at Xstrata Alloys' Mototolo platinum mine in South Africa

Used in combination with our Trigger Action Response Plan (TARP), GPR allows underground supervisors to classify the safety of ground conditions according to the severity of the risk posed, and give sufficient attention to any problem areas.

GPR technology is suitable for most types of underground mine where the hanging wall is easily accessible and Xstrata Alloys now uses GPR extensively in suitable situations. The technology assists supervisors to identify weaknesses over proposed tip locations and relocate them to safe sites. At Kroondal in 2009, GPR technology helped us decide to close parts of the mine and change our plans for the operation to avoid risk of ground falls. On the Eastern mines, its use frequently results in tip excavations being moved to more competent locations.

At another site, the southern portion of the Mototolo mine's Lebowa shaft intersected with a highly unstable and undulating sill layer. Where we had no borehole information, we used GPR to confirm the variable depth of the feature. We used these findings to change the layout of the mine and undertook extensive surface geological drilling to map out the affected area.

Xstrata Alloys is rolling out GPR technology to new sites, mainly the Eland platinum mine, and is working with the manufacturer to make GPR units smaller and more powerful.

GPR is expensive, but well worth it as it helps save lives. Xstrata Alloy's six GPR units cost just over ZAR2 million (over \$260,000) to buy, plus nearly ZAR120,000 (around \$16,000) annually to maintain and operate.

South Africa's Department of Minerals Resources is promoting the use of GPR and it is becoming a widely-used tool in the South African mining industry, helping to keep miners safe.

Radars technology developed by Xstrata Alloys is saving lives in South Africa's mining industry

Unidentified geological features in the rock mass represent a serious safety hazard in mines as they are prone to causing uncontrolled falls of ground. After a multiple fatality incident at Kroondal four years ago, Xstrata Alloys became determined to find a way to better identify weak spots and prevent further injuries or deaths. Collaboration with an equipment manufacturer adapted ground-penetrating radar (GPR) to give rock engineers 'x-ray vision'.

GPR works by directing a high frequency radio wave into the rock mass and detecting weaknesses and fissures. Typically GPR generates a 2-D image, but operators can compile 3-D pictures by doing additional scans and more complex processing. Scans are relatively easy to interpret but only trained rock engineers can make recommendations, based on the results and on a site investigation.

Occupational illnesses

Occupational illnesses are a measure of the number of cases reported by our workforce during the year. Occupational illnesses typically have a long latency, in particular, noise-induced hearing loss and musculo-skeletal illness and consequently are the result of past management practices.

Our businesses carry out regular occupational health assessments, which look at chemical, biological, physical and ergonomic risks at their operations. These assessments help the early-stage identification of occupational illnesses and support effective management of occupational health risks.

In 2009, 36 new occupational illnesses were reported at our managed operations, compared to 61 cases in 2008.

The number of new occupational illnesses per million hours worked fell to 0.24, the lowest level recorded by the Group and is low in the context of our 58,681 employees and contractors. Our management practices appear to be limiting the number of new cases involving short-term hazardous exposures leading to dermal and respiratory conditions.

We work with our employees and contractors to address health issues. 100% of our total workforce is represented in formal joint management-worker health and safety committees, which monitor and advise on occupational health and safety programmes.



Process operator, Damien Flack at Xstrata Zinc's lead refinery in the UK

Hearing

Noise induced hearing loss (NIHL) is one of the world's most prevalent occupational illnesses and is preventable but irreversible. The degree of risk to hearing is related to the level of noise and the duration of exposure. Damage to hearing is cumulative and is rarely detected in the early stage of the exposure period.

All of our businesses have identified risk from exposure to noise as a major occupational health risk for their employees and all have implemented hearing conservation programmes. We mandate the wearing of hearing protection for any worker exposed to the internationally accepted noise level limit of 85dB(A) or above. Our priority is to reduce noise levels in the workplace to below the 85dB(A) limit. This is achieved through a wide range of design techniques and by the purchase of quieter equipment.

Our businesses' hearing conservation programmes include employee and contractor education, monitoring of noise levels, personal noise exposure and hearing tests.

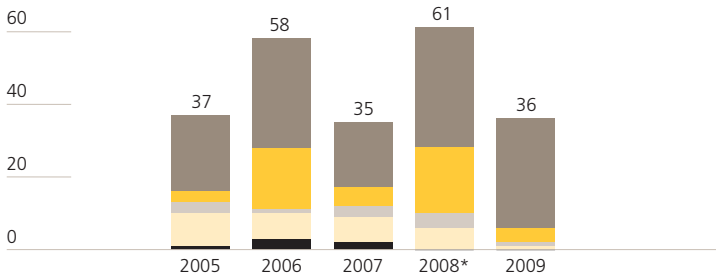
There were 30 new cases of noise induced hearing loss in 2009, compared to 33 cases in 2008. Most of these cases are, we believe, related to historical exposures when there was a low awareness of good practice.

Fatigue

Fatigue affects health, reduces performance and increases the risk of safety incidents. We address fatigue using the same risk management approach as for all workplace risks. We educate our people on fatigue, how it is caused and how it affects the human body. We use leading practice strategies to design our work programmes and to assist individuals manage fatigue effectively in their daily lives. In particular, we recognise that shift work and extended working hours are contributing factors to fatigue.

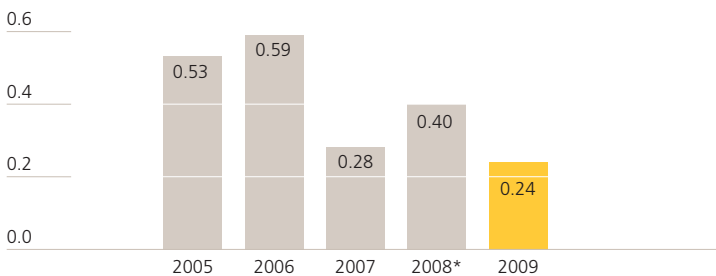
Other issues that contribute to fatigue, particularly in developing countries, include overall health and nutrition. To combat this, Xstrata Copper has implemented tailored diets and health assessment for employees at its Las Bambas project as part of its fatigue management programme.

Occupational illness (2005 to 2009)



*Indicates restated figure

Occupational illness rate per million hours worked



*Indicates restated figure



SX/EW plant operator, Juan Vargas Castro, washing copper cathodes at Xstrata Copper's Lomas Bayas operation in Chile



Jonathan Nunez working in the osmosis plant at Xstrata Copper's Altonorte operation in Chile

Musculo-skeletal

The risk of musculo-skeletal injury arises from a combination of workplace activities and personal physical characteristics. Repetitive tasks, particularly those involving heavy objects or requiring significant force present particular risks.

These injuries are cumulative and therefore more prevalent in an ageing workforce. All Xstrata's sites have implemented management and prevention programmes to control activities that pose a risk of musculo-skeletal injury. Our approach is to ensure that early detection and reporting mechanisms are in place and that tasks are performed correctly to avoid musculo-skeletal injuries occurring over time.

Risk and functional assessments are routinely conducted at all managed operations. Where possible, we have developed engineering solutions to minimise or eliminate manual handling and there are ongoing improvements to the ergonomic design of working practices. In addition, job rotation and positive encouragement to improve employee general fitness have helped to reduce musculo-skeletal injuries.

There were four new cases of musculo-skeletal injury in the Group in 2009, compared to 18 cases in 2008, reflecting the impact of programmes our commodity businesses have put in place to identify and tackle the causes of these injuries.

Lead

Xstrata Zinc operates four operations at which lead is mined or processed: McArthur River Mine (MRM) and Mount Isa Mines in Australia, Brunswick mine and smelter in Canada and Northfleet lead refinery in the UK. Lead mining and smelting operations give rise to low concentration lead particulate emissions and we take great care to minimise lead emissions and safeguard the health of workers and local communities.

Comprehensive biological and workplace monitoring programmes are in place at all operations involving lead. Blood lead limits are set at levels below international occupational health guidelines at all applicable Xstrata operations. We relocate any employees with blood lead levels in excess of our site relocation limits until their levels are reduced to acceptable levels.

The Brunswick smelter in Canada, McArthur River mine in Australia and Northfleet refinery (BRM) in the UK operate with a 35µg/dl removal level. At Mount Isa, employees with a blood lead concentration of 40µg/dl are removed from the workplace. In 2010, the removal limit will reduce to 38µg/dl in the Mount Isa lead smelter. This compares to the USA OSHA standard of 60µg/dl and the Australian National Occupational Health and Safety Commission standard of 50µg/dl.

In 2009, the average blood lead level of all employees and contractors was 12.68µg/dl, marginally lower than the 2008 level of 13.18µg/dl. We have reduced levels significantly since 2000.

In 2009, a total of 8,474 lead in blood tests were carried out on Mount Isa employees. The test results led to the relocation of one lead smelter employee with a blood lead level of 45µg/dl until blood lead levels returned to below accepted limits. One contractor at BRM in the UK recorded a blood lead level of 44µg/dl.

Should an employee be relocated, an investigation is conducted in the form of the employee lead management review process. This review investigates whether factors, personal hygiene, respirator fit, work performed and/or potential external sources of lead may have contributed to the high lead blood reading and agreed actions taken to reduce exposure. These reviews are continued following each of the next three scheduled blood tests.

Our people *continued*



Queensland: Surviving the heat

The Group's Ernest Henry mine is located 40 kilometres from the town of Cloncurry, which has the honour of recording Australia's highest ever temperature, a boiling 56 degrees celsius. In Ernest Henry's open cut pit it is regularly above 50 degrees. But not even Ernest Henry can match temperatures recorded at the division's underground deep copper mine in Mount Isa, where the rock face temperatures can exceed 60 degrees celsius and the wet environment keeps humidity levels high.

Exiting the pit at Xstrata Copper's Ernest Henry Mine in Australia

According to Shane Innes of Mount Isa Mines' Safety and Health Department, the main concern is preventing workers becoming dehydrated or suffering heat-related illnesses while working in such conditions.

New employees and contractors undergo health assessments to ensure they can cope with the different underground and surface work environments and are given acclimatisation periods to accustom themselves to the high temperature and humidity, a measure which is also applied to those returning after illness or extended leave.

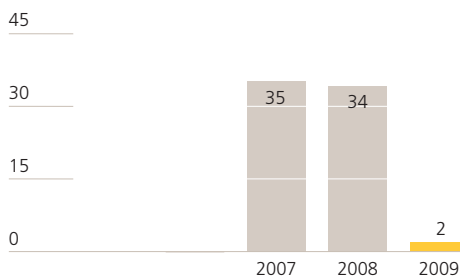
A refrigeration plant located on the surface distributes chilled air to the underground environment and most vehicles, offices and accommodation areas are fitted with air conditioning. Surface workers can also be exposed to extreme temperatures whilst working in front of smelter furnaces. In these roles, protective clothing, roster and work cycle arrangements are particularly important. Outdoor surface workers are equipped with sun protection hats, protective clothing and sunscreen. The site also ensures the selection of protective clothing considers exposure to extreme temperatures, including fabric type and weight. All workers at the site are provided with freely available drinking water, ice and drinking containers and have their urine analysed regularly to detect signs of dehydration.

Our operations have developed occupational hygiene programmes to minimise the exposure of employees to lead. These initiatives include training to assist individuals understand the contributing factors they can control to minimise their exposure, the effective use of personal protective equipment and clean in/clean out facilities.

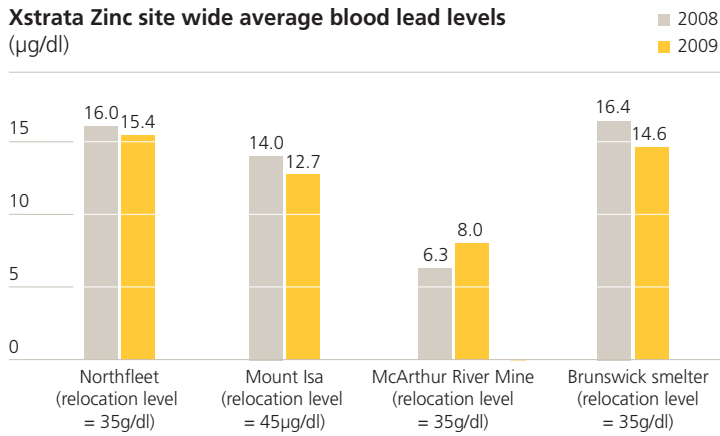
In 2007, we also established the Mount Isa Xstrata Lead Committee, comprising senior and functional managers from Xstrata Copper and Xstrata Zinc in Queensland, with the aim of identifying further improvements in managing the risks associated with lead in the workplace.

During 2009, the Xstrata Lead Committee introduced a site-specific 'Living with Lead' training programme. This brought together a number of separate training programmes and provides a consolidated course in managing the community, environmental and workplace risks associated with lead. The induction process for new Mount Isa employees now includes educational material produced by the Living with Lead Alliance and information stands have been placed in the operation's entrance area.

Number of cases above 40µg/dl lead in blood



Xstrata Zinc site wide average blood lead levels
(µg/dl)



Wellbeing programmes

We have wellbeing programmes in place across Xstrata’s managed operations, which aim to improve the overall health and lifestyle of employees. The programmes address a number of topics which are prioritised according to risk, including obesity, smoking, alcohol abuse, stress, diabetes, sleep disorders, living or working in extreme heat or extreme cold, cancer, HIV and AIDS, malaria and tuberculosis.

Public Health

We aim to address any public health risks that may impact our workforce, their families or the communities associated with our operations. We work in partnership with communities, public health authorities and other stakeholders to improve education, protection and prevention of public health risks and widespread diseases. The major public health issues we face in some regions are HIV and AIDS, malaria and tuberculosis.

Further details of the community health initiatives we support are given in the Community section of this report.

HIV and AIDS, malaria and tuberculosis

A number of Xstrata’s operations are in locations where there is a high prevalence of HIV and AIDS. In South Africa, where we employ over 23,000 employees and contractors, up to one in five adults is HIV-positive. In Tanzania, where we operate a nickel exploration project, malaria continues to be the main health risk.

Our strategy to address HIV/AIDS in the workplace commenced in 2004, based on a cost-benefit assessment of the impact of doing nothing compared to the cost of a fully funded intervention, prevention and treatment programme. This analysis clearly demonstrated the business case for rapid intervention to halt and reverse the spread of HIV and AIDS amongst our workforce.

Our approach includes tackling the contributing factors to the spread of HIV and AIDS, including eradicating single sex hostels for mineworkers, working with the broader community and government to implement door-to-door outreach programmes and improve access to HIV testing

and treatment facilities and investing in education and prevention campaigns targeted at young people and remote areas.

Voluntary HIV testing and counselling programmes are in place at all Xstrata’s operations in southern Africa. Every employee and contractor is given time off from their shift to participate in annual health assessments which include voluntary counselling and testing with the aim of empowering people to protect their health. Healthcare is provided by an independent organisation and personal information is treated confidentially and not shared with Xstrata.

Every HIV positive employee and their dependants and contractors are able to access free care and treatment through easily available channels, if required.

These initiatives are complemented by education and awareness-raising programmes and are undertaken in close partnership with unions and employees’ families and partners. Training and education programmes cover a broad range of health issues in addition to HIV and AIDS.

We also facilitate access for any community member to testing and treatment for HIV/AIDS in Mpumalanga province, in a public private partnership with government, NGOs, health providers, unions, industry peers and other companies operating in the region – see Public Health.

HIV and AIDS

Xstrata Alloys and Xstrata Coal, our businesses operating in South Africa, share their experiences from the workplace programmes both have in place. We have ‘100%’ targets for our workplace programmes:

- 100% of employees and contractors know their HIV status;
- 100% of HIV-positive employees and contractors are enrolled in treatment; and
- 100% safe behaviour to prevent new infections.



Girilly Du Toit a Xstrata Coal South Africa employee, who has used her HIV-positive status to raise awareness

Our people *continued*

In 2009, 79% of Xstrata Coal South Africa employees participated in voluntary HIV testing (2008: 97%). In excess of 90% of Xstrata Coal South Africa's employees know their status. At the end of 2009, 64% of HIV-positive employees were enrolled in treatment programmes (2008: 56%).

Our community initiatives, which include improving access to healthcare, working with traditional healers and a door-to-door outreach programme, encourage HIV-positive employees and their dependents to take up and remain in appropriate treatment programmes.

Xstrata Alloys' wellness programme has been implemented in all of its 16 operations in South Africa and Swaziland. The sites have achieved high participation rates in voluntary HIV testing, ranging between 83% and 98%. In 2009, 92% of Xstrata Alloys employees participated in voluntary HIV testing (2008: 65%). At the end of 2009, 62% of HIV-positive employees were enrolled in treatment programmes (2008: 45%).

Malaria

The Kabanga nickel project in Tanzania and the Frieda River project in Papua New Guinea are located in malarial regions. Workplace initiatives include an anti-malarial education and site control programme, which was not in place prior to Xstrata's ownership. The programme includes employee testing and treatment, eliminating mosquito breeding habitats, providing insecticide treated bed nets, routine insecticide spraying, and provision of repellents. Community health initiatives are also under way to fight malaria in the broader community.

Two villages in the Frieda River area of north-west Papua New Guinea have become the first in the country to trial the World Health Organisation's Healthy Island concept, a programme designed to provide villages with the education and support they need to take responsibility for the health of their communities. Through workshops led by Provincial Government Health Promotion Officer, Joane Yawi, and supported by the Frieda River project, villagers from Wameimin 2 and Wabia identified malaria as the main threat to health in their communities and decided on actions they could take to combat the spread of the disease. Measures included digging ditches, clearing bush and cutting grass to drain surface waters, thereby substantially reducing numbers of malaria-carrying mosquitoes. Mosquito numbers and the cases of malaria have both fallen in the villages after more efficient drainage was introduced and the vegetation cut back, say Wabia residents Jarrod Nesat and Imat Iverapnok.

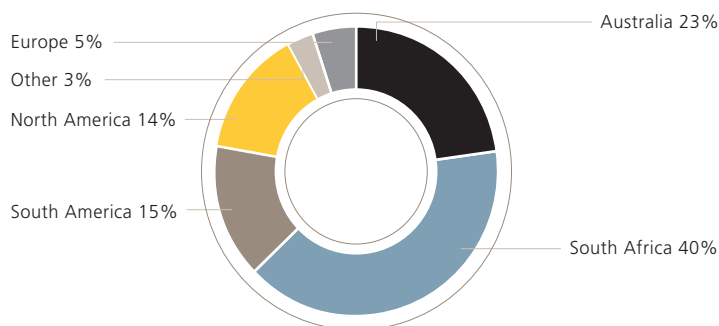
Tuberculosis (TB)

Xstrata's TB protocol supports its South African HIV and AIDS programmes. TB is a major cause of death in HIV-positive sub-Saharan communities and communities often face a double pandemic of HIV and TB. Testing for TB is part of annual medical screening and all employees and contractors who test positive are provided with prophylactic treatment to prevent contraction of the disease.

Employees

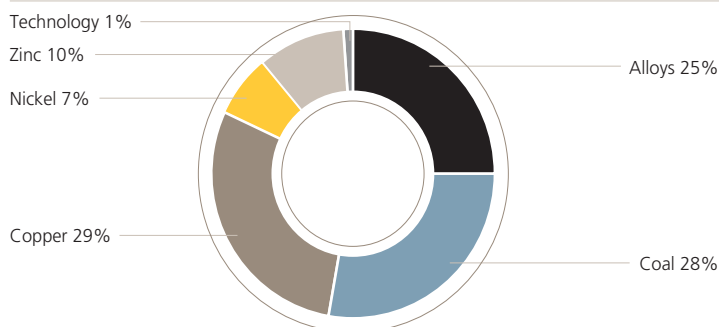
At the end of 2009, Xstrata's workforce comprised 36,710 employees and 21,971 contractors. Of our employees, 97% were full time and 93% held permanent positions.

Total workforce (employees and contractors) by region (2009)



Other = Tanzania, Philippines, Papua New Guinea, New Caledonia, Malaysia

Total workforce (employees and contractors) by business (2009)

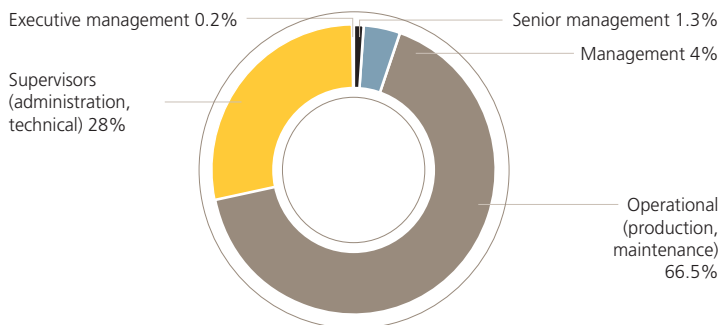


We strive for good labour relations and respect our employees' right to collective representation and just compensation. We provide industry-leading career development opportunities, competitive remuneration and fair and non-discriminatory workplaces.

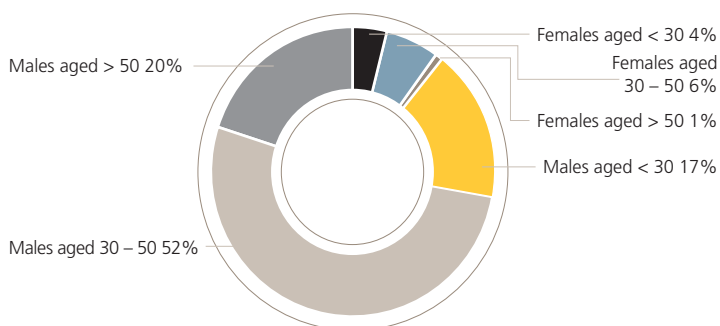
We value diversity and treat all employees and contractors fairly, providing equal opportunity at all levels of the organisation without bias according to race, nationality, religion, gender, age, sexual orientation, disability, political or other opinion or any other basis.

Xstrata is committed to uphold the UN Universal Declaration of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work. All employees are free to join a union and to be represented collectively, in line with our Business Principles.

Employee breakdown by role type (2009)



Employee breakdown by age and gender (2009)



Xstrata’s management model is highly devolved and comprises a lean corporate centre of some 50 people and five fully resourced, standalone global commodity businesses. The role of the corporate centre is well defined to minimise bureaucracy and avoid overlaps with the business unit activities.

Our Group General Manager of Human Resources reports directly to the CEO on compliance with employment principles in our Sustainable Development Policy. Each of our commodity businesses maintains its own human resources team responsible for implementing Xstrata Group and commodity business policies in their operations.

In line with Xstrata’s Sustainable Development Policy, we consult, communicate and provide appropriate support to employees during significant organisational changes including closures, acquisitions, mergers and divestitures. Minimum notice periods vary across the Group and range from a minimum of one week in North America to up to 12 weeks in Europe. Notice periods are generally specified in workplace agreements.

Union relations

Xstrata employees are free to join a union and to be represented collectively. We do not believe that any country in which Xstrata operates represents a risk to freedom of association and collective bargaining and we uphold this right at all the operations we manage.

Our workforce is predominantly unionised. Due to privacy laws, we cannot collect information on union membership in Australia. Approximately 58% of our permanent workforce is represented by collective bargaining agreements.

Our operations have in place a number of different industrial relations models that include individual site agreements and collective bargaining agreements.

We work to build a mutual understanding with the unions that represent our workforce. For example, at some operations, unions play an active role in safety committees and, in South Africa, sit on HIV steering committees.

Collective agreements are typically negotiated by Xstrata and unions representatives every two to three years. During the year, 144 days were lost due to industrial action, of these eight lasted more than five days.

We had two extended disputes at our North Chile sites. In May 2009, a three-year collective agreement with the Lomas Bayas Workers’ Union expired and initial failure to reach an agreement resulted in an eight-day strike that ended when an agreement was reached. Following the strike, a complaint was made by the union involved to the Labour Tribunal, alleging that the payment of special bonus to workers who did not participate in the strike constituted discrimination and an anti-union practice. In a ruling subsequently upheld by the Appeals Court, the bonus was found to be an anti-union practice, and Lomas Bayas was fined 100 unidades tributarias mensuales (around \$7,350).

Since this incident, Lomas Bayas has established a programme of scheduled meetings with union leaders to discuss matters of mutual interest as well as a series of focus groups with unionised workers.

On 28 December 2009, an eight day stoppage also occurred at our Altonorte smelter, after agreement could not be reached on a new three-year collective agreement.

There were four extended disputes at our sites in South Africa. A nine day stoppage related to shift rosters at South Witbank Colliery, a 66 day stoppage related to the incentive scheme agreement at the Lion Chrome Smelter followed by a 15 day stoppage at the same site related to the suspension of a shop steward and finally a 13 day stoppage related to wages at Arthur Taylor Colliery Open cast Mine (ATCOM).

At Tahmoor colliery in New South Wales, stoppages related to the negotiation of a new enterprise agreement resulted in ten days lost in November and six days lost in December.

Our people *continued*



Case study

Over the past three years, Xstrata Nickel in Canada has participated in a groundbreaking mentoring programme for young professional women organised by the Women's Executive Network. During this time 31 women from Xstrata Nickel have participated in the programme and have each been mentored by one of Canada's Top 100 powerful women. All of the participants have benefited greatly from this experience. During 2010, a further six Xstrata Nickel female employees will participate in the mentoring programme.

Xstrata Nickel's participants in the Women's Executive Network mentoring programme with Ian Pearce, CEO Xstrata Nickel

Xstrata Coal has conducted over 50 meetings with the Construction Forestry, Mining and Energy Union (CFMEU) regarding the Tahmoor Coal enterprise agreement in an attempt to achieve an agreement in the best interests of the workforce and the operation. The Australian government organisation responsible for administering industrial relations laws, Fair Work Australia, recently ruled that Tahmoor management has bargained in good faith and communicated appropriately with its employees in accordance with the Fair Work Act. Xstrata Coal's objective is to negotiate enterprise agreements that incorporate workplace conditions which provide for safe and efficient operations, meet the requirements of the Fair Work Act and are aligned with the new Black Coal Mining Industry Award 2010. Xstrata will continue to bargain with the union in good faith to reach an agreement which amends existing restrictive workplace conditions that are out of line with standard Australian coal industry enterprise agreements and provides a fair outcome for workers and the operation.

Employee assistance programmes

Where workforce reductions are necessary, we take our employment responsibilities seriously and have endeavoured through employee assistance programmes to implement the necessary workforce reduction fairly and in consultation with our employees as required by our Sustainable Development Policy.

We provided support to communities most impacted by unemployment focusing particularly on locations where we are the main employer. The most significant example is Falcondo in the Dominican Republic where Xstrata Nickel's smelting plant was suspended and placed in a care and maintenance regime in 2008. Xstrata's foundation established to support this community is receiving funding of \$1.5 million per annum for three years.

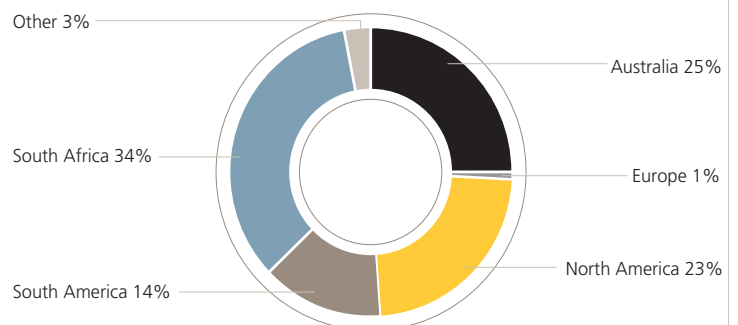
Performance

In 2009, Xstrata employed an average of 36,710 permanent employees and created 2,411 new positions, compared to 38,512 and 3,409 respectively in 2008. The average number of contractors employed at our sites during the year fell from 24,246 in 2008 to 21,971.

The economic slowdown that began in late 2008 and continued into the first quarter of 2009 dramatically impacted Xstrata's markets, causing commodity prices to fall. In response to the recession, our businesses undertook a series of restructuring activities including the early closure of two near end-of-life mines in Canada and the curtailment or temporary suspension of operations at a number of high-cost operations or where market conditions were particularly weak.

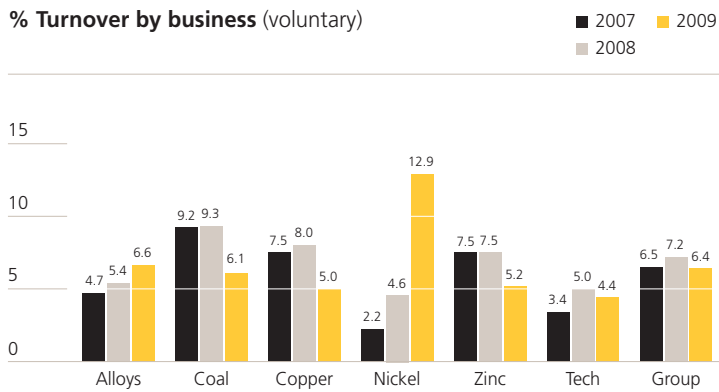
Where possible, our businesses maintained permanent employee positions, using suspensions to operations for training programmes and maintenance activities. Despite these initiatives, 1,481 permanent employees were made redundant during the year.

Total terminations by region (2009)

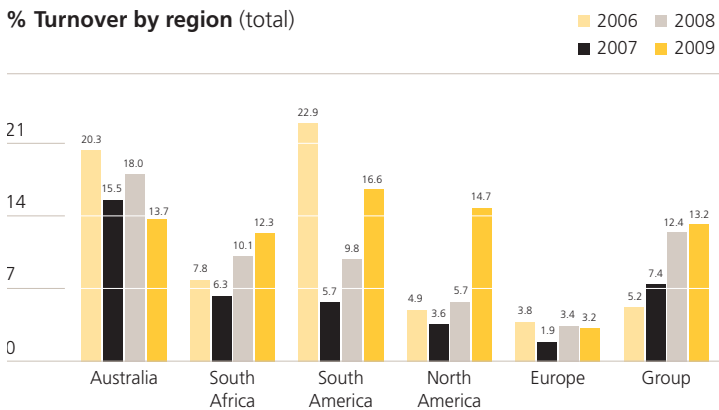


Other = Tanzania, Philippines, Papua New Guinea, New Caledonia, Malaysia

% Turnover by business (voluntary)



% Turnover by region (total)



Xstrata Coal's workforce increased 5% in 2009 in response to increased production and the development of expansion projects. Overall workforce numbers at our other commodity businesses saw modest reductions through a combination of voluntary leavers, early retirement and compulsory redundancies.

Contractor numbers declined as a result of the global downturn, but have been steady or increasing in nearly all of our businesses as economic conditions improved, in line with increased investment in our substantial programme of organic growth.

In 2009, 2,348 people voluntarily left employment with Xstrata and the Group voluntary turnover rate reduced from 7.2% in 2008 to 6.4% in 2009. Reductions were seen in all businesses except Xstrata Alloys and Xstrata Nickel, where staff close to retirement age were encouraged to take up voluntary early retirement packages to reduce the number of compulsory redundancies required.

In 2009, there were 1,017 compulsory terminations, 86 more than in 2008. Compulsory terminations relate to unsatisfactory behaviour and in 2009 42% were as a result of non-compliance with our Business Principles, 17% followed poor performance and 11% were due to not following our health, safety and environment procedures.

In total, 4,846 people left our business during 2009, representing a total average employee turnover that includes voluntary departures, compulsory redundancies and terminations of 13.2% compared to 12.4% in 2008.



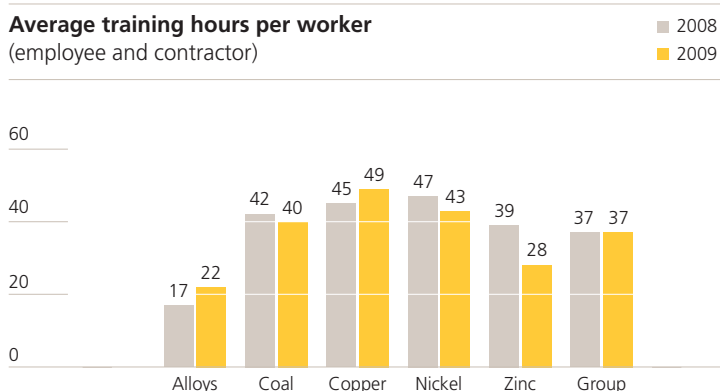
Training at the skills development centre in Steelport, South Africa, funded by Xstrata Alloys

Development and training

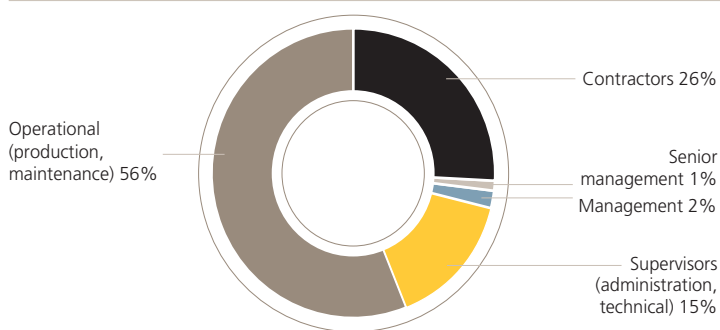
We recognise that the long-term interests of our business depend on our ability to attract and retain the best people. We seek high potential employees at every level and provide them with the support and tools they need to develop into our future team of senior managers.

Even in challenging economic times, we aim to provide employees with the training and skills development they need to have rewarding careers in which they can progress. We have maintained the average training hours provided across the Group per employee at 37.1 hours, slightly higher than the previous year.

Average training hours per worker
(employee and contractor)



Hours of training by role type (2009)



All Xstrata's employees receive regular performance reviews and for managers these are conducted at least annually. Individual job descriptions and action plans for all employees allow them to participate in the process of setting objectives measuring their own performance. Training is provided for managers on how to conduct performance reviews and give effective feedback.

Other employee engagement includes monthly employee communication meetings, suggestion boxes, exit interviews, newsletters, intranet feedback mechanisms and employee representative committees. Feedback from employee surveys is used as an input into the development of business plans and working practices.

In line with our devolved business model, employee surveys are conducted regularly by our commodity businesses. Xstrata Coal's Australian operations have established focus groups that provide feedback to management on improvements to operational processes. More than 70% of Xstrata Nickel's staff responded to their Pulse Survey and the business has now appointed a senior manager to champion a response to address the identified areas of need and opportunities.

In January and February 2009, Xstrata Coal conducted a survey of all employees asking them to choose from a list of 10, the three most valued aspects of working for Xstrata. They were identified as:

- Career path and opportunities – ongoing career development;
- Remuneration and reward; and
- Rewarding and challenging work.

This informed the development of the following sections of the Xstrata Coal People Strategy that was communicated throughout the business in Q2 and Q3 of 2009.

In South Africa, Xstrata Coal's training centre won the National Mining Qualifications Authority sector award for good practice. The centre tackles the poor safety record in South Africa head on, by providing safety courses for underground and open cut operators. Courses combine theory with on the job practical training and the centre makes extensive use of its state of the art simulators for the different vehicles operated in mines. In addition to safety, the centre provides numeracy and literacy courses to improve the overall level of education of employees. In 2009, the centre also provided 42 bursaries to students on business and mining-related courses, who have the opportunity to take up employment with Xstrata Coal on completion of their study. In total more than 300 people have been trained since the centre opened in 2005.

In 2009, Xstrata's businesses spent over \$64 million on training, an average of approximately \$1,100 per employee, including contractors. This was \$749 lower than the previous year as in-house training programmes were prioritised over those given by external providers. Xstrata's employees benefited from an average 37.1 hours of training in 2009, compared to 36.6 hours in 2008.

Apprenticeships, traineeships and scholarships

In 2009 we offered a total of 2,453 trades apprenticeships, graduate trainee positions, student work placements and scholarships across our operations compared to 2,612 in 2008. These opportunities provide an important introduction to the workplace and our industry for young people as well as providing Xstrata with a source of talented potential recruits.



Mount Isa students get taste for mining in apprenticeship scheme

Local high school student Sam Brisbane (centre) pictured with electrical apprentices Phil Abel and Hayden Stewart while undertaking work experience at Mount Isa Mines in Australia

Local schools have adjusted their timetables so students on the scheme don't miss class and, at the end of the year, participants can apply for a full-time apprenticeship.

With school leavers increasingly opting to continue studying or looking for jobs in the retail sector, the mining industry is facing a shortage of skilled workers without whom its mines and plants cannot operate at full capacity.

Other than the apprentices' wages, the main cost of the scheme for Xstrata is providing staff to train the apprentices, with one dedicated instructor required to supervise the students and prepare the lessons. Other staff are used to teach specialised skills throughout the year.

But the Xstrata Skills Centre expects the scheme will more than pay for itself as it encourages more school leavers to learn a trade and join the Mount Isa workforce. It appears to be working: 82% of students joining the programme have gone on to begin full-time apprenticeships with Mount Isa Mines.

Joshua Dunn is one of those for whom the apprenticeship scheme has been a positive experience; he recently applied to join the 2010 intake with a full-time apprenticeship in diesel fitting.

"I would definitely recommend it to other school students; it is a great insight into the different trades and careers at the mine," he says.

Dozens of teenagers are having the opportunity to experience what it is like to work in a mining company in a scheme which Xstrata hopes will end the shortage of skilled workers coming into the industry.

Through the School Based Apprenticeship Programme, a selection of Year 12 students spend one day a week working at the Xstrata Skills Centre in Mount Isa while continuing to attend classes during the rest of the week.

At the centre, they learn basic skills and knowledge about a variety of trades involved in the mining industry and get paid for doing so.

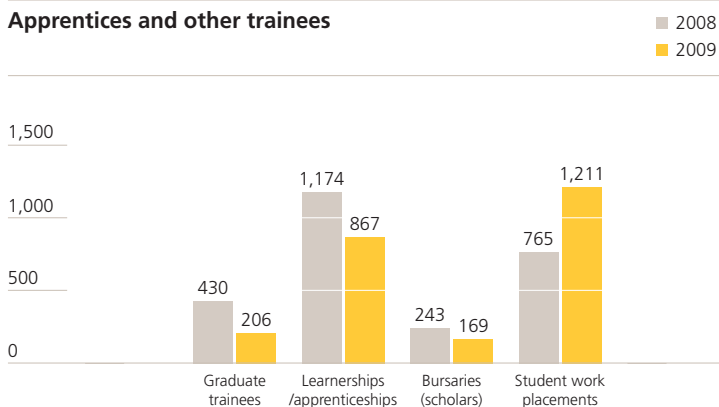
"I have learnt a lot of hands-on skills such as using tools, marking out and measuring, oxy cutting and many others," explains Joshua Dunn, one of the apprentices.

"It has been a great experience and I really enjoy the different variety of tasks the instructors set for us," he says.

Apprenticeships are a key part of Xstrata's strategy for developing the next wave of talented employees. Xstrata Coal's Queensland apprentice programme received the Deputy Prime Minister's Award for Excellence in 2008 for its commitment to ensuring diversity and experience remained at the forefront of every apprentice's education.

Xstrata provides a dedicated website for graduates and a section of our Group website where vacancies are listed.

Apprentices and other trainees



Leadership development

We support the development of our managers with training and education programmes. Formal succession planning is reviewed annually at the commodity business and Group levels.

Xstrata's internal Accelerated Development Programme identifies future senior managers and leaders within each commodity business. High potential candidates are provided with an Executive Committee mentor and a tailored development programme that includes modular training and experience in different functions around the business. This is preparation for promotion to a General Manager or equivalent position.

The programme is also replicated at the commodity business level, working with high potential employees at a broader range of levels. The programme includes career development workshops, specific training, management skills acquisition and rotational placements to different areas of the Group.

Xstrata participates in the Global Business Consortium (GBC), an innovative management development programme involving collaboration between six international companies. Every year, six senior managers attend from each participating company. The programme compares and contrasts the strategies and business models of the participating companies to help the

Our people *continued*

managers build a broad understanding of value creation and strategy development over several months. This breadth of experience benefits the individual and the sponsoring company.

Diversity

Improving the diversity of our workforce supports our objective of enabling the best people to perform at their best at Xstrata and improves our strategic planning, decision making and operational performance by bringing together people with a range of viewpoints and backgrounds. We are proactive in promoting diversity in management and the wider workforce. We do not tolerate any form of discrimination, bullying, harassment or physical assault as set out in our Sustainable Development policy. Each site is required to implement an employee grievance mechanism to report and respond to workplace grievances fairly and systematically.

We provide an anonymous 'Ethics Line' for employees, contractors, suppliers, business partners or others to report issues anonymously, where these cannot be raised with line management directly.

Discrimination and harassment cases

In 2009, Xstrata's businesses investigated nine cases of reported discrimination and/or harassment at our operations in Australia, Norway and South Africa. Seven related to bullying, one to sexual harassment and one to gender discrimination. All of the complaints were resolved to the satisfaction of the complainant or found to lack evidence or be without merit. Two of the complaints resulted in the dismissal of employees.

Local employment

We believe it benefits the community and Xstrata to have local management and employ local expertise in the regions where we operate. Local people understand the culture and regulatory environment and help us to operate efficiently and with sensitivity to our host country. The employment we create for local people is often a significant component in the local economy.

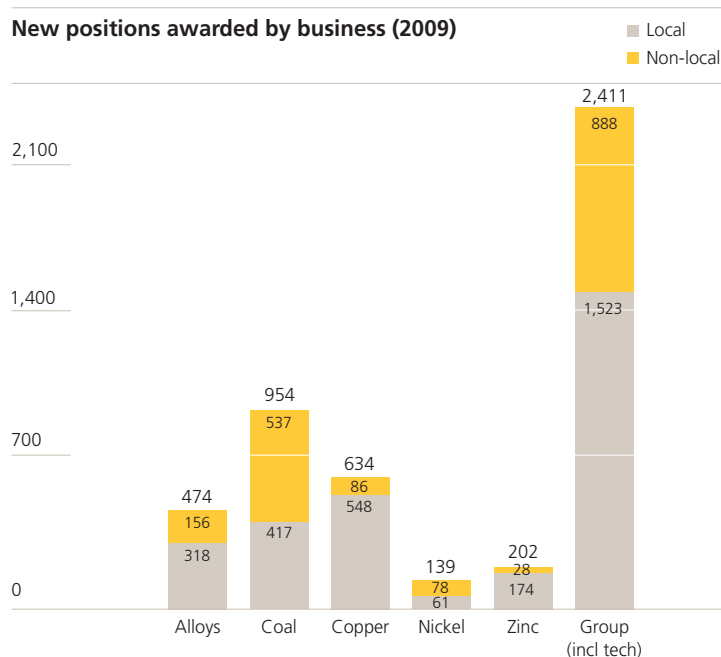
We filled 63% of new positions in 2009 with local people, defined as those already living in the geographic region where the job is primarily based. Local hiring applies at all levels of employment and 78% of our managers are from a local area.

Sites in remote regions with high unemployment have targets and structured programmes to maximise the employment of local community members. In these remote regions targets range from 65% to 100% of the workforce and where appropriate, sites also have specific targets to increase the proportion of people employed from neighbouring indigenous communities.

At Xstrata Nickel's Raglan operation in the Canadian Arctic Circle, the Tamatumani organisational change project is aimed at providing long-term employment opportunities to significant numbers of Inuit, as described in the Raglan Agreement. For Inuit staff, Tamatumani creates entry-level positions and provides various skill-based training programmes to help workers succeed. To foster a work environment in which different backgrounds and perspectives are valued, Tamatumani also includes cross-cultural training and social activities for all Raglan employees. In 2009, 30 entry level projects were created through Tamatumani and the number of Inuit employed has doubled to over 100 since the mine opened in 1998.

Following a review of the indigenous employment and training strategy at Xstrata Zinc's McArthur River Mine in Australia, the operation launched in 2009 its 'Pathways to Employment'. The revised strategy provides tailored training, mentoring and support for trainees from local communities. In 2009, 17 trainees entered the programme to gain a national certificate in Entry to Mining qualification. By the end of the year, 14 had moved to career positions or were preparing to commence work placements in mining operations, environment, metallurgy and mining administration. As at December 2009, the indigenous participation rate at McArthur River was 17.4%, up from 14.8% in 2008.

New positions awarded by business (2009)





Sandra Padilla, Superintendent of Minera Alumbrera's chemical laboratory and molybdenum plant in Argentina

Winning spaces

Women who work in mines, in a wide range of roles and professions, have one thing in common; they work in a world that until recently was occupied by only men.

Even today, the remote location of many mines means that female miners must often spend several days and nights in a mining camp where over 80% of people are male. But although it does not seem an easy life, it can be hugely rewarding.

One of these women is Sandra Padilla, Superintendent of Minera Alumbrera's chemical laboratory and molybdenum plant. Born in Tucuman, she completed her higher education at the National University of Tucuman where she graduated in Chemistry.

"Nobody in my family had anything to do with mining and when I chose my career, I never imagined myself working in such an unusual field in Tucuman, even more so for a woman," she comments.

After working for four years and completing a postgraduate course in Environmental Sciences in Buenos Aires, Sandra applied for the post of senior chemist at Alumbrera. She was selected and joined the operation in 2002, taking charge of the laboratory at the filter plant located in her home town. This was the moment "to put into practice all my knowledge and experience in a project whose area of engineering is my specialist field. It was a major challenge and commitment," she adds.

Since September 2008, Sandra has worked as the Superintendent of the chemical laboratory and molybdenum plant at the mine site, leading a highly trained professional team that is mostly composed of men.

"The fact that I am a woman has never been an impediment for my performance and growth within Alumbrera, I have never suffered from any kind of discrimination," she says.

Sandra works a shift of five days on and two days off at the mine and says the hardest part of her job is being far from home for days and nights at a time. Although she is single and has no children, she believes it is harder for those that have a family. "I admire my female colleagues at the mine who are mothers. They make a huge emotional effort to not let being away from their kids get them down."

Today women represent 10% of the workforce at Minera Alumbrera. "While we have not brought women into the company to meet specific quotas, equal opportunities occur in all parts of the company, with female employees present in middle management and senior positions as well as in the mine, the molybdenum plant like Sandra or in the explosives department," says Manuel Torres, Minera Alumbrera's Manager of Human Resources.

Women

Women are traditionally under-represented in the mining industry. In 2009, the proportion of women increased slightly to 11.5% of the total workforce, compared with 10.7% in 2008, with a corresponding increase in the proportion of female managers from 12.6% in 2008 to 13.1% in 2009.

Each commodity business has appointed a member of the Executive Committee to be responsible for diversity in the workplace. Our businesses offer equal rates of pay to male and female employees of equal experience and aptitude. With the exception of South Africa, no formal diversity targets are in place, but a number of regions have implemented programmes to improve the recruitment, retention and promotion of women in mining.

In South Africa, formal targets have been set by the South African Mining Charter for the participation of women and historically disadvantaged South Africans (HDSAs) in mining by 2009. Both of Xstrata's South African businesses achieved these targets. Xstrata is participating in multi-stakeholder workshops to discuss the new Mining Charter, which is expected to be implemented in 2010.

	% women	% HDSAs
Xstrata Coal South Africa	15.4%	39.0%
Xstrata Alloys	14.4%	42.6%

Performance

