golden energy and resources

SUSTAINABILITY
REPORT
2020

ABOUT
THIS REPORT

This report ("**Report**") covers the sustainability performance, policies and practices with regards to environmental, social and governance ("**ESG**") matters which are most material to Golden Energy and Resources Limited (the "**Company**" or "**GEAR**"), as well as to our stakeholders in the financial year 1st January 2020 to 31st December 2020, unless otherwise stated. Where possible, data from prior years have been included for comparison purposes.

The scope of this Report is focused on PT Borneo Indobara ("**BIB**"), a key subsidiary in our energy coal operations, as its production volume and sales revenue account for more than 85% of GEAR's total production volume and more than 76% of GEAR's total revenue, respectively. While some of our policies and practices of BIB are aligned to group-wide, others are specific to our subsidiary, PT Golden Energy Mines Tbk ("**GEMS**"). Operations that are excluded in this Report will be included in our reporting scope at a later stage, should they mature and grow to have a significant impact on GEAR's sustainability performance.

The Global Reporting Initiatives ("**GRI**") Standards – "Core" and its GRI Mining and Metals sector supplement is used as reference for the sustainability report ("**Sustainability Report**"). GRI Standards was chosen as our reporting framework for its international recognition, robust guidance as well as universal application. We have not sought external assurance for disclosures in this Report, but may consider external assurance as GEAR's sustainability reporting matures.

To align with GEAR's commitment to environmental sustainability, no printed copies of this Report were made. This Report and previous editions are available online at: http://investor.gear.com.sg/sustain.html.

For any queries in relation to this Report, please address them to sr@gear.com.sg.

Photographs where employees were not wearing masks contained in this Report were taken prior to the COVID-19 pandemic.

CONTENTS

BOARD
STATEMENT

Dear Shareholders

The Board of Directors (the "**Board**") of GEAR is pleased to share our fourth Sustainability Report for the financial year ended 31 December 2020 ("**FY2020**"). This Report discloses GEAR's ESG impact and progress made in FY2020 towards our vision to be a globally diversified energy and resources company, leading in innovation and sustainability. As GEAR continues to be engaged in the energy and resources industry, the demand for resources remains tied to sustainable practices in our company.

The Board together with our senior management, carefully considered ESG matters in all aspects of our business strategy and worked closely with the management of the mining operations to oversee and regularly review all aspects of sustainability within the organisation. We recognise the increasing importance of integrating sustainability in our business. In FY2020, GEAR has taken up the task to develop a framework which reflects our strategic intent and provides overall guidance in our sustainability journey. We are pleased to share GEAR's Sustainability Framework[1] and as such, strengthening our commitment to create and deliver positive impacts across the economy, environment and society.

At GEAR, we continuously strive to enhance our efficiency and operate in a sustainable manner, taking into consideration the economic, social, and environmental impacts. We are committed to remain at the forefront of the Region's leading energy and resources industry, while evolving alongside sectoral changes in a dynamic market.

The onset of the COVID-19 pandemic has caused unprecedented disruption to families and businesses all over the world. However, despite the disruption in global economic activity leading to lower energy coal prices, GEAR succeeded in ramping up its coal production to 34.7 million tonnes and the Group posted a record revenue of US $1.2 billion in FY2020. We achieved this through increased efficiency, reaching our lowest production costs through mine planning and cost optimisation resulting in lower strip ratios and contractors' rates. Simultaneously, GEAR strategically diversified into metallurgical coal and gold, tapping into diversified customer segments. Through this, we aim to produce resources which are not only essential, but also have distinct financial characteristics and infrastructural needs.

In FY2020, and to the date of this Report, GEAR has ensured compliance to all COVID-19 rules and regulations set by governing authorities, and has not violated any workplace safe management measures and incurred any penalties. Beyond complying with local regulatory enforcements, GEAR has implemented various precautionary measures throughout the Group to protect our employees and workers as well as local communities from the risk of contracting the infectious disease. Notable healthcare initiatives in FY2020 included the donation of COVID-19 hygiene kits comprising reusable cloth face masks or face shields to 19 villages, a Polymerase Chain Reactor ("**PCR**") equipment and 2,000 test kits to the local community health centre.

Additionally, since the onset of the COVID-19 pandemic, the Group has been practicing safe management measures both at the offices and worksites. These include conducting virtual meetings and streamlining work processes for enhanced efficiency. In FY2020, GEMS formed a Crisis Management Team headed by its senior management and supported by the emergency management team of each business unit and the respective emergency response team to manage the COVID-19 situation at all of its offices and worksites. In March 2021, GEMS applied to the Indonesian Chamber & Commerce to provide the COVID-19 vaccination for all our employees in Indonesia. We have measures and processes in place to perform contact tracing when an infection is known, where we contact employees whom the infected individual has been in contact with.

Other than donating a COVID-19 PCR equipment to the local community health centre, BIB has also purchased and installed a PCR equipment on-site. For Singapore employees, GEAR provided complimentary flu vaccinations in April 2020 and continues to provide face masks and alcohol swabs.

As always, the safety of our employees remains integral to our company and in FY2020, we have achieved our safety targets below 0.18 and 9.93 for lost time injury frequency rate ("**LTIFR**") and lost time injury severity rate ("**LTISR**") respectively. The Management is working and investing in resources to ensure that business at GEAR will continue to operate smoothly and sustainably. We will continue to be vigilant during this period to ensure the well-being of our employees and the community.

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[1] *Please refer to page 10 for our Sustainability Framework.*

ABOUT
GOLDEN ENERGY AND RESOURCES

👁 VISION

To be a globally diversified energy and resources company, leading in innovation and sustainability

🎯 MISSION

▹ Develop and nurture a leading corporate culture centred on human capital

▹ Amplify excellence in operations and processes

▹ Operate our mines responsibly, sustainably and safely with measures to minimise our impact to the environment and to engage, develop and empower communities meaningfully
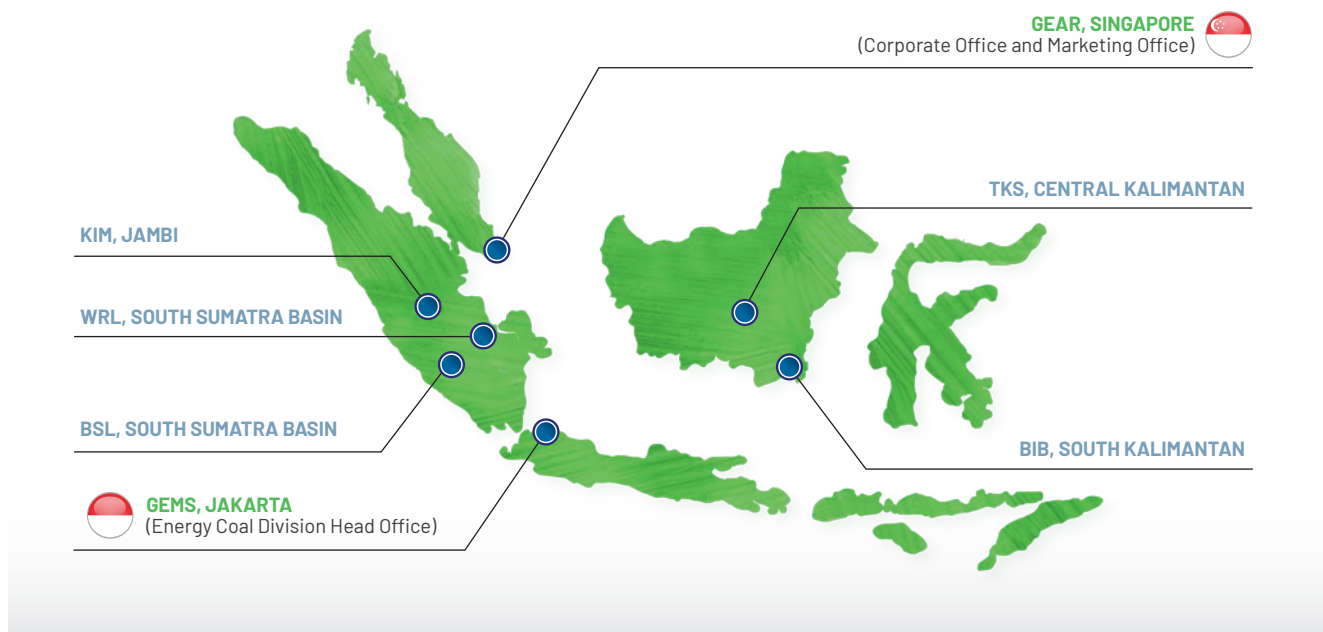
GEAR is a Singapore listed leading energy and resources company in the Asia Pacific region.

Our businesses include:

- Mining of energy coal through our subsidiary PT Golden Energy Mines ("**GEMS**") operating in Indonesia;
- Mining of metallurgical coal through our subsidiary Stanmore Resources Limited[2] ("**Stanmore**")(75.33%[3]) operating in Australia;
- Mining of gold through Ravenswood Gold Pty Ltd ("**Ravenswood Gold**")(50%) operating in Australia; and
- Various investments in renewable energy projects in Asia.

GEMS has more than 2.9 billion tonnes of energy coal resources and over 1 billion tonnes of coal reserves. Recently, GEAR has acquired Stanmore which is estimated to have metallurgical coal resources and marketable coal reserves worth 1.7 billion tonnes and 130.0 million tonnes, respectively, and a coal handling preparation plant capacity of up to 3.5 million tonnes per annum. Ravenswood Gold has approximately 3.9 million ounces of gold resources and 2.6 million ounces of gold reserves, and a gold processing facility of up to 5.0 million tonnes per annum.

Figure 1: Key energy coal mining concessions in Indonesia

GEAR, SINGAPORE 🇸🇬
(Corporate Office and Marketing Office)

TKS, CENTRAL KALIMANTAN

KIM, JAMBI

WRL, SOUTH SUMATRA BASIN

BSL, SOUTH SUMATRA BASIN

BIB, SOUTH KALIMANTAN

GEMS, JAKARTA
(Energy Coal Division Head Office)

[2] *Changed name from Stanmore Coal Limited to Stanmore Resources Limited on 28 April 2021.*
[3] *GEAR's effective interest in Stanmore is 60% through its approximately 80% shareholding in its subsidiary Golden Investments (Australia) Pte. Ltd. which holds 75.33% in Stanmore.*
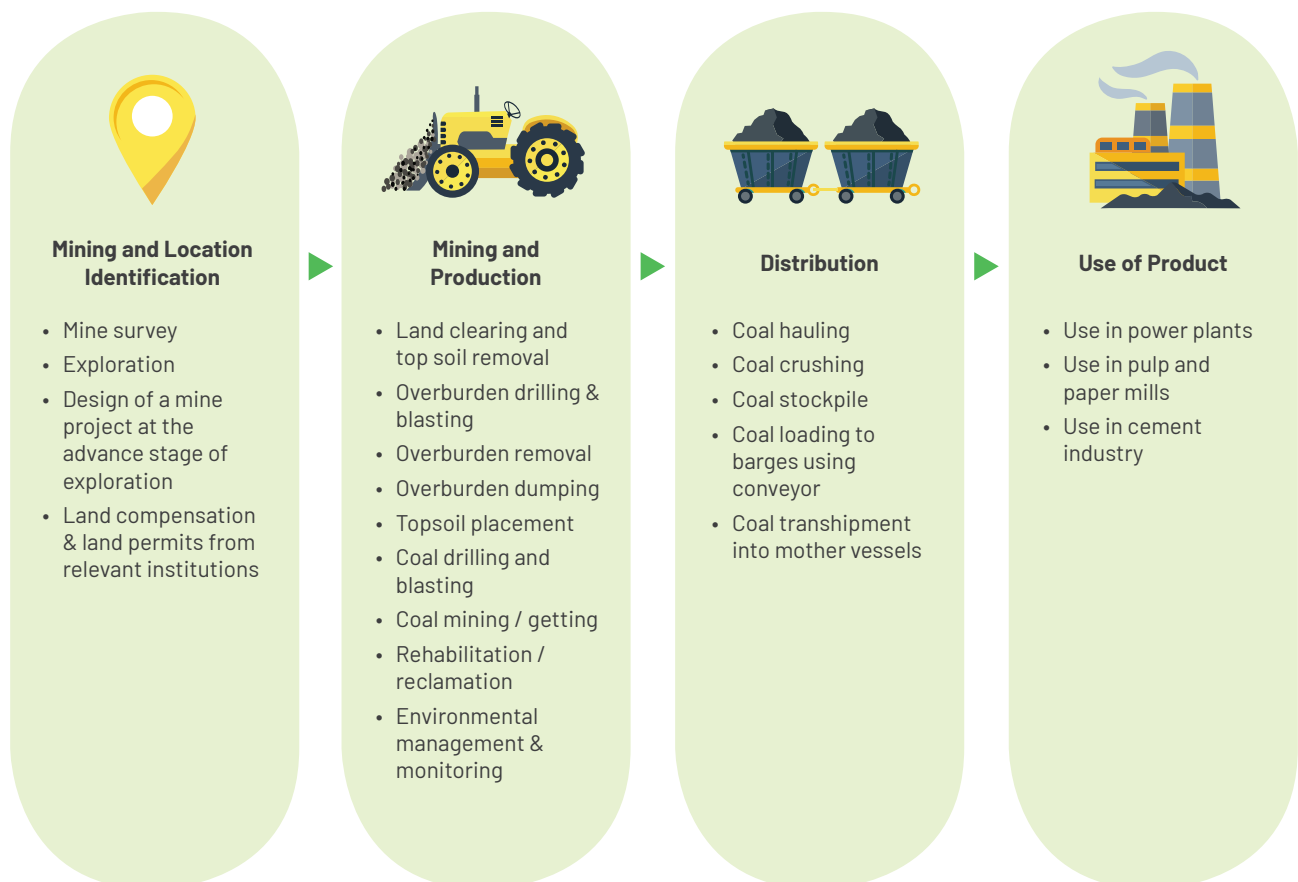
ABOUT
GOLDEN ENERGY AND RESOURCES

At GEAR, while energy coal division remains the key driver of our revenue, the Group's metallurgical coal division, as well as non-coal businesses are together responsible for generating revenue for the Company. In FY2020, we continue to perform well to report record revenue and production volumes. Total revenue increased by US$46.9 million (or approximately 4.2%) from FY2019 to FY2020. The overall increase in total revenue was primarily attributed to increased energy and metallurgical coal production volume from 30.8 million tonnes in FY2019 to 34.7 million tonnes in FY2020, a 12.7% growth y-o-y.

Energy coal prices although varied by region, saw a decline in FY2020 with COVID-19 related demand suppression pushing prices down[4]. To offset the lower average selling price of energy coal, GEAR ramped up its production volume, which helped ease the impact of the price decline.

BIB's value chain comprises 4 different stages – mining and location identification, mining and production, distribution and use of product. In FY2020, BIB contracted out all of its coal mining/getting, hauling/transportation, overburden removal, topsoil placement and road maintenance activities to various contractors incorporated in South Kalimantan and other parts of Indonesia. BIB's spending on its top 10 contactors aggregated US$351.8 million in FY2020, of which 5 contractors are incorporated in South Kalimantan while the remaining 5 are from other parts of Indonesia. The amount paid to its top 5 contractors from other parts of Indonesia was US$313.6 million, which accounted for approximately 57% of BIB's cost of goods sold and approximately 40% of the Group's cost of goods sold. Figure 2 highlights GEMS' and BIB's role in each stage of the value chain.

Figure 2: BIB's value chain

Mining and Location Identification

- Mine survey
- Exploration
- Design of a mine project at the advance stage of exploration
- Land compensation & land permits from relevant institutions

Mining and Production

- Land clearing and top soil removal
- Overburden drilling & blasting
- Overburden removal
- Overburden dumping
- Topsoil placement
- Coal drilling and blasting
- Coal mining / getting
- Rehabilitation / reclamation
- Environmental management & monitoring

Distribution

- Coal hauling
- Coal crushing
- Coal stockpile
- Coal loading to barges using conveyor
- Coal transhipment into mother vessels

Use of Product

- Use in power plants
- Use in pulp and paper mills
- Use in cement industry

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[4] *https://www.iea.org/reports/coal-2020/prices-and-costs.*

ABOUT
GOLDEN ENERGY AND RESOURCES

Figure 3: GEAR's coal production volume, sales volume and financial performance[5] for FY2016 to FY2020

ANNUAL PRODUCTION VOLUME (MILLION TONNES)

	2016	2017	2018	2019	2020
	9.5	15.6	22.6	30.8	34.7

SALES VOLUME (MILLION TONNES)

	2016	2017	2018	2019	2020
Total	11.0	17.1	24.4	31.1	35.2
SMR			0.2	0.7	0.9
Others					1.2
Trading	1.3	1.9	1.6	1.1	0.7
KIM	2.3	2.1	2.4	1.3	1.9
BIB	7.4	13.1	20.2	28.0	30.5

■ BIB ■ KIM ■ Trading ■ SMR ■ Others

FINANCIAL PERFORMANCE (US$'000)

	2018	2019	2020
Revenue	1,048,478	1,115,815	1,162,687
Net Profit After Tax	73,680	32,888	34,468

■ Revenue ■ Net Profit After Tax

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[5] GEAR's revenue in FY2019 has been restated to US$1,115,815,000 from US$1,121,2018,000.

ABOUT
GOLDEN ENERGY AND RESOURCES

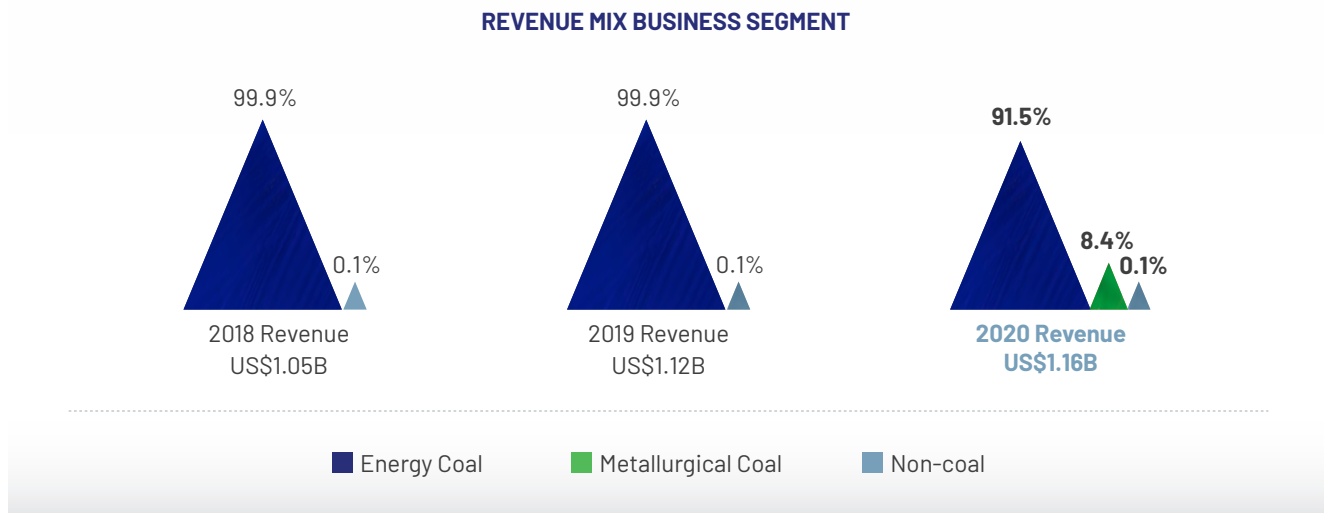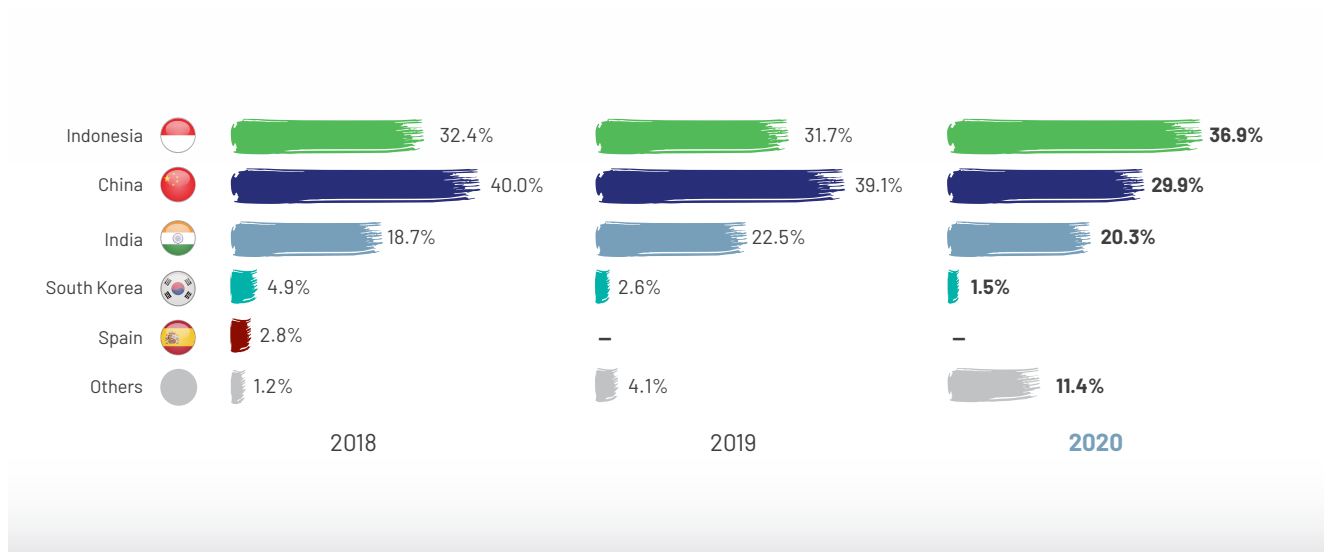Figure 4: GEAR's revenue mix by business segment[6]

REVENUE MIX BUSINESS SEGMENT

99.9%   99.9%   **91.5%**

0.1%   0.1%   **8.4%** **0.1%**

2018 Revenue   2019 Revenue   **2020 Revenue**
US$1.05B   US$1.12B   **US$1.16B**

■ Energy Coal   ■ Metallurgical Coal   ■ Non-coal

Figure 5: GEAR's revenue breakdown by geographic region[7]

		2018	2019	2020
Indonesia		32.4%	31.7%	**36.9%**
China		40.0%	39.1%	**29.9%**
India		18.7%	22.5%	**20.3%**
South Korea		4.9%	2.6%	**1.5%**
Spain		2.8%	–	–
Others		1.2%	4.1%	**11.4%**

ABOUT
GOLDEN ENERGY AND RESOURCES

Figure 6: GEAR's economic value created[5] and distributed

ECONOMIC VALUE CREATED (US$'000)

Revenue
- 1,048,478
- 1,115,815
- **1,162,687**

Operating Cost
- 914,671
- 1,016,840
- **1,049,050**

■ FY2018   ■ FY2019   ■ **FY2020**

ECONOMIC VALUE DISTRIBUTED (US$'000)

Employees wages & benefits and community investment
- 27,323
- 32,315
- **33,939**

Payment to providers of capital
- 104,263
- 49,945
- **34,453**

Payment for royalties and taxes
- 170,541
- 178,911
- **161,368**

■ FY2018   ■ FY2019   ■ **FY2020**
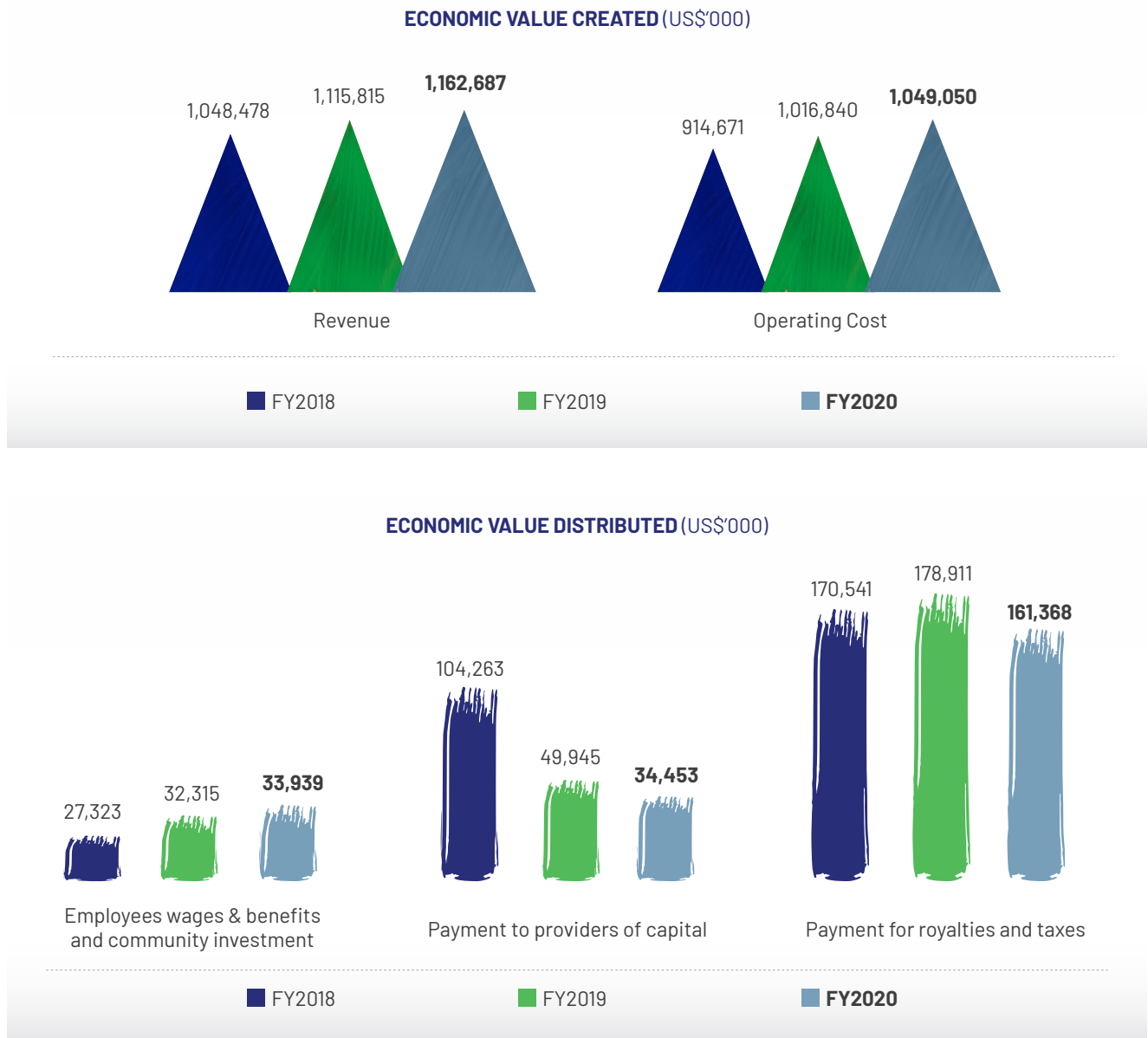
ABOUT
GOLDEN ENERGY AND RESOURCES

In light of the COVID-19 outbreak, GEAR has adopted business continuity plans such as facilitating employees working from home and providing surgical or reusable cloth masks and hand-sanitisers. In particular, BIB has implemented the following:

1. Limited travel policy – cancel all employees' business travels until further notice. To reduce domestic travel frequencies to and back from site, BIB's employees who are from other parts of Indonesia, will work more days on-site and compensate by additional day-offs.

2. Work from home policy - employees working in Jakarta Energy Coal Division Head Office shall follow the work from home policy.

3. Restrictions for employees working on-site – such as twice daily checks for temperature; self-checks on visible symptoms of COVID-19; meeting online instead of physical in-room meeting; maintaining safe distancing; no visitor policy until the COVID-19 situation improves; more detailed logistic handling procedures for receiving returning employees.

4. Mask-wearing policy - surgical mask shall be worn only for doctors, medical officers and sick employees, whereas the remaining employees shall wear reusable cloth masks at all times during and after working hours.

5. Improved sanitation and hygiene - by providing hand-washing facilities at all office entrances; hand sanitisers inside the buildings; and additional water-soap-based disinfectant chambers at the main entrance to BIB's office.

6. Improve wellness – by providing multivitamin supplements to all employees and workers to improve their immune system.

7. An observation policy for all employees returning from intercity travels - employees must be examined by doctors before they are allowed to enter BIB. The employees are subject to 7 to 14 days quarantine for medical observation, depending on the doctors' recommendation. The employees must be re-examined by doctors after the observation period is over, and only the healthy employees are permitted to work.

8. PCR Testing of employees and visitors – BIB purchased and installed a PCR equipment on-site and deploys doctors and medical officers to test employees as and when they return from home leaves. Measures and processes are in place using BeSAFE to perform contact tracing in the event that an infected individual has been in contact with our employees and those of our contractors, within the last 14 days. A total of 1,047 PCR tests were performed in FY2020. 40 BIB's employees who have tested positive for COVID-19 have subsequently recovered from the infection.

9. Formation of a Crisis Management Team - GEMS has formed a Crisis Management Team ("**CMT**") which is supported by the Emergency Management Teams ("**EMT**") of each business unit and respective Emergency Response Teams ("**ERT**") of each site to crisis manage any emergencies, including COVID-19 incidents. The CMT will assess GEMS' organisational wide issues, while the EMT will provide overall crisis management of their respective sites. The EMT also ensures that their ERT is adequately resourced, safeguarding the site's assets, environment on-site, as well as the local communities surrounding the site.

COVID-19 Prevention Application (BeSAFE)

The COVID-19 Prevention Application, also known as BeSAFE, was developed in-house as part of our preventive measures for COVID-19 at BIB. The BeSAFE application records the daily activity of BIB's employees and the employees of its contractors and their day-offs. Other features of the application include employees' PCR test results, and a dashboard which shows the health condition and activity level of each of the BIB's employees.

The reports from BeSAFE would be shared with and evaluated by the doctors and medical officers through BeSAFE dashboard – iREPORT. iREPORT enables the panel of doctors and medical officers to monitor the status of selected employees, such as their health condition, current location, etc. BeSAFE is also used for contact tracing on COVID-19 infected employees and their close contacts. The reports would be shared with the respective contractors when necessary or when requested by them.

COVID-19 Measures in Singapore

In view of the onset of the COVID-19 pandemic in Singapore, in April 2020, the Company organised flu vaccinations for its Singapore employees. The vaccinations were performed by a local medical clinic in GEAR's office premises. A total of 10 employees who were eligible (i.e. not having been vaccinated in the past 10 months) were inoculated against certain types of influenza.

Additionally, since February 2020, GEAR has been distributing daily disposable masks and alcohol swabs to its Singapore employees. Soap, antibacterial hand wash and alcohol-based hand sanitisers are readily available in the office premises.

SUSTAINABILITY
GOVERNANCE

OUR SUSTAINABILITY FRAMEWORK

In FY2020, we have developed our sustainability framework ("**Sustainability Framework**") through the support of independent consultants. The framework as illustrated below, follows an integrated inside-out and outside-in approach that encompasses GEAR's vision, expanding out to our material matters. The Sustainability Framework provides guidance on GEAR's ambition to progress year-on-year in our sustainability endeavours and has been developed with the aim to provide an overall strategic sustainability direction.

The Sustainability Framework, in Figure 7, establishes four strategic thrusts, also known as impact areas, through which GEAR intends to create and deliver positive impacts across the economy, environment and society. The framework is driven by our core purpose 'To be a globally diversified energy and resources company, leading in innovation and sustainability'. The four impact areas address key issues across Economy, Environment, Social and Governance ("**EESG**") and help in achieving positive impacts. GEAR's impact areas are as follows:

- "Achieving sustainable growth through business resilience and operational excellence" drives and fortifies GEAR's commitment towards good corporate governance and operational excellence thereby mitigating corporate risks. By strengthening resilience around business risks and diversification strategies, this impact area enables a top-down approach that stimulates responsible economic growth and practices and ensures business continuity.

- "Nurturing and safeguarding our human capital" focuses on building positive relationships with our employees, ensuring their wellbeing and providing a safe and secured workplace for them to excel.

- "Minimising adverse environmental impact and strengthening climate resilience" emphasise our resolve to continue building a robust environmental management, conserving biodiversity and land rehabilitation. Through our long-term plan to be a sustainability driven energy and resources company, GEAR strives to reduce carbon emissions and fortify our climate resilience.

- "Securing the livelihoods and protecting the rights of our communities" drives GEAR's commitment to have meaningful interactions with our local communities and ensure their long-term prosperity. Through imparting right skills and creating job opportunities, we intend to improve economic status and build a self-reliant community.

SUSTAINABILITY
GOVERNANCE

We have five material matters, supported by 13 sub-matters, that help us achieve our intended impacts. We mapped our material matters and associated targets with the United Nations Sustainable Development Goals ("**UN SDGs**"). While our core purpose and impact areas are strategic and long-term, our material matters are dynamic and will change based on internal and external factors. The Sustainability Framework is supported by various policies and procedures, as detailed in under each material matters, to enable implementation of the framework.

Figure 7: GEAR's Sustainability Framework

SUSTAINABILITY
GOVERNANCE

OUR SUSTAINABILITY COMMITTEE

Overseen by the Group's CEO who reports to the Board of Directors, GEAR's Sustainability Team works hand in hand with the business units and functions across the Group in driving sustainability practices throughout the Company. We believe that every business unit and function are paramount to our organisation and that every employee has a role to play in contributing towards the sustainability of our business.

Figure 8: GEAR's Sustainability Governance Structure

BOARD OF DIRECTORS

GROUP CEO

SUSTAINABILITY TEAM
(works in collaboration with all business units and functions)

SUSTAINABILITY GOVERNANCE
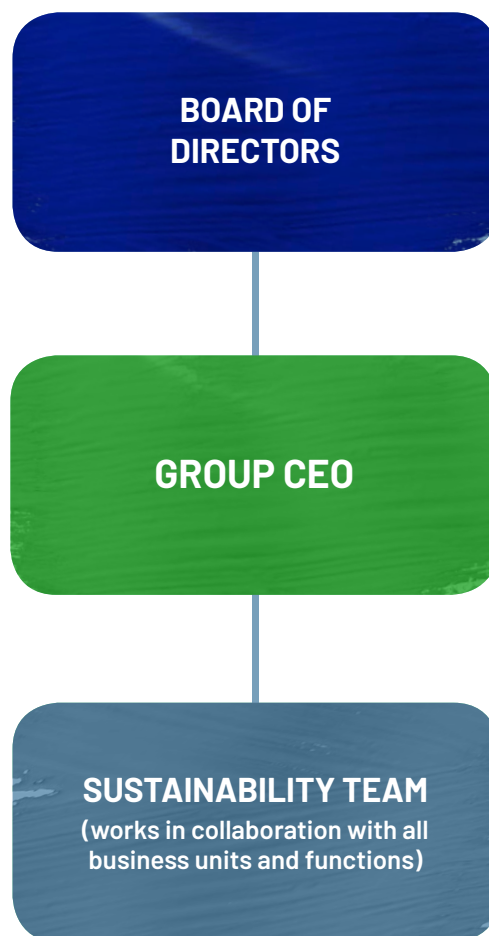
FY2020 ESG HIGHLIGHTS

Regulatory Limits for TSS, pH Limits and Metal Content of Effluents
BELOW REGULATORY LIMITS

8.8% INCREASE in Energy Coal Production for GEMS

Community Investments over **RP 31,365,657,394**

461 PARTICIPANTS in Emergency Simulations

Increased Workforce **425 employees** in FY2020 against **378** in FY2019

NO_2, SO_2 and CO Emissions **MUCH LOWER** than Regulatory Limits

ZERO
Fatalities, Strikes and Lockouts in Our Operational Areas, Business Disruptions due to Emergency

ENGAGING OUR
STAKEHOLDERS

Building value for all our stakeholders is a key function at the core of GEAR's operations. We believe in creating and maintaining strong, mutually beneficial partnerships with our stakeholders, adding value in the long-term. GEAR's approach to stakeholder management is summarised in the table below.

Table 1: GEAR's approach towards stakeholder engagement

Stakeholder group	Stakeholder's expectations	Stakeholder management/ Response(s) to stakeholder's expectations	Engagement platform(s)	Frequency of engagement
Shareholders	• GEAR's financial health	• Formulation of strategies to enhance GEAR's financial performance	• Regular updates and announcements on financial performance	• Half-yearly[8]
	• Accountability of Environmental, Social and Governance ("**ESG**") performance	• Implementation of sustainable business practices	• Annual and Sustainability Reports • Meetings with shareholders • Communications through "Investor Relations" section on GEAR's company website	• Annual • At least once per year • As necessary
Employees and workers	• Fair employment practices	• Implementation of fair employment practices based on meritocracy	• Electronic updates through e-mail and intranet • Townhalls and meetings with the management	• Periodic for all engagements
	• Training and development	• Provision of in-house and external training opportunities		
	• Occupational health and safety	• Establishment of Health, Safety and Environment ("**HSE**") system, regular safety briefings, emergency drills, provision of personal protective equipment	• Training programmes, including intensive coaching to identify potential leaders • HSE campaign involving all employees to create safe work condition • Performance appraisal	
Customers	• Product and service quality	• Implementation of quality control processes • Provide transparent information about our product to customers • Regular engagement with customers to understand their satisfaction level	• Meetings • Annual Reports • Tours to site	• Periodic • Annual • As necessary
	• Sustainable business practices	• Implementation of sustainable business practices and transparent reporting	• Sustainability Reports	• Annual

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[8] GEMS' releases its financial performance to IDX on a quarterly basis.

ENGAGING OUR
STAKEHOLDERS

Stakeholder group	Stakeholder's expectations	Stakeholder management/ Response(s) to stakeholder's expectations	Engagement platform(s)	Frequency of engagement
Local communities	• Socioeconomic development • Management of negative economic, environmental and social impact	• Local employment opportunities • Provision of trainings to enable the local community to earn their livelihood • Implementation of Corporate Social Responsibility ("**CSR**") Programmes • Management and monitoring of pre-agreed environmental parameters which are affected by our mining as stated in our Environmental Impact Assessment ("**EIA**") report • Engage experts to establish blueprint and evaluation criteria for long-term CSR programmes • Engaging local entrepreneurs and local enterprises to support our mining activities	• Dialogues with the local community • CSR programmes • Training programmes • Engagement with experts from Indonesia's top universities (Institut Pertanian Bogor and Universitas Indonesia) • Consultation with the local community for inputs to the EIA report • Local hiring • Engagement with third party specialists and the local government to take samples and monitor our environmental parameters	• Periodic • Periodic • Periodic • As necessary • As necessary • Every time • Every time
Regulatory authorities	• Regulatory compliance	• Keeping abreast of regulatory requirements and ensuring compliance to all	• Statutory reporting	• Periodic
	• Community empowerment	• Implementation of CSR programmes	• Public consultation forums/events • On-site inspections	• Periodic • As necessary
Contractors and suppliers	• Fair procurement practices • Business opportunities	• Administration of open and fair tender process	• Tender process	• As necessary
	• Safe working environment	• Implementation of occupational health and safety initiatives	• Performance Review	• Periodic
	• Feedback on performance	• Review of suppliers' performance		

FOCUSING ON
WHAT MATTERS MOST

In 2017, GEAR undertook a formal materiality assessment with key personnel from respective departments aided by independent sustainability consultants. The materiality assessment facilitated the identification, prioritisation and validation of material matters most relevant to GEAR and our stakeholders.

The process to identify GEAR's material matters is detailed in Figure 9 below and considers GRI's Principles for Defining Report Content.

Figure 9: Materiality assessment process

1 IDENTIFICATION

From the interview results of GEAR's key internal stakeholders and a review of material matters reported by other companies in the industry, a comprehensive list of potential material matters formed the basis for determining comparative materiality

2 PRIORITISATION

The importance of each sustainability matter was ranked by way of an anonymous voting exercise, from the perspective of a) External stakeholders; and b) Internal stakeholders

3 VALIDATION

The results were then presented to the Board, which has the overall responsibility in determining the material sustainability matters of GEAR. The Board validated and approved the material sustainability matters.

4 STAKEHOLDER INCLUSIVENESS

In FY2020, GEAR reviewed our material sustainability matters and concluded that the material matters remain relevant to our business.

FOCUSING ON
WHAT MATTERS MOST

The following materiality matrix illustrates material matters identified as most important to GEAR's business. In FY2020, we have determined the material matters reported from FY2017 to FY2019 to be still relevant to our business today. Although we re-look into our material matters every year, we intend to perform a formal materiality reassessment in the future.

Figure 10: Materiality Matrix and Material Matters

No.	Material matters		Sub-matters
1		Safety	Emergency Preparedness
			Occupational Health & Safety
2		Environment	Air Quality Management
			Energy Management
			Greenhouse Gas Emissions
			Land Management (Pre- and Post-Mining)
			Solid Waste Management
			Water Resource Management
3		Community Management	Empowering Local Communities
4		Labour Relations	Employee Welfare and Benefits
			Labour Relations Management
5		Governance	Corporate Code Of Conduct[9]
			Anti-Fraud

[9] the previous sub-matter "Anti-Corruption" has been renamed to "Corporate Code of Conduct".

NURTURING AND SAFEGUARDING OUR HUMAN CAPITAL

ABOUT THIS IMPACT AREA

This impact area is focused on building positive relationships with our employees and ensuring their safety in the workplace, adhering to our mission pillars of being human capital centric.

Material Matters under this impact area	Sub-matters	UN SDGs aligned to this impact area
SAFETY	Emergency Preparedness Occupational Health and Safety	8 DECENT WORK AND ECONOMIC GROWTH
LABOUR RELATIONS	Employee Welfare and Benefits Labour Relations Management	4 QUALITY EDUCATION 8 DECENT WORK AND ECONOMIC GROWTH

HEALTH AND SAFETY PROTECTION
OF OUR STAKEHOLDERS

WHY IS THIS IMPORTANT TO GEAR?

GEAR sees the health and safety of our stakeholders as one of our most crucial priorities. Various systems, measures and practices, such as emergency preparedness and safety management systems are in place to ensure our employees and workers are well protected from danger and unhealthy circumstances.

POLICY/MANAGEMENT SYSTEM

- GEMS' Emergency Readiness and Response Policy
- The Mineral and Coal Mining Safety Management System by ESDM of Indonesia
- ISO 45001:2018 Occupational Health and Safety Management System
- GEMS' General Mining Safety and Environmental Protection Policy
- GEMS' HIV / AIDS Policy
- GEMS' Use of Drugs and Alcohol Policy

UN SDG ALIGNMENT

8 DECENT WORK AND ECONOMIC GROWTH

SAFETY PERFORMANCE HIGHLIGHTS FOR FY2020

Constant in Lost Time Injury Frequency Rate ("**LTIFR**") from **0.07** in FY2019 to **0.07** in FY2020

Increase in Lost Time Injury Severity Rate ("**LTISR**") from **6.65** in FY2019 to **8.63** in FY2020

Zero recordable work-related injury in the Singapore office for five consecutive years

15% decrease in number of emergency simulation participants
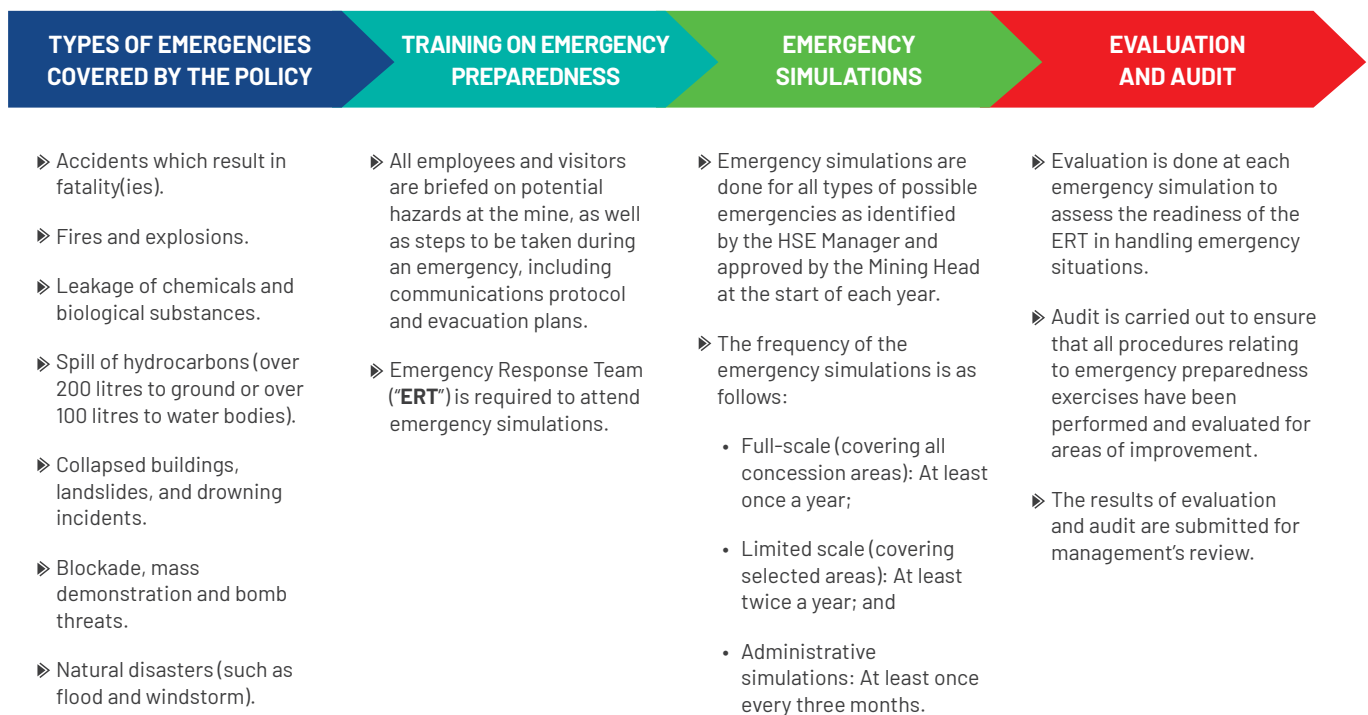
FY2020 TARGETS ACHIEVED

Target	UN SDG
LTIFR threshold **below** 0.18	UN SDG 8.8
LTISR threshold **below** 9.93	UN SDG 8.8

HEALTH AND SAFETY PROTECTION
OF OUR STAKEHOLDERS

EMERGENCY PREPAREDNESS

Uncertainty from the natural environment and human causes can pose great risks to our stakeholders and business operations. It is important that we are well prepared in the event of an emergency to prevent further damage and minimise business disruption. In Figure 11, our Emergency Readiness and Response Policy lists a robust set of measures we have in place to prevent and contain emergency situations, minimise damage to our assets, environment and stakeholders.
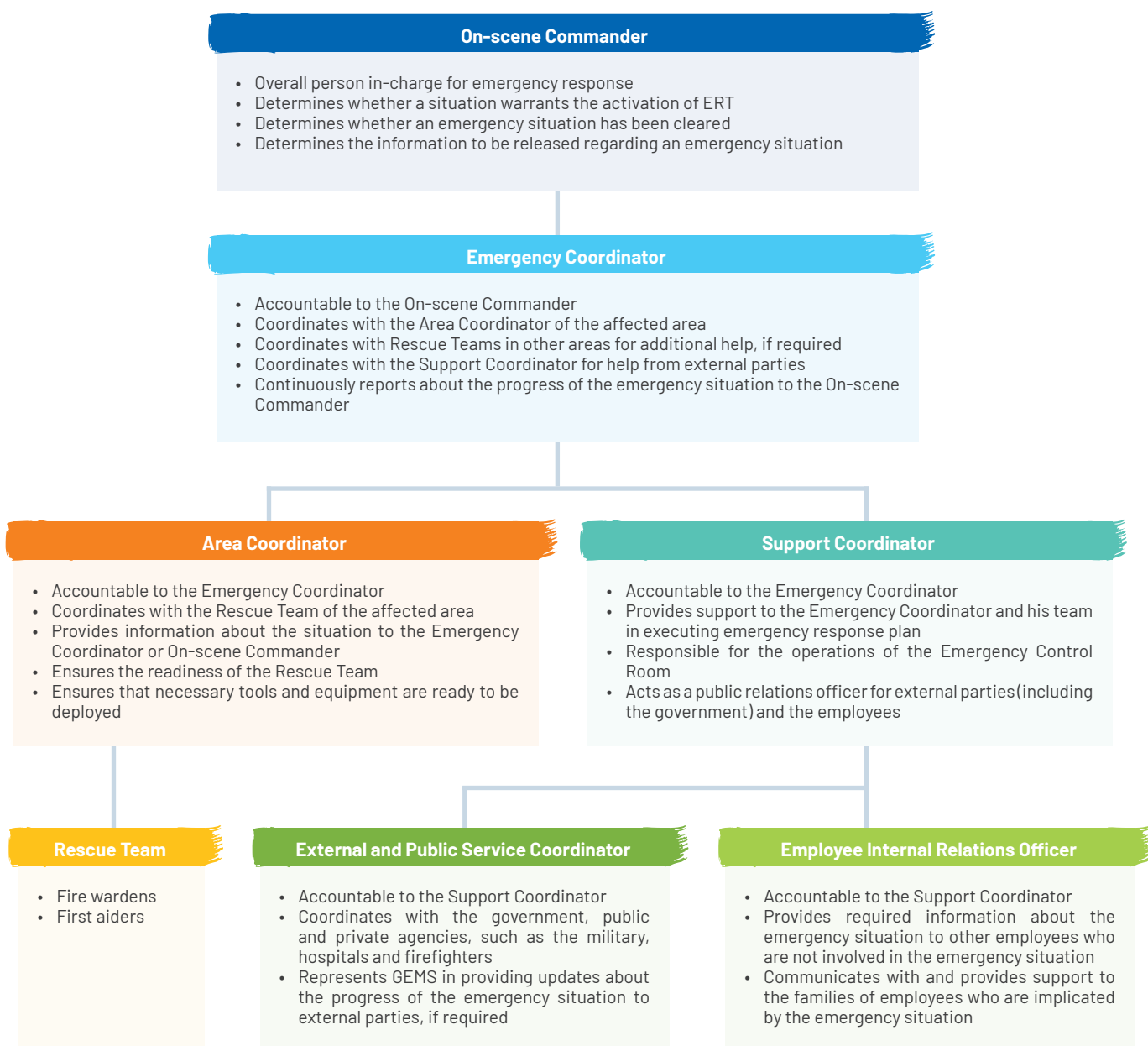
Figure 11: GEMS' Emergency Readiness and Response Policy

TYPES OF EMERGENCIES COVERED BY THE POLICY	TRAINING ON EMERGENCY PREPAREDNESS	EMERGENCY SIMULATIONS	EVALUATION AND AUDIT
▷ Accidents which result in fatality(ies). ▷ Fires and explosions. ▷ Leakage of chemicals and biological substances. ▷ Spill of hydrocarbons (over 200 litres to ground or over 100 litres to water bodies). ▷ Collapsed buildings, landslides, and drowning incidents. ▷ Blockade, mass demonstration and bomb threats. ▷ Natural disasters (such as flood and windstorm).	▷ All employees and visitors are briefed on potential hazards at the mine, as well as steps to be taken during an emergency, including communications protocol and evacuation plans. ▷ Emergency Response Team ("**ERT**") is required to attend emergency simulations.	▷ Emergency simulations are done for all types of possible emergencies as identified by the HSE Manager and approved by the Mining Head at the start of each year. ▷ The frequency of the emergency simulations is as follows: • Full-scale (covering all concession areas): At least once a year; • Limited scale (covering selected areas): At least twice a year; and • Administrative simulations: At least once every three months.	▷ Evaluation is done at each emergency simulation to assess the readiness of the ERT in handling emergency situations. ▷ Audit is carried out to ensure that all procedures relating to emergency preparedness exercises have been performed and evaluated for areas of improvement. ▷ The results of evaluation and audit are submitted for management's review.

HEALTH AND SAFETY PROTECTION
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Our Emergency Response Team ("**ERT**"), established by our Mining Head, is the first to respond to an emergency situation to prevent further escalation, as shown in Figure 12. The team comprises representatives from our employees, workers and contractors' employees. Our ERT is continually trained to improve overall competency in emergency response preparedness. To ensure that our emergency response is well coordinated, all members are equipped with a Deployment Cards (Kartu Tugas), which contain guides on the emergency procedures, the types of administrative forms to use and an emergency checklist. It also ensures that other employees can replace ERT members who are not present at the site during an emergency.

Figure 12: GEMS' ERT Structure

On-scene Commander

- Overall person in-charge for emergency response
- Determines whether a situation warrants the activation of ERT
- Determines whether an emergency situation has been cleared
- Determines the information to be released regarding an emergency situation

Emergency Coordinator

- Accountable to the On-scene Commander
- Coordinates with the Area Coordinator of the affected area
- Coordinates with Rescue Teams in other areas for additional help, if required
- Coordinates with the Support Coordinator for help from external parties
- Continuously reports about the progress of the emergency situation to the On-scene Commander

Area Coordinator

- Accountable to the Emergency Coordinator
- Coordinates with the Rescue Team of the affected area
- Provides information about the situation to the Emergency Coordinator or On-scene Commander
- Ensures the readiness of the Rescue Team
- Ensures that necessary tools and equipment are ready to be deployed

Support Coordinator

- Accountable to the Emergency Coordinator
- Provides support to the Emergency Coordinator and his team in executing emergency response plan
- Responsible for the operations of the Emergency Control Room
- Acts as a public relations officer for external parties (including the government) and the employees

Rescue Team

- Fire wardens
- First aiders

External and Public Service Coordinator

- Accountable to the Support Coordinator
- Coordinates with the government, public and private agencies, such as the military, hospitals and firefighters
- Represents GEMS in providing updates about the progress of the emergency situation to external parties, if required

Employee Internal Relations Officer

- Accountable to the Support Coordinator
- Provides required information about the emergency situation to other employees who are not involved in the emergency situation
- Communicates with and provides support to the families of employees who are implicated by the emergency situation

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Deployment Cards

The Deployment Cards are ready-for-use instructions to respond to specific emergency situations, such as fire, personal injury, and medical emergency. For most of our ERT members who are already trained in various emergency situations, the Deployment Cards will function as a guide and recap to do the job correctly. For non-ERT members[10], the Deployment Cards will provide them with valuable information on performing the necessary emergency response through the step-by-step instructions.

Figure 13: Examples of Deployment Cards for firefighters (left) and first aiders (right)

Kartu Tugas / Deployment Card	
Pemadam Kebakaran / Firefighters	
Tugas / Task	Sudah / Done
Mempersiapkan perlengkapan pemadaman, APAR, dan water truck / *Preparing the firefighting equipment, fire extinguishers, and water truck*	
Memastikan semua karyawan di area keadaan darurat sudah berada di lokasi berkumpul / lokasi aman / *Ensure that all employees in the incident area are at the assembly location / safe location*	
Melakukan penilaian kelas kebakaran, besarnya kebakaran serta potensi meluasnya kebakaran / *Conduct a fire classification assessment, the magnitude of the fire and the potential for widespread fire*	
Melakukan penilaian potensi aset dan potensi korban untuk kepentingan prioritas penanganan / *Conduct an assessment of potential assets and potential victims for priority handling*	
Meminta bantuan personil / peralatan / water truck jika diperlukan / *Request for personnel / equipment / water truck assistance if needed*	
Melakukan pemadaman kebakaran yang diperlukan / *Extinguish fire as needed*	
Mengidentifikasi APAR yang sudah dipakai dan membuat laporan upaya pemadaman / *Identify the fire extinguisher that has been used and prepare the fire extinguishing effort report*	
Menjadi pemandu bagi ambulans, pemadam kebakaran atau kendaraan dukungan lain yang akan datang ke lokasi / *Provide a guide for ambulances, firefighters or other support vehicles should they come to the location*	

Kartu Tugas / Deployment Card	
Petugas P3K / First Aid Officer	
Tugas / Task	Sudah / Done
Mempersiapkan obat-obatan, peralatan dan perlengkapan P3K / *Preparing first-aid medicines, equipment and supplies*	
Melakukan penilaian jumlah korban dan sifat cidera yang dialami korban / *Assess the number of victims and the nature of the injuries suffered by the victims*	
Menentukan tingkat prioritas korban yang perlu ditangani / *Determine the priority level of victims that need to be addressed*	
Meminta bantuan peralatan dan material yang diperlukan / *Request for assistance on equipment and materials needed*	
Melakukan stabilisasi korban dan jika diperlukan mempersiapkan korban untuk evakuasi selanjutnya / *Stabilize the victims and if necessary prepare victims for further evacuation*	
Memberikan penenangan kepada korban / *Provide comfort to the victim*	
Mendistribusikan peralatan, perlengkapan dan obat-obatan yang diperlukan / *Distribute equipment, supplies and medicines needed*	
Membuat laporan mengenai pertolongan / *Prepare a report on the first aid assistance*	

Emergency Procedures using the Deployment Card

For any emergency, there are three potential outcomes where the Deployment Cards will be utilised.

Potential Outcomes	Actions taken
1. ERT members are available	The ERT Captain functions as the On-Scene Commander. He shall conduct briefing to each of the ERT members their tasks using the Deployment Cards. The Deployment Cards will function as a guide and a quick recap for the trained ERT members.
2. ERT members are partially available	The ERT Captain will gather the available ERT members, and non-ERT members if necessary. Non-ERT members are employees who, preferably, are already trained in first aid, firefighting, or CPR. The ERT Captain will explain the tasks using the Deployment Cards.
3. ERT members are not available	If the ERT members are not available, the fire warden or the first aider of that area will resume the duty as Emergency Responder. He will gather non-ERT members, preferably employees who are already trained in first aid, firefighting, or CPR. He then briefly explains the step-by-step emergency response using the instructions contained in Deployment Cards.

[10] *Non-ERT members are recruited from employees who have already received trainings in first aid, firefighting, or CPR.*

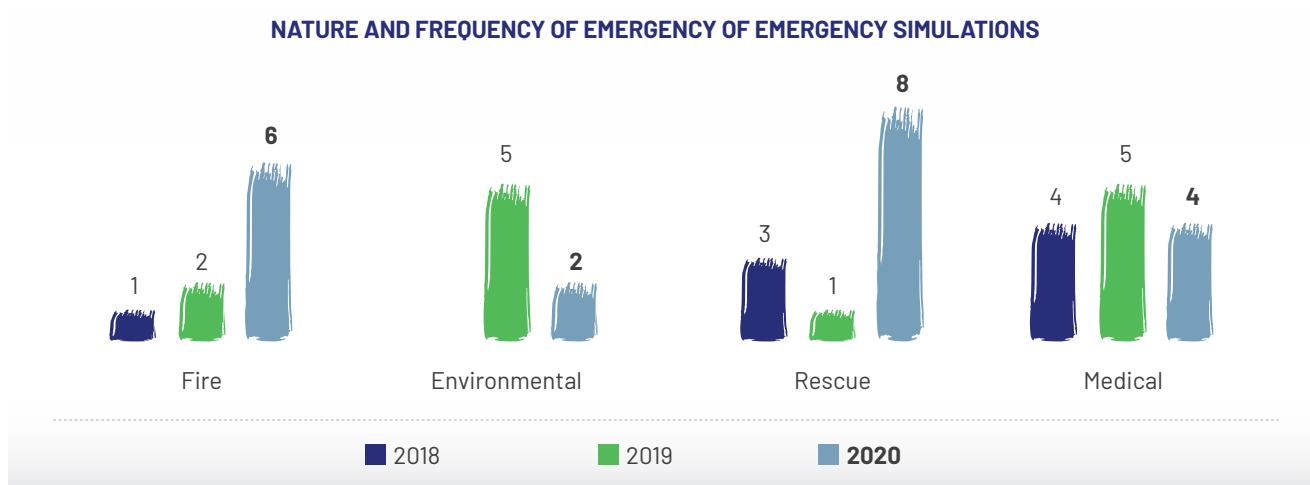# HEALTH AND SAFETY PROTECTION
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Since FY2018, we have aimed to improve our overall capacity in emergency response and we have achieved the following, as shown in Figure 14 and Figure 15, for FY2020 with a total of 461 participants, comprising BIB's ERT members and employees and employees of contractors, participating in various forms of emergency simulations. There were monthly emergency drills / simulations and scenario-based emergency situations, except for March 2020, where BIB's ERT was assigned to support GEMS' CMT and BIB's EMT to develop policies and implement procedures for COVID-19 preventive measures on-site. Moving forward, we hope to continue to carry out the monthly emergency drills/simulations and scenario-based emergency situations such as Fatality Preventions and Oil Spill Response on land or offshore.

Figure 14: Our performance against our goals for emergency response

Our goals for emergency response	Our Performance in FY2020
Strengthening our ERT structure	GEAR has established a strong Emergency Response structure comprising all departments and contractors on-site. In FY2020, GEAR deployed 5 ERTs covering the Command Centre, pit, coal hauling roads and port areas. Moreover, in FY2020, since the onset of the COVID-19 pandemic, ERTs were deployed to implement and monitor the progress of the various precautionary measures in BIB, over and above the emergency situations from operations.
Improving the competencies of our ERT members	In FY2020, BIB conducted 20 in-house emergency drills / simulations to ensure the competencies of its ERT members, employees and employees of its contractors are re-enforced. In addition, ERT's Leader would conduct in-house trainings to newly joined ERT members to help prepare their readiness to be certified by the relevant institutions once the COVID-19 situation in Indonesia improves. The emergency drills / simulations conducted at BIB covers 4 different areas – Fire, Environment, Medical and Rescue. Examples of such trainings provided to ERT members, employees of BIB and those of its contractors, and volunteers, include: **Fire Case and Road Incident Rescue** Period: 26 February 2020 Venue: Kusan Pit Participants: 15 **Road Accident Rescue** Period: 6 May 2020 Venue: Workshop Participants: 20 **Environment Incident – Fuel Spills** Period: 30 May 2020 Venue: Sediment Pond, Kusan Bawah Pit Participants: 25 **Injury** Period: 3 October 2020 Venue: Disposal Pit, Kusan Bawah Participants: 35
Constructing our Emergency Response ("**ER**") Command Centre	In FY2020, the construction of our ER Command Centre, located at Kusan's new office, was completed.
Procuring additional rescue tools for vehicle extrication, water rescue, firefighting, confined space rescue and high angle rescue	In FY2020, 57 types of emergency tools and equipment were added to the ERT for vehicle extrication, water rescue, firefighting, confined space rescue and high angle rescue.
Conducting emergency simulations for handling fatality prevention and oil spill related scenarios	A total of 20 emergency drills / simulations were conducted in FY2020. Emergency simulations for fatality prevention such as fire and vehicle accidents, oil spills, fall from height, drowning, slope failures, electric shock and working in confined spaces. Emergency drills for fatalities prevention such as fire and vehicle were conducted regularly in workshops, at our office premises and mess.

HEALTH AND SAFETY PROTECTION
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Figure 15: BIB's nature and frequency of emergency of emergency simulations from FY2018 to FY2020

NATURE AND FREQUENCY OF EMERGENCY OF EMERGENCY SIMULATIONS

Legend: 2018 | 2019 | **2020**

Fire: 1, 2, **6**
Environmental: 5, **2**
Rescue: 3, 1, **8**
Medical: 4, 5, **4**

OCCUPATIONAL HEALTH & SAFETY

Our priority has always been to ensure the occupational health and safety of our employees and contractors. To protect them, we leverage on the highest safety standards available to drive operational excellence and sustainable growth. Our policies, as shown in Figure 16, and procedures serve to prevent these risks from developing into actual hazards. We constantly review the policies to ensure they are in line with our operations and compliant with the latest regulations.

Figure 16: GEMS' suite of policies for occupational health and safety

1 GENERAL MINING SAFETY AND ENVIRONMENTAL PROTECTION POLICY

- We recognise that mining is a high-risk activity that needs to be carefully managed to prevent dangers, accidents, occupational diseases and negative impact on the environment.

- We develop work programmes which are based on continuous improvement and covering all our operational activities, taking into account HSE considerations.

- We are committed to engage all workers within our concession, including contractors and subcontractors, in implementing HSE initiatives and complying with regulations / standards.

- We strive to manage our contractors effectively and procure requisite goods and services to uphold mining safely.

2 HIV/AIDS POLICY

- This policy is developed pursuant to the Indonesia's Ministerial Decree no.68 (year 2008) about Prevention and Mitigation of HIV/AIDS at workplace.

- The objectives of this policy are to prevent the spread of HIV/AIDS among workers and their families, and to safeguard our workers' rights.

- We are committed towards:

  • Raising awareness about HIV/AIDS among all workers;

  • Exercising non-discriminatory practices towards workers who are infected with HIV/AIDS;

  • Offering free choices for workers to undergo HIV/AIDS screening without any compulsion and maintaining confidentiality of the test results;

  • Offering regular healthcare services for infected workers; and

  • Safeguarding the health and safety of all other workers.

3 USE OF DRUGS AND ALCOHOL POLICY

- Zero tolerance towards the use of drugs and alcohol in our work facilities.

- We are committed towards:

  • Complying with the Indonesian government's laws regarding the use of drugs and alcohol; and

  • Achieving a drug-free and alcohol-free work environment.

- To achieve this, we take the following measures:

  • Conduct random and periodic checks on workers, contractors and business partners who are within our premises;

  • Grant rest to workers who are suspected to be under the influence of drugs and alcohol; and

  • Terminate employment contract with workers who are found to distribute and consume drugs and alcohol in our premises.

HEALTH AND SAFETY PROTECTION
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Occupational Health and Safety Management System

GEAR's management systems comprise the Mineral and Coal Mining Safety Management System ("**SMKP Minerba**") by the Ministry of Energy and Mineral Resources of Indonesia ("**ESDM**") and ISO 45001:2018 Occupational Health and Safety Management System ("**OHSMS**"). BIB attained the ISO 45001:2018 OHSMS certification in December 2018, valid till December 2021.

The Mineral and Coal Mining Safety Management System ("SMKP Minerba")

In BIB, SMKP Minerba has been integrated into its corporate management system as part of its management on mining safety risks, which include mining workplace health and safety aspects and operational safety aspects. The SMKP Minerba, based on the Decision of the Ministry of Energy and Mineral Resources No.1827 of 2019 (formerly Regulation No.38 of 2014 of ESDM), aims to (i) improve the effectiveness of planned, measureable, structured and integrated mining safety management; (ii) prevent mine accidents, occupational diseases and hazardous occurences; (iii) create a safe, efficient and productive mining operations; and (iv) create a safe, healthy and efficient work environment to improve productivity. SMKP Minerba consists of 7 elements: Policy, Planning, Organisation and Personnel, Implementation, Evaluation and Follow up, Documentation, and Management Review, which are further broken down into 49 sub-elements. As part of the system implementation, BIB's contractors must comply with the guidelines of SMKP Minerba in accordance with BIB's work plan and terms. Each of the contractors must appoint an Operational Person-In-Charge ("**PJO**") to oversee the implementation of the SMKP Minerba of its operations rendered in BIB. Together with the PJO, BIB's Mining Head and top management of BIB, and BIB's employees and workers, will collectively ensure the implementation of SMKP Minerba in BIB.

In October 2020, a SMKP Minerba Internal Audit was performed on BIB and its contractors, to ensure that BIB and its contractors complied with the 7 elements and 49 sub-elements of SMKP Minerba and its technical guidelines. BIB and its contractors achieved a total average score of 87.7%, exceeding our internal target of 85%.

ISO 45001:2018 Occupational Health and Safety Management System ("OHSMS")

In FY2020, our OHSMS's annual internal audit review, performed by an external independent professional, assessed various aspects of our OHSMS. We passed our annual ISO 45001:2018 audit in FY2020 as a requirement of the ISO standard. Although not a legal requirement, we expect that the implementation of ISO 45001:2018 will improve overall workplace health and safety and reduce occupational injuries and diseases in BIB.
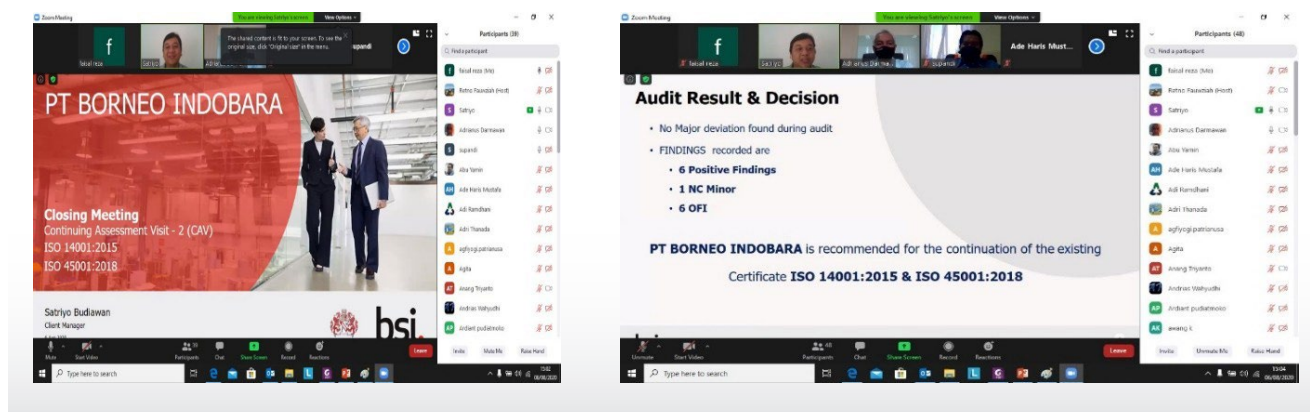
HEALTH AND SAFETY PROTECTION
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Figure 17: GEMS' suite of policies for occupational health and safety

	Mining Safety and Environmental Management System by ESDM of Indonesia	ISO 45001:2018 Occupational Health and Safety Management System
System implemented because of legal requirements	Yes	No
Scope of workers covered under this system	All employees of BIB and registered contractors' employees on-site	All employees of BIB and registered contractors' employees on-site

Ensuring the safety of our people through prevention of unauthorised access

To prevent unauthorised access, including child labour, BIB has two controls in place. The first control is present during the recruitment phase, where BIB enrols its employees and selected employees of contractors critical to its operations. The recruitment process includes the collection of employee personal details, including their fingerprints. During the recruitment phase, BIB forbids the employment of anyone below the age of 17. The second control is present at the entrance of the office premises, where BIB has a fingerprint scanner that only permits access to BIB's employees and selected employees of contractors registered during their enrollment.

Due to the COVID-19 pandemic, the fingerprint scanner has been replaced by a contactless card access system to safeguard the health of our employees and workers. It also acts as a deterrence for unauthorised personnel from entering into our office premises, thereby strengthening our commitment towards the safety of our workers as well as prevention of child labour.

Hazard Identification, Risk Assessment and Incident Investigation

We adopt the Root Cause Analysis ("**RCA**") method to investigate the root cause of every incident and implement the corrective actions to prevent reoccurrence. To ensure the quality of investigation, at least one member of the investigation team will have to undergo RCA training. When the root cause has been identified, the most effective recommendation will be derived using the hierarchy of controls, with priority going to engineering controls, followed by administrative controls, work practice and lastly, personal protective equipment.

After each investigation, the Health, Safety and Environment ("**HSE**") Department log the incident through the HSE incident reporting portal. Historical incidents will serve as data feeds for the software in analysing our safety performance. The analysis will then reveal the classification of the incidents based on time, category of incident (such as health, safety or environment), degree of severity (such as mild, moderate, severe or fatal), proximate cause, root cause and recommendations to the management of BIB and their contractors for data analytics and audit trial.

In the face of work-related hazards and hazardous situations, our workers are required to report work-related hazards to their supervisors and remove themselves from hazardous situations without fear of reprisals. To protect our workers against reprisals, BIB ensures that the name of the worker who reports the hazardous situation is kept confidential. To facilitate a more efficient reporting system, our online Hazard Reporting System, also known as iSAFE, allows employees and workers to report any hazards they encounter through their mobile phones. iSAFE is designed to capture the nature of the hazard(s), location(s), time of each report, photographic evidence, and personnel; facilities; and equipment involved.

The reported information through iSAFE will be sent immediately to the Responsible Area Manager and recorded automatically in the database. Upon receiving the hazard report(s), the supervisor or Responsible Area Manager will review the information, identify the nature of hazard(s) and promptly conduct the follow-up action(s) to remove the hazard(s). Once the follow-up is completed, the Responsible Area Manager will report and send the follow-up evidence to the Safety Administrator. If the follow-up has been deemed appropriate, the case will be closed. Otherwise, the report will be sent back to the Responsible Area Manager to make changes to the follow-up action and resubmit the evidence to the Safety Administrator.

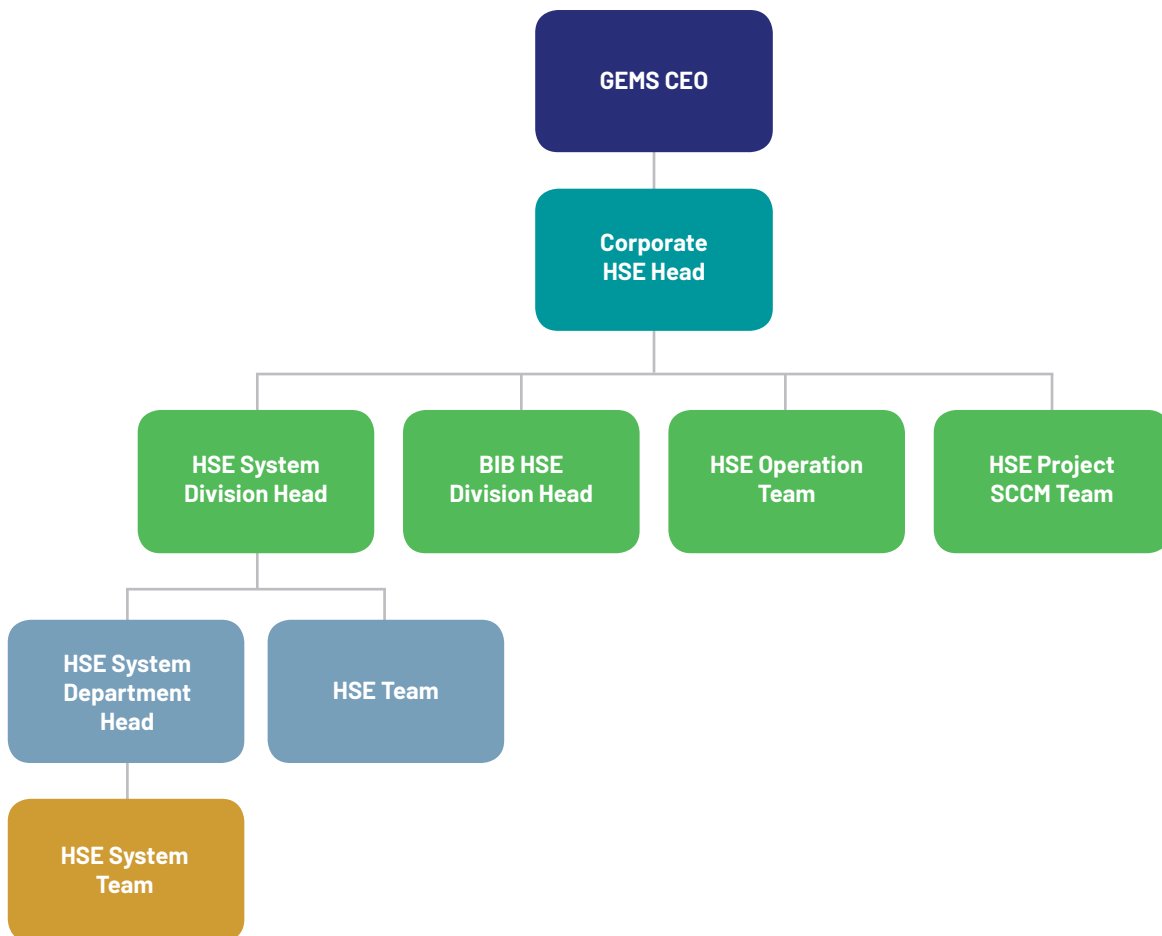# HEALTH AND SAFETY PROTECTION
OF OUR STAKEHOLDERS

Worker Participation, Consultation and Communication on Occupational Health and Safety

The HSE Department is in-charge of our Occupational Health and Safety ("**OHS**") management as shown in Figure 18. To ensure that our workers are represented, BIB's OHS committee conducts several engagements such as safety committee meetings, safety talks, management review and other ad-hoc safety meetings whenever an improvement area is identified.

Table 2: Frequency of engagements

Type of engagements	Frequency
Safety Committee Meeting	Monthly
General Safety Talk	Monthly
Weekly Safety Talk	Weekly
Management Review	Annual
Ad-hoc safety meetings	As and when required

Figure 18: GEMS HSE structure

HEALTH AND SAFETY PROTECTION
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Figure 19: BIB HSE structure
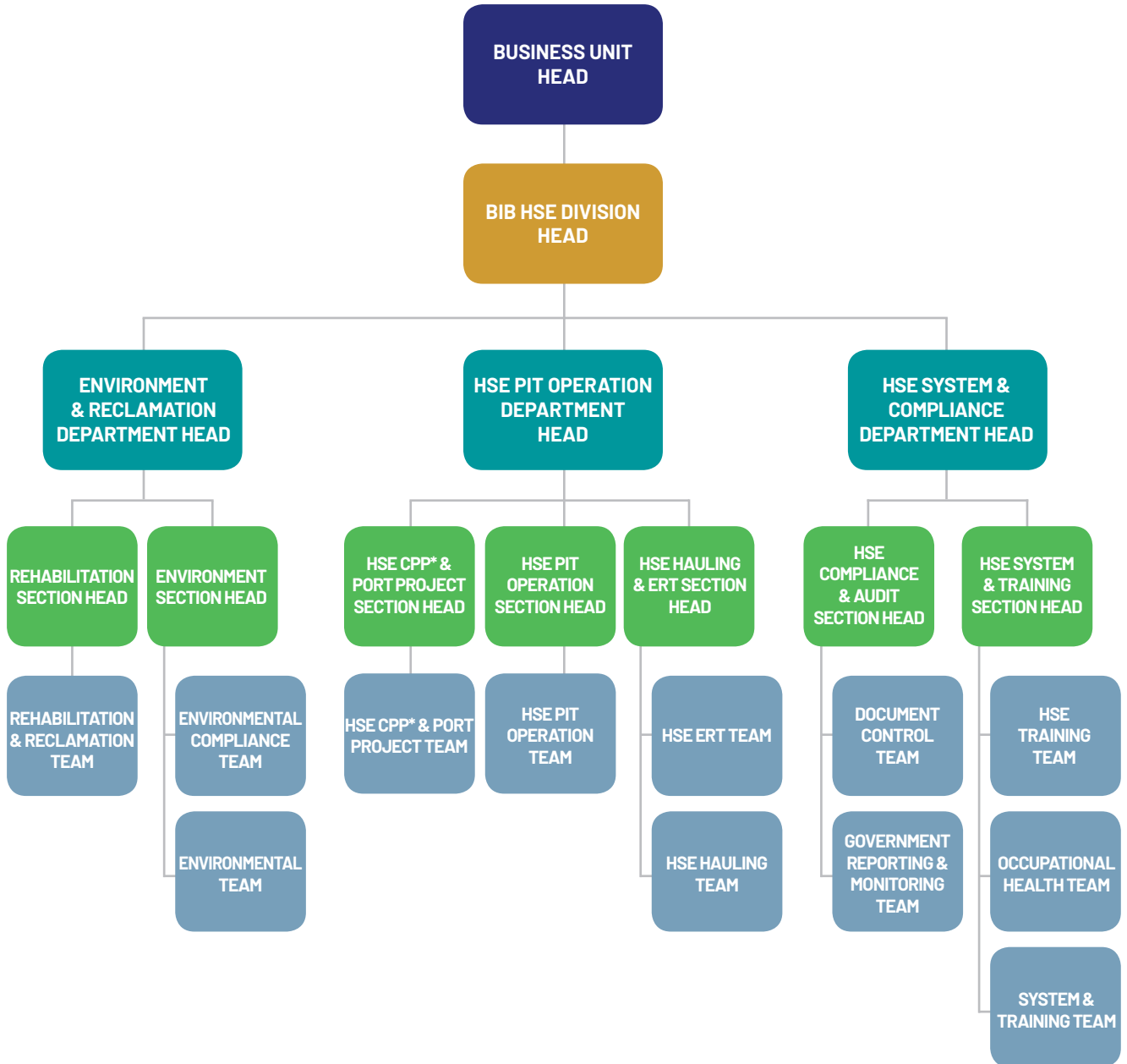
* Coal Preparation Project

HEALTH AND SAFETY PROTECTION
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Worker Training on Occupational Health and Safety

In FY2020, a total of 148 trainings related to occupational health and safety were carried out, with an average of 15 participants, including BIB employees and its contractors, in each training.

The trainings include generic trainings on filing system and document control, first aid, safety leadership, as well as trainings on specific work-related hazardous activities such as mining precautions, slope rescue techniques and job safety analysis. In addition, 3 certification courses on Mine Operational Supervisory were provided to a total of 67 participants, including BIB's employees and employees of its contractors, during working hours and free of charge.

To evaluate the effectiveness of our trainings, we use either one of the following three methods.

1. The first method involves an open-ended questionnaire to be completed by the participants. This feedback is provided to the trainer regarding the quality of his training material, teaching method, equipment used, classroom facilities, duration, and lastly, the participants' understanding of the training and the importance of training to them.

2. The second method requires participants to take a test to evaluate the degree of his understanding of the training. If the test is less than the cut-off score, the participant will be asked to re-attend the training and retake the test.

3. The third method involves obtaining feedback from the participants' supervisor on any improvement shown by the trained participants sometime after he has completed the training. This is particularly crucial for maintaining the competency level of the mining supervisors such as POP (Mining Supervisory Competency – 1st level) or POM (Mining Supervisory Competency – 2nd level). If the feedback is less than ideal, the participant will be required to attend subsequent coaching sessions.

Integrated HSE Training System

To ensure compliance with safe distancing measures during the COVID-19 pandemic, BIB has developed an integrated training system, to increase employees' knowledge and skill set. This is to maintain their competencies taking into consideration the associated health risks that comes along with these job procedures. As BIB is an energy coal mining company, this training is crucial to achieve high safety standards and operational efficiency and effectiveness in BIB.

The Integrated HSE Training System addresses 6 training needs, namely – Basic Compulsory Training for all employees; Supervisory Training for all supervisors; Fatality Prevention Training and Specific Mine Safety and Environmental Training for BIB's employees and those of its contractors; Emergency Response Training for our ERT and Non-ERT members; and Management System Training for employees who are of management grade as detailed in Table 3.

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Table 3: Integrated HSE Training System

Training	Topics covered during the trainings	Objectives of training
Basic Compulsory Training (PWD)	• General Induction on Mine Safety and Environmental Management • Hazard Identification • Basic First Aid Kit Training • Basic Fire Extinguisher Training • Basic Handling of Hydrocarbons	• To provide employees with knowledge and understanding regarding the objectives, vision, mission and commitment of GEMS General Mining Safety and Environmental Protection Policy • To provide employees with basic competency training in recognising hazards in the work areas when undertaking risk control efforts • To provide employees with trainings related to basic handling of an emergency injury, fire or hydrocarbon spill in all areas of the business operations • Basic training will be conducted by a designated experienced instructor
Mandatory Training for Supervisors (PWP)	• Inspection • Observation • Incident Investigation • Electrical Safety Talk	• To train and develop supervisors with necessary skills and competencies to improve mining safety and environmental performance in accordance with Decision Number 1827 K/30//MEM/2018 issued by ESDM for Implementation of Good Mining Engineering Standards and ESDM Regulation Number 43 of 2016 on Standards for Operational Supervisors Specialised in Mineral and Coal Mining
Fatality Prevention Training (PKF)	• Vehicle Operations • Vehicle Condition • Mine Slopes • Hauling Roads • Working near Waters • Working in High Grounds • Electricity • Heavy Loads • Handling of Explosive • LockOut TagOut ("**LOTO**") • Confined Room • Fatigue	• Provide supervisors with specific training on knowledge and skills to manage operational risks such as hazard identification and risk assessment, personnel selection, training, competence and authority, participation, consultation, communication and awareness of critical risks, design, purchase, manufacture and installation of critical equipment, work methods and operational control, SPIP feasibility and maintenance, emergency management, performance evaluation as well as continuous improvement

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Training	Topics covered during the trainings	Objectives of training
Special Mine Safety and Environmental Training (PKK)	• Manual Handling • Occupational related diseases • Fatigue Management • Basic Sling Lifting • Basic Electrical Safety • Hazardous Material • LOTO Isolation • Basic Defensive Driving • Prestart Check Unit • Drilling Exploration • Project Expansion • B3 Management • Handling Hot Materials	• Provide relevant workers with specific training on knowledge and skills regarding work safety based on various risks outlined in the topics covered during the trainings
Emergency Response Training (PTD)	• Medical First Responder • High Angle Rescue • Confined Space Rescue • Road Accident Rescue • Water Rescue • Underwater Rescue • Collapsed Structure Rescue • Jungle Rescue & Survival • Fire Fighting	• Training is mandatory for ERT members and first aiders in BIB, and volunteers • This training will be delivered by the ERT Leaders or experienced external trainers
Management System Training (PSM)	• SMKP Minerba Awareness • ISO 45001:2018 Awareness • ISO 14001:2015 Awareness • Filing and Documentation System • Management System	• Training is conducted for HSE personnel and personnel from other departments who are directly involved in the process of development of documentation, implementation and evaluation or performance audit of our Mining Safety and Environmental Management Systems • This training will be conducted by experienced trainers

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With the Integrated HSE Training System, most of the planning, execution, documentation and evaluation of the training are performed digitally. The following figure presents some of our trainings held in-person and online.

Figure 20: Integrated HSE trainings in FY2020

28 August 2020 Lock Out Tag Out Training via Zoom attended by BIB's employees and contractors (128 personnel)

General Induction & Basic Safety Training via Zoom (every Tuesday and Saturdays) attended by BIB's employees and contractors

19 January 2020 " Manual Handling Training in Improvement Room BIB Angsana" attended by BIB's employees and contractors (25 personnel)
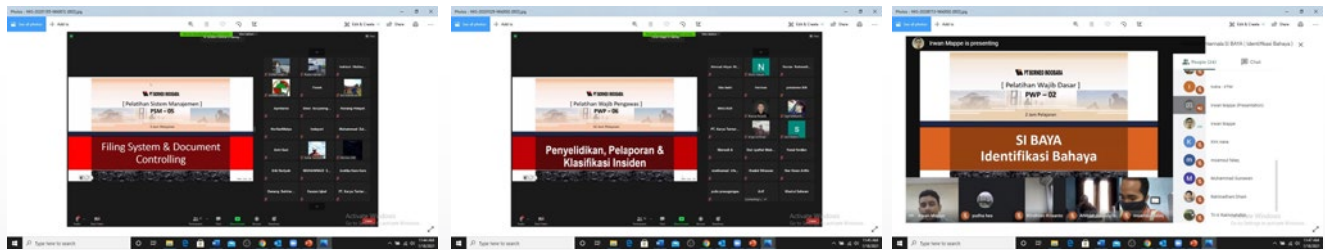
5 November 2020, Filing System & Document Control Training via Zoom attended by BIB's employees and contractors (90 personnel)

29 October 2020, Incident Investigation Training for Supervisor via Zoom attended by BIB's employees and contractors (120 personnel)

13 July 2020, Hazard Identification Training via Zoom attended by BIB's employees and contractors (42 personnel)

Safety Talk on Fatality Prevention

Safety talks on fatality prevention are conducted regularly to increase and reinforce employees' safety awareness when working in high risks areas. These talks are conducted in a manner which are short and concise so that employees can easily understand and remember. Additionally, the contents of the safety talks are also well-structured, where each talk covers 5 different scopes – Topic; Preliminary; Source of Hazard or Danger; Incident Mechanism; and Incident Prevention. This is to ensure that employees understand and are able to discharge their duties while bearing in mind "Safety is my necessity".

To increase our employees' risk awareness, BIB has identified 12 critical risk areas via its risk assessment on operational areas that may result in serious injury or fatality. These 12 critical risks are:

1. Safe driving;
2. SPIP management;
3. Mine slope stability;
4. Mine road stability;
5. Working near water;
6. Working at height;
7. Working with electricity;
8. Lifting;
9. Blasting and explosive materials;
10. Lockout tagout of equipment/machinery;
11. Working in confined spaces; and
12. Fatigue.

HEALTH AND SAFETY PROTECTION
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Occupational Health Services and Promotion of Worker Health

As part of our contingency plans, all of our concession areas have their own First Aid Station ("**FAS**") with paramedics on-site to provide basic emergency medical services. Some of our FAS include medical professionals such as doctors and medical officers on-site and first aiders. During emergencies, our trained and experienced first aiders will practice the DR-ABC (Danger, Response, Airway, Breathing and Circulation) principle, as follows.

1 DANGER
The first aider shall determine whether it is safe to approach the casualty. The first aider must ensure that he does not put himself or any bystander in danger when approaching the casualty.

2 RESPONSE
The first aider shall try to obtain responses from the casualty when the first aider talks to him, touches his hands or squeezes his shoulder. This is to ensure that the casualty is conscious and can communicate his condition to the first aider.

3 AIRWAY
If the casualty is not responding and he is unconscious, the first aider shall open the casualty's mouth and have a look inside. If his mouth is clear, the first aider shall tilt the casualty's head gently back (by lifting his chin) and check for breathing. If the mouth is not clear, the first aider shall place the casualty on his side, open his mouth and clear the contents, then tilt the head back and check for his breathing. The casualty's head shall remain tilted to keep the airway open to allow for breathing.

4 BREATHING
The first aider shall check for breathing of the casualty by looking for chest movements (up and down). CPR will be applied if the casualty's breathing is abnormal. If the casualty can breathe on his own, he shall be put in the recovery position.

5 CIRCULATION
The first aider shall check for a pulse if the casualty does not respond to the first aider's questions or when casualty is unconscious. If the first aider could not detect a pulse, the first aider will call for help from the emergency team immediately. Chest compressions may be practiced only by trained first aider.

Once the vital signs have stabilised, the first aider will assess the casualty's injury and, depending on the type of injury sustained, gives the appropriate injury treatment to the casualty.

The following are some of our occupational health services at BIB:

Occupational health service	Description
Pre-employment medical check up	Rigorous physical examination such as hearing impairment, respiratory, visual, routine blood tests, urinalysis, x-ray imaging, electrocardiogram (ECG) and treadmill test.
Annual medical check up	Same medical parameters as pre-employment medical check-up, to detect any health issues at the earliest.
Specific medical check up	For high-risk personnel who are at risk of exposure to electrical, chemical or radioactive hazards, requiring more thorough and frequent checks biannually.
One-on-one medical consultation	Conducted after each medical check up.
Health risk assessments	Conducted in the office and on-site.
Health-related survey	To measure the adequacy of lighting, noise, dust, air quality, temperature, humidity, heat stress and vibration.
Health talks	Conducted by doctors from local clinics.

To encourage our employees to keep a healthy lifestyle, BIB provides medical check up for new hires and periodical check ups for existing employees. We also organise health promotion programmes such as Health Talks with the Doctors, the Badan Penyelenggara Jaminan Sosial ("**BPJS**")[11] Programme (or Social Security Administration Body) and Cooperation with Local Clinics. The BPJS programme informs employees on the copayment of social security by the employer and employee in the proportion regulated by the Indonesian law. For employees registered under the BPJS employment and BPJS healthcare programmes, they will be covered under the insurance for work-related incidents and illnesses. The terms and conditions of the insurance coverage are regulated by law. The Cooperation with Local Clinics involves a binding contract between BIB and local medical services providers located within sub-district Angsana, to provide BIB's employees with regular, emergency medical services, medical check ups and health promotion programmes conducted by medical doctors.

Improved Features of iSAFE

iSAFE is a mobile application that is accessible by every supervisor, employee and worker on their smartphone devices. iSAFE was developed to address the needs of speed and accuracy in reporting safety accidents. By using iSAFE, supervisors and employees would spend lesser time on writing safety reports and the data records will be intact.

In FY2020, following feedbacks from the users, BIB improved certain function of iSAFE, such as:
- Features to support iPhone's iOS platform
- Additional panic button features
- SAP reporting
- Increase safety accidents reporting frequencies to daily
- Global Positioning System (GPS) detection of the employees' whereabouts

The reports generated by iSAFE will be analysed by BIB's data analysts and management team through a real time dashboard. In FY2021, iSAFE will undergo further enhancement to include additional features such as the Facility Infrastructure Installation Tools Management ("**SPIP**"), live video streaming of safety talks, assignment and re-assignment reporting, contractor management, and fleet management for heavy equipment including trucks.

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[11] BPJS is a legal body established by the government to administer social security programme.

HEALTH AND SAFETY PROTECTION
OF OUR STAKEHOLDERS

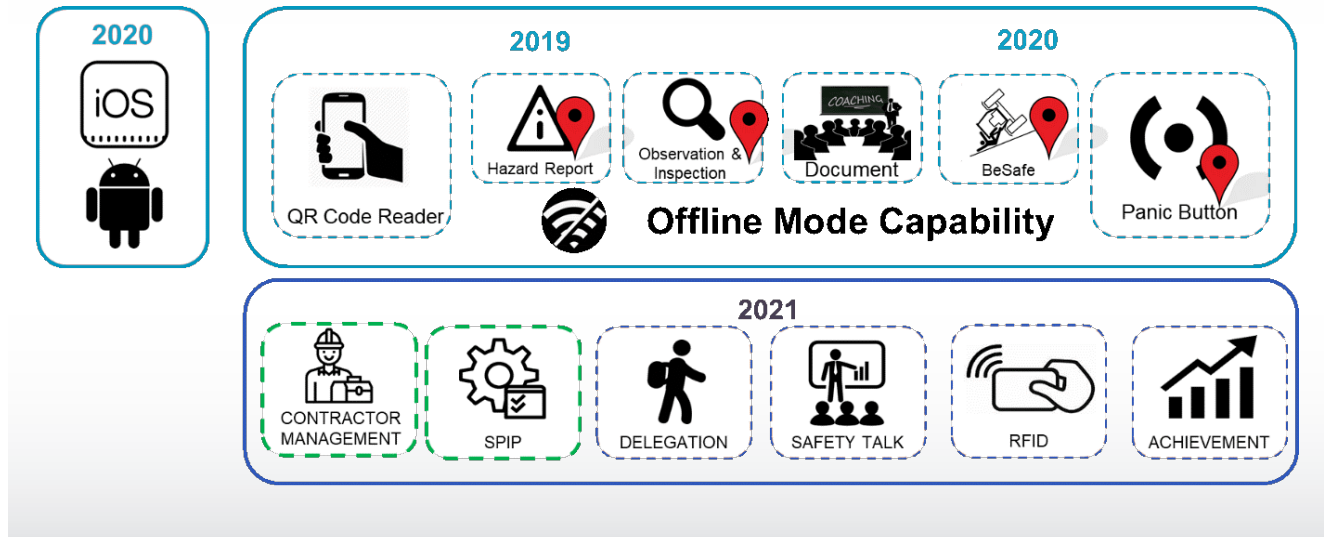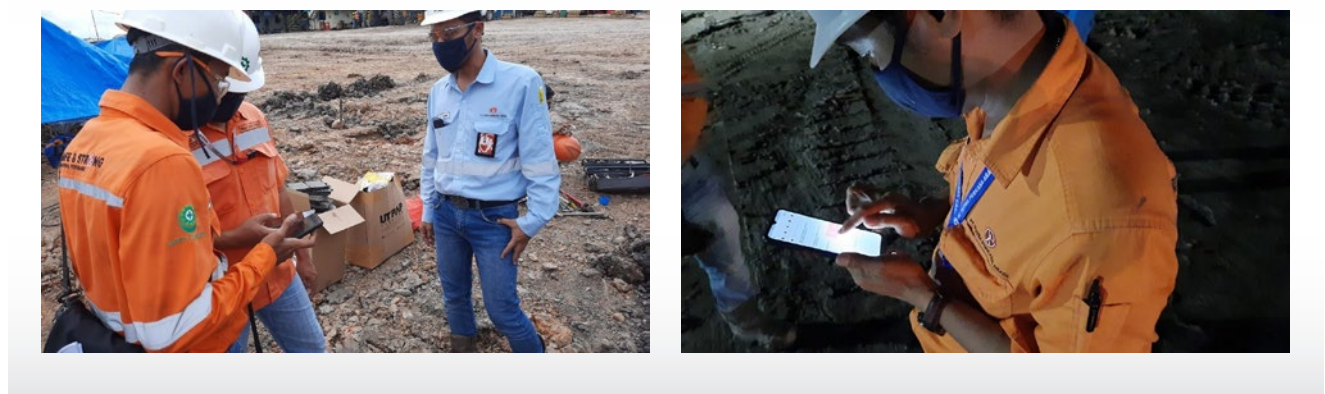Figure 21: Features of iSAFE from 2019 to 2020 and additional features to be introduced in 2021

Figure 22: Supervisors, employees and workers using iSAFE to log hazards

HEALTH AND SAFETY PROTECTION
OF OUR STAKEHOLDERS

Safety Culture Change Management

Our Safety Culture Change Management ("**SCCM**") was initiated in FY2019 as part of our continual risk assessment and management programme for workplace safety. The safety culture surveys were conducted in 2018 and early 2019, and were based on five levels found in the Minerals Industry Risk Managements ("**MIRM**") Maturity Chart – Vulnerable, Reactive, Compliant, Proactive, and Resilient. BIB is currently moving towards the "Compliant" level, having successfully implemented the necessary programmes under the Compliant stage.

Programmes implemented under the "Compliant" level in FY2020	Status
• Compliance Culture • Some participation • Near miss discussions • Acceptable training/awareness • Regular people involvement and focus • Occupational Health and Safety ("**OH&S**") Coordination driven • OH&S standards system and ISO 9002 or equivalent • Risk assessment through existing systems • Total legal compliance • Strictly enforce the use of PPE when required (knowing risk) • Causal incident analysis based on event potential • Information sharing from events (e.g. through several media platforms – Instagram, WhatsApp, Email etc.) • Planned occupational hygiene / environmental monitoring • Planned monitoring / audits • Safety meetings and talks • Some task observations	✅ **Achieved**
Established and good communication channels	**In progress of establishing improved communication channels**

Our SCCM Journey in BIB

As part of our journey towards improving the safety culture to enable a change in our employees' mindset from "Safety is an Obligation" to "Safety is My Necessity", one-on-one coaching has commenced since November 2019 to February 2021. Our milestones are shown in the diagram below.

The need for A change	Motivation	Understanding self and team	Effective & Persuasive Communication	Go live!
✔	✔	✔		
November 2019 93 Participants	December 2019 93 Participants	January – February 2020 93 Participants	August 2020 – March 2021 100 Participants	April 2021

HEALTH AND SAFETY PROTECTION
OF OUR STAKEHOLDERS

Performance

BIB reported a constant Lost Time Injury Frequency Rate ("**LTIFR**") of 0.07 in FY2020 and FY2019, way below our threshold of 0.18. On the other hand, we saw a slight increase in our Lost Time Injury Severity Rate ("**LTISR**") from 6.65 in FY2019 to 8.63 in FY2020.

The increase in our LTISR was due to the occurrence of two high-consequence injuries of our contractors' workers who suffered fractured limbs which took a longer time to recover. The first injury case was due to a non-compliance of BIB's safety measures by a supervisor of BIB's contractor, causing him to lose his balance while standing on a 1.2m tall safety berm, which resulted in a fracture in his left leg. The second case was a worker of BIB's contractor while working near a sediment pond, tripped and fractured his left arm. We take the occurrence of any work injuries seriously, and have implemented efforts to prevent the reoccurrence of high-consequence injuries, which include conducting regular assessments to measure the level of our supervisors', employees' and workers' safety awareness, having a Safety Culture Change Management programme and conducting Safety Behaviors Observations. Further details and explanation on our efforts to prevent high-consequence injuries can be found in Figure 25.

BIB also requires contractors to conduct regular assessments to measure level of their supervisors' and workers' safety awareness. BIB has also designated flat grounds in various locations on-site for the contractors' drivers and their supervisors to supervise the work that is being carried out. Additionally, BIB has put up several danger warning signage at high-risk areas. Contractors are also required to implement a buddy system for their workers working on high-risk areas and ensure that their workers keep the surrounding area near the sediment ponds clear from clutter or obstructions.

Figure 23: BIB's year-to-date Lost Time Injury Frequency[12] and Severity[13] Rates in FY2018, FY2019 and FY2020

LOST TIME INJURY FREQUENCY RATE ("LTIFR")

	2018	2019	2020
Threshold	0.2	0.19	**0.18**
Lost Time Injury Frequency Rate	0.05	0.07	**0.07**

■ Lost Time Injury Frequency Rate — Threshold for LTIFR

LOST TIME INJURY SEVERITY RATE ("LTISR")

	2018	2019	2020
Threshold	11	10.45	**9.93**
Lost Time Injury Severity Rate	4.68	6.65	**8.63**

■ Lost Time Injury Severity Rate — Threshold for LTISR

Figure 24: Number and rate of recordable work-related injury, man-hours worked for BIB employees and contractors in FY2020

	BIB Employees	BIB Contractors
Number of man-hours worked	976,080	29,273,981
Rate of recordable work-related injury	0	0.24

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[12] Lost Time Injury Frequency Rate is the number of lost time injuries occurred per million man-hours worked.
[13] Lost Time Injury Severity Rate is the number of lost time injuries incurred per million man-hours worked.

HEALTH AND SAFETY PROTECTION
OF OUR STAKEHOLDERS

Figure 25: Efforts to prevent high-consequence injuries

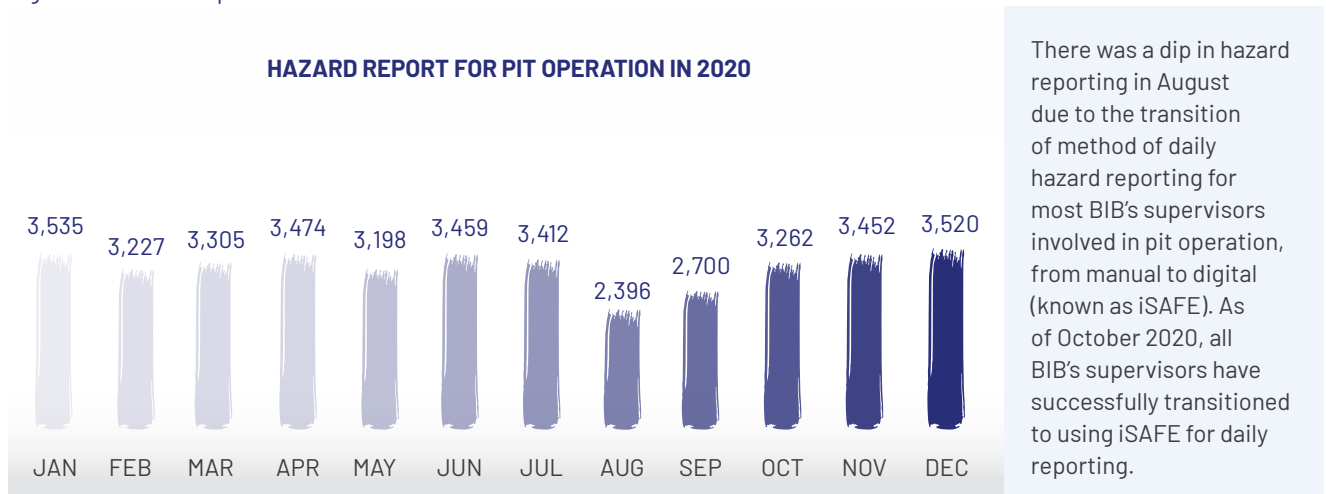| Efforts in preventing high-consequence injuries |
|---|
| Improve our Hazard Identification, Risk Assessment and Determining Control ("**HIRADC**") to ensure hazards are properly identified and risk controls are properly established and implemented on field operations. |
| Improve safety competency of field supervisors by identifying gaps in their current competency and provide training programmes to close or narrow the competency gaps. |
| Conduct Safety Behaviour Observations to identify deviations in actual day-to-day implementations of safety procedures, gathering supervisors' knowledge and understanding of the safety procedures and provide corrections or feedback for improvement, if any. |
| Through our SCCM, we aim to improve the safety behaviour of our supervisors, employees, workers and including those of our contractors and change their mindsets from "Safety is an Obligation" to "Safety is My Necessity". |
| Continuously review our safety procedures to identify deficiencies and provide corrections or revisions based on field observations or recommendations for improvement from incident investigations. |
| Conduct specific-purpose Safety Improvement Projects in pit; hauling road; and port operations. |
| Conduct regular assessments to measure level of supervisors', employees' and workers' safety awareness. |
| Designate flat grounds in various on-site locations for contractors' drivers and supervisors for eye level activities. |
| Put up danger warning signage and implementation of buddy system at sediment pond locations or high-risk areas. |
| Ensuring that workers keep the surrounding areas near the sediment ponds free from clutter or obstructions. |

One-Day Without Incident ("ODWI") Programme

The ODWI programme was implemented to address the inconsistencies in the hazard identification and hazard reporting by our supervisors and field operators. It involves every mining supervisor and field operator who will spend a minimum of one day each week to identify and report hazards surrounding the workplace.

ODWI provides a detailed analysis of hazard reports according to location, time, types of hazards, and frequency. Top-ten hazards are identified promptly on a weekly basis, and this information is communicated to Pit Operation Department for further actions to mitigate the risks and preventing further cases of such incidents.

The ODWI has been proven to be an effective programme in increasing hazard awareness, as well as a useful predictive tool for incident prevention by taking actions on identified hazards reported. The aim was to have adequate data for analysis of observed hazards and to remove the hazards before they developed further. This effort, we believed, has substantially reduced the incidents' frequency.

Figure 26: Hazard reports recorded

HAZARD REPORT FOR PIT OPERATION IN 2020

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
3,535	3,227	3,305	3,474	3,198	3,459	3,412	2,396	2,700	3,262	3,452	3,520

There was a dip in hazard reporting in August due to the transition of method of daily hazard reporting for most BIB's supervisors involved in pit operation, from manual to digital (known as iSAFE). As of October 2020, all BIB's supervisors have successfully transitioned to using iSAFE for daily reporting.

HEALTH AND SAFETY PROTECTION
OF OUR STAKEHOLDERS

Figure 27: Top ten hazards identified by ODWI weekly report and communicated to Pit Operation Department for further mitigation of potential risks and focused on preventing further cases of such incidents
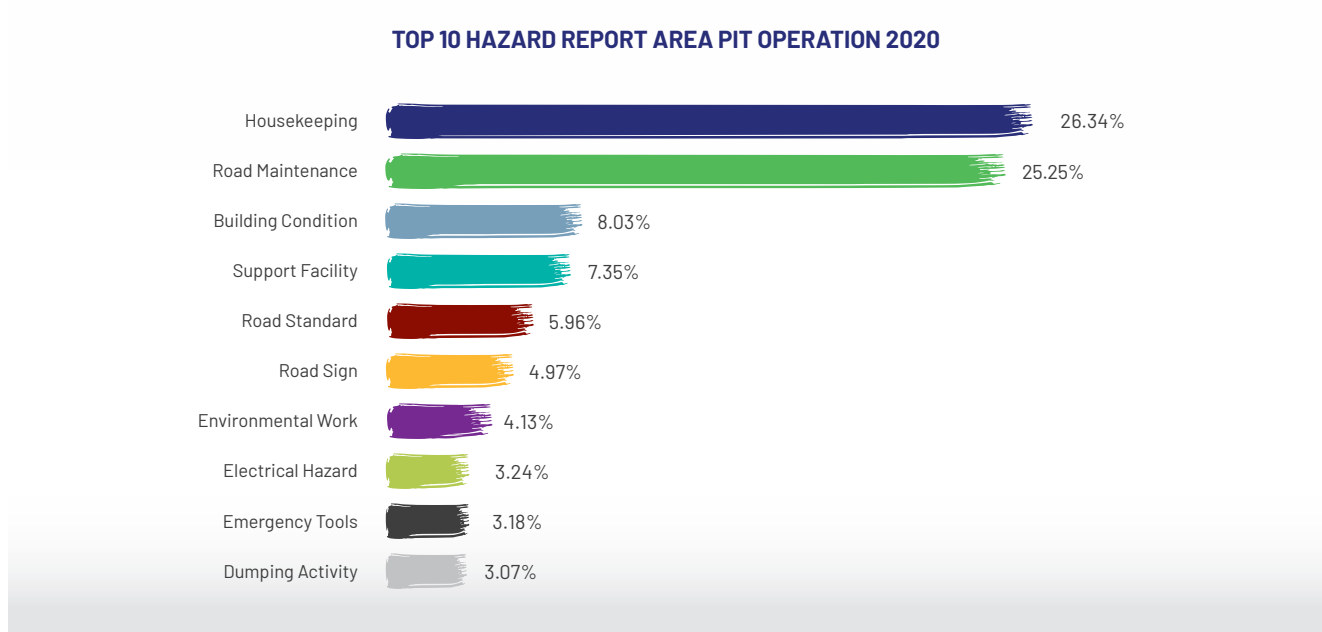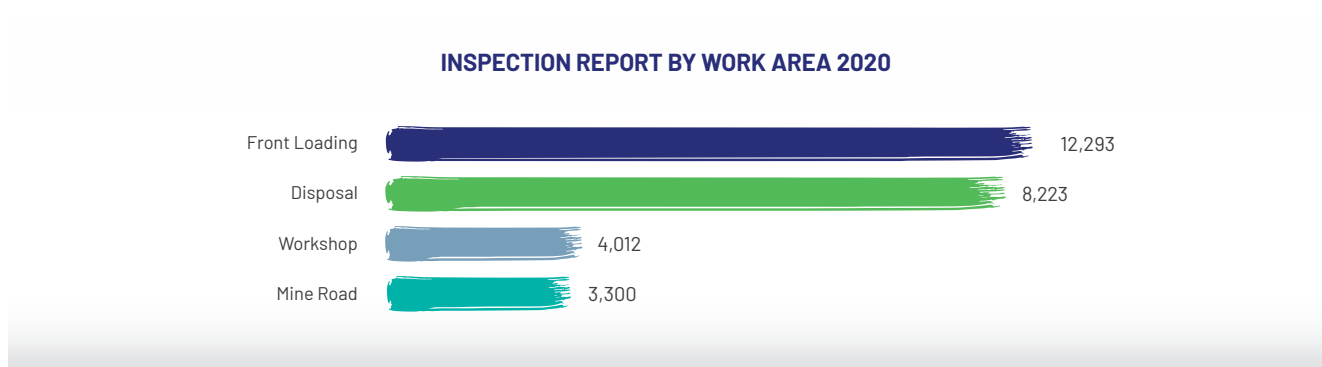
TOP 10 HAZARD REPORT AREA PIT OPERATION 2020

Category	Percentage
Housekeeping	26.34%
Road Maintenance	25.25%
Building Condition	8.03%
Support Facility	7.35%
Road Standard	5.96%
Road Sign	4.97%
Environmental Work	4.13%
Electrical Hazard	3.24%
Emergency Tools	3.18%
Dumping Activity	3.07%

Figure 28: Drill-down of hazards by work area to highlight the highly reported hazard locations and less reported hazard locations

INSPECTION REPORT BY WORK AREA 2020

Work Area	Reports
Front Loading	12,293
Disposal	8,223
Workshop	4,012
Mine Road	3,300

Based on the Inspection Report by Work Area in 2020, 'Front Loading' has the highest inspection report while 'Mine Road' has the lowest inspection report at 12,293 reports and 3,300 reports, respectively. GEAR will take measures and remind the personnel in charge of inspections to increase the frequency of inspection reporting at hazard areas which have lower inspection report rate.

LABOUR RELATIONS

WHY IS THIS IMPORTANT TO GEAR?

At GEAR, our success is attributed to the passion of our employees in helping to build a thriving business. Thus, human capital is our greatest asset. With the mining industry and business requiring many human resources, GEAR places high emphasis on making sure the well-being of our employees is addressed. We invest in a diverse range of learning and educational programmes for our employees as we recognise the competitive advantage it offers and how vital it is for our employees to be future-ready. The Group strives to continue providing opportunities to enhance the capabilities of our employees and contribute towards both their professional and personal growth.

POLICY/MANAGEMENT SYSTEM

- Group Personal Accident Policy
- Overseas Assignment Policy
- Overseas Business Travel Policy
- Leave Policy
- GEMS HR Corporate Policy
- GEMS Labour Relations Management Policy
- GEMS Recruitment Policy

UN SDG ALIGNMENT

SAFETY PERFORMANCE HIGHLIGHTS FOR FY2020

5,280 training hours for 75 employees

Zero labour dispute or strike

FY2020 TARGETS ACHIEVED

Target	UN SDG
Zero labour dispute or strike	UN SDG 8.8
100% compliance to manpower regulations	UN SDG 8.8
2 training courses over a **rolling 2-year** period for talent	UN SDG 4.4
95% retention rate of talent	UN SDG 8.5

LABOUR
RELATIONS

PROFILE OF OUR WORKFORCE

In FY2020, the overall number of employees in our workforce increased, with a total number of 425 employees in FY2020 as compared to 378 employees in FY2019. Our new employees are mostly based in Indonesia, where BIB is located. In FY2020, GEAR recorded a total of 72 new hires and 25 turnovers.

Even with the energy coal mining industry typically attracting more male employees due to the nature of its work, there was a 0.4% increase in the percentage of female employees, from 18.0% in FY2019 to 18.4% in FY2020. The percentage of employees hired on a full-time basis with permanent contract saw an increment from 75.7% in FY2019 to 80.7% in FY2020. As for the number of personnel who were engaged for daily labour purposes, zero was recorded.

Figure 29: Number and percentage of employees by gender[16]

PERCENTAGE OF EMPLOYEES BY GENDER

	2018 TOTAL: 355	2019 TOTAL: 378	2020 TOTAL: 425
Male	83.7%	82.0%	81.6%
Female	16.3%	18.0%	18.4%
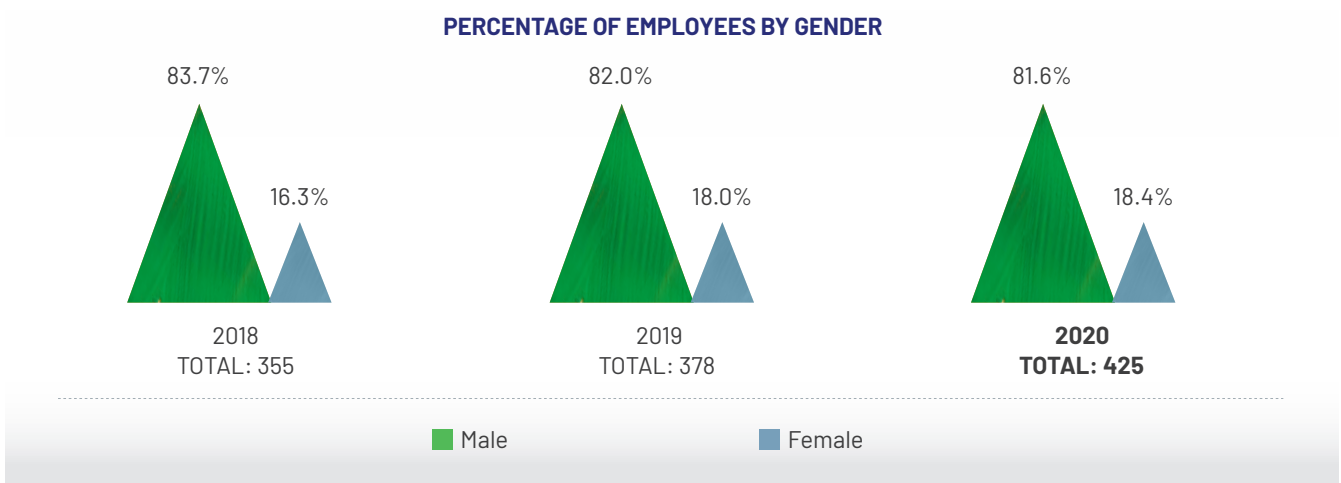
Figure 30: Number and percentage of employees by employment category[17]

PERCENTAGE OF EMPLOYEES BY EMPLOYMENT CATEGORY

	FY2018 TOTAL: 355	FY2019 TOTAL: 378	FY2020 TOTAL: 425
Tradesman	17.7%	11.9%	11.3%
Staff	11.2%	4.0%	5.4%
Middle Management	70.2%	83.3%	82.6%
Senior Management	0.9%	0.8%	0.7%

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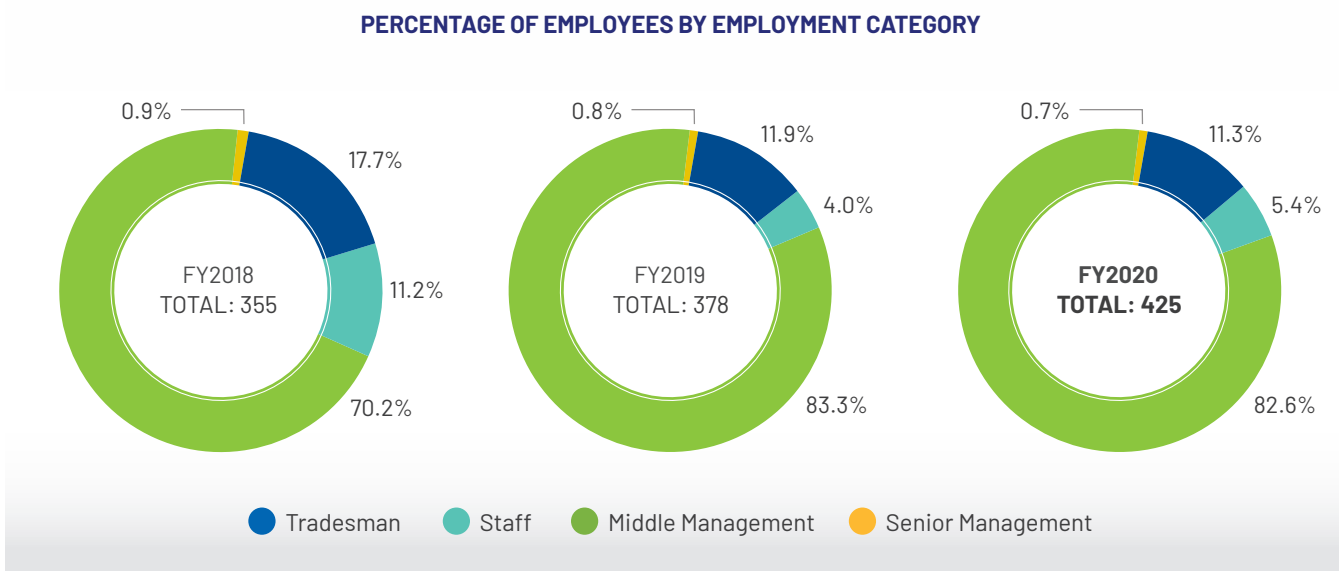
[14] *Employment contract is defined as either permanent contract or temporary contract, according to GRI Standards. A permanent employment contract is a contract with an employee, for full-time or part-time work, for an indeterminate period. A fixed-term employment contract is an employment contract that ends when a specific time-period expires, or when a specific task that has a time estimate attached is completed. GEAR has no fixed-term employees in Singapore.*

[15] *GEAR has no part-time employees in both Singapore and Indonesia.*

[16] *Data for FY2018 and FY2019 are restated for more accuracy.*

[17] *Employment category for FY2018 and FY2019 are stated for consistency. Middle management comprises supervisors, middle management and senior managers. Senior management comprises Chief Executive Officer and business unit head.*

LABOUR
RELATIONS

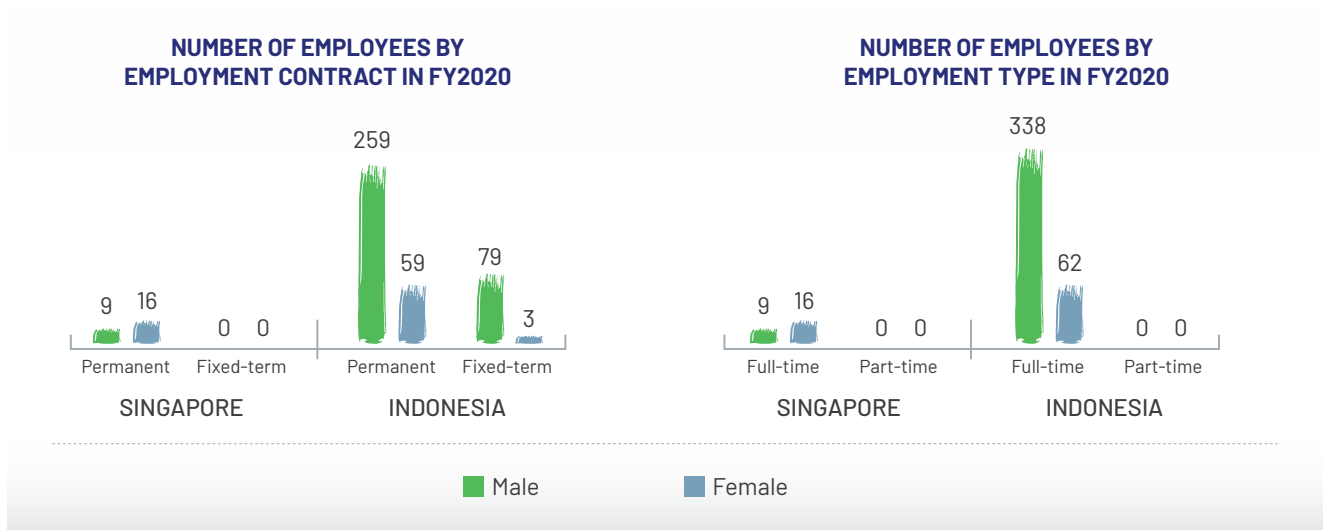Figure 31: Number of employees by employment contract (left) and employment type (right) in FY2020

NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT IN FY2020

	SINGAPORE		INDONESIA	
	Permanent	Fixed-term	Permanent	Fixed-term
Male	9	0	259	79
Female	16	0	59	3

NUMBER OF EMPLOYEES BY EMPLOYMENT TYPE IN FY2020

	SINGAPORE		INDONESIA	
	Full-time	Part-time	Full-time	Part-time
Male	9	0	338	0
Female	16	0	62	0

■ Male   ■ Female

Figure 32: New hires by age group, gender and region in FY2020

INDONESIA
Female   4   6   1
Male   17   31   9

SINGAPORE
Female   2   1
Male   1

■ <30 years old   ■ 30-50 years old   ■ >50 years old
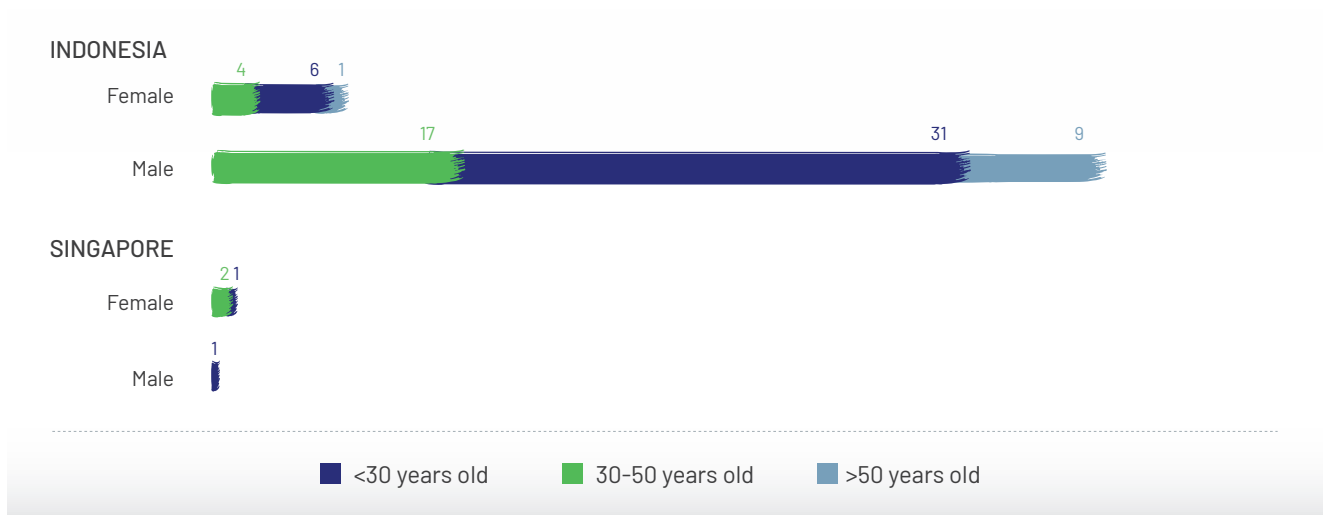
Figure 33: Turnover by age group, gender and region in FY2020

INDONESIA
Female   4   6   1
Male   14   32   9

SINGAPORE
Female   1
Male   2

■ <30 years old   ■ 30-50 years old   ■ >50 years old
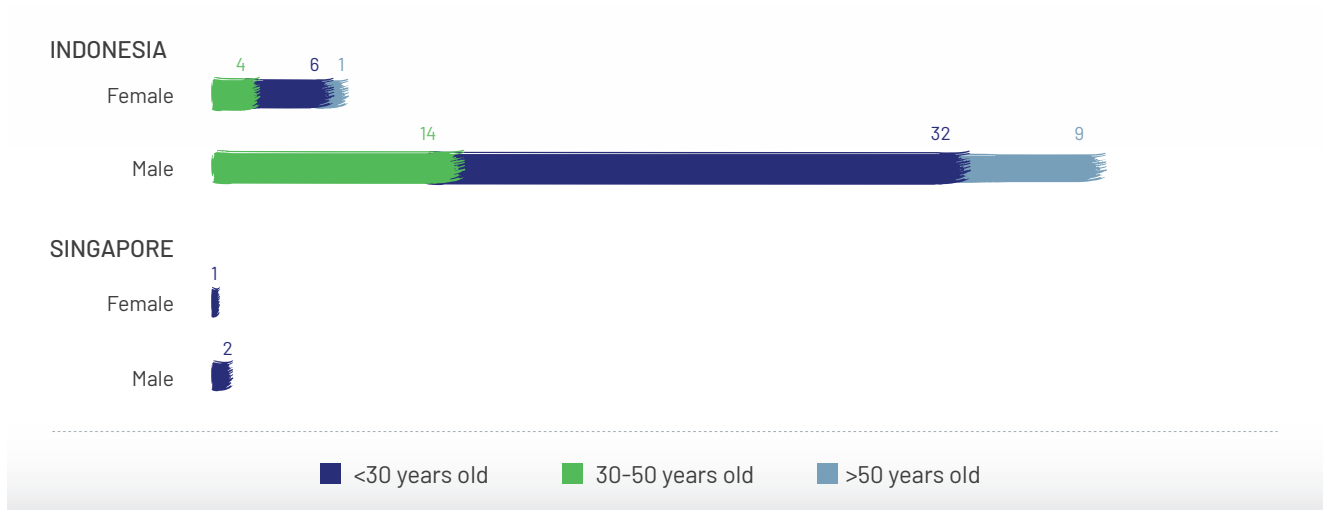
LABOUR RELATIONS

LOOKING AFTER OUR EMPLOYEES & TALENT MANAGEMENT

As part of a labour-intensive industry, we recognise the need to not only provide our employees with various benefits, but also to actively support their growth and development. We strive to be an employee-friendly organisation by offering competitive remuneration packages, medical benefits, and various training programmes to upskill our employees. To show our commitment to employees' well-being, we have various policies on employee benefits as shown in Figure 34 below.

Employee Benefits

Figure 34: GEAR and GEMS policies on employee benefits

GEAR

Group Personal Accident Policy
Under this Policy, employee will be provided with worldwide and 24 hours personal accident insurance coverage.

Overseas Assignment Policy
Employee who is assigned to overseas will have to follow all the company policy of the assigned country. Additionally, this policy also covers a subsistence allowance for employee's transport and food costs.

Overseas Business Travel Policy
GEAR has in a place a business travel policy to ensure the following:
- Employees are given full reimbursement of related expenses
- A need to create a trip report which shall be submitted to the higher management

Leave Policy
The Leave Policy is in place to ensure employees understand their eligibility and entitlements for different types of leave.

GEMS

HR Corporate Policy
GEMS introduced its corporate policy, which covers welfare and benefits which can be enjoyed all employees. This includes such as:
- Life Insurance
- Car Ownership Programme (for employees from grade 9 and above)

LABOUR
RELATIONS

Talent Management

In-house employee training sessions organised by BIB

GEAR recognises the potential of all our employees and aims to foster a working environment conducive to professional development and growth through the provision of various training sessions. In FY2020, our employees attended various courses and workshops which were organised in-house and co-conducted with reputable leading institutions. The workshops covered various aspects of BIB business operations and supported our employees in developing skills ranging from gaining the necessary tools to reinforce the understanding of key mining concepts and global trends.

BIB has met target of 2 training courses per talent employee over a rolling 2-year period. From FY2019 to FY2020, the 89 talents identified attended 2 to 3 training courses over a rolling 2-year period to 31 December 2020.

In FY2020, with the aim of enhancing the skillset of all of our employees as well as providing them a platform to support their learning and professional development, the following training programmes were organised:

Potential Outcomes	Actions taken	
4-month Conversational Indonesian course for expatriates	Conducted by language teachers from English Today, a language institution in Jakarta, 18 participants learned basic Indonesian language to enable them to converse and write basic Indonesian to help them in their daily tasks.	
Green Belt Lean Six Sigma	Conducted by SSCX International, 16 participants from BIB learned Green Belt Lean Six Sigma project management concepts and applications in the workplace, for process improvement through waste elimination and variation reduction. Participants received a certification at the end of the course	
Plaxis 2D and 3D GeoTechnical Software	Taught by GTL Consultant, 16 BIB employees learned to perform accurate two-dimensional (2D) and three-dimensional (3D) analysis of deformation and stability in geotechnical engineering and rock mechanics.	
Training and Education for the Implementation of the Mineral and Coal Mining Safety Management System (SMKP Minerba)	Conducted by PPSDM – Geominerba Bandung, some 30 BIB employees and contractors receive the mandatory trainings and earned certifications.	
Training - Primary Operational Supervisor (POP) in Mining	Conducted by Allsys Cosultant and LSP PERHAPI (Professional Certification Institute - Indonesia Mining Experts Association), 31 BIB's employees and contractors learned to supervise employees at the executive level and be responsible for the management of health and safety in a mining company, in accordance with the relevant regulations issued by ESDM. Participants received a certification at the end of the course.	

Note: The physical trainings were conducted prior to the COVID-19 pandemic emergency period as announced by the Indonesia authorities on 17 March 2020.

LABOUR RELATIONS

In-house training and development programmes organised by GEMS

GEMS provides both certifications and various training programmes for all employees. Annually, the respective Departmental Heads, together with HR Corporate, HR Business Partner, and the Management would identify new potential leaders or talents within the respective departments. They would also reassess the potential leaders or talents identified in previous years if they continue to meet the criteria as a potential leader or talent. GEMS continues to encourage all employees, regardless of their grades and their responsibilities to attend various certification programmes, such as Science, Technology, Engineering & Management, Legal, General Management, and HSE. Due to the COVID-19 situation, the certification programmes are temporary put on hold since mid-March 2020 until the situation improves.

Besides certification programmes, GEMS has various leadership training courses for different grades and levels of employees.

Programme	Description
Graduate Development Programme ("**GDP**")	The main focus of GDP is to provide training to these class of employees to lead and manage both themselves and front-line employees to effectively discharge their duties. *Target group of employees: Supervisors or Team Leaders*
Management Development Programme ("**MDP**")	This programme focuses on providing these employees with knowledge on how to effectively lead and manage their employees (individually) for implementing workflow. *Target group of employees: Section Heads*
Executive Competency Development Programme ("**ECDP**")	The ECDP's main focus is to provide necessary training and development on how to effectively lead and manage teams. *Target group of employees: Department Heads*
Leadership Development Programme ("**LDP**")	The focus of the LDP is to ensure that this class of employees can lead and manage potential leaders and employees within the division. The LDP will align the division heads to the 5 pillars of knowledge – Finance, Legal, Information Technology, Science & Engineering and General Management. *Target group of employees: Division Heads*
Senior Leadership Development Programme ("**SLDP**")	The main focus of SLDP is to ensure this class of employees have the ability on leading and managing the entire business unit and its human capital, think strategically and develop business acumen. *Target group of employees: Heads of Business Unit and Section Unit or above*

LABOUR
RELATIONS

Performance[18]

The training hours in BIB, which comprises training provided to our staff, middle management (including supervisors) and senior management decreased from 8,736 hours for 141 participants in FY2019 to 5,280 hours for 75 participants in FY2020. The decrease in training hours are due to the COVID-19 pandemic situation, as certain trainings are not feasible to be conducted virtually. The following figures highlight our average training hours per employee from FY2018 to FY2020.

Figure 35: Average training hours by geography
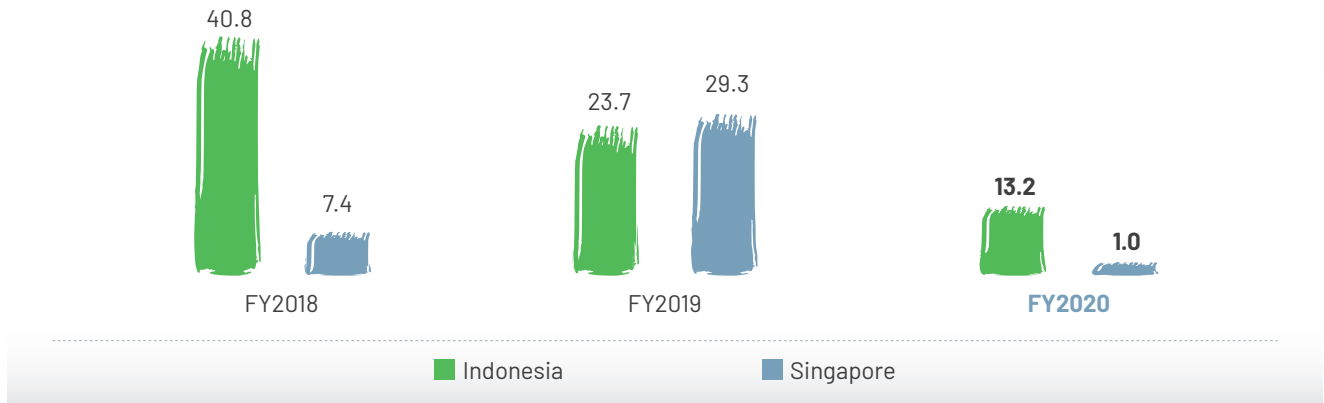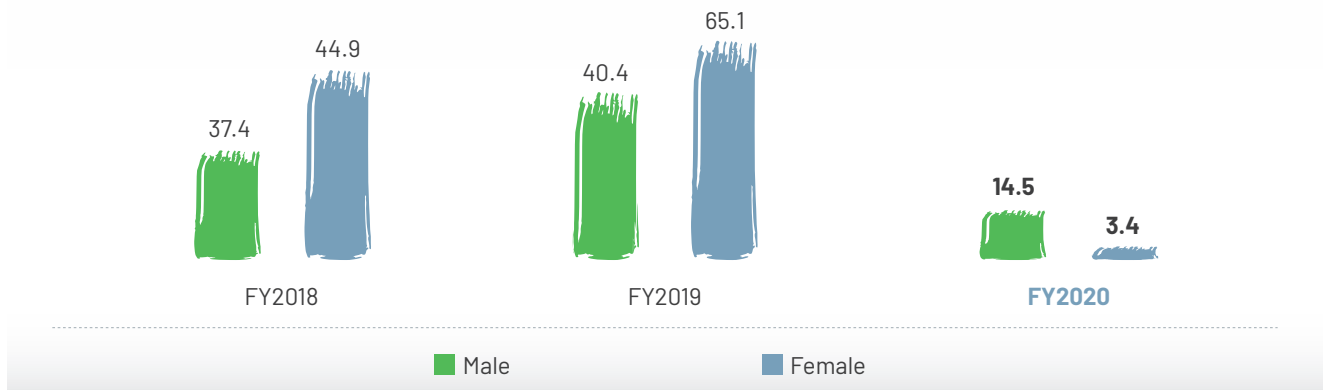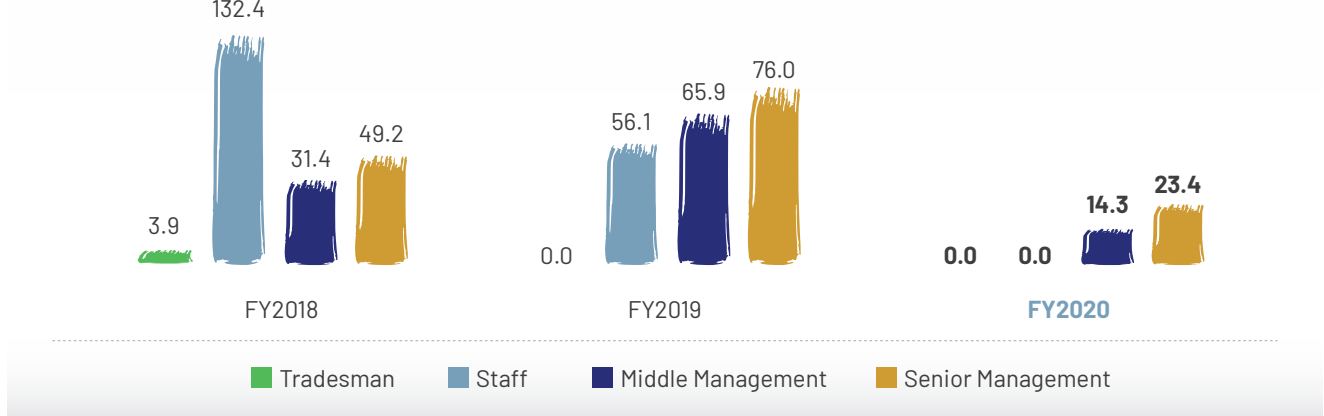

Figure 36: Average training hours by gender

Figure 37: Average training hours by employment category

[18] FY2019 average training hours has been restated for more accuracy.

LABOUR
RELATIONS

At GEAR, we believe that a harmonious relationship between the employee and his supervisor is the key to building a strong foundation of good working values and ethics. We highly encourage all employees and workers to embrace open communication and dialogue. We have in place GEMS' Labour Relations Management Policy to manage this aspect, as highlighted in the figure below.

Figure 38: GEMS' Labour Relations Management and Recruitment Policies

Labour Relations Management Policy

GEMS has in place a Labour Relations Management Policy which is in line with the main principles of GEAR and shows how GEMS places a high emphasis on the welfare of its employees. The policy is also enforced, with hopes of achieving 3 main targets:

1. Reinforce and clarify the rights and obligations of the employer and its employees

2. Better guarantee the rights and obligations of the employer and its employees

3. Maintain and enhance a prolific working relationship between the employer and its employees

Recruitment Policy

GEMS has in place a recruitment policy for employees aged above 18 years old. The recruitment policy ensures that all employees meet the requirement for the position and does not have any competing or conflicting interests.

Counselling and Resolution of Workers' and Employees' Complaints Policy

BIB has a policy in place which aims to resolve any form of conflict or complaint at work at an early stage. There are three main principles behind this policy:

1. Every supervisor must be open to listening to problems experienced by or complaints from his or her subordinates relating to work; or relationships between colleagues.

2. Every subordinate must be open to receive inputs/suggestions relating to the problems identified.

3. In certain cases, complaints can also be conveyed through the Human Resource Department, after which the Industrial and Employee Relations Department to follow up with the cases.

All employees have direct access to and are encouraged to communicate with the Human Resources Department. In cases where the supervisors are unable to resolve the issue, the matter will be escalated to GEAR's Industrial and Employees Relations Team. Our Industrial and Employees Relations Team handles disputes professionally and ensures that a common understanding and acceptable solution is reached among the relevant parties involved.

In the event of a significant change in operational activity that may affect GEAR's or BIB's employees, our practice is to provide a minimum one month notice period in advance. BIB fully complies with Indonesian labour laws, and this is reflected through annual audits conducted by the Ministry of Manpower and Transmigration.

LABOUR
RELATIONS

At GEAR, GEMS and BIB, numerous programmes and Standard Operating Procedures ("**SOPs**") have been implemented to support our employees and ensure their well-being is taken care of, as highlighted in Table 4 below.

Table 4: Key programmes and SOPs implemented

	Programme and SOPs
GEAR	During GEAR's biannual townhall meetings, the Group CEO, or his nominee, provides general updates on GEAR's operations objectives and business strategies, followed by respective heads of department who will provide an update on their department's performance and their departmental objectives. Employees are also invited to share their thoughts and insights on how their work processes could improve in following year.
GEMS (SOPs also applicable to BIB)	*GEMS Human Resource 5-year Plan* GEMS has in place a Human Resource 5-year plan, which spans from 2017-2022. The main goal is to create an agile and efficient workforce and organisation to support the corporate strategy. Through this, the objective is to support both growth and productivity strategies. *GEMS Grievance Mechanism* GEMS has a 7-step grievance mechanism for all employees, which provides a clear and transparent framework for addressing any form of grievance found in the workplace. This is to ensure that all disputes will be settled to ensure a harmonious relationship between the employees and their supervisors. *GEMS Training and Development Programmes* GEMS has in place leadership training and development programme for all the employees. Although employees are highly encouraged to develop initiative in attending these training and development programmes, their supervisors may also recommend the necessary training and development programmes to reconcile knowledge and competency gaps of their employees. *GEMS Annual Townhall Meeting* GEMS hold annual townhall meeting at the corporate level to discuss its strategic and business objectives, as well as expressing gratitude from the management to employees at site in ensuring sustainable operation. To help employees cope with the COVID-19 pandemic situation, the townhall meeting was focused on counselling employees on topics such as the importance of working from home and staying safe and healthy. Employees are also encouraged to provide their views about work and any issues that they may encounter.
BIB	*BIB Counselling and Resolution of Workers' and Employees' Complaints Procedure* BIB has a Counselling and Resolution of Workers' and Employees' Complaints Procedure which aims to help in the early detection of any complaint or problem that the Human Resource Department at BIB could help to resolve and prevent it's reoccurrence. *BIB Monthly and Annual Townhall Meetings* BIB holds 2 different townhall meetings – monthly and annually. During the monthly townhall meetings with the employees, BIB's Business Unit Head touches on, amongst others, the performance of BIB and the safety aspects at site which reinforces employees' awareness of the importance of staying safe. In addition, all employees are given a chance to air their grievances, if any, and how they think they could improve their work processes. During the annual year-end townhall meetings with the employees, the Mining Head of BIB will express gratitude to all employees and inform the team the operational objectives for the next year. While business strategy and operational objectives are also covered, the Mining Head also takes this opportunity to recognise the effort of our employees that allowed BIB to be one of Indonesia's leading energy coal mining operations.

Performance

GEAR is proud to announce that in FY2020, there were zero cases of strikes and lockouts. This clearly reflects and indicates the positive working environment and relationships which have been fostered within our working community.

MINIMISING ADVERSE ENVIRONMENTAL IMPACT AND STRENGTHENING CLIMATE RESILIENCE

ABOUT THIS IMPACT AREA

This impact area demonstrates our commitment to be a sustainably driven company, aligning with our mission pillar of operating our mines responsibly, sustainably and safely with measures to minimise our impact to our environment.

Material Matters under this impact area	Sub-matters	UN SDGs aligned to this impact area
ENVIRONMENT	Air Quality Management Energy Consumption Greenhouse Gas Emissions Solid Waste Management Land Management Water Resource Management	

NURTURING THE ENVIRONMENT

WHY IS THIS IMPORTANT TO GEAR?

Due to the nature of our operations, our sector has high impact on the environment from air pollution, waste generation, land use and GHG emissions. We, at GEAR, take a strong stand in minimising impact to the environment that we operate in and are committed to carrying out our operations in a responsible and sustainable manner.

POLICY/MANAGEMENT SYSTEM

- ISO 14001:2015 Environmental Management System attained by BIB in December 2018[19] and managed by GEAR's HSE Department
- BIB's Mining Safety and Environmental Protection Policy
- GEMS' Waste Dumping Policy
- GEMS' Land Reclamation Policy
- BIB Hazardous Solid Waste Disposal Policy

UN SDG ALIGNMENT

[19] BIB passed the FY2020's external audit for the existing ISO 14001:2015 certificate attained in FY2018.

SAFETY PERFORMANCE HIGHLIGHTS FOR FY2020

75% compliance with local air quality regulations

5% increase in fuel energy intensity from 0.19 GJ/tonne in FY2019 to 0.23 GJ/tonne in FY2020

Increase in electricity usage intensity from 0.17 kWh/tonne in FY2019 to **0.58** kWh/tonne in FY2020

100% compliance with local effluent discharge limits

63.5 ha of land rehabilitated in FY2020

FY2020 TARGETS PARTIALLY ACHIEVED

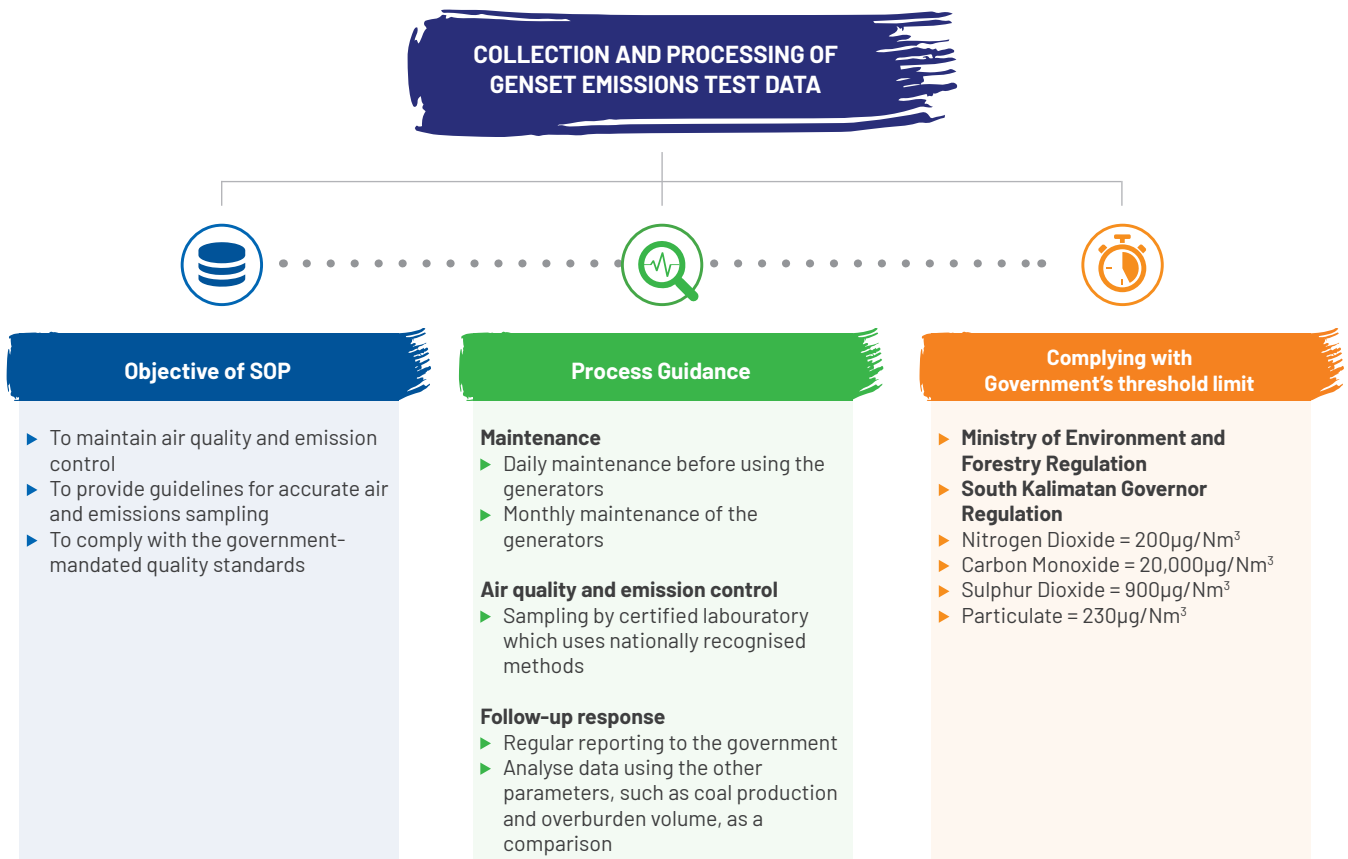| Target	Status	UN SDG
Air Quality for nitrous oxide, sulphur dioxide and carbon monoxide **below** government limits; and above for total suspended particulate emissions.	Partial	UN SDG 3.9 UN SDG 12.4
Did not meet land reclamation target of 87.28 hectares.	Not met	UN SDG 15.2
All effluent parameters **under** the upper limit set by the local government	Achieved	UN SDG 6.3

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AIR QUALITY MANAGEMENT

GEAR places great importance in ensuring the quality of air from our operations does not adversely affect the communities living near our concession areas, or the surrounding environment. We have taken stringent measures to prevent the release of harmful gases above regulatory limits as well as to suppress emissions from dust.

At GEAR, it is our aim to not only maintain air quality within the upper limits set by the authorities, but also to ensure good air quality for the neighbouring communities. To do so, we engage a certified independent labouratory to monitor the quality of ambient air in our concession areas. Tests from the labouratory are subsequently submitted every quarter to the Environmental Department of Tanah Bumbu. These tests ensure that emissions released as a by-product of our operations remain at levels deemed safe by the Indonesian government. In 2020, 3 inspections were also carried out by agencies appointed by the local regulatory, with the exception where the local authorities waived the inspection for June 2020 due to the COVID-19 pandemic lockdown. The inspection for FY2020 was last performed on 31 December 2020.

GEAR's SOP on the "Collection and Processing of Genset Emission Test Data" serves to guide the team in measuring emissions from generators.

Figure 39: Collection and Processing of Genset Emission Test Data SOP

COLLECTION AND PROCESSING OF GENSET EMISSIONS TEST DATA

Objective of SOP	Process Guidance	Complying with Government's threshold limit
▶ To maintain air quality and emission control ▶ To provide guidelines for accurate air and emissions sampling ▶ To comply with the government-mandated quality standards	**Maintenance** ▶ Daily maintenance before using the generators ▶ Monthly maintenance of the generators **Air quality and emission control** ▶ Sampling by certified labouratory which uses nationally recognised methods **Follow-up response** ▶ Regular reporting to the government ▶ Analyse data using the other parameters, such as coal production and overburden volume, as a comparison	▶ **Ministry of Environment and Forestry Regulation** ▶ **South Kalimatan Governor Regulation** ▶ Nitrogen Dioxide = 200μg/Nm³ ▶ Carbon Monoxide = 20,000μg/Nm³ ▶ Sulphur Dioxide = 900μg/Nm³ ▶ Particulate = 230μg/Nm³

Performance

In FY2020, GEAR has met the air quality upper limits for NO_2, SO_2 and CO mandated by local government regulations. Due to the COVID-19 pandemic, air quality samples for the second quarter of 2020 were waived in Indonesia. As the Kusan workshop and Makmur mining areas are close to the public roads which are frequently used by other mining companies, the total suspended particulates ("**TSP**") readings for these areas were higher than the regulatory limit. The higher readings were also attributed from the use of a new sampling method, whereby TSP limits were monitored over 24 hours on a windy day, resulting in higher average TSP readings in Kusan workshop and Makmur mining area. Although the public roads which are frequently used by other mining companies do not belong to BIB, but as part of GEAR's environmental efforts, BIB would periodically mobilised water spray trucks to wet these roads to minimise pollution from TSP.

Figure 40: BIB's NO_2 emissions (ambient air) in FY2020 in comparison with the upper limit set by the local government

Figure 41: BIB's SO_2 emissions (ambient air) in FY2020 in comparison with the upper limit set by the local government
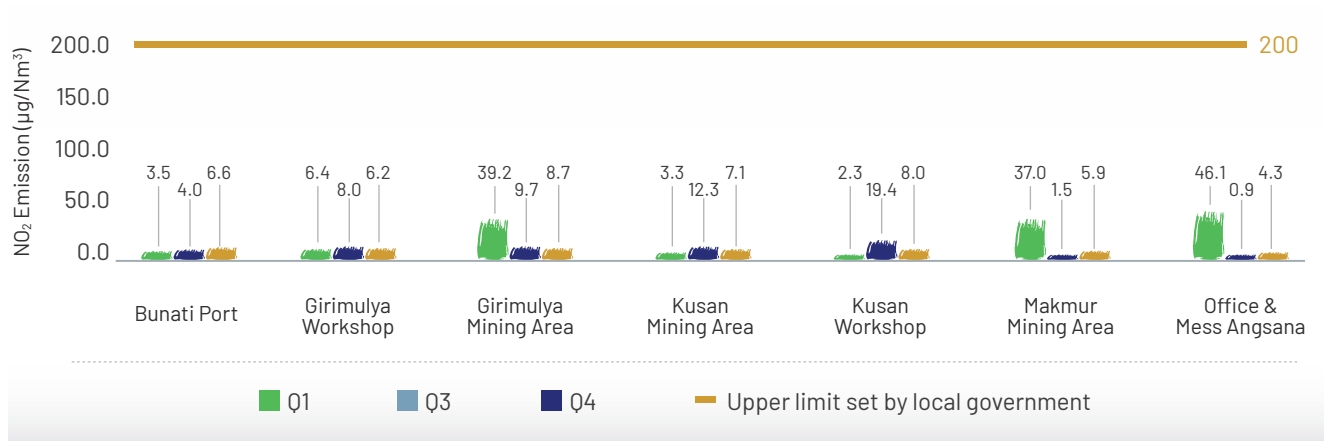

Figure 42: BIB's CO emissions (ambient air) in FY2020 in comparison with the upper limit set by the local government
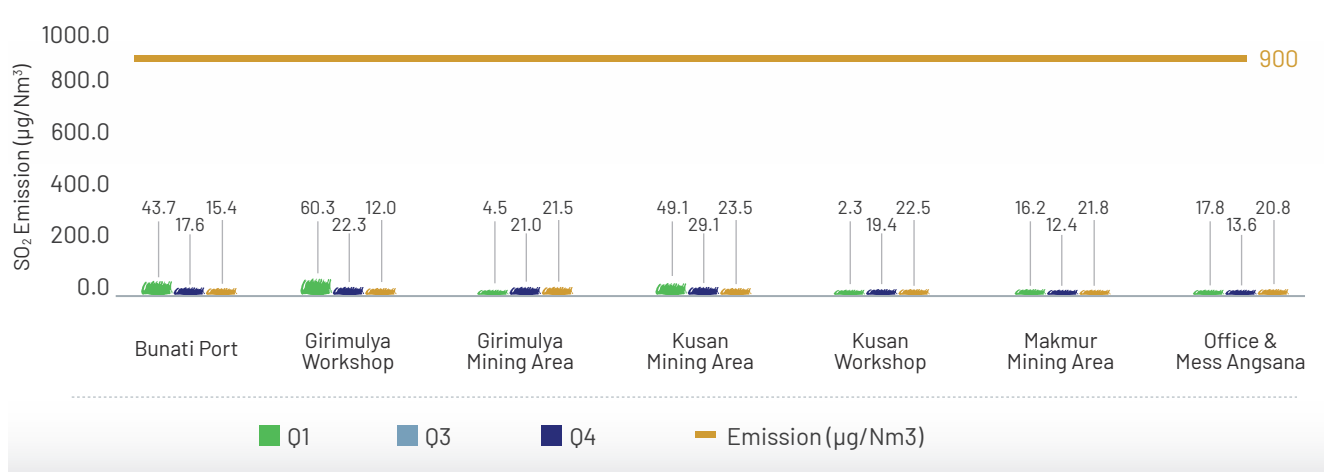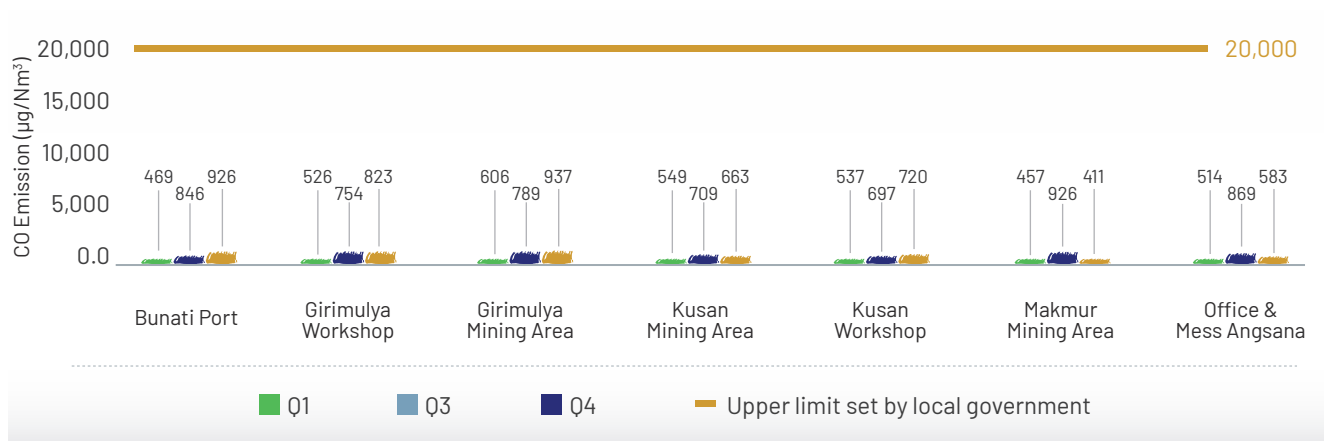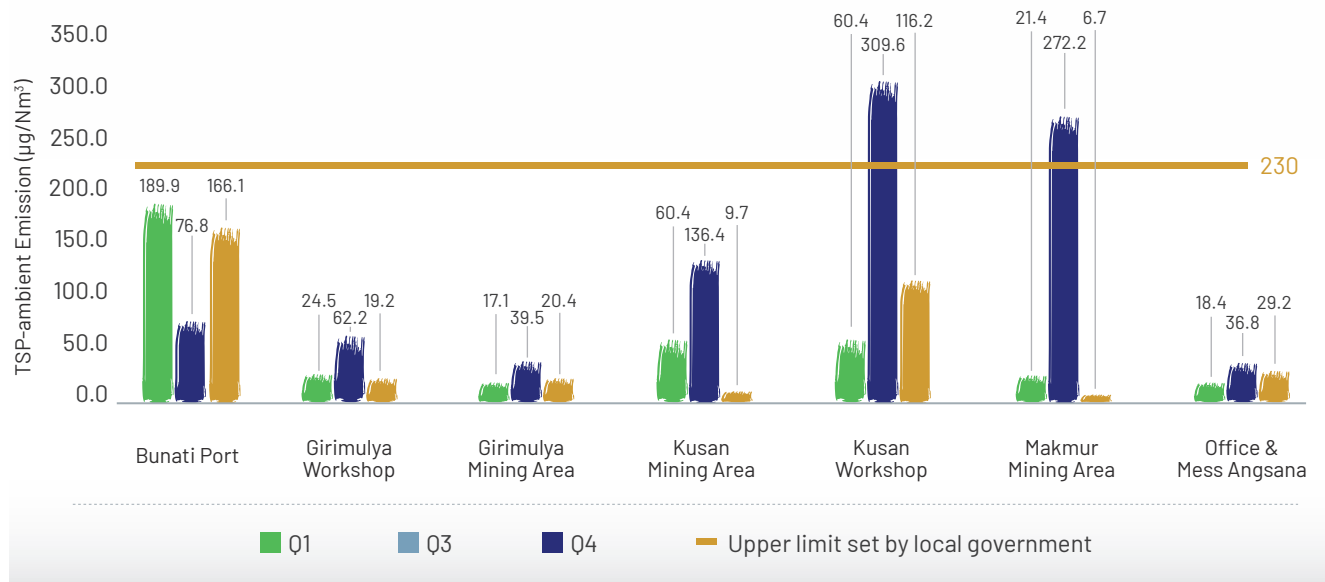
NURTURING
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Figure 43: BIB's TSP-ambient emissions (ambient air) in FY2020 in comparison with the upper limit set by the local government

ENERGY CONSUMPTION AND GREENHOUSE GAS EMISSIONS

Today, climate change has become a critical area of concern for many individuals and organisations around the world. As GEAR recognises the increasing importance of the sustainable use of energy and natural resources, we remain committed to consuming energy in a responsible manner so that we minimise our environmental impact on the planet.

Figure 44: BIB's Mining Safety and Environmental Protection Policy

BIB's Mining Safety and Environmental Protection Policy

In achieving this vision, BIB has a mission to build a corporate culture centred on human resource assets, a superior operational focus and build sustainable growth through high safety standards, the development of good community empowerment programmes, management and strong environmental protection consistently, maintaining biodiversity and undertaking efforts in energy efficiency and recycling waste.

In carrying out this mission, BIB is fully committed to implement this Mining Safety and Environmental Protection Policy. BIB is aware that mining operations have impacts that need to be managed appropriately to ensure the safety of people, operations, equipment, environmental protection, conserving water resources, maintaining biodiversity and undertaking waste recycling efforts.

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BIB attained ISO 14001:2015 Environmental Management System in December 2018, valid till December 2021. In FY2020, an annual external surveillance audit was performed in August 2020, and two inspections were carried out on the robustness of such system, as well as keeping our environmental management system in check. The ISO14001:2015 audit was conducted simultaneously with ISO45001:2018 surveillance audit, and BIB has passed the ISO14001:2015 annual audit with an overall score of 95%.

Act
Take actions to continually improve.

Plan
Establish environmental objectives and processes necessary to deliver results in accordance with BIB's environmental policy.

Environmental Management System

Check
Monitor and measure processes against the environmental policy, including its commitments, environmental objectives and operating criteria, and report the results.

Do
Implement the processes as planned.

Performance[20]

Since FY2019, GEAR has consumed a mixture of petrodiesel, gasoline, B20-graded biodiesel in our operations. B20-graded biodiesel was mandated in 2016 by the Indonesian government to be used in all mining operations. In FY2020, GEAR has also integrated the use of B30-graded biodiesel in our mining operations based on updated government regulations.

In FY2020, GEAR's biodiesel consumption increased by 74.4% as compared to consumption in FY2019, driven by GEAR's strategy to engage larger suppliers with the ability to supply higher-graded biodiesel to our contractors. Overall, total fuel consumption in BIB used by the contractors has increased by 5% due to expansion in production from 28.8 million tonnes in FY2019 to 30.5 million tonnes in FY2020.

Electricity consumption at BIB has also increased from 175.96 TJ in FY2019 to 631.9 TJ in FY2020 as our Bunati Port has been tapping into the grid electricity at 5.5MW capacity instead of using generators that consume fuel. Since September 2019, BIB has connected electricity generated from its Bunati Port's generator sets to PLN (Indonesian government-owned electricity distribution corporation), therefore leading to the increase in electricity consumed in FY2020.

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[20] BIB's energy consumption data has been restated for FY2018 and FY2019. For fuel, there is a restatement for FY2019 data for more accuracy.

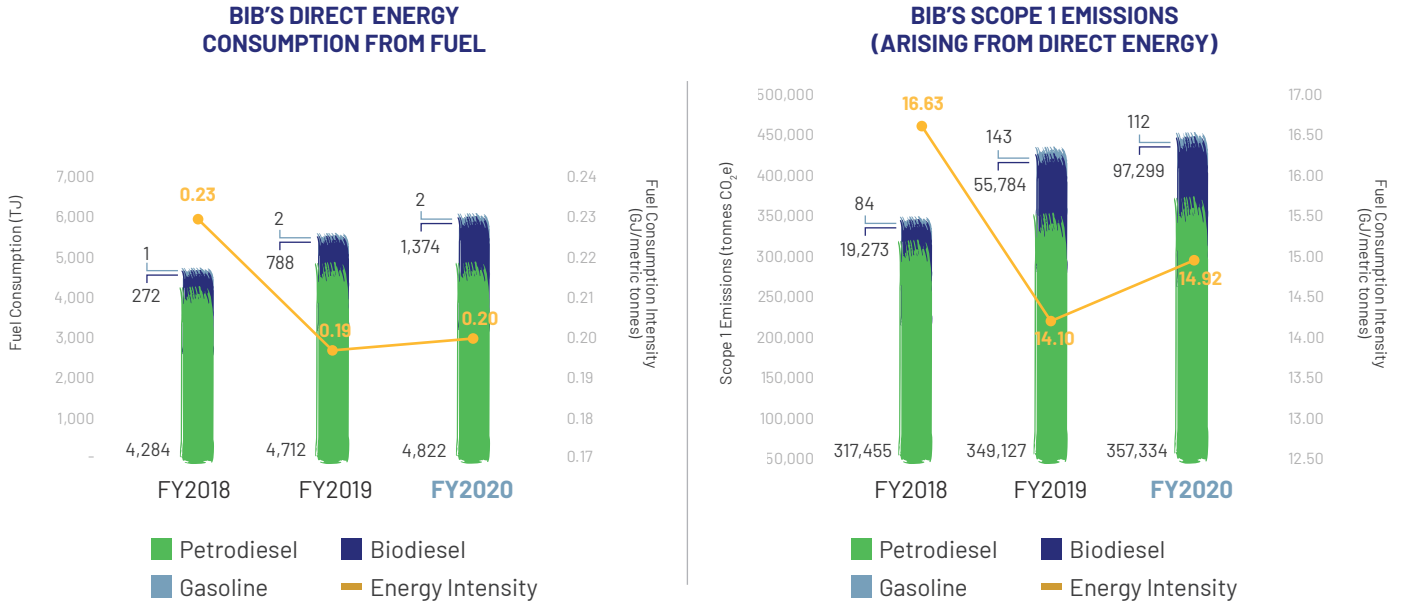Figure 45: BIB's direct energy consumption from fuel and scope 1 emissions arising from direct energy

BIB'S DIRECT ENERGY CONSUMPTION FROM FUEL

BIB'S SCOPE 1 EMISSIONS (ARISING FROM DIRECT ENERGY)

Figure 46: BIB's electrical energy consumption (left) and scope 2 emissions arising from grid electricity usage (right)

BIB'S ELECTRICAL ENERGY CONSUMPTION

BIB'S SCOPE 2 EMISSIONS (ARISING FROM GRID ELECTRICAL ENERGY)
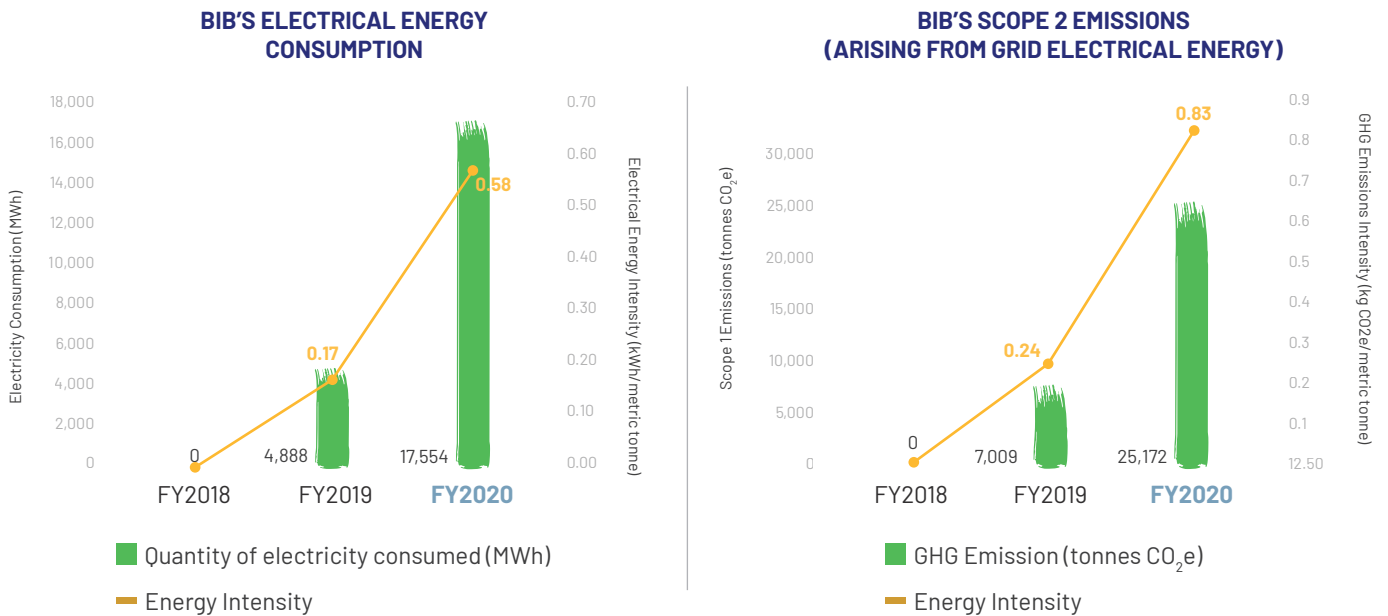
NURTURING
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Acknowledging the importance of the need to reduce both our energy intensity and greenhouse gas emissions due to their impact on the environment, we constantly implement new measures with the aim of minimising our environmental impact.

Dropdown Hopper

A dropdown hopper was completed in late 2019 with operations commencing in 2020 in the mine's stockpile area at Bunati Port. A tunnel was constructed beneath the stockpile and is equipped with a hopper and a conveyor belt which transfers the dropdown coals from the stockpile to the barge loading system. Instead of using 4 excavators to drop the coal to the hopper which is placed on the ground, the new system deploys only a loader. Each of the excavator consumes the same amount of biodiesel as the loader. This resulted in an increase in our fuel consumption efficiency, which in turn reduces greenhouse gas emissions released into the environment.

Truck Loader Conveyor System

In July 2020, BIB started a trial run on the truck loader conveyor system near the pit to optimise the transportation of coal. Instead of using up to 3 biodiesel wheel loaders to transport and load the coal to the trailer trucks, the conveyor system can now transport the coal from the stockpile and load the coal to the double trailer trucks. Through the use of this system, logistic process has become more efficient and at the same time reduce energy consumption required to perform the same task.

Compression of Contaminated Solid Waste Material

BIB has installed a SUCO SOMAT machine to compress solid B3 waste materials so as to allow the volume of the waste material to be reduced before the contractor collects them for disposal. This allows for more waste to be loaded onto the contractors' trucks, thereby reducing the amount of trips needed, which in turn reduces the amount of greenhouse gas emissions released by the trucks.

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SOLID WASTE MANAGEMENT

Management of solid wastes including waste rocks, tailings and other solid wastes are important factors in GEAR's commitment to reduce the negative impacts arising from mining in our areas of operations. GEAR is committed to safeguarding our surrounding communities and the environment by rehabilitating the land we use for mining purposes.

The process used by GEAR's personnel in collecting, transporting and safely treating solid waste is outlined in GEAR's Waste Dumping Policy. The Waste Dumping Policy ensures the necessary processes are followed to restore land and alleviate any negative effects caused by mining operations to human safety and the surrounding environment.

Furthermore, BIB's Hazardous Solid Waste Disposal Policy is more stringent than the national standard regulated by the Ministry of Environment and Forestry for hazardous waste disposal. While government regulations mandate that the vendor collects hazardous waste every 90 days, at BIB, its Hazardous Solid Waste Disposal Policy ensures waste is collected every month to prevent overload in the storage building.

Figure 47: Elements of GEMS' Waste Dumping Policy

ELEMENTS OF GEMS' WASTE DUMPING POLICY

1 Two ways of dumping solid-waste

1. Direct dumping - dumping of material using a haul truck at the dump crest.

2. Indirect dumping - dumping of material using a haul truck at a safe distance away from the dump crest, to be pushed by a dozer towards the dump crest.

2 Identification of potentially acid forming ("**PAF**") and non-acid forming ("**NAF**") substances

- PAF should not be placed at the ground surface.

- NAF may be used to encapsulate PAF, with a minimum thickness of 10 meters.

3 Mud is to be mixed with other material prior to dumping, to maintain slope stability.

4 Overburden and other waste can only be dumped at specific dumping locations as assigned by the Mine Planning and Development ("**MPD**") Department, considering geotechnical and geoengineering considerations.

- Overburden is to be reused for land reclamation before rehabilitation works are carried out.

5 The active and inactive dumping areas are to be monitored by our geotechnical engineers at all times to prevent landslides.

Figure 48: BIB Hazardous Solid Waste Disposal Policy

BIB Hazardous Solid Waste Disposal Policy

BIB conforms to the national standard regulated by the Ministry of Environment and Forestry.

Registered and approved vendor will collect the material locked in the storage building every month to prevent overload.

We place high emphasis on solid waste material as we understand that negative impacts may arise as a result of mining in areas of our operations. In addition to our various policies in place, GEAR constantly seeks to implement new equipment and use of technology to address solid waste materials produced at our mining sites.

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Performance

In FY2020, GEAR rehabilitated approximately 63.5 hectares of land using 13,810,907 Bank Cubic Meters ("**BCM**") of overburden. Overburden primarily consists of clay, silt and sandstone extracted during coal mining operations. In addition, our total cumulative overburden at BIB was measured to be 109,622,175 BCM in FY2020 – a decrease from 123,526,934 BCM in FY2019 due to change in mine planning. Some of the changes in mine planning include focusing on coal hauling from areas with lower strip ratios for BIB to continue to be sustainable since the onset of decreasing energy coal price index amidst the slowdown in global economies.

GEAR plans to use the remaining overburden of 101,000,000 BCM for reclamation and rehabilitating 90.58 ha areas in FY2021. The overburden is directly disposed at landfills using dump trucks and is monitored by engineers to ensure an even spread of the overburden in landfill sites.

GEAR employs a contractor to dispose of hazardous and non-hazardous waste at BIB. In FY2020, the total weight of hazardous waste such as used lubricants, used rags, decreased to 1,402,147 kgs from 2,132,022 kgs in FY2019. The total weight of non-hazardous waste such as tyres, scrap steel, displayed an increase from 611,660 kgs in FY2019 to 889,420 kgs in FY2020. As part of our continued initiatives to empower local communities under our initiatives for fisheries, we have recycled approximately 15,000 kgs of tyres to be reused as rumpon to replicate natural habitats for fishes.

Year	Volume of overburden (BCM)
FY2018	98,727,410
FY2019	123,526,934
FY2020	109,622,175

Table 5: Breakdown of hazardous and non-hazardous waste at BIB

Hazardous waste	Disposal method	Weight (kg) in FY2019	Weight (kg) in FY2020
Used Lubricant	Recycling	1,606,871	1,279,124
Used Rags	Incineration	2,100	1,100
Used Grease	Incineration	242,031	11,751
Used Filters	Incineration	182,432	68,778
Used Hose	Incineration	85,668	12,350
Used Automotive Batteries	Recovery	12,920	29,044

Non-hazardous waste	Disposal method	Weight (kg) in FY2019	Weight (kg) in FY2020
Tyre	Recycling	403,000	608,920
Scrap steel	Recycling	203,000	274,380
Paper	Reuse	3,550	4,800
Plastic	Landfill	2,110	1,320

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LAND MANAGEMENT

At GEAR, we value the land we operate in and recognise the importance of restoring the areas we operate in for the benefit of our local communities and environment. We aim to restore land affected by our mining operations back to their original state and are committed to ensuring that no long-term environmental side effects could potentially endanger our people.

GEAR has in place the required government permissions for our mining operations such as the License to Borrow and Use of Forest Areas (Izin Pinjam Pakai Kawasan Hutan or "**IPPKH**"). As we recognise the value of lands to the health and economic development of our local communities, it is important for GEAR to restore land that was used for mining purposes. We also understand the importance of the ecosystem and are committed to protecting the biodiversity in the lands in which we operate.

Figure 49: BIB's Land Reclamation and Biodiversity Protection Policies

BIB'S LAND RECLAMATION POLICY

- Mined land shall be returned to its original state and/or its intended purpose.
- The size of reclaimed area shall be equal to the size of mined area.
- Top soil shall be stored appropriately for post-mining revegetation purposes.
- Reclamation process shall be monitored and managed to happen as planned.
- Disruptions to drainage patterns due to mining activities shall be rectified.
- Erosion shall be minimised during and after the reclamation process.
- Revegetation shall be done using the plant species as listed on the Environment Management Plan that is submitted to ESDM.
- During reclamation, the road access to the reclaimed area shall be closed.

BIB'S BIODIVERSITY PROTECTION POLICY

- Protect biodiversity using the ecosystem and species approaches in the working areas of BIB.
- Provide human resources with sufficient competencies to carry out conservation and protection of biodiversity.
- Conduct in-situ and ex-situ conservation in the area of BIB, including protection and preservation of mangrove forests and coral reefs with a survival rate of > 50%.
- Report the status of the biodiversity index of 0-2 per semester.
- Encourage all stakeholders of BIB to support and carry out biodiversity protection programmes to enhance social and environmental responsibilities.
- Support the development of the national strategies and action plans on the protection and utilisation of biodiversity.
- Utilise biological components for the sustainability and protection of biodiversity.
- Facilitate the development of science for biodiversity protection educational institutions and communities.
- Facilitate the participation of local and indigenous communities in the protection and utilisation of biological resources in a sustainable, fair and equitable manner.
- Institutionalise the community-based biodiversity protection management.

GEAR has in place a comprehensive mine closure and reclamation plan which is developed by working closely with feedback and approval from ESDM. Internal and external audits are further conducted alongside peer benchmark studies prior to commencing mining activities. The mine closure plan also serves as a blueprint for rehabilitation efforts. A step by step guide of the process is detailed in Figure 50.

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Figure 50: Evaluation of land management approach

1 INTERNAL AUDIT/VERIFICATION

The Environment Department inspects and monitors the progress of land management yearly.

2 EXTERNAL AUDIT/VERIFICATION

The progress of reclamation is evaluated in terms of quantity and quality.

3 BENCHMARKING TO SIMILAR MINING COMPANY

The practices of BIB are compared with other practices applied by other mining companies. We try to adopt the best practices wherever possible and review current practices to achieve better results.

4 STAKEHOLDER FEEDBACK

ESDM (Mineral and Coal Division) inspects and verifies BIB's site before the deposit fund is transferred back every year. We will then follow up with the verification report and improvements will be taken into consideration.

Performance

GEAR's Mine Closure and Reclamation Plan provides guidance to reclaim and rehabilitate approximately 80% of land disturbed from our mining operations. The five-year Mine Closure and Reclamation Plan is on track with 63.50 ha of land rehabilitated in FY2020 and 124.11 ha of land rehabilitated in FY2019. GEAR was unable to meet our FY2020 rehabilitation target of 83.94 ha set in 2018 as BIB has not received the License to Borrow and Use of Forest Areas[21] from the Ministry of Environment and Forestry, for the additional reclamation area applied. The ability of any mining company to meet its rehabilitation and reclamation targets are subjected to the readiness of the area to be rehabilitated or reclaimed. In FY2020, our total land reclamation area is 620.76 ha, compared to 557.26 ha in FY2019. An independent audit in FY2019 conducted by Coal & Mineral office inspectors on BIB's reclamation progress showed no findings of non-compliance.

Overall, in FY2020, GEAR received a score of 54.86% from ESDM for our rehabilitation efforts in FY2020 and we have met the criteria for our first year of evaluation by ESDM on our rehabilitation area in BIB. Our total cumulative disturbed area (land that is not yet rehabilitated) in FY2020 increased to 3,676.23 ha from 2,819.26 ha in FY2019.

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[21] BIB is currently in discussion with the Ministry of Environment and Forestry to expedite the issuance of the forest area borrow-to-use permit.

NURTURING
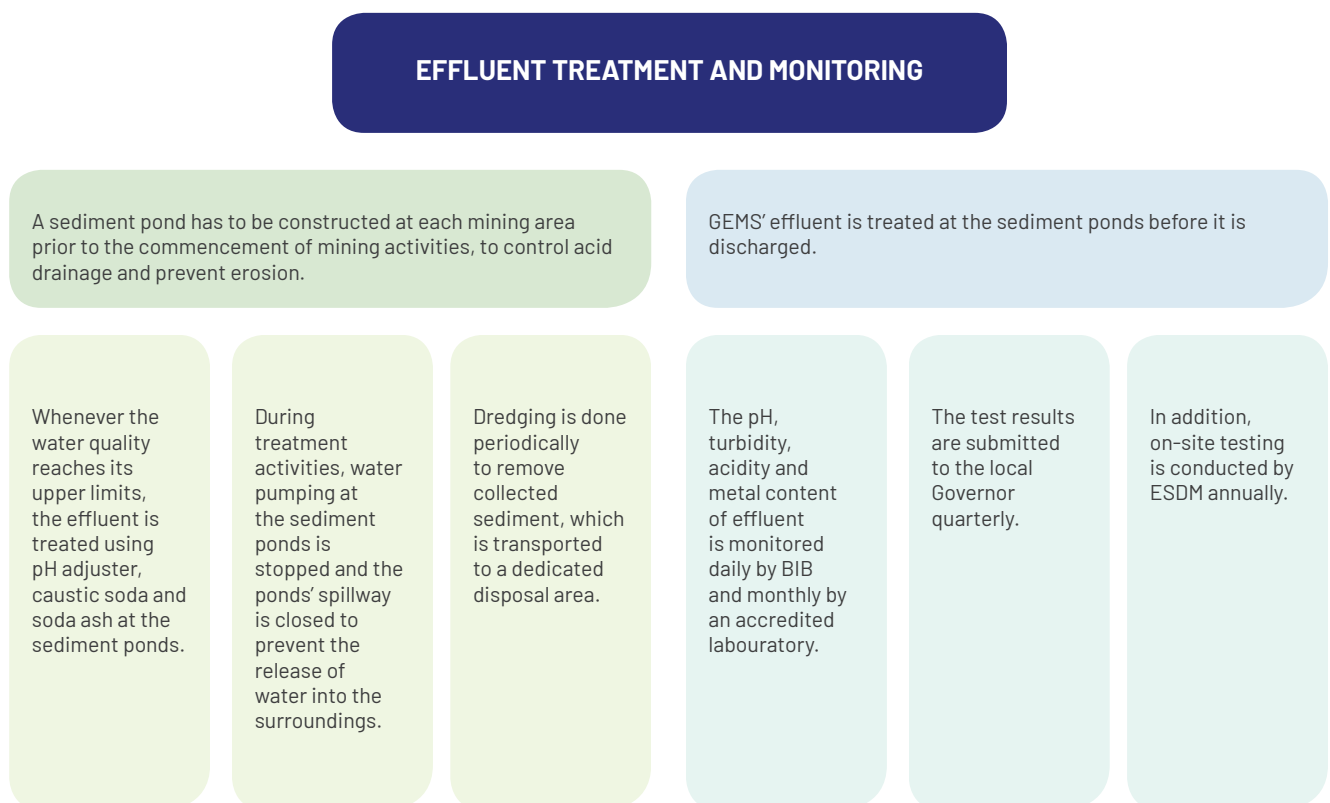# THE ENVIRONMENT

WATER RESOURCE MANAGEMENT

Untreated effluents from mining operations can cause serious health, safety and environmental damage. As such, GEAR takes very seriously the responsibility in ensuring that effluent discharges remain well within regulatory limits and do not cause any harm to our communities.

GEAR has in place effluent treatment and monitoring processes taking into account necessary regulations of effluent limits set by the local government. A key SOP as part of GEAR's effluent monitoring process, is to treat and measure the quality of the effluents before releasing into the surrounding water bodies. GEAR works with an external labouratory every month to conduct tests on our treated effluents, ensuring that our effluents remain well within regulatory limits.

In the case of grievances, BIB's External Relations Department was formed to provide an open channel for local communities to voice any grievances or feedback on our operations. We had zero grievances in FY2020.

BIB noted that in 2020, South Kalimantan experienced extreme rainfalls due to the La Nina weather pattern, where rainwater was 40% higher than expected. To mitigate negative impacts to the environment and surrounding communities residing near the rivers, BIB added more sediment ponds surrounding its mining areas.

Figure 51: BIB's approach towards effluent management

EFFLUENT TREATMENT AND MONITORING

A sediment pond has to be constructed at each mining area prior to the commencement of mining activities, to control acid drainage and prevent erosion.

GEMS' effluent is treated at the sediment ponds before it is discharged.

Whenever the water quality reaches its upper limits, the effluent is treated using pH adjuster, caustic soda and soda ash at the sediment ponds.

During treatment activities, water pumping at the sediment ponds is stopped and the ponds' spillway is closed to prevent the release of water into the surroundings.

Dredging is done periodically to remove collected sediment, which is transported to a dedicated disposal area.

The pH, turbidity, acidity and metal content of effluent is monitored daily by BIB and monthly by an accredited labouratory.

The test results are submitted to the local Governor quarterly.

In addition, on-site testing is conducted by ESDM annually.

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Performance

GEAR has ensured in FY2020, that all our effluent parameters are under the upper limit set by the local government, as demonstrated in the figures below.

Figure 52: BIB's effluent's average total suspended solids ("TSS") in comparison to the upper limit set by the local government in FY2020
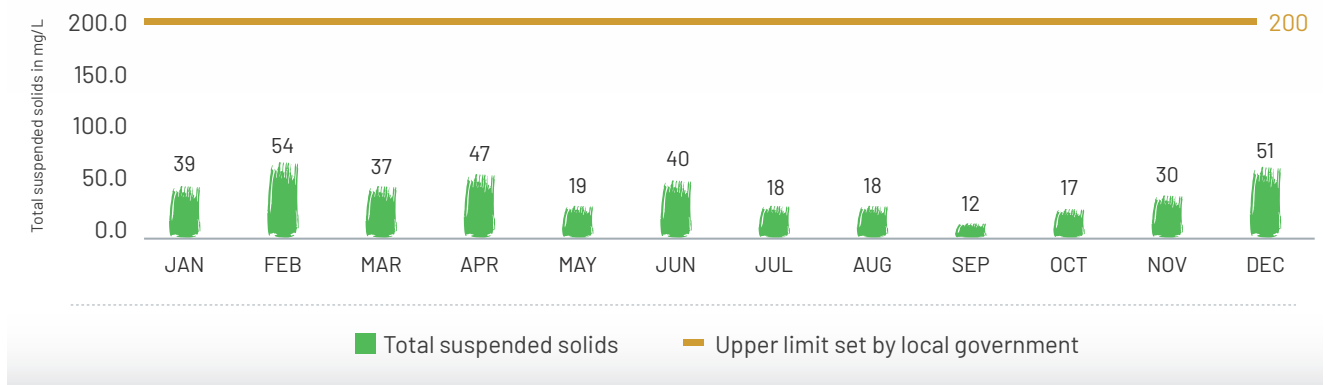

Figure 53: BIB's effluent's average pH value in comparison to the upper and lower limits set by the local government in FY2020
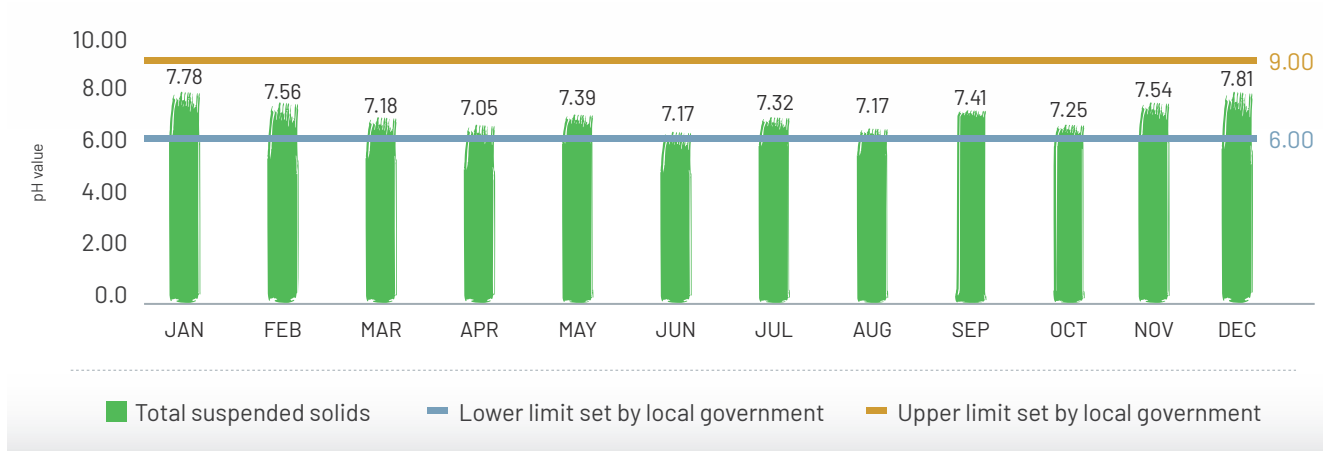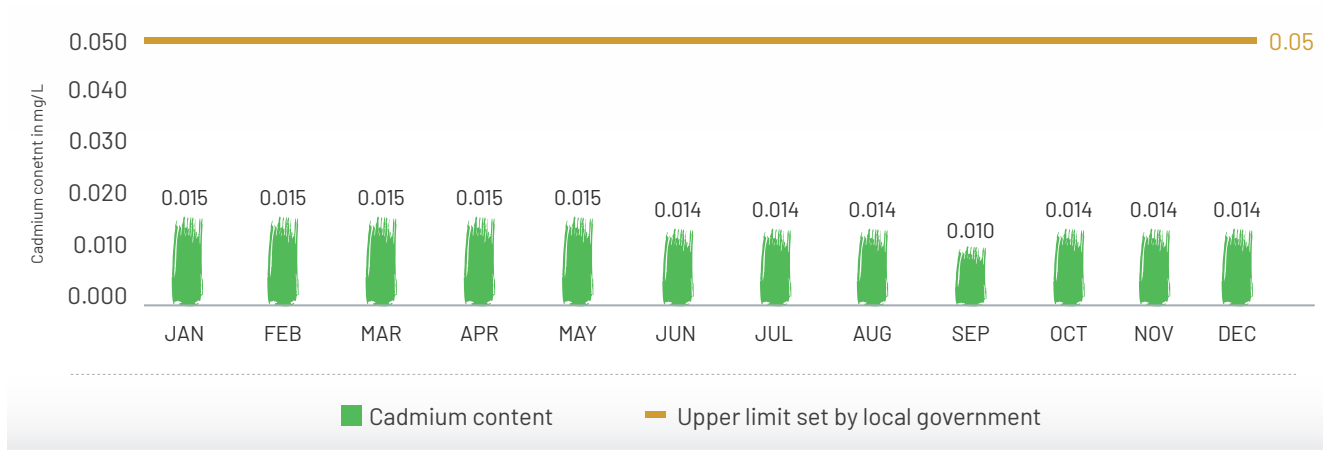

Figure 54: BIB's effluent's average pH value in comparison to the upper and lower limits set by the local government in FY2020

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Figure 55: BIB's effluent's average iron content in comparison to the upper limit set by the local government in FY2020
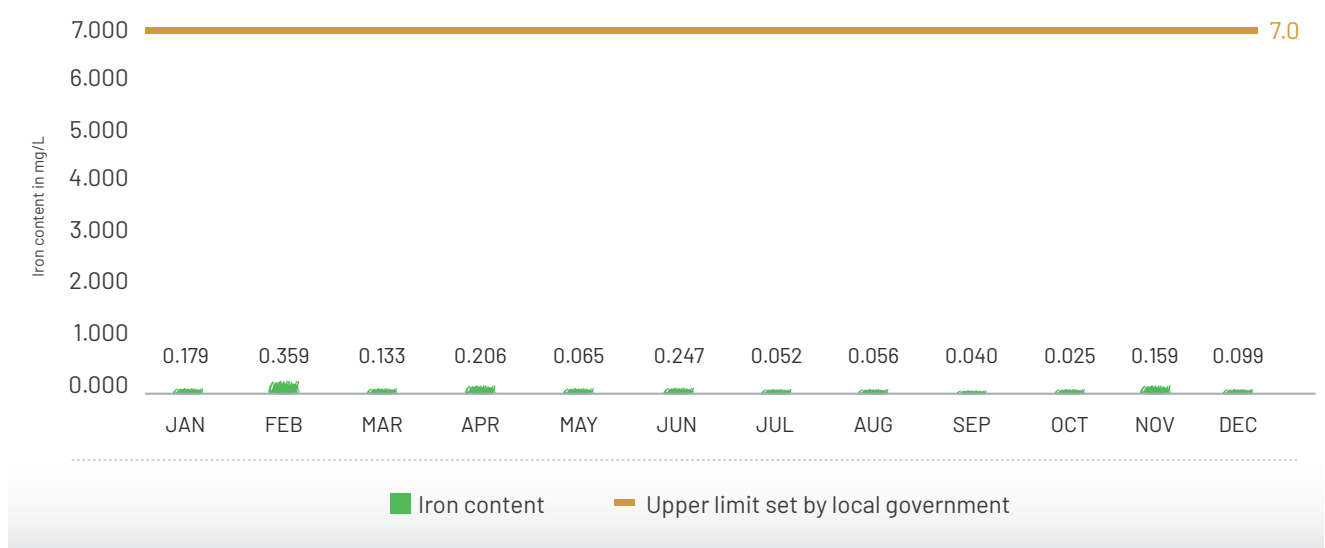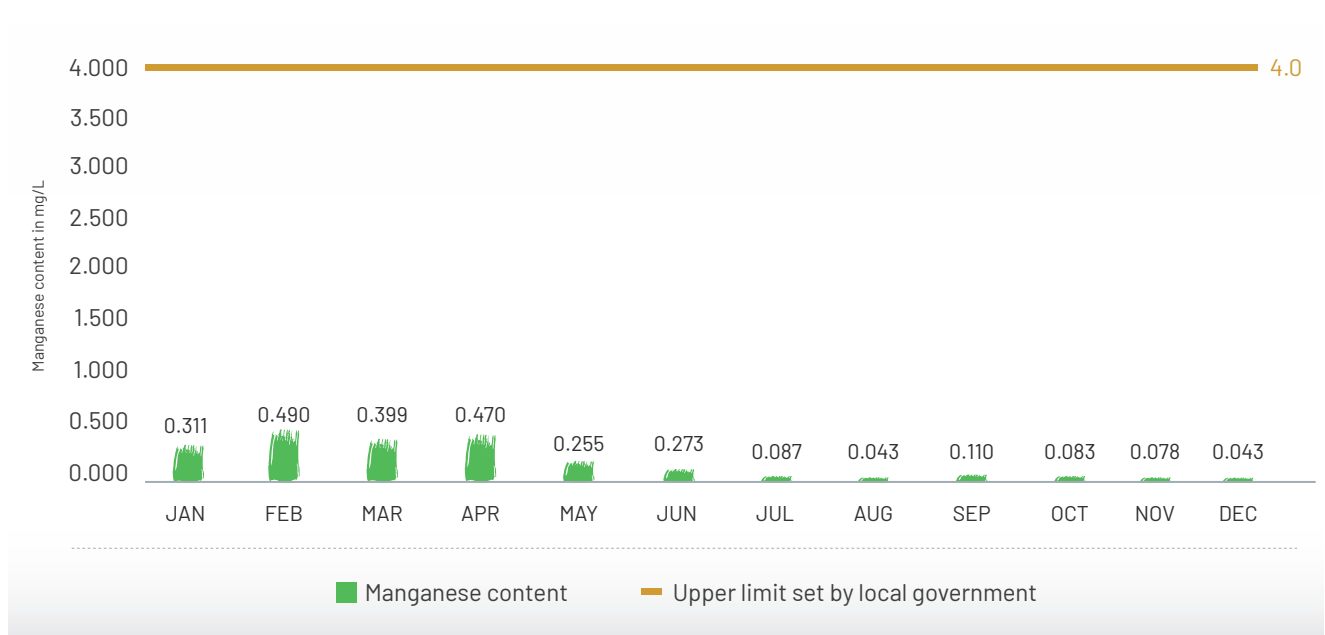

Figure 56: BIB's effluent's average manganese content in comparison to the upper limit set by the local government in FY2020

Monitoring and managing environmental data with Siro-B

GEAR's Mine Closure and Reclamation Plan provides guidance to reclaim and rehabilitate approximately 80% of land disturbed from our mining operations. The five-year Mine Closure and Reclamation Plan is on track with 63.50 ha of land rehabilitated in FY2020 and 124.11 ha of land rehabilitated in FY2019. GEAR was unable to meet our FY2020 rehabilitation target of 83.94 ha set in 2018 as BIB has not received the License to Borrow and Use of Forest Areas[20] from the Ministry of Environment and Forestry, for the additional reclamation area. In FY2020, our total land reclamation area is 620.76 ha, compared to 557.26 ha in FY2019. An independent audit in FY2019 conducted by Coal & Mineral office inspectors on BIB's reclamation progress showed no findings of non-compliance.

Overall, in FY2020, GEAR received a score of 54.86% from ESDM for our rehabilitation efforts in FY2020. Our total cumulative disturbed area (land that is not yet rehabilitated) in FY2020 increased to 3,676.23 ha from 2,819.26 ha in FY2019.

Since January 2020, GEAR has integrated the use of Siro-B, a web application that uses geographic information system (GIS) technology to monitor and manage environment at our BIB's mining site. Siro-B provides GEAR with a comprehensive dashboard of centralised environmental data complete with visual reports that support with the management, innovation and monitoring. In future, GEAR aims to upgrade Siro-B to a mobile application accessible by our environmental team on their smartphone devices, to facilitate real-time reporting of environmental data.

NURTURING
THE ENVIRONMENT

In addition, BIB implemented several other improvement programmes to increase the efficiency of water usage.

Real Time Monitoring System

In FY2020, BIB installed sensors to monitor wastewater quality in real time, using SPARING, the Wastewater Quality Monitoring System Continuously and In Network Information System. SPARING is one of the eight information system in the System Room Information on Pollution and Environmental Damage Control, developed by the Ministry of Environment and Forestry, to monitor environmental quality. Under SPRING, the sensors monitor pH, total suspended solids, amount of water discharge and the quality of wastewater.

Automatic Water Sprinkler

In February 2020, automatic sprinklers were installed in the nursery. The nursery is able to house up to 500,000 seedlings each year. These sprinklers will ensure an even distribution of water to the seedlings to facilitate their growth. Once the seedlings meet certain critera, they will be used to support BIB's rehabilitation activities.

Wastewater Treatment Equipment

BIB has installed wastewater treatment equipment at its sediment ponds, where mined wastewater is being treated and used in workshops for the washing of equipment.

SECURING THE LIVELIHOODS AND PROTECTING THE RIGHTS OF OUR COMMUNITIES

ABOUT THIS IMPACT AREA

This impact area is focused on creating meaningful interactions with our local communities to ensure that they thrive in the long-term, adhering to one of our mission pillars of engaging, developing and empowering the communities meaningfully.
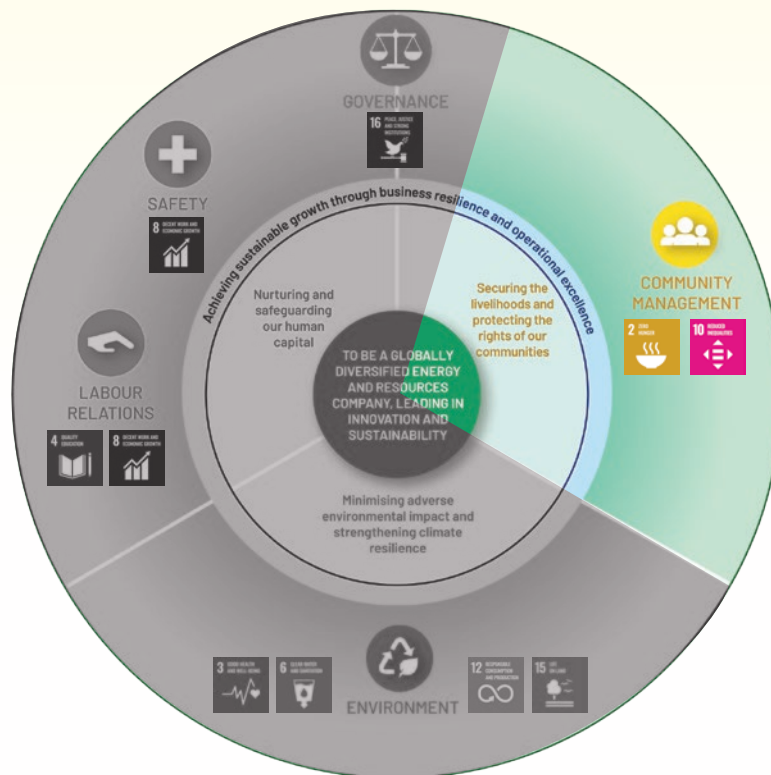
Material Matters under this impact area	Sub-matters	UN SDGs aligned to this impact area
COMMUNITY MANAGEMENT	Empowering Local Communities	

EMPOWERING
LOCAL COMMUNITIES

WHY IS THIS IMPORTANT TO GEAR?

GEAR believes in advancing and strengthening the relationship with the communities we operate in. With our mines situated at the developing regions of Indonesia, this gives us the chance to not only drive positive and sustainable change, but also help in the development of its surrounding community through our Corporate Social Responsibility ("**CSR**") Blueprint and initiatives. Engaging in social responsibility enables the Group to be a responsible corporate citizen and contribute towards the creation of sustainable impact in society.

POLICY/MANAGEMENT SYSTEM

- CSR initiatives supported by elements from BIB's Mining Safety and Environmental Protection Policy
- GEAR's CSR activity is focused on 8 pillars of the local government's CSR blueprint

UN SDG ALIGNMENT

SAFETY PERFORMANCE HIGHLIGHTS FOR FY2020

Benefitted more than **680,000 individuals** and **50,000 households** of the local community in FY2020

S$200,000 donated to local hospitals in Singapore during the COVID-19 pandemic

FY2020 TARGET ACHIEVED

Target	UN SDG
Compliance with Regulation No. 1824 (year 2018) regarding local community development as stipulated by ESDM	UN SDG 1.4 UN SDG 2.3 UN SDG 10.1

EMPOWERING
LOCAL COMMUNITIES

At GEAR, our CSR initiatives are focused on 8 pillars of the local government's CSR blueprint and aligned according to the BIB Mining Safety and Environment Policy as seen on Figure 57.

Figure 57: GEAR CSR Blueprints Pillars

Infrastructure (Insfrastruktur)		Education (Pendidikan)
Environment (Lingkungan)		Health (Kesehatan)
Institutional (Kelembagaan)		Economy (Ekonomi real)
Social, Culture and Religious (Sosial budaya dan agama)		Sustainable Economy (Kemandirian Ekonomi)
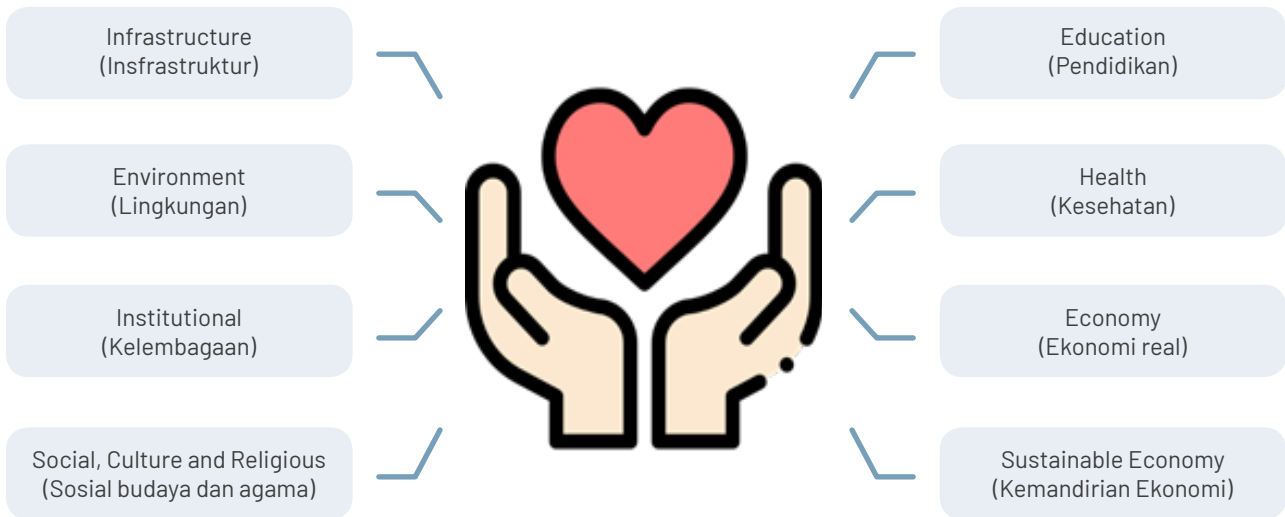
Guided by our CSR management frameworks, GEAR has in place long-term plans with targets that strengthens our relationships with local communities from the ground. We believe that creating a positive impact and increasing the quality of life among people in the local communities which we operate in is crucial towards our Group's growth and development.

GEAR's CSR activities and initiatives are in accordance with Regulation No. 1824 (year 2018) regarding local community development as stipulated by Indonesia's ESDM and guided by the local government's CSR blueprint. This blueprint focuses on 8 different sectors as follows: Education, Health, Economy, Sustainable Economy, Infrastructure, Social; Culture and Religious, Environment, and Institution. To ensure that any CSR initiative undertaken by GEAR creates a positive and sustainable impact in society, it is important for us to be aware of the needs of the local community. We ensure this by adopting a three-pronged approach which covers social needs assessments, making sure that our CSR activities are in line with the region's strategic plan, as well as work closely with both the local community and local government.

EMPOWERING LOCAL COMMUNITIES

Figure 58: GEM's approach towards CSR management

1 Social mapping
- Geographical mapping
- Mapping of issues and resources
- Mapping of needs
- Mapping of village demographics

THREE PRONGED APPROACH

2 Aligning of CSR programmes with the region's strategic plans
- Development of CSR blueprint with the local government
- Development of five-yearly CSR plan
- Development of annual CSR plan

3 Synergy and technical collabouration
- Development of tripartite working plan between GEMS, the local community and the local government
- Setting of targets and success criteria

Figure 59: Milestone model

Initiation and Socialisation	Organisation	Development	Strengthening	Self-reliance	Exit Strategy
Organisational phase 2013–2017		Capacity building phase 2018–2022		Independence 2023–2027	Sustainability ≥ 2028

Performance

In FY2020, through the various CSR initiatives carried out by GEAR to address the needs of the local communities where we operate in, we benefitted more than 680,000 individuals and 50,000 households in the local community. During the year, BIB continues with the various CSR initiatives carried out in the previous years to ensure that the needs of the communities are met.

NURTURING
THE ENVIRONMENT

Table 6: BIB's community investment activities in FY2020

CSR Blueprint Pillars	Community investments and initiatives in FY2020
Education	Provided a 3-month graphic design certification course at the Community Learning Center to 3 young adults from 3 villages, namely Karang Indah, Mekarjaya and Banjarsari.
	Provided a 3-month agriculture and animal husbandry certification course at the Community Learning Centre to 3 young adults from 3 villages, namely Sumber Baru, Mangkalapi and Binjai.
	In collabouration with Lembaga Rumah Pintar, provided two 12-month extracurricular activities to the senior high school in Angsana village. Some 169 high school students benefitted from the 12-month extracurricular activities learning basic reading and conversational English and basic computer skills.
	Donated 3 computers to Lembaga Rumah Pintar to facilitate computer lessons.
	Provided 3 units of water refilling machines to teach the high school students how to start and run a water refilling business. This entrepreneurship programme is in collabouration with three schools, namely the SMP Negeri 2 Sungai Loban, MTS Nurul Hidayah and Yayasan Pondok Pesantren Daarul Ishlah Assya Fi'iyyah Kecamatan Sungai Loban.
Health	Provided an electricity generator set, various types of furniture, and medical equipment to the puskesmas inpatient (Public Health Centre) constructed by BIB in 2019.
	With the development of innovative water-treatment approaches and collabouration with the Local Government-Owned Water Utility ("**PDAM**"), reservoirs in Pit Andaru, in 2 villages, namely Banjarsari and Mekarjaya containing pit lake water and other sources of water such as surface-water reservoirs, were converted into clean water facilities for some 1,050 households in 3 villages for washing and commercially viable projects such as fish farming, tree farming and horticulture.
	Provided a polymerase chain reaction ("**PCR**") equipment and 2,000 test kits to the Public Health Centre and the COVID-19 PCR tests were made available to all villagers who require them.
Real economy, Self-reliance economy, Institution, Environment & Infrastructure	Provided training to interested villagers from 19 villages for mushroom farming.
	Provided initial capital to mushroom farmers in 2 villages, Mekarjaya and Mustika.
	In collabouration with a third party fishery, provided of training and initial capital to villagers from 4 villages to learn fish cultivation, spawning and making of fish seed feed.
	Provided training to some 28 village agents from 19 villages who will then return to their respective villages to retrain the remaining interested villagers. The trainings include fisheries, agriculture (including planting of vegetables, cassava and Cavendish banana), cow and goat farming, quail farming, animal husbandry, graphics design, composting, home industry, marketing through Tokopedia, hygienic food processing techniques, and etc. Hygienic food processed products include but are not limited to bitter gourd chips, eggplant chips, cassava chips, citrus drinks, etc. Village heads were encouraged to activate inactive land in their villages for agricultural purposes.
	In cooperation with ESDM Electricity, provided an initial capital outlay to 10,000 households for electricity connection.
Social, culture and religious	Donated to underprivileged families in more than 19 villages during Hari Raya Haji.
	Donated 1,000 sets of groceries during Ramadhan to 19 villages.
	Donated 5,000 sets of COVID-19 Hygiene Kit comprising reusable face masks or face shields to 19 villages.
	Installed chambers, hand wash units, etc. at various locations in 19 villages.

NURTURING
THE ENVIRONMENT

> ### Construction of Inpatient Public Health Centre
>
> Under BIB's Community and Engagement Programme, an Inpatient Public Health Centre was constructed, with the aim of addressing three purposes:
>
> 1. Support the provision of quality, equitable and affordable healthcare services and facilities for the communities around the mining site of BIB.
> 2. Development of healthcare services in accordance with community needs.
> 3. Develop an institutional system for managing inpatient public healthcare services in a sustainable manner by involving relevant stakeholders.
>
> The public health centre was completed in 2019, followed by a handover of the public health centre and other supporting facilities from BIB to the Regional Government in April 2020. Moving forward in 2021, BIB will continue to conduct periodic monitoring and evaluation of building utilisation and governance, strengthen hospitality services within the health centre, and cooperate with other stakeholders.

Support for Social Activities

Under the 'Social, Cultural and Religious' CSR Blueprint Pillar, BIB engages in and show support for social activities in three different sectors – natural disaster, non-natural disaster and humanity. BIB has helped out in many social activities, including:

- Support for emergency response in handling COVID-19 pandemic by contributing a PCR equipment and 2,000 test kits to the local community health centre, distributing approximately 5,000 cloth masks, face shields, chambers, hand washing units, sprayers, hand soap and social media materials such as banners and billboards.
- Support for the poor who are ill and unable to afford or receive treatment.
- Basic food support for flood victims through the provision of 200 packages.

As a result, more than 22,000 villagers have benefitted from these programmes.

GEAR in Support of the fight against COVID-19 in Singapore and other social causes

GEAR pledged donations in aggregate of S$220,000 to the TTSH Community Fund ("**TTSHCF**"), the charity arm of Tan Tock Seng Hospital; NUHS Fund Limited ("**NUHSF**"), the charity arm of the National University Health System; and Singapore Red Cross ("**SRC**"). Of the amount pledged, TTSHCF and NUHSF each received S$100,000 to help defray costs incurred by TTSH and NUH during the COVID-19 outbreak as well as towards affected and needy patients. SRC received S$20,000 to deliver assistance and support to communities in China.

Food Ration Packing & Distribution Exercise during Singapore's Phase Two of Re-Opening

For the third consecutive year, as part of our continued efforts to show care and support for the low-income families and elderly, GEAR collaborated with Yong-en Care Centre in a Food Ration Packing and Distribution exercise on 12 November 2020 and 16 December 2020. The food rations were purchased, packed and distributed to 140 families residing at Banda Street in Chinatown, Singapore.

ACHIEVING SUSTAINABLE GROWTH THROUGH BUSINESS RESILIENCE AND OPERATIONAL EXCELLENCE

ABOUT THIS IMPACT AREA

This impact area drives sustainable growth through strategic integration of economic and governance aspects, thereby enabling our mission pillar of amplifying excellence in operations and processes

Material Matters under this impact area	Sub-matters	UN SDGs aligned to this impact area
GOVERNANCE	Corporate Code of Conduct Anti-fraud	16 PEACE, JUSTICE AND STRONG INSTITUTIONS

GOVERNANCE
AND ETHICS

WHY IS THIS IMPORTANT TO GEAR?

Good governance is key as it supports long-term business creation and builds a business which runs both responsibly and sustainably. At GEAR, we are committed to high standards of corporate governance, having in place a set of well-defined policies which guides our management and operational protocols. This upholds GEAR's business integrity and fair practices, which is of utmost importance in driving stability and productivity within the organisation.

POLICY/MANAGEMENT SYSTEM

- GEAR's Whistle-blowing Policy
- Conflict of Interest Policy
- Code of Conduct
- Risk Management Policy
- Personal Data Protection Policy
- No Short-Term Consideration Trading Policy

UN SDG ALIGNMENT

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

SAFETY PERFORMANCE HIGHLIGHTS FOR FY2020

Zero breaches with respect to local laws and regulations

FY2020 TARGET ACHIEVED

Target	UN SDG
Zero cases of corruption, fraud or non-compliance reported with all applicable laws and regulations	UN SDG 16.5

GOVERNANCE
AND ETHICS

At GEAR, our Group's core values in Figure 60 are supported by the various policies as they lay the foundation for long-term creation and growth. The policies include Whistle-blowing, Conflict of Interest, Code of Conduct, Risk Management, and No Short-Term Consideration Training. These policies undergo regular review by GEAR's management to ensure its continued relevance to both our business needs and operations.

Figure 60: GEAR's core values

INTEGRITY
- Conscience
- Walking the talk
- Honesty

POSITIVE ATTITUDE
- Positive thinking
- Respecting and cooperating with others
- Positive work environment

COMMITMENT
- Enthusiasm
- Striving to be the best
- Follow up the work until completed

CONTINUOUS IMPROVEMENT
- Data accuracy
- Attention to costs
- Superior process

INNOVATION
- Comparative study (benchmarking)
- Breakthrough

LOYALTY
- Buddy System
- Proud
- Dedication

GOVERNANCE
AND ETHICS

We recognise that having a good corporate governance requires a system that is transparent yet confidential. Transparency is needed in order to gain trust among workers, yet confidentiality remains crucial in protecting workers from reprisals. To achieve this, our whistle-blowing policy serves as a platform for employees to raise their concerns about possible improprieties within the Group, as well as to assure our employees that they will be protected from reprisals or any form of victimisation for whistle-blowing in good faith without malice.

Figure 61: Scope, process, safeguards and confidentiality of GEAR's whistle blowing policy

SCOPE OF POLICY

1. Breach of business conduct or ethics or omission;
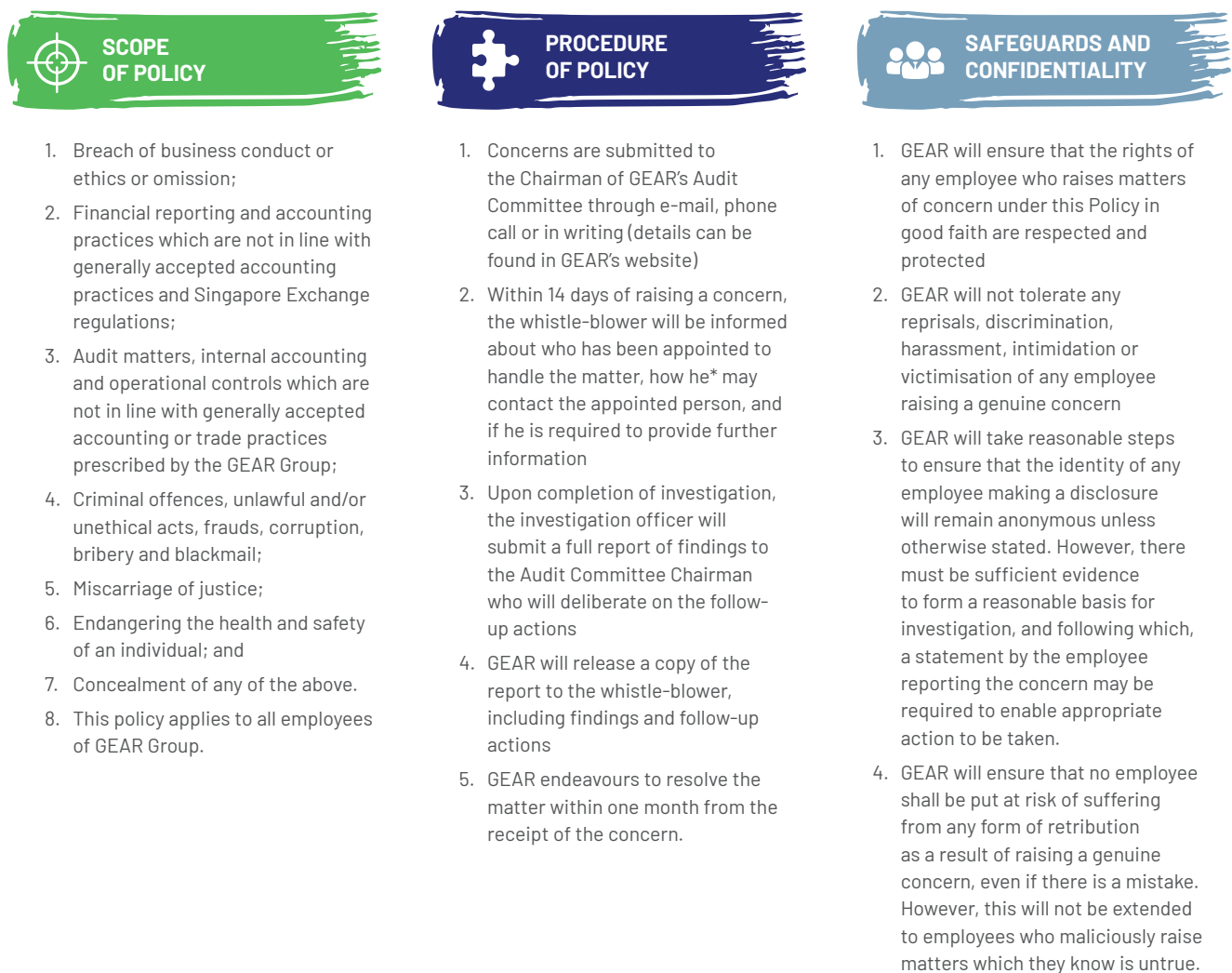2. Financial reporting and accounting practices which are not in line with generally accepted accounting practices and Singapore Exchange regulations;
3. Audit matters, internal accounting and operational controls which are not in line with generally accepted accounting or trade practices prescribed by the GEAR Group;
4. Criminal offences, unlawful and/or unethical acts, frauds, corruption, bribery and blackmail;
5. Miscarriage of justice;
6. Endangering the health and safety of an individual; and
7. Concealment of any of the above.
8. This policy applies to all employees of GEAR Group.

PROCEDURE OF POLICY

1. Concerns are submitted to the Chairman of GEAR's Audit Committee through e-mail, phone call or in writing (details can be found in GEAR's website)
2. Within 14 days of raising a concern, the whistle-blower will be informed about who has been appointed to handle the matter, how he* may contact the appointed person, and if he is required to provide further information
3. Upon completion of investigation, the investigation officer will submit a full report of findings to the Audit Committee Chairman who will deliberate on the follow-up actions
4. GEAR will release a copy of the report to the whistle-blower, including findings and follow-up actions
5. GEAR endeavours to resolve the matter within one month from the receipt of the concern.

SAFEGUARDS AND CONFIDENTIALITY

1. GEAR will ensure that the rights of any employee who raises matters of concern under this Policy in good faith are respected and protected
2. GEAR will not tolerate any reprisals, discrimination, harassment, intimidation or victimisation of any employee raising a genuine concern
3. GEAR will take reasonable steps to ensure that the identity of any employee making a disclosure will remain anonymous unless otherwise stated. However, there must be sufficient evidence to form a reasonable basis for investigation, and following which, a statement by the employee reporting the concern may be required to enable appropriate action to be taken.
4. GEAR will ensure that no employee shall be put at risk of suffering from any form of retribution as a result of raising a genuine concern, even if there is a mistake. However, this will not be extended to employees who maliciously raise matters which they know is untrue.

Performance

In FY2020, the Group is humbled to announce that as a testament to our sound corporate governance and ethics, there was zero cases of corruption, fraud or non-compliance reported with all applicable laws and regulations. This is a target we aim to maintain and achieve every year. In terms of compliance with regards to COVID-19 restrictions, we have fully complied and hence there have not been any breaches on COVID-19 that has come to our attention in FY2020.

Word importing the masculine gender shall, where applicable, include the feminine and neuter genders.

GLOBAL REPORTING INITIATIVE
("GRI") INDEX

GRI Standard	Disclosure		Section of Report	Page Reference
GENERAL DISCLOSURES				
GRI 102: General Disclosures	102-1	Name of the organisation	About Golden Energy and Resources	3
	102-2	Activities, brands, products, and services	About Golden Energy and Resources	3
	102-3	Location of headquarters	About Golden Energy and Resources	3
	102-4	Location of operations	About Golden Energy and Resources	3
	102-5	Ownership and legal form	About Golden Energy and Resources	3
	102-6	Markets served	About Golden Energy and Resources	3
	102-7	Scale of the organisation	Economic Performance; Profile of our Workforce	4-7 41-42
	102-8	Information on employees and other workers	Profile of our Workforce	41
	102-9	Supply chain	About Golden Energy and Resources	4
	102-10	Significant changes to the organisation and its supply chain	Not applicable	-
	102-11	Precautionary Principle or approach	Governance and Ethics	73-75
	102-12	External initiatives	NIL	-
	102-13	Membership of associations	-	Yes, Asosiasi Perusahaan Batubara Indonesia
	102-14	Statement from senior decision-maker	Board Statement	2
	102-16	Values, principles, standards, and norms of behaviour	Governance and Ethics	73-75
	102-18	Governance structure	Board Statement	2
	102-40	List of stakeholder groups	Engaging Our Stakeholders	14-15
	102-41	Collective bargaining agreements	Not applicable	-
	102-42	Identifying and selecting stakeholders	Engaging Our Stakeholders	14-15
	102-43	Approach to stakeholder engagement	Engaging Our Stakeholders	14-15
	102-44	Key topics and concerns raised	Engaging Our Stakeholders	14-15
	102-45	Entities included in the consolidated financial statements	Annual Report 2020	123
	102-46	Defining report content and topic Boundaries	About This Report	IFC*
	102-47	List of material topics	Focusing on What Matters Most	16-17
	102-48	Restatements of information	Economic Performance (2019 Financial Performance - Revenue, 2019 Revenue Mix Business Segment, 2019 Revenue breakdown by geographical region, 2019 Economic value created - Revenue)	5-7
			Profile of Our Workforce (2018 and 2019 number and percentage of employees by gender, 2018 and 2019 number and percentage of employees by employment category)	41
			Looking After our Employees and Talent Management (2019 training hours)	46
			Energy Consumption and Greenhouse Gas Emissions (2019 Direct energy consumption from fuel, 2018 and 2019 Electrical energy consumption)	55

IFC refer to Inside Front Cover

GLOBAL REPORTING INITIATIVE
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GRI Standard	Disclosure		Section of Report	Page Reference
GRI 102: General Disclosures	102-49	Changes in reporting	Not applicable	–
	102-50	Reporting period	1 January 2020 – 31 December 2020	IFC
	102-51	Date of most recent report	GEAR's 2019 Sustainability Report	–
	102-52	Reporting cycle	Annual	IFC
	102-53	Contact point for questions regarding the report	About This Report	IFC
	102-54	Claims of reporting in accordance with the GRI Standards	About This Report	IFC
	102-55	GRI content index	GRI Content Index	76-79
	102-56	External assurance	GEAR has not sought external assurance for this Report.	IFC
TOPIC SPECIFIC GRI STANDARDS DISCLOSURES				
MATERIAL ASPECT: INDIRECT ECONOMIC IMPACTS				
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundary	Empowering Local Communities	67
	103-2	The management approach and its components	Empowering Local Communities	68-71
	103-3	Evaluation of the management approach	Empowering Local Communities	68-71
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	Empowering Local Communities	68-71
MATERIAL ASPECT: ENERGY				
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundary	Energy and Greenhouse Gas Emissions	53
	103-2	The management approach and its components	Energy Consumption and Greenhouse Gas Emissions	53-54
	103-3	Evaluation of the management approach	Energy Consumption and Greenhouse Gas Emissions	54
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	Energy Consumption and Greenhouse Gas Emissions	54-55
	302-3	Energy intensity	Energy Consumption and Greenhouse Gas Emissions	55
MATERIAL ASPECT: BIODIVERSITY				
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundary	Land Management	59
	103-2	The management approach and its components	Land Management	59-60
	103-3	Evaluation of the management approach	Land Management	59-60
GRI G4: Mining and Metals	MM1	Amount of land (owned or leased, and managed for production activities or extractive use) Disturbed or Rehabilitated	Land Management	60
MATERIAL ASPECT: EMISSIONS				
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundary	Energy Consumption and Greenhouse Gas Emissions	53
	103-2	The management approach and its components	Energy Consumption and Greenhouse Gas Emissions	53-54
	103-3	Evaluation of the management approach	Energy Consumption and Greenhouse Gas Emissions	54

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GRI Standard	Disclosure		Section of Report	Page Reference
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Energy Consumption and Greenhouse Gas Emissions	55
	305-2	Energy indirect (Scope 2) GHG emissions	Energy Consumption and Greenhouse Gas Emissions	55
	305-4	GHG emissions intensity	Energy Consumption and Greenhouse Gas Emissions	55
	305-7	Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	Air Quality Management	52-53
MATERIAL ASPECT: EFFLUENTS AND WASTE				
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundary	Solid Waste Management; Water Resource Management	57 61
	103-2	The management approach and its components	Solid Waste Management; Water Resource Management	57 61
	103-3	Evaluation of the management approach	Solid Waste Management; Water Resource Management	57 61
GRI 306: Effluents and Waste 2016	306-1	Water discharge by quality and destination	Water Resource Management	61
GRI G4: Mining and Metals	MM3	Total amounts of overburden, rock, tailings, and sludges and their associated risks	Solid Waste Management	58
MATERIAL ASPECT: CLOSURE PLANNING				
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundary	Land Management	59
	103-2	The management approach and its components	Land Management	59-60
	103-3	Evaluation of the management approach	Land Management	60
GRI G4: Mining and Metals	MM10	Number and percentage of operations with closure plans	Land Management	60
CATEGORY: SOCIAL				
MATERIAL ASPECT: LABOUR MANAGEMENT RELATIONS				
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundary	Labour Relations Management	47
	103-2	The management approach and its components	Labour Relations Management	47-48
	103-3	Evaluation of the management approach	Labour Relations Management	47
GRI 404: Training and Education	404-1	Average hours of training per year per employee	Labour Relations Management	46
GRI G4: Mining and Metals	MM4	Number of strikes and lock-outs exceeding one week's duration, by country	Labour Relations Management	48

GLOBAL REPORTING INITIATIVE ("GRI") INDEX

GRI Standard	Disclosure		Section of Report	Page Reference
MATERIAL ASPECT: OCCUPATIONAL HEALTH AND SAFETY				
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundary	Occupational Health and Safety	24
	103-2	The management approach and its components	Occupational Health and Safety	24-26
	103-3	Evaluation of the management approach	Occupational Health and Safety	25
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Occupational Health and Safety	25
	403-2	Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety	26
	403-3	Occupational health services	Occupational Health and Safety	34
	403-4	Worker participation, consultation and communication on occupational health and safety	Occupational Health and Safety	27
	403-5	Worker training on occupational health and safety	Occupational Health and Safety	29-32
	403-6	Promotion on worker health	Occupational Health and Safety	33-34
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Not applicable	–
	403-8	Workers covered by an occupational health and safety management system	Occupational Health and Safety	26
	403-9	Work-related injuries	Occupational Health and Safety	37

golden energy and resources

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