

Sustainability Scorecard

The table below shows our performance across a range of economic, social and environmental indicators for the financial years 2011/12, 2012/13 and 2013/14.

Indicator	Unit of measure	2011/12	2012/13	2013/14
Environment				
Emissions				
Direct GHG emissions (Scope 1)	Million	2.0	2.4	2.2
Indirect GHG emissions (Scope 2)	tonnes CO ₂ e	0.4	0.4	0.4
Total GHG emissions ¹		2.4	2.8	2.6
Proportion of energy derived from fossil fuels ²	%	95% approx	95% approx	95% approx
Energy				
Global direct energy consumption	GJ	36,159,511	42,796,114	41,248,949
Water				
Global water use	GL	43.4	43.2	43.4
Australian water use	GL	11.9	10.7	10.5
Global water discharge	GL	30.4	32.7	32.5
Waste				
Global solid waste	kt	8.3	8.7	13.5
Australian solid waste	kt	3.7	3.7	4.4 ³
Global solid chemical waste	kt	2305.3	1,877.7	1,470.4
Australian solid chemical waste	kt	2305.0	1,877.2	1470.2
Global liquid waste	GL	19.6	18.6	23.5
Australian liquid waste	GL	15.0	12.5	12.9
Environmental compliance				
Environmental licence non-compliance incidents (category 2+) ⁴		13	16	16
Loss of containment (category 2+) ⁴		72	142 ⁴	239
Safety				
Total Recordable Injury Frequency Rate		1.45	1.20 ⁵	0.97
Fatalities		0	2	0

¹ Scope 1 + 2. ² Excluding natural gas used as production raw material. ³ Includes 1.2kt of construction waste sent to onsite landfill at our remote Phosphate Hill site in Queensland, Australia.

⁴ Categories were redefined in 2012/13. ⁵ Restated due to finalisation of incident classifications. ⁶ J Fazzino, Managing Director & CEO is classified as a Board member.

Indicator	Unit of measure	2011/12	2012/13	2013/14
People				
Total workforce (excluding contractors)				
Americas		5,162	5,247	4,977
Asia Pacific		2,786	2,684	2,584
Europe		2,121	2,293	2,124
		255	270	257
Gender – Diversity (% of women)				
Board ⁶		14.3%	14.3%	25%
Executive		12.5%	12.5%	14.3%
Management		11.8%	13.3%	13.8%
Global		13.6%	15.0%	15.5%
Direct Economic Value Generated and Distributed				
A. Direct economic value generated				
Revenues	\$Mil	3,533.1	3,439.2	3,400.2
B. Economic value distributed				
Operating costs, including payments to suppliers, non-strategic investments and royalties		3539.1	3,461.5	3,570.0
Employee wages and benefits: total monetary outflows for employees (current payments, not future commitments)		2,694.6	2,490.7	2,670.9
Payments to providers of capital, including dividends and interest		523.4	578.5	583.2
Government taxes (TOTAL) (income tax, payroll tax, Australian goods and services, fringe benefits taxes and Australian fuel tax credits)		187.3	203.6	152.0
Government taxes (TOTAL) (income tax, payroll tax, Australian goods and services, fringe benefits taxes and Australian fuel tax credits)		133.8	188.1	163.6
Voluntary community investments (including donations of cash, in-kind support and employee time)		0.4	0.6	0.3
C. Economic value retained (A-B)				
		(6.0)	(22.3)	(169.8)