

# CORPORATE RESPONSIBILITY REPORT

2016



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## CHIEF EXECUTIVE'S FOREWORD

IT IS MY PLEASURE TO INTRODUCE TO YOU THE FIRST CORPORATE RESPONSIBILITY REPORT FROM SIRIUS MINERALS PLC.

Since the launch of our North Yorkshire polyhalite project (the "Project") over five years ago, we have made tremendous progress from the development and exploration phases through to the beginning of construction. This represents an exciting new stage but also places an added responsibility that we take very seriously.

From the outset we have had a very clear vision: to deliver our Project into production as quickly and efficiently as possible. This has been underpinned by a simple ethos that has guided our thinking from day one: that we will be open, transparent and that we will always act responsibly in everything we do. As such, corporate responsibility has always been at the heart of our business and we recognise that doing the right thing, in the right way and with the right people is critical to securing our long term success.

Above all, this means operating in a manner that ensures the safety of staff, contractors and the wider community. But we are also extremely mindful of our responsibility for minimising our impact on the environment and aim to deliver the Project in a way that has the lowest impact possible both during construction and when operational. Ultimately, it is our stated, long-term ambition to protect and enhance the environment in which we operate and we remain committed to this task.

The Project will create thousands of jobs and can generate a significant economic boost to the region and the UK. It is important to us that the local area benefits from this as much as possible and we have already taken positive steps to achieve this goal.

The majority of our team come from the local area and most of the rest of us, including myself, have moved to live here. We intend to operate this Project for decades to come and want to make sure that we take an active and positive role in the local community.

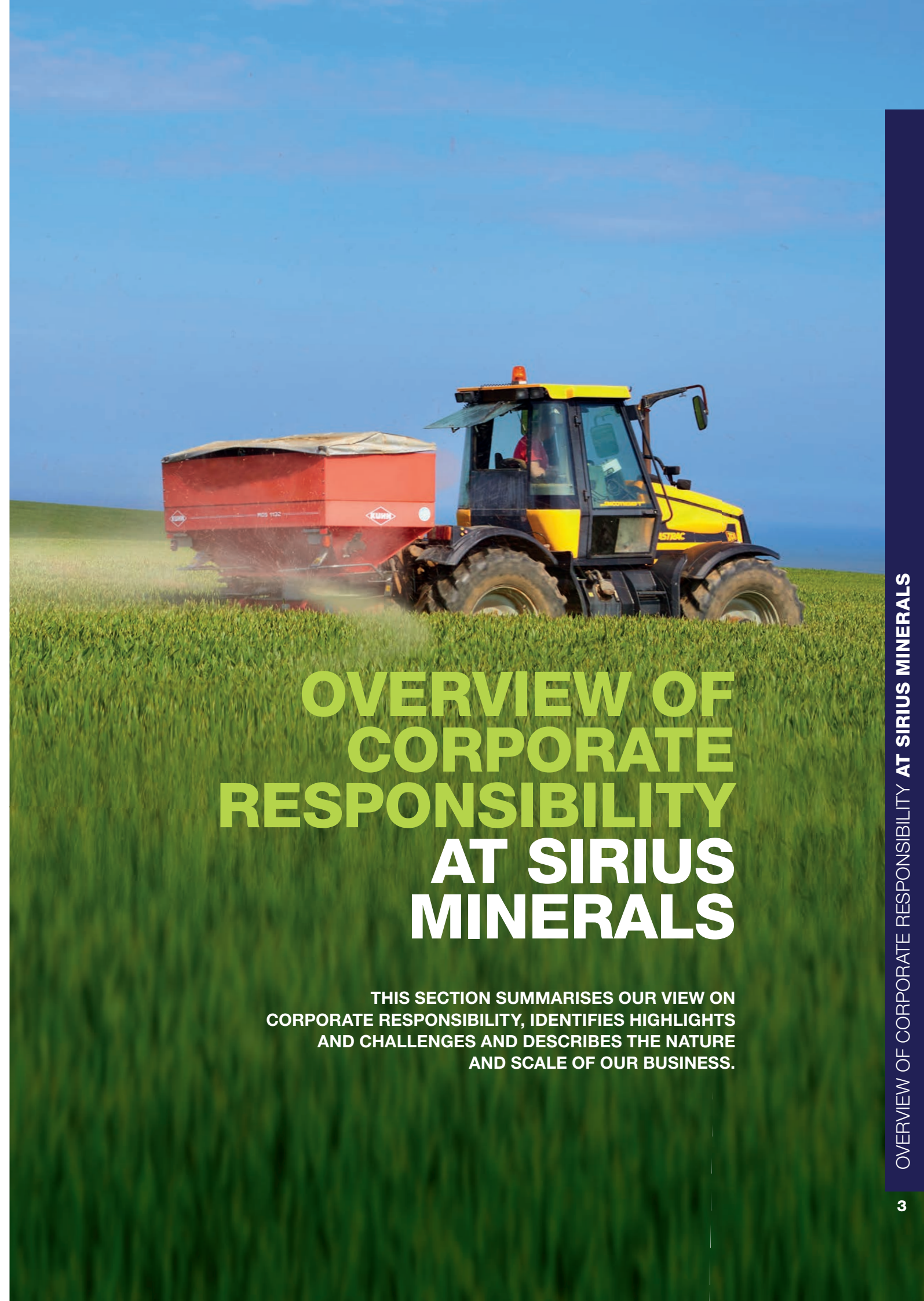
On a broader scale we look forward to making a significant and sustainable contribution to global food security. Our global agronomy programme continues to demonstrate that polyhalite improves crop yields and provides environmental benefits. We are committed to working with a range of partners to promote sustainable agricultural practices.

As this is our first corporate responsibility report, we considered it to be the ideal time to summarise what we have done in the past five years alongside a detailed overview of our activity throughout 2016. We have also taken the opportunity to outline the corporate responsibility challenges we face and how we manage them, as well as our commitments for the coming years. In future, we will produce an annual corporate responsibility report focusing largely on the previous year.

I would encourage you to read the report and engage with us. I hope you will find it easy to understand the positive actions we take as a responsible business.

We welcome both your thoughts on what we have achieved and your ideas on what we could do better.

**Chris Fraser**  
Managing Director and CEO



# OVERVIEW OF CORPORATE RESPONSIBILITY AT SIRIUS MINERALS

THIS SECTION SUMMARISES OUR VIEW ON CORPORATE RESPONSIBILITY, IDENTIFIES HIGHLIGHTS AND CHALLENGES AND DESCRIBES THE NATURE AND SCALE OF OUR BUSINESS.



# CORPORATE RESPONSIBILITY HIGHLIGHTS: 2011-2016

SINCE THE LAUNCH OF THE NORTH YORKSHIRE POLYHALITE PROJECT IN 2011, CORPORATE RESPONSIBILITY HAS BEEN AT THE HEART OF OUR VALUES AND APPROACH. OUR BUSINESS MODEL FOCUSES ON GENERATING SHAREHOLDER VALUE BUT IN A WAY WHICH IS SOCIALLY RESPONSIBLE, CONSCIOUS OF THE ENVIRONMENTS THAT WE OPERATE IN AND BENEFICIAL FOR A WIDE RANGE OF STAKEHOLDERS AND COMMUNITIES.

## DEVELOPING SKILLS



Boosting education and skills has been a key focus of our development programme across North Yorkshire and Teesside. We have engaged with 5,000 students, worked with 50 education institutions and, by presenting to teachers, head teachers and students, built strong links with schools, colleges, universities and training providers. School and university students regularly visited the Company's Project sites, as well as attending our public exhibitions.

An initiative with the North Yorkshire Business and Education Partnership (NYBEP) successfully engaged with teachers across North Yorkshire and Teesside, and led to the delivery of a science, technology, engineering and mathematics (STEM) project for secondary schools in the area. Additionally, we have agreed to fund a 10-year STEM awareness programme targeted at schools and colleges across the local area as part of our planning obligations.

**5,000** students engaged at presentations and education outreach events

**50** education institutions engaged

**30** placement and apprenticeship opportunities delivered



## PROMOTING SUSTAINABLE DEVELOPMENT

Developing a new benchmark for

# sustainable design

From the outset of the Project we have been committed to sustainable development and making considered design choices which will minimise our impact on the North York Moors National Park and people living, visiting or working in the area. Protected moorland and prominent sites have been avoided in favour of a location that is away from local villages and uses the natural topography and existing woodland as screening. The number and height of surface buildings has been limited to a minimum to reduce their visual impact.

## CONTRIBUTING TO SUSTAINABLE AGRICULTURE

Our ongoing agronomy programme continues to validate the performance of POLY4, the trademark name for our polyhalite products, to increase yields and crop quality, whilst also safeguarding the environment. Our crop trials are demonstrating how it can make a positive and sustainable contribution to large-scale agricultural systems that are commonly associated with negative environmental impacts.

**200** trials on **26** crops in **14** countries





# CORPORATE RESPONSIBILITY HIGHLIGHTS: 2011-2016

## CONSULTING WITH STAKEHOLDERS



25 public exhibitions hosted

Consultation activity to support the Project's planning applications has been a major focus of our engagement with local communities, stakeholders and statutory consultees. Since 2012, we have held 25 consultation events to set out proposals for the mine, mineral transport system (MTS) and materials handling facility (MHF) as part of the Company's pre-application consultation.

The aim was to showcase our plans, as well as to provide opportunities for local people and interested parties to ask questions and have their say on the proposals. Our community consultation has demonstrated widespread community support, with 94% of local people that responded stating that they were in favour of the Project.

150 parish & town council meetings attended

We regularly attend local parish and town council meetings to provide Project updates and respond to questions from local elected representatives and members of the public. Over 150 meetings have been attended since the Project was launched and none of the 21 councils consulted objected to our planning proposals.

## ENGAGING THE BUSINESS COMMUNITY



50 briefings & presentations to the business community

We have proactively engaged with the regional business community via regular briefings, presentations at events and ensuring that Company news is communicated to stakeholders via publications, social media and websites. The company has engaged and developed relationships with leading industry groups including: CBI; Leeds, York and North Yorkshire Chamber of Commerce; North East Process Industry Cluster; North East Chamber of Commerce; York, North Yorkshire and East Riding LEP (Local Enterprise Partnership); North Yorkshire Federation of Small Businesses; Scarborough Business Ambassadors' Forum; Tees Valley LEP and Welcome to Yorkshire.

## SUPPORTING COMMUNITY PROJECTS



£215,000 sponsorship and funding for local clubs and initiatives

In order to be responsive to community needs and priorities and to provide long-lasting benefits to communities, we have supported sponsorship activities focusing on funding skills development as well as providing funding for local clubs and initiatives. As part of our skills and development programme, we have been a lead sponsor of and had a presence at Scarborough Engineering Week since 2011, contributing over £25,000 and hundreds of hours of staff time.

## BRIEFING COMMUNITY GROUPS



25 presentations with community groups

Since 2011, we have given 25 presentations to a wide range of local interest groups including Rotary Clubs, farmers groups, and historical and scientific interest groups to explain the Project, answer their questions and build relationships.

## LEAVING AS WE FIND

8 drilling sites remediated and enhanced

As part of our exploration programme carried out to define the scale and quality of the polyhalite resource, we undertook drilling at eight sites across the local area. Each site was carefully selected away from protected environments and where potential disturbance to local communities could be minimised. We worked sensitively to ensure that each location was restored to its original state and that where possible enhancements to the sites were made. The land was replanted, fences and gates either installed or replaced and any damage to local roads or verges was repaired.



During exploration



After remediation

## KEEPING PEOPLE SAFE

700,000 incident free hours worked

Since the Project's launch, safety has been our number one objective. Our priority remains to ensure that everyone connected with our business returns home safely every day, whether they are a member of staff, a contractor or a member of the public.





# INDUSTRY OVERVIEW

## THE MAJOR CORPORATE RESPONSIBILITY CHALLENGES AFFECTING THE INDUSTRY AND SIRIUS MINERALS

FERTILIZER AND MINING INDUSTRIES ARE CONSTANTLY CHANGING IN RESPONSE TO GLOBAL SOCIO-ECONOMIC FACTORS, INCLUDING POPULATION GROWTH AND FOOD SECURITY. AS PART OF OUR STRATEGY WE CONTINUALLY REVIEW AND ASSESS THE IMPACT OF THESE MEGATRENDS AND THE OPPORTUNITIES FOR OUR BUSINESS. AGAINST THIS GLOBAL BACKDROP, WE ARE ALSO ACUTELY AWARE OF THE LOCAL ENVIRONMENT AND THE CORPORATE RESPONSIBILITY CHALLENGES THAT WE MUST MANAGE WHEN BUILDING AND OPERATING A NEW MINE IN ONE OF BRITAIN'S MOST SENSITIVE LANDSCAPES.

### FERTILIZER – A GLOBAL PERSPECTIVE

Although the demand for fertilizer fell and potash prices decreased in 2016 due to volatility in emerging markets, current studies support the continued expected growth in world demand and positive outlook over the medium and longer term.

As the world's population grows, urbanises and industrialises, farmland per capita decreases and more food production is required from each acre, which in turn requires more plant nutrients. Fertilizers are one of the fundamental means to improve agricultural yields and address the forecasted future imbalance between food demand and supply.

Due to growth in GDP and income, populations in emerging markets are becoming wealthier and shifting to more protein-rich diets, leading to increased grain consumption as animal feed. The production of meat requires a significant amount of grain to be fed to farm animals.

With increasing legislation on alternatives to fossil fuels, biofuel production has increased substantially in recent years. This trend is continuing to affect the global agricultural industry with a rise in demand for grain crops and a resulting increase in demand for fertilizers.



### PROMOTING SUSTAINABLE AGRICULTURAL PRACTICES

Large-scale agricultural systems are commonly associated with environmental impacts such as climate change, pollution, soil degradation, deforestation and habitat loss.

In order to feed seven billion people, there is a global need to adopt sustainable farming practices that boost crop yields while using less land and reducing environmental impact.

Our agronomy programme is validating how polyhalite can support sustainable farming and deliver a balanced supply of nutrients to help farmers achieve balanced fertilization. On average 50% of yield gap potential can be bridged by improvements in crop nutrition, which POLY4 with its multi-nutrient characteristics can help to address.

We have aligned our approach to the principles of nutrient stewardship to support cropping system goals that help to increase food production, improve farmer profitability, enhance environmental protection and improve sustainability.



### COMMUNITY SUPPORT & STAKEHOLDER

There remains widespread interest in the Project from a diverse range of local, regional and national stakeholders. We believe that communicating with all audiences in an open, transparent and responsive manner is key. Maintaining this throughout the construction period and into operations will be critical to the successful delivery of the Project.

In order to communicate with a range of stakeholders effectively, we have adopted a clear approach to engagement. We believe in two-way communications that enable individuals and groups to provide their viewpoints to Sirius Minerals. All communications are open and transparent; news about the Project's plans and developments is shared on a timely basis with stakeholders, particularly when this relates to issues that may affect them. We strive to ensure that all information provided is accurate and consistent.

### MANAGING ENVIRONMENTAL IMPACT

Mining activities result in the unavoidable disturbance of land and the consumption of resources. We therefore take environmental mitigation in terms of the design of the mine, its construction and our operation of the site over its lifecycle very seriously.

We recognise that there will be impacts during construction and are doing everything we can to minimise these on the local area. From the outset, the Project has been designed to ensure that once built it is sensitive to its setting within the National Park.

### HEALTH & SAFETY

The construction and operation of a deep mine in North Yorkshire will be subject to hazards and risks associated with all mining operations.

Securing a world class health and safety record is fundamental to both construction and operation phases, ensuring that our employees, contractors and the public are safe. Our Health and Safety Policy applies across all aspects of the Project's development and construction, with our contractors held to the same standards.





# PROJECT OVERVIEW

SIRIUS MINERALS PLC IS A LISTED COMPANY ON THE LONDON STOCK EXCHANGE’S AIM MARKET AND OUR VISION IS TO BE A WORLD-LEADING PRODUCER OF MULTI-NUTRIENT FERTILIZER. WE CURRENTLY EMPLOY 70 STAFF MEMBERS, WHICH IS SET TO GROW TO AROUND 160 IN THE NEXT YEAR, AND OPERATE TWO OFFICES IN SCARBOROUGH AND LONDON.

## THE PROJECT

Located in the North York Moors National Park, near Whitby, our state-of-the-art Woodsmith Mine will target the extraction of polyhalite, a unique type of potash and a multi-nutrient fertilizer.

Our project area contains the largest, highest grade resource of polyhalite to be found anywhere in the world. The polyhalite resource of 2.66 billion tonnes as defined according to the internationally recognised JORC code represents seven per cent of the Project’s area of interest.

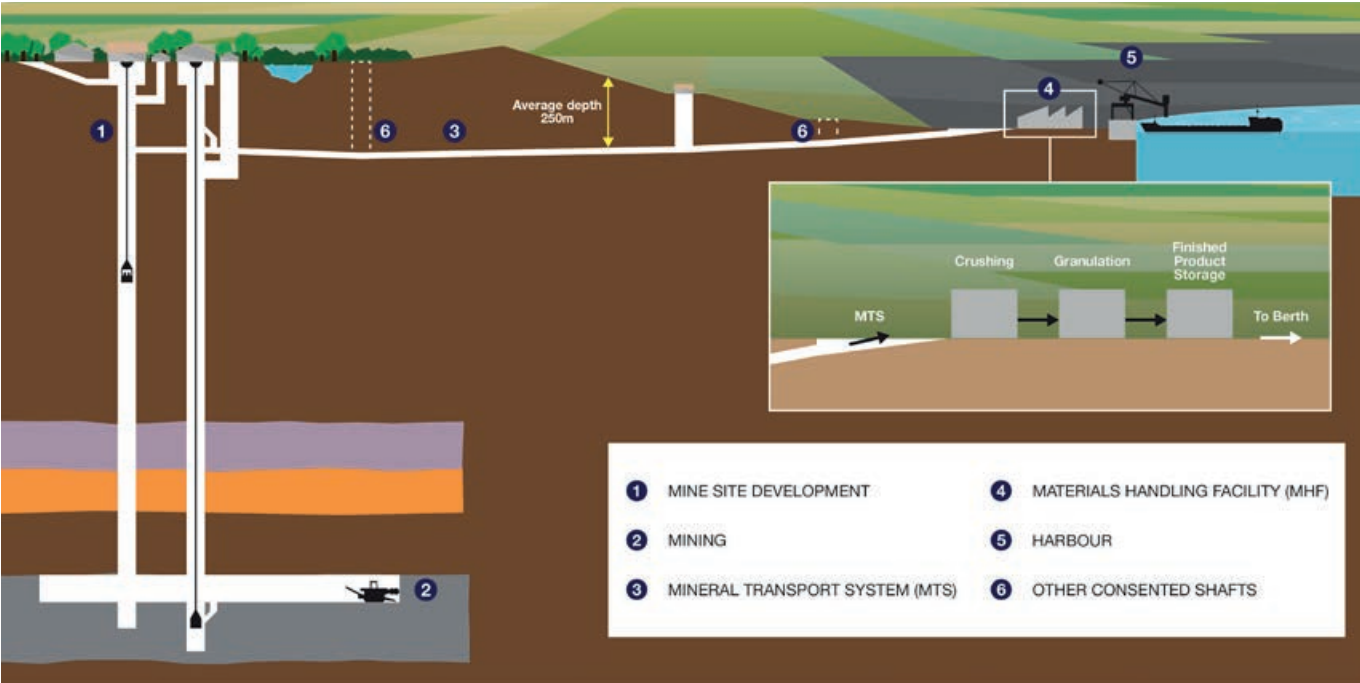
Polyhalite will be extracted via two mine shafts and transported outside of the National Park to Teesside on a conveyer belt system in an underground tunnel. It will then be granulated at a materials handling facility with the majority being exported to overseas markets.

- Construction will commence in 2017 and include:
- Sinking the mine shafts to access the polyhalite deposit
  - Developing a 37 kilometre-long underground mineral transport system
  - A materials handling facility in Teesside for granulating or chipping the mined material into the final product
  - Harbour facilities comprising an approximately 3.5 kilometre-long overland conveyor, a ship berth and a ship loader located adjacent to the harbour on the River Tees

We aim to achieve first product from the mine by the end of 2021, ramping up to an initial production capacity of 10 million tonnes per annum (Mtpa) and then full production of 20 Mtpa.

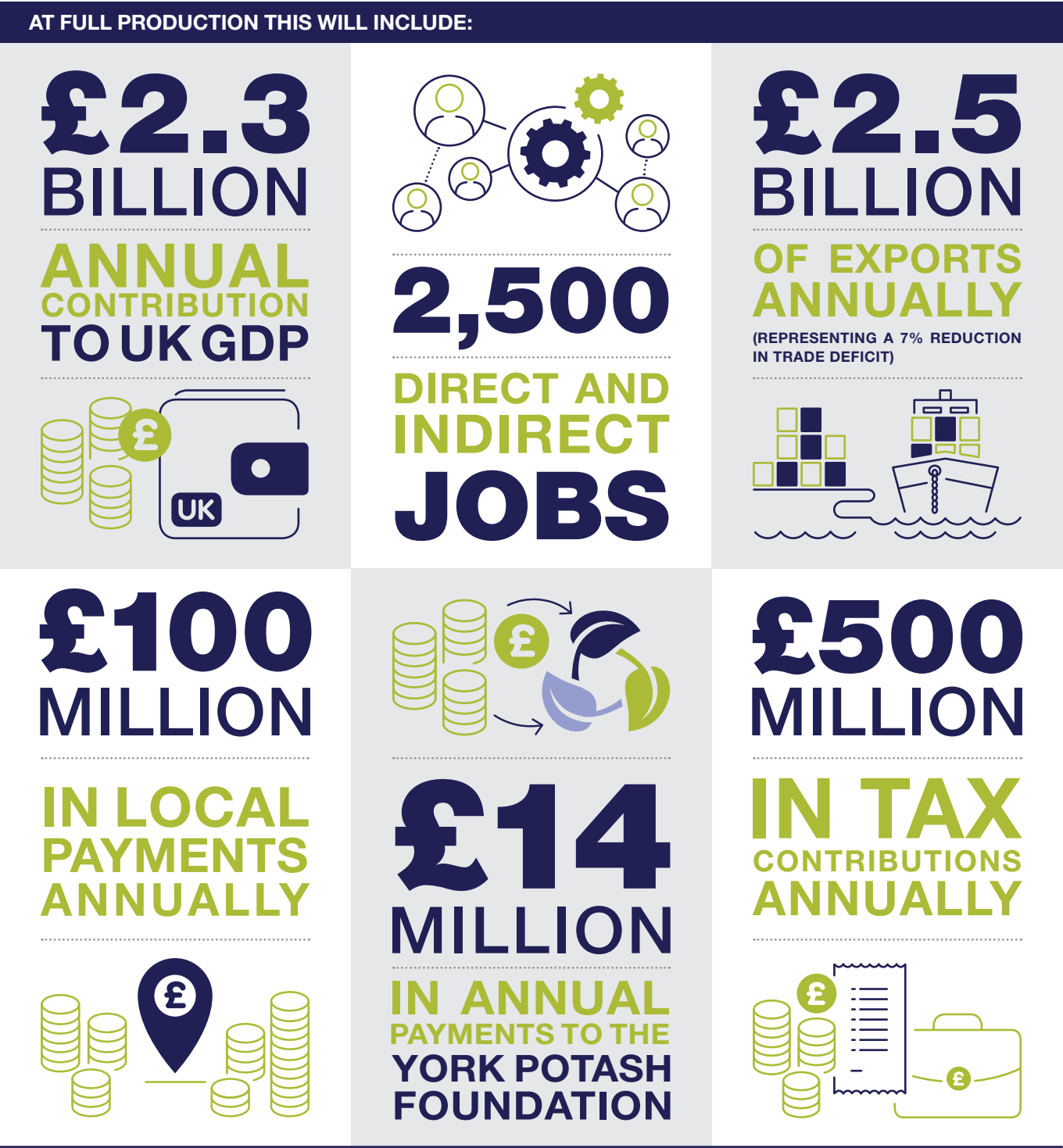


The Woodsmith Mine has been named after two of the original geologists that worked on the Sirius Project, Mr Peter Woods and Dr Frederick Smith. Both have extensive knowledge of the local geology and were the first people in the area to work with Chris Fraser, the Project founder.



## THE ECONOMIC BENEFITS OF OUR BUSINESS

THE PROJECT WILL DELIVER A MAJOR BOOST TO LOCAL, REGIONAL AND NATIONAL ECONOMIES.



Note: figures based on a long-term polyhalite price of \$181/t at full production of 20 Mtpa

# POLYHALITE EXPLAINED

POLYHALITE IS A NATURALLY OCCURRING MULTI-NUTRIENT MINERAL, PROVIDING A SINGLE SOURCE OF FOUR OF THE SIX MACRO NUTRIENTS REQUIRED FOR PLANT GROWTH – POTASSIUM, SULPHUR, MAGNESIUM AND CALCIUM.

POLY4, the trademarked name of our polyhalite products, has been validated as suitable for widespread commercial use. It can be used directly on crops or combined with other nutrients to create fertilizer compounds commonly known as NPK fertilizers.



POLY4 BENEFITS

Polyhalite helps improve crop yield and quality – increasing broadacre and high-value crop yields, and producing stronger and healthier plants. This benefits the farmer and the environment by delivering better results from fewer inputs.

POLY4 supports balanced fertilization by:

- Increasing plant nutrient uptake by up to 95%, reducing the risk of wastage that can contaminate groundwater, streams and oceans
- Enhancing disease resilience, reducing the need for pesticide use
- Improving nutritional plant health and increasing the shelf-life of agricultural produce

SUSTAINS AND REGENERATES AGRICULTURAL SOILS

Our product delivers a positive soil legacy by improving agricultural soil structure and its long-term fertility. In comparison, common agricultural practices often result in soil erosion and degradation that lead to pollution, increased land conversion and habitat loss.



SUSTAINABLE CHARACTERISTICS

**NUTRIENT CONTENT**  
Delivers four essential macro nutrients

**SOIL pH**  
No detrimental effect on soil pH

**YIELD BENEFITS**  
Increases crop yield and quality

**CARBON FOOTPRINT**  
Low embedded CO<sup>2</sup> emissions

**ORGANIC**  
Approved for use in organic systems

**LOW CHLORIDE**  
Ideal for use on chloride-sensitive crops

OUR GLOBAL PARTNERSHIPS

To validate the performance of POLY4 in key geographical markets and for a large variety of crops, we operate a global agronomy programme.

This programme aims to enhance the market adoption of POLY4 by more widely demonstrating its nutrient value and benefit to customers. It has to date involved over 200 trials on 26 crops in 14 different countries. We are working closely with research

institutions, customers, food manufacturers and governments to raise the global awareness of POLY4. Our aim is to promote sustainable practices in key agricultural markets.



GLOBAL AGRONOMY PROGRAMME

<div><b>BRAZIL</b></div> <div><div>Coffee</div><div>Sugar Cane</div><div>Corn</div><div>Tomato</div><div>Potato</div><div>Soybean</div><div>Carrots</div></div>	<div><b>INDIA</b></div> <div><div>Cotton</div><div>Onion</div><div>Tomato</div><div>Potato</div><div>Corn</div><div>Peanuts</div><div>Mustard</div></div>	<div><b>USA</b></div> <div><div>Onion</div><div>Peanuts</div><div>Peppers</div><div>Potato</div><div>Sorghum</div><div>Soybean</div><div>Sugar Cane</div><div>Tomato</div><div>Wheat</div><div>Tobacco</div></div>
<div><b>CANADA</b></div> <div><div>Corn</div><div>Soybean</div></div>	<div><b>TURKEY</b></div> <div><div>Oilseed Rape</div><div>Wheat</div></div>	<div><b>UK</b></div> <div><div>Barley</div><div>Celery</div><div>Corn</div><div>Cotton</div><div>Grass</div><div>Oilseed Rape</div><div>Potato</div><div>Forestry</div></div>
<div><b>CHINA</b></div> <div><div>Corn</div><div>Cotton</div><div>Oilseed Rape</div><div>Peanuts</div><div>Rice</div><div>Tea</div><div>Wheat</div><div>Chilli Pepper</div><div>Tobacco</div></div>	<div><b>POLAND</b></div> <div><div>Wheat</div></div>	<div><b>FRANCE</b></div> <div><div>Wheat</div></div>
<div><b>COLOMBIA</b></div> <div><div>Coffee</div></div>	<div><b>TANZANIA</b></div> <div><div>Corn</div><div>Tomato</div><div>Tea</div><div>Rice</div><div>Tobacco</div></div>	<div><b>MALAYSIA</b></div> <div><div>Oil Palm</div></div>
<div><b>EQUADOR</b></div> <div><div>Potato</div><div>Rice</div></div>	<div><b>USA</b></div> <div><div>Cabbage</div><div>Chilli Pepper</div><div>Corn</div><div>Cotton</div><div>Canola</div><div>Grapes</div></div>	<div><b>NIGERIA</b></div> <div><div>Oil Palm</div></div>



# OUR BUSINESS AT A GLANCE



# OUR LEADERSHIP TEAM

## BOARD OF DIRECTORS

Our Board is responsible for the effectiveness of the Company’s internal controls and the overall conduct of the Company. This system of governance guides our approach. Our Non-Executive Directors (pictured below) are joined on the Board by Chris Fraser (Managing Director and CEO) and Thomas Staley (Finance Director and CFO).



Russell Scrimshaw  
Chairman



Keith Clarke CBE  
Non-Executive Director



Louise Hardy  
Non-Executive Director



Noel Harwerth  
Non-Executive Director




Lord Hutton  
Non-Executive Director




Jane Lodge  
Non-Executive Director

## SENIOR MANAGEMENT TEAM


Our CEO and Managing Director has primary responsibility for ensuring that we operate as a responsible business. He works closely with the senior management team to define and to manage issues and risks including those related to corporate responsibility at an operational and strategic level.




Chris Fraser  
Managing Director and CEO




Thomas Staley  
Finance Director and CFO



Simon Carter  
Chief Development Officer



J.T. Starzecki  
Chief Marketing Officer



Nicholas King  
General Counsel, CoSec

## IMPLEMENTING CORPORATE RESPONSIBILITY

Our day-to-day corporate responsibility is managed by a cross-functional team.



Matt Parsons  
General Manager External Affairs



Robert Staniland  
Environment Manager



Gary Ward  
Health, Safety & Environment Advisor



Katie Brigham  
Recruitment, Training & Development Officer



# MANAGING CORPORATE RESPONSIBILITY



## IDENTIFYING ISSUES AND RISKS

To define and identify material issues and risks, including those related to corporate responsibility across the construction and operational phases of the Project, we held a series of facilitated workshops with key personnel, consultants and technical experts.

The workshops generated a comprehensive list of Project-related risks and involved systematic reviews by stakeholders and relevant subject matter experts.

The main purpose of these workshops was to gain a clear understanding of the identified risks and their individual risk exposure levels, as well as what specific mitigating actions need to be put into place to reduce the overall risk exposure.

## DEVELOPING POLICIES TO MANAGE CORPORATE RESPONSIBILITY

We have continued to develop and evolve our corporate policies ahead of the construction phase. Our Health and Safety Policy has been refined and a Safety Management System developed to set out a consistent approach to construction.

Our approach to communication and consultation with the local community and wider stakeholders has been clearly set out in our Community and Stakeholder Engagement Framework, which outlines our key engagement objectives and how they will be accomplished.

We have developed an Environmental and Sustainability Policy Statement to provide a framework for environmental management. Our aim is to develop and implement an Environmental Management System that achieves certification to ISO14001 during the construction phase in preparation for operations. Our principal contractors are all required to hold ISO14001.



# 2016 IN REVIEW

THIS SECTION OUTLINES ACTIONS WE TOOK IN 2016 ACROSS THREE CORPORATE RESPONSIBILITY PRIORITIES: HEALTH AND SAFETY, ENVIRONMENT, AND COMMUNITIES.



# HEALTH AND SAFETY

OUR MAIN PRIORITY IS TO ENSURE THAT EVERYONE CONNECTED WITH OUR BUSINESS RETURNS HOME SAFELY EVERY DAY, WHETHER THEY ARE A MEMBER OF STAFF, A CONTRACTOR OR A MEMBER OF THE PUBLIC. SAFETY IS OUR NUMBER ONE OBJECTIVE AND WE CONTINUALLY DO OUR UTMOST TO MAKE EVERY ELEMENT OF OUR BUSINESS SAFER.

To date we are pleased to report there have been no significant accidents related to our Project and 700,000 person hours worked without incident. Our last lost-time incident occurred in July 2013.

The development and ongoing operation of a deep polyhalite mine in North Yorkshire and associated infrastructure in Teesside will be a challenging undertaking that will face all of the risks and hazards relating to the construction of any mining operation.

While single-site mining projects are complex enough, our project covers three main sites and requires the appointment of multiple contractors during the construction phase. It is critical that for all sites and development phases, health and safety remains the top priority and permeates all of our business areas. In 2016, we refined our Health and Safety Policy and developed a Safety Management System that established a practical framework to which all employees, contractors and other parties can relate in their day-to-day roles. This approach provides clarity and consistency to behaviour, communication, documentation and control.



## DEVELOPING A ROBUST POLICY

The organisation's Health and Safety Policy is arranged into five areas, whose overarching objectives are maintaining safe and efficient operations.

Our Health and Safety Policy will be put into practice, managed and continuously developed using the company's Safety Management System, established in accordance with OHSAS 18001:2007.

### THEY COMPRISE:

- ✓ LEADERSHIP
- ✓ COMPETENCE
- ✓ WORKFORCE INVOLVEMENT
- ✓ MAJOR HAZARD CONTROL
- ✓ SYSTEMS

### WE ARE COMMITTED TO:

- Carrying out safe and efficient operations
- Operating in a manner that ensures the safety of staff, contractors and the wider community
- Developing a positive safety culture



## INCIDENT INVESTIGATION PROCEDURES

The Company's Safety Management System outlines a health and safety management structure that identifies clear lines of reporting and accountability.

Investigation procedures are in place to assess the immediate, underlying and root causes of any incidents, accidents and near-misses, without apportioning blame. These procedures involve the relevant members of the workforce and, additionally, pinpoint corrective and preventative measures as we seek continual improvement.

All of the pertinent results and recommendations are relayed back to the wider workforce once an investigation has been concluded.

## 2016 HEALTH AND SAFETY HIGHLIGHTS

- > Published in March 2016, our Definitive Feasibility Study (DFS) set out in detail the Project's health and safety policies and strategies, an outline of the Project's Safety Management System (SMS) and explained the Project's health and safety management structure, including reviews and audits of operational controls and performance.
- > As the Health and Safety Executive's (HSE) regulator for all of the Project's sites, with the exception of the harbour facilities, we consulted and engaged with the Mines Inspectorate throughout the year to discuss the construction and operational phases. A key part of this work was to develop a proposal for emergency response procedures.
- > During the year, we evolved our SMS to prepare for the start of construction. We have worked in partnership with all of our principal contractors so that they understand our policy, working practices and commitment to safety. A key focus of our work with international contractors has been to ensure they are fully aware of all health and safety legislative requirements in the UK.
- > To prepare for construction, we have worked with the local highways authorities to coordinate a Transport Management Liaison Group to respond to issues regarding road user safety. The group's first meeting took place in December 2016.
- > We developed a site induction process for all three major project sites as well as health and safety 'golden rules' for our employees, principal contractors and supply chain partners.



# ENVIRONMENT

## SUSTAINABLE DESIGN AND OPERATIONS

OUR APPROACH TO MINIMISING ENVIRONMENTAL IMPACT HAS DEFINED THE SUSTAINABLE DESIGN OF THE PROJECT. WE ARE WORKING CLOSELY WITH THE RELEVANT AUTHORITIES, STATUTORY BODIES AND OUR CONTRACTORS TO DEVELOP ENVIRONMENTAL MANAGEMENT AND MITIGATION PLANS APPROPRIATE TO EACH PHASE OF DEVELOPMENT.

Environmental mitigation has been an integral part of the Project since it began in 2011. An Environmental Impact Assessment identified a wide range of mitigation measures that will be implemented during construction and operations to reduce the Project's potential environmental impact.

Significant funding through our Section 106 agreements will provide £130 million to safeguard and enhance the local landscape and offset carbon emissions. This includes a tree planting programme of over 7,000 hectares that will have a positive effect on the character and landscape of the National Park, and create more diverse wildlife habitats.

**£130  
MILLION**  
TO SAFEGUARD AND ENHANCE  
THE LOCAL LANDSCAPE AND  
**OFFSET  
CARBON EMISSIONS**

### 2016 ENVIRONMENTAL HIGHLIGHTS

- The launch of the Project's **Definitive Feasibility Study** and further detailed work with our preferred construction contractors set out a detailed strategy for environmental mitigation and how each part of its infrastructure can be delivered while minimising impacts.
- We developed an **Environmental and Sustainability Policy Statement** to set out commitments to sustainable development and environmental mitigation.
- We continued to work closely with the **North York Moors National Park Authority**, the Environment Agency and Natural England to ensure that environmental requirements are met to facilitate the start of construction.

From the outset of the Project we have been committed to sustainable development and making considered design choices which will minimise our impact on the North York Moors National Park and people living, visiting or working in the area.

#### MINE LOCATION

Protected moorland and prominent sites have been avoided in favour of a location that is away from local villages and uses the natural topography and existing woodland as screening.

#### REDUCING VISUAL IMPACT

The number and height of surface buildings will be limited to a minimum to reduce their visual impact. We have taken the decision to partially sink the shaft head frames below the surface, which is a world first.

The vast majority of material excavated during construction will be retained on site. It will be landscaped and planted to ensure that surface buildings are not visible from outside the site.

#### MINERAL TRANSPORT SYSTEM

All mined ore will be transported to Teesside via an underground tunnel in recognition of the sensitivity of the area and the lack of suitable road and rail infrastructure.

#### PROCESSING OUTSIDE OF THE NATIONAL PARK

All of the mined polyhalite will be granulated at Teesside to minimise the industrial footprint inside the National Park.

#### SIMPLE AND ENERGY EFFICIENT PROCESSING

Every tonne of polyhalite mined is product. To produce POLY4 involves a simple granulation process which does not require chemical processing and has no waste products.

The estimated value of the global warming potential (GWP) of POLY4 is 0.051 kg CO<sub>2</sub>e per kg product.

This is considerably lower than other potassium source fertilizers like muriate of potash (0.13 – 0.265 kg CO<sub>2</sub>e/kg) and common sulphur source fertilizers like ammonium sulphate (0.58 kg CO<sub>2</sub>e/kg).



3D computer generated image overlaid on 2D image



ENVIRONMENT

MITIGATING THE IMPACT OF CONSTRUCTION

The planning permissions for the Project include a range of stringent planning conditions to limit environmental impacts. We are required to develop environmental plans and procedures that ensure the Project is implemented in line with these requirements.


In 2016, we developed a Construction Environmental Management Framework (CEMF) as our overarching framework to ensure that all environmental impacts during construction are managed effectively.

The CEMF:

- Provides a consistent mechanism for ensuring that Sirius Minerals meets its legal requirements
- Sets out a project-wide management framework for the planning, monitoring, controlling and reporting of compliance with, and performance against, our planning permissions
- Establishes roles and responsibilities for the environmental management of the Project during the design and construction phases

We have worked with our contractors to develop a Construction Environmental Management Plan (CEMP), aligned to the CEMF, prior to highways works commencing.

The CEMP is supplemented by additional, topic specific plans and procedures, such as the Noise and Vibration Management Plan and Traffic Management Plan. A CEMP will be produced for each specific phase of construction as we progress.

<div></div> <div><b>WILDLIFE AND ECOLOGY</b></div>	<div></div> <div><b>LIGHTING</b></div>	<div></div> <div><b>NOISE AND VIBRATION</b></div>
<p>Most of the possible impacts on wildlife and ecology occur during construction. To minimise them we will:</p> <ul style="list-style-type: none"><li>• Retain habitats wherever possible to reduce the impact on species and wildlife</li><li>• Carry out protected species surveys and re-home wildlife as necessary</li><li>• Implement the agreed Protected Species Management Plan</li><li>• Position construction lighting away from sensitive ecological receptors. Lighting will be designed using guidance from the Bat Conservation Trust</li><li>• Not restrict movement along bodies of water</li><li>• Adopt a precautionary method of working across all of our sites to minimise the risk of harm to wildlife. We will actively encourage reptiles to move into better habitats by removing debris and cutting vegetation that could provide shelter</li></ul>	<p>Preserving the dark skies that characterise parts of the North York Moors has been a major consideration in the development of our plans. To reduce the impact of light on the local environment, we will:</p> <ul style="list-style-type: none"><li>• Strictly control working hours for surface operations during the construction period</li><li>• Enclose shafts and winding towers to enable 24 hour underground operations without light spill at the surface</li><li>• Keep lighting at the mine to a minimum during operations and add additional shielding by creating screening mounds</li><li>• Install shutters on our welfare building, keep car park lighting to a minimum and enclose this area with an environmental barrier to contain light from car headlights</li><li>• Keep lighting at the Wilton materials handling facility to a safe minimum and contain our main operations within buildings</li></ul>	<p>Noise from the type of modern mine we are going to build will be minimised through being located underground. To keep construction noise to a minimum, we will:</p> <ul style="list-style-type: none"><li>• Ensure that full noise control measures within the Construction Environmental Management Plan and Noise and Vibration Management Plan are delivered</li><li>• Provide notification in advance of blasting for shaft construction</li></ul>
<div></div> <div><b>AIR QUALITY</b></div>	<div></div> <div><b>HYDROLOGY</b></div>	<div></div> <div><b>TRAFFIC AND TRANSPORT</b></div>
<p>We have undertaken extensive air quality monitoring around all our proposed sites. To minimise our potential impact on air quality, we will:</p> <ul style="list-style-type: none"><li>• Ensure that full dust control measures within the Construction Environmental Management Plan are implemented</li><li>• Restrict vehicle movements and enforce a Travel Plan which sets out approved routes for contractors</li><li>• Restrict the number of parking spaces at the mine site</li><li>• Comply fully with Institute of Air Quality Management guidance</li></ul>	<p>To protect existing watercourses and minimise flood risk or surface run off, we will:</p> <ul style="list-style-type: none"><li>• Implement a Surface Water Drainage Strategy in line with the principles set out in our planning application</li><li>• Use proven Sustainable Drainage Systems (SuDS)</li><li>• Apply silt traps, check dams and apply level one water treatment as part of the SuDS</li><li>• Obtain approval from the regulator for our construction methods to ensure existing watercourses are fully protected</li><li>• Operate to the highest standards of site safety and good practice construction methods</li><li>• Monitor surface water flows and quality and report on a monthly basis</li></ul>	<p>Working with the community and the local authority to reduce the impact of our work on local roads – particularly during construction – is a priority. To keep the impact to a minimum we will:</p> <ul style="list-style-type: none"><li>• Implement and enforce a Travel Plan that restricts our vehicle movements and sets out approved routes for contractors</li><li>• Restrict the number of parking spaces at the mine site</li><li>• Operate a Park and Ride scheme for those working at the mine to reduce the number of individual vehicles going to and from the site</li><li>• Restrict parking at the site to those car sharing with at least two other employees</li></ul>
		<div></div> <div><b>VISUAL AND LANDSCAPE</b></div>
		<p>Locations for both the mine and access buildings have been selected to ensure that their visual impact is kept to a minimum. Although all of our sites already benefit from existing screening, to enhance this further we will:</p> <ul style="list-style-type: none"><li>• Provide new landscaping to blend into the surrounding area</li><li>• Use the material extracted from the mine as we build it to provide landscaped features to further screen the mine and access buildings</li><li>• Implement measures for the long-term management of the woodlands at the mine site</li></ul>



# ENVIRONMENT

## NUTRIENT STEWARDSHIP

The global agricultural system is required to produce more food in the next thirty five years than it has done to date. This is the result of an increase in the world's population and an emerging middle class that is putting more demands on food production.

Overall there is a requirement to increase food production by 60% by 2050, with the demand for meat, fruit and vegetables forecasted to increase significantly. In addition, crop demand for biofuels, pharmaceutical and industrial products is putting further pressure on the agricultural system.

Against this backdrop, soils have widespread deficiencies in the nutrients that plants need to grow. This is exacerbated by a failure to replenish soils with the nutrients that crops take out, which is a particular issue with farming practices in the developing world. Insufficient access to nutrients is limiting food production and continues to represent a risk for future global food security.

By providing a natural combination of four of the six macro nutrients required for plant growth, POLY4 has the characteristics to support sustainable farming. The natural nutrient release profile of POLY4 is well suited to crop demand, as evidenced by our agronomy programme, and delivers an improved soil nutrient legacy.

THERE IS A REQUIREMENT TO INCREASE FOOD PRODUCTION BY 60% BY 2050

The product, which has been certified by the Soil Association for organic use, is suitable for widespread commercial applications including chloride-sensitive crops. It can be used either as a straight fertilizer, providing a bulk source of essential nutrients, or as a multi-nutrient component in a fertilizer blend. We intend to make the product available in granulated or chipped form to meet customer needs, taking into account their blending requirements, application methods and soil conditions.



### PRODUCT ENVIRONMENTAL PERFORMANCE

The sustainable characteristics and agronomic benefits of POLY4 are central to our vision to become a leading multi-nutrient fertilizer producer.

Our crop study programme continually demonstrates that our naturally occurring product improves crop yield and quality through balanced fertilization. In addition POLY4 has a low carbon footprint compared with other fertilizers and considerably lower than other potassium-source fertilizers.

POLY4 also delivers a positive soil legacy by improving soil structure and its long-term fertility. Good nutrient stewardship is a key element of our approach and we are working with a range of stakeholders to promote sustainable agricultural practices and policies in key agricultural markets.

## 2016 ENVIRONMENTAL HIGHLIGHTS



We provided an update on our crop trials in China for tea, oilseed rape and chilli peppers. China is targeting zero growth in the use of fertilizer by 2020 while seeking to maintain food security through balanced fertilization. Our trials of POLY4 in the country have demonstrated its potential to contribute to this objective.

As part of our work to promote sustainable farming practices, we announced the results of trials in Tanzania to assess POLY4 as an effective fertilizer. Trials on corn were conducted with the Agriculture Research Institute – Mlingano, and the Agriculture Research Institute – Southern Highland.

We launched the results of independent research conducted by a series of independent research providers, universities and laboratories to assess the product characteristics of POLY4. This study demonstrated the product's low chloride content and suitability for chloride-sensitive crops, as well as its ability to extend the overall shelf life of fertilizer blends when compared to Muriate of Potash (MOP).

In 2016 we further expanded our tea research into Africa. Currently in the first year, we are working with the Tea Research Institute of Tanzania, further supporting the fertilizer development plan of the Tanzanian Government.

Studies on potatoes at the University of Minnesota in the United States have continued in 2016. Results show that crop yield is improved with POLY4 and that polyhalite has no detrimental effect on soil pH.



### AGRONOMY PROGRAMME

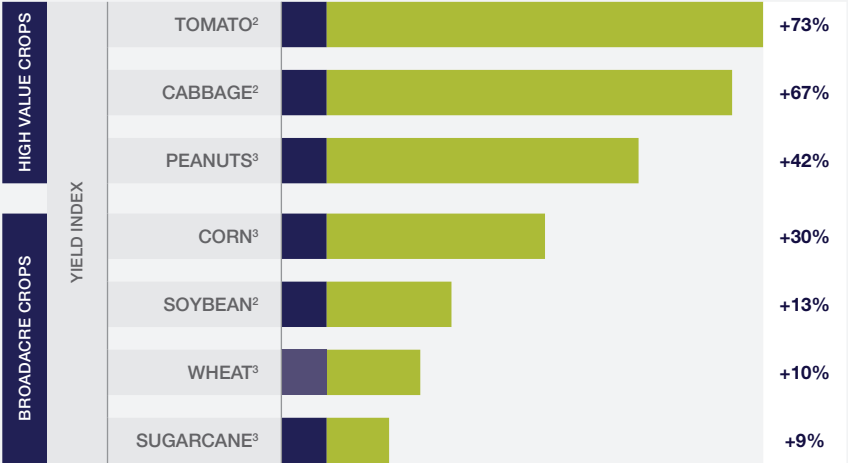
Our global agronomy programme has been designed to validate the performance of POLY4 for a large variety of crops in key geographical markets.

Because polyhalite has only recently been introduced as a fertilizer, we recognise that this research is vital to demonstrate the physical and chemical characteristics of the product and to capture the technical and agronomic performance of this unique multi-nutrient fertilizer. Now in its fifth year, the programme has covered over 200 trials on 26 crops in 14 different countries on all the major crop groups. In 2016, 65 new trials were added.

Conducted in partnership with leading agricultural universities, independent research institutions and commercial associates, our programme is aligned with the principles of nutrient stewardship to:

- Increase food production
- Improve farmer profitability
- Enhance environmental protection
- Improve sustainability

### Blend studies ratify POLY4 as an excellent component<sup>1</sup>



### BLEND STUDIES

The chart to the left represents a simplification of trials that have tested POLY4 against MOP as a component in an NPK blend, clearly demonstrating the yield benefits delivered by POLY4.

It also shows that POLY4 outperformed a synthetic sum of its parts. The trials were undertaken on both high value and broadacre crops, which represent a significant market opportunity of 100 Mtpa and 200 Mtpa respectively.

Notes: Detailed crop study results available on Company website. 1) Yield parameters by crop; sugarcane yield, wheat dry weight, soybean fresh weight, corn aerial fresh weight (40 days), peanuts fresh weight, cabbage head weight, tomato yield. Yield gains of POLY4 over MOP-T12 NPK blends and T12 NPK synthetic POLY4 made out of SOP, Gypsum, and Kieserite. 2) Field trial. 3) Greenhouse trial. 4) Represents the 31% of total K<sub>2</sub>O consumption which is used on chloride-sensitive crops. 5) Represents the theoretical POLY4 demand by multiplying the K<sub>2</sub>O recommendation rates per crop per hectare by the global amount of hectares harvested for corn, soybean, wheat and sugarcane. Source: Texas A&M, Durham University, University of Florida, Shandong Agricultural University, IFA, Sirius Minerals.



# COMMUNITIES

## LOCAL BENEFITS

WE HAVE A LONGSTANDING COMMITMENT TO NORTH YORKSHIRE AND TEESSIDE AND AT THE HEART OF OUR APPROACH IS THAT THESE AREAS BENEFIT FROM THE PROJECT. THIS MEANS THAT WE ARE COMMITTED TO SUPPORTING INITIATIVES WHICH BOOST LOCAL EMPLOYMENT AND PROVIDE OPPORTUNITIES FOR LOCAL BUSINESSES TOGETHER WITH FUNDING TRAINING SCHEMES AND EDUCATION OUTREACH PROGRAMMES.

**OUR COMPANY COMMITMENTS TAKE INTO ACCOUNT THE REQUIREMENTS OF OUR PLANNING CONSENT AND INCLUDE:**

**TO HELP SUPPORT TOURISM WE WILL PROVIDE A MINIMUM**

# £17 MILLION

**TO PROMOTE THE NORTH YORK MOORS NATIONAL PARK AND THE SURROUNDING AREA**

### EDUCATION AND TRAINING


We aim to train 50 apprentices in the first five years following the commencement of construction and will maintain an ongoing apprenticeship programme. In addition, we will train at least 300 local people in preparation for mining operations while supporting 15 young people through our undergraduate programme.

### PROMOTING TOURISM

To help support tourism, we will provide a minimum of £17 million to promote the North York Moors National Park and the surrounding area.

### IMPROVING TRANSPORT INFRASTRUCTURE

We are committed to funding of up to £6.8 million to increase train services on the Esk Valley line between Whitby and Middlesbrough. A series of highways enhancements in Whitby and close to the Project sites will be delivered in 2017 to improve traffic flow and increase pedestrian safety.



**WE AIM TO EMPLOY  
AT LEAST  
80%  
OF THE OPERATIONAL WORKFORCE  
FROM THE LOCAL AREA**



**WE WILL TAKE ON  
AT LEAST  
50  
APPRENTICES  
IN THE NEXT FIVE YEARS**

## EMPLOYMENT AND SKILLS PROGRAMME

ONCE OPERATIONAL, THE PROJECT IS EXPECTED TO DIRECTLY EMPLOY OVER 1,000 SKILLED PEOPLE IN A RANGE OF JOBS, WITH THOUSANDS MORE EMPLOYED IN THE LOCAL SUPPLY CHAIN SUPPORTING THE PROJECT AND ITS EMPLOYEES. SINCE 2012, WE HAVE BEEN COMMITTED TO DELIVERING A LONG-TERM SKILLS PROGRAMME TO HELP LOCAL PEOPLE BENEFIT FROM THE PROJECT.

During construction an estimated 2,000 new jobs will be created. Although it is likely that some personnel for specialised positions will come from outside the local area, our contractors will use local labour wherever possible. We are committed to giving local businesses the opportunity to become suppliers, where the quality, price and delivery times are the same or comparable to other alternatives.

We aim to have at least 80% of the operational workforce from the local area and to increase this as we move forward. Our Skills Strategy sets out a clear approach to meeting this objective and the steps that we are taking.



## 2016 EMPLOYMENT AND SKILLS HIGHLIGHTS

### APPRENTICESHIPS

- We maintained our commitment to help local young people learn and gain the qualifications they need, whilst progressing in their roles. During the year, two of our apprentices successfully completed their apprenticeships and were taken on in permanent roles. Apprenticeships will be created in all areas of the business over the next five years, including 50 engineering apprentices in preparation for the technical roles involved in mining operations and processing.
- Our General Manager External Affairs took on the chairmanship of the York, North Yorkshire and East Riding Local Enterprise Partnership's (LEP) Apprenticeship Strategy Group and we continued to play an active role on the LEP's Skills and Employability Board.

### EDUCATION OUTREACH

- We delivered 16 workshops, seminars, presentations and careers events in 2016. The aim of this programme remains to drive awareness of career opportunities with Sirius Minerals and support the enrichment of the science, technology, engineering and mathematics (STEM) curriculum across North Yorkshire and Redcar and Cleveland.
- In July we hosted a Year 10 student from Ryedale School in North Yorkshire for a work experience placement. During her time with us she successfully designed and developed an interactive educational activity to highlight the role that minerals play in everyday life. This was first used at Scarborough Engineering Week and has become a regular part of our education outreach activities.

### UNDERGRADUATE PROGRAMME

- We continued to operate an undergraduate programme aimed at recruiting and nurturing talented young people from the local area. We have already supported five students studying earth sciences or engineering with bursaries and paid placements with the Company. We are committed to creating at least 15 further opportunities in this programme over the next five years, with the next positions likely to be recruited within the next two years.





# COMMUNITIES

## COMMUNITY AND STAKEHOLDER ENGAGEMENT

THE SCOPE, SCALE AND INNOVATION INVOLVED IN THE PROJECT HAS TO DATE RESULTED IN A LARGE AMOUNT OF INTEREST LOCALLY, REGIONALLY AND NATIONALLY. THE LEVEL OF INTEREST IN OUR PROJECT IS ONLY GOING TO INCREASE AS WE BEGIN CONSTRUCTION.



We are committed to continuing to communicate with all of our stakeholders in an open and transparent way, as we have done since the very beginning of our Project.

Our approach to communication has been clearly set out in our Community and Stakeholder Engagement Framework, which was successfully developed and implemented in 2016 and outlines our key engagement objectives and how they will be accomplished.

The framework summarises: why we are engaging with our stakeholders; who we are aiming to engage with; how and via which channels we will be engaging; and what, through activities and initiatives, we will be doing.

### OUR METHODOLOGY ENSURES:

#### WE ARE OPEN AND TRANSPARENT



Updating stakeholders regularly keeps them fully informed and ensures our plans are understood.

It also provides opportunities and platforms for people to offer their feedback allows us to understand the full spectrum of views and opinions about our Project. A shared dialogue not only gives our stakeholders a voice but means we can promote the advantages of our Project and engage in a range of other positive activities.

#### WE ARE INCLUSIVE



At the very outset of our Project we identified the groups and individuals with whom we considered it important to engage with.

In broad terms, these include: local residents and landowners; community representatives, including elected members and locals MPs; interest groups, such as business networks and environmental bodies; educational organisations, including local schools and colleges; media, at a local and national level; and the general public.

#### WE USE MULTIPLE CHANNELS



Ahead of each key stage of the construction process, we will engage with the local community and undertake a full series of briefing activities to raise awareness and listen to any concerns.

The range of channels comprises: letters, sent to site neighbours and elected members; stakeholder briefings, to inform individuals of key works and events; newsletters, with updates mailed or handed out to the local community; information boards, explaining details of the works carried out; exhibitions, to present plans and listen to queries in person; press releases, keeping the media informed of the latest developments; and website/social media updates, to allow people access to the latest information.

### 2016 COMMUNITIES HIGHLIGHTS



COMMUNICATIONS AND ACTIVITIES:	2016 ACTIONS
Briefings with site neighbours, landowners and community representatives	During 2016 we individually visited the 40 households located closest to the mine site to provide briefings and a post-financing update
Website updates and social media activity	The Company's website was updated regularly in 2016, while information was frequently posted on the Project's dedicated social media pages throughout the year
Meetings and presentations with business and local interest groups	The Company attended 10 business network events and gave presentations to local groups including rotary clubs, geological societies and local branches of professional associations
Attending education events, careers talks and outreach initiatives	We attended 16 different education events over the course of 2016 and continued our membership of the LEP's Skills and Employability Board, as well as chairing its Apprenticeship Strategy Group. We sponsored Scarborough Engineering Week for the fifth successive year
Establishing the Liaison Group Forum and Traffic Management Liaison Group	Both the Liaison Group Forum and Traffic Management Liaison Group were set up in 2016, with the first meeting taking place in December
Promoting activities of the York Potash Foundation	The York Potash Foundation, our independent charity led by a board of trustees, was granted charitable status in 2016 and will begin to allocate its funding over the next 12 months



# YORK POTASH FOUNDATION

THE YORK POTASH FOUNDATION IS AN INDEPENDENT CHARITY LED BY A BOARD OF TRUSTEES THAT WILL HAVE SIGNIFICANT RESOURCES AVAILABLE TO SUPPORT POSITIVE LOCAL INITIATIVES. ITS AIM IS TO PROVIDE A LASTING LEGACY FOR THOSE WHO WORK AND LIVE IN THE BOROUGH OF SCARBOROUGH AND REDCAR AND CLEVELAND AND WITHIN THE BOUNDARIES OF THE NORTH YORK MOORS NATIONAL PARK FOR GENERATIONS TO COME.



ANTICIPATED  
PAYMENTS WILL BE  
**£14  
MILLION  
PER ANNUM**

2016 was a significant year for the Foundation as it reached the important milestone of officially being granted charitable status.

In the lead up to construction, the Foundation has been able to plan its future activities. This includes considering how it will distribute the first allocation of funding to support the needs of the local community.

The Foundation will be overseen by seven trustees who are responsible for the evaluation and approval of funding for local projects. Initially the trustees are keen to ensure the Foundation is able to directly support communities and their residents most impacted by the construction of the new mine infrastructure, along the route of the mineral transport system, and at Teesside.

An initial startup fund of £2 million will be contributed by the Company during construction. Sirius Minerals has made a long-term commitment to the Foundation by pledging to contribute an annual royalty of 0.5% of sales from the Project, which we hope will provide 100 years of funding. Once the Project is at peak production, the anticipated payments will be £14 million per annum, so we will also have the resources to make the Foundation's vision a reality.

## THE FOUNDATION'S FORMAL OBJECTIVES ARE TO:

- ✓ Advance education, supporting projects that develop the skillsets of local people
- ✓ Improve the general health of the community
- ✓ Support environmental protection and, where feasible, enhance the local landscape
- ✓ Provide and improve social welfare and leisure facilities in the local area
- ✓ Assist the long-term unemployed and those facing financial hardship by providing training and helping them to acquire new skills

## THE FOUNDATION WILL BE PRIORITISING REQUESTS WHICH SUPPORT:

- Education and skills bursaries for local young or unemployed people, including contributions to fees and travel costs
- Skills projects targeted at the unemployed and disadvantaged including social, interpersonal and citizenship programmes aimed at getting people job-ready
- Capital and revenue projects, particularly those that add value to existing projects or support young people and children and the wider community disadvantaged by isolation
- Actions detailed in an approved local parish or community plan. This should include the establishment of a small grant fund for parish and town councils to distribute using the principles of participatory budgeting to ensure fair access for all local groups
- Funding for communities to develop or refresh local parish or community plans, where one does not currently exist and funding is not already in place
- Improving community facilities, including funding to deliver new services
- Environmental projects
- Funding for local charities in the communities defined above that benefit local residents
- Projects which create a lasting asset that commemorates the launch of the project, for example a foundation stone or imaginative public art inspired by a school or public competition





LOCAL ARTIST AND PHOTOGRAPHER KANE CUNNINGHAM HAS BEEN CAPTURING THE PROJECT SINCE ITS LAUNCH IN 2011.

