In March, Xstrata Zinc announced it is investigating an integrated development plan involving its European and Canadian smelters to increase capacity at McArthur River Mine (MRM) in the Northern Territory, Australia. The plan aims to secure the long-term future of the operation in the face of a decline in the traditional international markets for the bulk zinc/lead concentrate produced by the mine.

The $900 million plan involves an increase in mine production at MRM, the installation of proprietary hydrometallurgy technology in Xstrata Zinc’s San Juan de Nieva smelter in Spain and Nordenham smelter in Germany, and potentially, further improvements in the Brunswick Lead Smelter in Canada.

Xstrata Zinc Australia Chief Operating Officer Mr Brian Hearne said the feasibility of this integrated plan is dependent on the development of MRM.

“It is only by increasing production at MRM and reducing unit costs that the overall project is financially viable,” Brian said.

“We are prepared to increase smelter capacity and invest in this plan in order to create a new, guaranteed market for MRM bulk concentrate and extend the life of mine by six years to 2033.”

The proposal involves increasing MRM mine production to approximately 5 million tonnes per year resulting in an increase in bulk zinc/lead concentrate volume to 800,000 tonnes per annum.

(continued on page 3)
A message from the General Manager

In March, Xstrata Zinc announced its plans to investigate the further development of MRM.

Various options have been canvassed over the years for establishing a refinery to process MRM bulk concentrate. In 2001, a range of studies were conducted into the possibility of a refinery on site at MRM which would have also necessitated a power station and a weir on the Glyde River.

This plan was developed by previous MRM owners, MIM, in joint venture with ANT Minerals, and was subsequently reviewed and rejected by Xstrata when it acquired MIM in 2003.

By 2008, we were investigating an alternative to establish a greenfield refinery in Gladstone in Queensland and a brownfield project in Germany. A site was selected and studied in Gladstone and discussions were held with the Queensland and Australian Governments regarding potential economic support, but again, this proposal did not stack up from a feasibility perspective.

The result was, however, the beginning of the idea to develop an integrated plan involving the Xstrata Zinc smelters in Spain and Germany, and potentially, Canada.

I think it is highly significant that Xstrata Zinc is prepared to invest such a substantial figure in order to secure the future of MRM, which is now ranked as the world’s second largest zinc resource.

The announcement in March was just the start of a process of environmental assessment and feasibility studies. As part of this, a comprehensive community consultation plan will be conducted to ensure all members of the region have an opportunity to provide feedback on the proposal.

I look forward to providing you with further updates as the proposal progresses through the next phase of planning.

Production ahead for the year

Despite the weather and the wet conditions, the mining team has achieved above targeted levels of production for the first two months of this year.

An extra million tonnes of waste has been moved during the period to take the planned production rate to 3.8Mt above the budget of 2.9Mt.

“This is a great start to the year and the crews need to be commended for their efforts, especially considering the conditions they have been working in,” said Mining Manager Karissa Grenfell.

Other exciting news for the mining department is the successful completion of the Certificate IV in Training and Assessing by Stephen Pond and Paul Fletcher.

Karissa Grenfell said both Stephen and Paul are congratulated on the successful completion of their studies and what they have implemented within the Mining Department since then.

“These guys are experienced operators, who were put through this training as part of our ongoing commitment to providing career opportunities for personnel on site,” she said.
Phase 3 Development Project: securing MRM’s future (continued)

The indicative cost of this part of the integrated plan is $270 million. During 2010, MRM produced 2.2 million tonnes of ore and 384,000 dry metric tonnes of bulk concentrate.

Brian said the Imperial Smelting Furnaces, which currently consume MRM bulk concentrate, now produce less than 6% of the world’s primary zinc and that this market is declining.

“Over 90% of zinc produced globally is produced by electrolytic smelters which cannot use bulk concentrate,” he said.

“This is why the opportunity to supply Xstrata Zinc smelters using new technology that can consume MRM’s bulk concentrate is essential.”

Brian said this is the third phase of development at MRM after commencing as an underground mine in 1995 and converting to open pit mining in a project completed in 2009.

“The open pit operation has already enabled MRM to meet all targeted objectives on production, employment, environmental management and socio-economic benefits for the region,” he said.

A notice of intent for an environmental assessment of the proposed MRM development has been lodged with the Northern Territory Government.

This assessment and a concurrent economic feasibility study, will investigate the environmental, infrastructure and operational requirements associated with the proposed development at MRM. Brian said a scoping study conducted in 2010 has already confirmed the proposed development would not expand the open pit beyond the current boundary of the bund wall and there is no intention of further diversions to the McArthur River or Barney Creek channels.

“It has always been understood that MRM held significant potential reserves so the civil works were planned in such a way to enable the mine’s future expansion subject to approvals,” he said.

Brian said the decision to proceed with the proposed development is subject to the outcomes of ongoing feasibility studies and associated technology trials in Europe, as well as the environmental assessment for MRM.

Since MRM commenced its transition to open pit mining in 2006, it has maintained its record of good environmental performance, committed over $7 million to support the development of the Gulf region through the MRM Community Benefits Trust, and increased Indigenous workforce participation from 9% to 21%.


Key features of proposed MRM Phase 3 Development Project:
- Expanding the open pit mining operation within the bund through an expanded fleet of conventional shovels/excavators and large haul trucks
- Increasing the capacity of the existing Tailings Storage Facility
- Generating approximately 500 million tonnes of additional waste rock to be sent to overburden emplacement facilities
- Upgrading the processing plant
- Expanding the power station requirements at the mine site
- Building a temporary construction camp and expanding the existing accommodation facilities
- Increasing MRM’s mineable reserves from 53 million tonnes to 115 million tonnes, extending the life of the mine to 2033 at the proposed higher rate of production.

Map of current MRM operations and base case for assessment for MRM Phase 3 Development Project
Two more inductees for 15 year club

Two staff have been recognised for achieving 15 years service to MRM: Robert James and Greg Bateson. They join the five inaugural inductees to the 15 year club, established in 2010.

Rob started at the mine as an underground machinery operator for seven years and reached the position of Jumbo driller. He then moved into an underground training role as a mine production officer. He remained in this position during the switch from underground to open cut and has since performed various roles with a strong focus on safety and training. He is currently the Mining Department's Sustainable Development Mining Coordinator.

Rob’s first impressions of MRM came when he flew in from Mount Isa for his interview to be met at the Airport by the four “huge” guys who were going to interview him.

“Back then you were interviewed by the team you would work with. The first question they asked me was, “What brings you to McArthur River?”, and I replied, “The week off”. Back then not many mines offered lifestyle rosters like that,” Rob said.

“When I first started here I had a five year plan to stay, but MRM changed that. What keeps me here is the career progress. I have been able to get new challenges and changes in roles and positions. The other key element to this is my current role in Mining – we all share information and I have open and honest communication between my peers.”

Greg is a fitter who joined MRM as an operator maintainer for the Larox filters that filter and de-water concentrate prior to it being trucked.

Greg’s current role is Mechanical Electrical Planner for the Metallurgy Department.

Greg’s first impressions were of a small close knit workforce.

“When we started we were a self-managed workgroup. This meant we had to organise our own crews to get all the jobs done. It was good way to learn your way around the plant and understand how the equipment operated and how to repair it,” Greg said.

Greg became a supervisor of a maintenance crew and in this role, experienced one of the jobs he is most proud of when removing all the underground equipment as part of the conversion to open pit mining.

“The safety culture of the crew, which included contractors I was in charge of during this time, allowed for the safe removal of equipment from the underground mine to be incident-free. Considering the large volume of equipment like roof beams, crushers, conveyor belts (in fact we removed 2kms of CB3), this was a big achievement,” Greg said.

“The workforce is still fairly close in the mill, and this helps with retaining knowledge, which is valuable.”

“Watching the improvements and the changes from when were underground to open pit has been interesting. The face has changed from a little plant on the top of a hill to a big open pit, with haul roads, large equipment and big piles of dirt. There is so much more visible activity compared to the underground days.”

Greg Bateson

Robert James
Migratory Birds and Seagrass Surveys

In line with the Commonwealth Government’s requirements and MRM’s commitment to environmental performance, the first of the 2011 migratory bird surveys has been conducted for this year, and the annual seagrass survey is complete.

Migratory Birds

The survey is made up of aerial and ground counts between Rosie Creek and Robinson River in the Gulf. This assists in assessing the shorebirds utilising habitats on the northern Australian coastline during the Austral summer period.

The study area has been recognised as an important area for migratory shorebirds and other birds, including a number of species that are listed as migratory species under the EPBC Act.

A total of 6,702 migratory shorebirds, resident shorebirds and other wetland birds from 46 species were counted during ground counts at the 19 study sites. In comparison, a total of 14,204 migratory shorebirds, resident shorebirds and other wetland birds from 49 species were recorded during the aerial surveys.

In general, numbers of shorebirds observed during the summer of 2011 were higher than those observed during the summer 2010 count. In addition, some changes were also noted in species composition. There are a variety of factors that may have influenced changes in the proportions and abundances of the shorebirds observed during the surveys. These may include northern hemisphere habitat conditions and breeding success, local and regional habitat condition, and seasonal/climatic characteristics that may alter the local distribution, foraging and roosting behaviour of shorebirds.

The surveys indicate that the location of important foraging areas for shorebirds within the Port McArthur area vary significantly depending on the distribution of available foraging substrates.

Annual Seagrass Survey

Since 2003, MRM has undertaken annual seagrass surveys at its Bing Bong loading facility. These studies are part of MRM’s commitment to sustaining positive environmental performance, and are also a Northern Territory Government requirement to assess potential effects operations may have on seagrass communities.

“Seagrasses are important feeding grounds for dugong and provide habitat for many marine organisms, so continual monitoring of these sea grass species is important to the mine” said Gary Taylor, MRM’s Health, Safety and Environment Manager.

Initially, monitoring focused on potential effects of dredging operations, however, the current focus is on broad scale distribution of seagrass species within the mineral lease area.

In November and December 2010, MRM undertook its annual seagrass survey at the mine’s Bing Bong loading facility. The report was received in the first quarter of this year and shows an increase in the number of seagrass species since the 2009 survey.

Similar to the previous year’s findings, the survey highlighted that seagrass cover is more dominant in shallow waters than in deep water. The results were also consistent with all post cyclonic surveys. Pioneer species H. uninervis and H. ovalis had the greatest distribution and cover density within the study area.
MRM recently completed its first formal survey of stakeholder perceptions, which revealed that the majority involved saw the mine as a company committed to the development of Borroloola and the Gulf region, and which operates with fair and considerate business practices.

### Summary of Performance McArthur River Mining

(Percentage who Agree or Strongly Agree or rate performance as Good to Very Good)

<table>
<thead>
<tr>
<th>Area</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment</td>
<td>58.6</td>
</tr>
<tr>
<td>Safety</td>
<td>51.7</td>
</tr>
<tr>
<td>Committed to development Borroloola &amp; Gulf region</td>
<td>69</td>
</tr>
<tr>
<td>Makes a positive contribution to local community</td>
<td>65.5</td>
</tr>
<tr>
<td>Fair and considerate business practices</td>
<td>79.3</td>
</tr>
<tr>
<td>Is proactive when dealing with important issues</td>
<td>58.6</td>
</tr>
<tr>
<td>Has a positive reputation in the area</td>
<td>58.6</td>
</tr>
<tr>
<td>Communicates openly with community</td>
<td>51.7</td>
</tr>
<tr>
<td>Community communication on important issues</td>
<td>27.6</td>
</tr>
<tr>
<td>Meets your communication needs</td>
<td>58.6</td>
</tr>
</tbody>
</table>

### Community challenges identified by the stakeholder survey:

- Education
- Equity for Indigenous and non-Indigenous
- Health issues
- Isolation and flow-on issues such as affordable travel
- Funding for infrastructure
- Drug and alcohol abuse
- Lack of housing or overcrowding in Borroloola
- Lack of freehold land for development
- Activities and resources for young people
- Thriving town of Borroloola
- Economic and tourism growth.
Over the last two months, MRM has been working closely with a team of local sub-contractors from 7 Emu’s Station who have been contracted to provide assistance to the Environment Department with rehabilitation activities on site and at Bing Bong.

The team from 7 Emu’s consists of Damien O’Keefe, Ian Mawson, Angus Kidd, Alfred Anderson, Hayden Ward and Marissa Shadforth. Initially, they were employed in the nursery to propagate native plants such as River Red Gums, River She-Oak, Cane Grass, Australian Vetiver Grass and Silver-Leaved Paperbark, which are all common to the McArthur River area. While in the nursery they were assisted by McArthur River's expert environmentalist in plant revegetation, Jason Desmond.

Gary Taylor, MRM Heath, Safety and Environment Manager said, as part of MRM's commitment to working with local contractors and businesses, we were able to provide practical on-site training to the 7 Emu’s team from the nursery to the field, which has been a win-win situation for both.

"They provide local knowledge and labour and we apply best practice scientific knowledge," Gary said.

From the greenhouse, the 7 Emu’s crew moved to work on MRM’s key rehabilitation areas: the McArthur River and Barney Creek channels. Here the crew direct seeded native grass species by hand and planted native tube stock from MRM’s on-site nursery.

Gary said working closely with locals has provided benefits to our environment team.

"Jason has appreciated the local knowledge he has gained of the area and its associated vegetation communities as well as local fauna identification,” he said.

As part of the mine’s progressive rehabilitation program, the 7 Emu’s team also worked with Jason on the Bing Bong dredge spoils. MRM is conducting specific trials on coastal grasses, in an effort to identify which native species will flourish in the coastal region. The crew also provided weed management services in the area to remove the identified weed, Parkinsonia.

So far this year, approximately 1000 plants have been planted along Barney Creek and the McArthur River channels, with an additional 8000 plants ready for planting in the site nursery. Planting will increase at the end of the wet season when access is easier and tracks are re-established.

Currently, additional tube stock is being grown in MRM’s site nursery with more plants to be ordered.

Direct seeding has also occurred on approximately 14 hectares at Bing Bong on the dredge spoils, and 30 hectares on cell one of the Tailings Storage Facility following the completion of clay capping.

Weed management to date has mostly focused on Parkinsonia and Devils Claw, with large areas around the dredge spoil at Bing Bong being treated. Inspections have noted that the current management techniques applied at both Bing Bong and MRM have been highly effective.
MRM continues to reduce the Total Recordable Injury Frequency Rate (TRIFR), and is now undertaking assessments to further reduce instances of medically treated injuries (MTIs).

Recent analysis of MTIs during 2010 and 2011 indicates that a majority of cases resulted in stitches to the hands or fingers. As a direct result of this, MRM is undertaking an assessment of knives used on site, with new safety rules being put in place for the mandatory use of cut resistant gloves.

During March, a new Injury Management Advisor was also employed at MRM. Jessica Rush, who previously worked with Xstrata’s Oaky Creek Coal operations, will primarily be focused on preventing injuries on site. Jessica is a treating physio and will work with the development of injury prevention projects, injured worker rehabilitation, return-to-work planning and ergonomic projects. She will provide this through education and awareness training and advice on fitness programs and physical education on site.

Risk management has also played a major role in the first quarter of 2011 with risk assessments being conducted for main departmental areas.

In addition, assessment was undertaken with the annual catastrophic risk review conducted by managers, superintendents and operational and safety personnel. All updated risks from this process are updated into CURA, the site’s database for the management of risks. As part of this risk process, verifications are also conducted by risk and control owners, and information fed back into the CURA system, with the ultimate aim of improving risk management on site.

MRM is working closely with suppliers, partners and contractors to achieve its objective of sustainable development in all day-to-day business practices.

Administration Manager Mike Williams, said we are working cooperatively to ensure we understand each other’s needs in order to meet this objective.

“Xstrata works to a set of business principles that define how we work ethically, responsibly, openly and together with others,” Mike said.

“Each operation also works under a Sustainable Development Framework which balances economic, environmental and social considerations. It is important for our associates to understand these corporate requirements, as complying with these requirements is an essential part of our accreditation of service providers.”

As an example, suppliers are expected to meet standards to ensure goods are:

- Manufactured, stored and distributed having regard for the health and safety of employees, contractors and customers
- Manufactured, packed and transported having regard for the environment
- Manufactured in and supplied from countries where human rights are recognised
- Fit for purpose.

During the last couple of months, the Administration Team has been working diligently with suppliers, contractors and partners, renewing agreements to ensure that sustainable development policies and standards are in place.

An accreditation survey is conducted of new suppliers, contractors and partners to evaluate the organisations’ sustainable development practices.

Where a supplier cannot demonstrate a robust process and is unable to meet minimum standards, MRM works with them to develop a program providing policies and standards to interpret and adapt to suit their particular businesses needs. The same process applies to MRM should an organisation have more in-depth procedures and policies.

“There is continual evaluation and modification to improve existing standards. By working together we continue to raise the bar in sustainable business practices,” Mike said.

“In accrediting our suppliers in Sustainable Development, we engage in open and honest dialogue based on ethical business practices in an effort to strengthen our current business partnerships.”
The mill continues to meet and exceed milestones in relation to production, performance and safety according to Metallurgy Manager, Sam Strohmayr.

Three scheduled shutdowns during February were completed safely and on time even though nature tried its best to stop work with Cyclone Yasi.

Sam said he was particularly pleased with the efforts that went into the job planning activities.

“It provided an opportunity for improved identification and management of hazards to ensure we are working safely,” he said.

“Congratulations to all involved in the refit work and particularly to Cory Spicer and Garry Solly for their involvement in the planning and supervision of the job.”

The rebuild of Filter 2 surpassed expectations and the filter is now producing dry cake (concentrate or product) on a new filter cloth at 8.5 minute cycles, at roughly 10 tonnes per drop, which is a fantastic result.

Before the refit the filter process produced wet-cake (concentrate) with average moisture content above the preferred band of 12% to 13%. The production cycle was also slower at 11 to 12 minutes each cycle, so the refit has enabled a saving of two to three minutes per cycle.

On 20 February the mill achieved a throughput record of 7717 tonnes per hour for a 24 hour shift. This is a significant achievement and much of this is a direct result of the design work the metallurgists undertook in the re-design of the lifter profile for the SAG mill liners. It has produced a more efficient grind with an immediate impact on mill throughput.

“Past experience had shown that there is usually two to three months of milling hardship before the liners bed in,” Sam said.

“But with the recent shutdown for maintenance, the lifter angle was spot on and the mill is now producing at record rates. The impacts of a steady milling circuit and properly operating filter are already being evidenced in the clean-up and housekeeping improvements being achieved in the milling and filter areas in particular.”

Safety records show that in February, the Metallurgy Department reached its lowest Total Recordable Injury Frequency Rate (TRIFR) in four years. Hand injuries remain the main cause of incidents and as a result, gloves are now mandatory PPE for all processing personnel.

“I encourage everyone to remember to wear their gloves, as these will prevent or reduce the injury severity, should something go wrong,” he said.
The Old Girl retires

Since 1998, Lindsay Pilgram has worked for Hamptons as one of their drivers, transporting MRM bulk concentrate to the Bing Bong loading facility. He is affectionately known as “Father” to Hampton’s team here at MRM, and his J80 truck is commonly known as ‘the old girl’.

During that time, Lindsay has come to know the Bing Bong route extremely well, having now clocked up 3 million kilometres or about 12,500 round trips. Having reached that milestone, Hamptons are now retiring J80 as an old and reliable friend.

J80 and Lindsay have played an important role in safety here at the mine. During the wet season, J80 has always been the first truck off-site of a morning as Lindsay provides the mine with the earliest road condition and flooding reports.

Leon McMillan, Hampton’s MRM Manager said “we appreciate the effort and the commitment that Lindsay has provided Hamptons and to have reached 3 million kilometres in the same truck is a big effort.”

“Lindsay has mixed emotions about his new truck but we are positive he will make another 3 million kilometres.”

Lindsay farewelled J80 ensuring ‘the old girl’ was washed, polished and shining when she left the mine site for the last time.

MRM salutes an NT young achiever

This year’s winner of the NT Young Achiever McArthur River Mining Regional and Rural Initiative Award was Rebecca Healy from Tennant Creek. Rebecca received her award at a gala presentation dinner on Saturday 2 April at the Holiday Inn Esplanade, Darwin.

Growing up in a remote part of the Territory, Rebecca completed her schooling through the Katherine School of the Air and purchased her first house at age 19. At 25, Rebecca has become a respected supporter of the Barkly Region youth community. Her past experiences guide other young people, teaching them about the importance of independence and planning to secure a rewarding future.

Rebecca’s passion for the community has seen her become an influential spokesperson and representative for disadvantaged youth in the Region. Rebecca has been involved in a variety of forums, including the Chief Ministers Round Tables of Young Territorians, the Youth Justice Advisory Community, the Northern Territory Youth Affairs Network, the Youth Justice Advisory Committee, and the Barkly Shire Councils Local Advisory Board – all of which have helped shape Rebecca into the person she is today.

Rebecca is in the process of establishing a virtual assistance business, focusing specifically on regional and rural business development.

MRM is proud to sponsor the NT Young Achiever Awards which, in recognising people like Rebecca, are encouraging the qualities of initiative, commitment, teamwork and success that are important for business and the Territory.

Congratulations Rebecca!
Trees and training through Trust grants

A fresher, brighter Borroloola is in store, while the local community will receive more education, training and employment opportunities with grants valued at over $1.6 million approved by the MRM Community Benefits Trust in February.

Grant recipient: Mabunji Aboriginal Resource Assn.
The Beautifying Borroloola Project being undertaken by Mabunji Aboriginal Resource Association will receive $26,000 to cover landscape design costs for the town. Borroloola’s entrance will be the focus, aiming to make the town welcoming to tourists, and to build a sense of pride amongst town members.
The landscaping design grant supports the Trust’s environment objective to preserve and celebrate the local environment. It also contributes to a positive, highly visible project as a way to showcase the kinds of things that can be achieved through applying for funding from the Trust.

Grant recipient: Department of Education and Training
A significant grant has also been awarded to the Department of Education and Training’s Bright Start, Strong Future program, with over $1 million to be provided over three years. This will contribute to the cost of a $4.5 million series of initiatives to be delivered in partnership between the department, Borroloola School and MRM.
The program has been proven in other NT communities to help provide a pathway toward education and training from birth, to school, through to employment and involves:
• Frequent attender program and incentives for students
• Provision of 5 computers to the Year 7 class
• New vocational education and training opportunities involving work placements for students from the age of 14 years and up to 10 school based apprenticeships per year
• Improved quality of VET facilities and engagement of a trainer with a background in engineering and construction.
General Manager of NT Department of Education and Training’s Participation and Pathways Division, Tony Considine, said research shows attendance at school is at the heart of effective learning.
“Without the support of the Trust’s funding, we would not have been able to achieve the increase in Indigenous employment from 9% to 21% in four years,” he said.

Grant recipient: MRM
A $600,000 grant was awarded to support the extension of MRM’s Indigenous Employment and Training Strategy and help meet an important objective of the Trust.
The focus of the program is to facilitate an effective recruitment process, increase retention rates of Indigenous trainees and improve career development for existing Indigenous employees.
MRM General Manager, Ettienne Moller, said MRM’s commitment to increase Indigenous employment to 20% is a specific objective of the Trust.
“Having achieved our target of 20%, we are now focusing on at least maintaining and preferably increasing this percentage by both retaining and developing the Indigenous employees we have and continuing to bring in new entry level personnel.
“A key change in the strategy is to recruit new Indigenous employees for specific job opportunities, rather than just a general trainee intake. That way, we can get our entry level personnel into real jobs faster.” Ettienne said the grant represented only a proportion of the total cost of the Indigenous employment program.
“In 2011, MRM plans to invest $1.4 million in Indigenous employment and training which is a significant investment within the business,” he said.
Staff survey to improve on-site communication

MRM will be looking at new and improved ways of communicating with our staff, contractors and suppliers in 2011 to ensure we are providing information in an interesting, accessible and convenient way.

These improvements are being driven by the results of the internal communication survey conducted in 2010, which captured feedback and ideas on how we communicate, and what we communicate about.

What you said

<table>
<thead>
<tr>
<th>Performance</th>
<th>Areas for improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>MemoRanduM</td>
<td>The survey found the newsletter is well regarded, with staff rating its performance as good or very good in regards to look and layout (70.9%), content (60.6%) and ease of reading (70.7%).</td>
</tr>
<tr>
<td>MRM website</td>
<td>According to the survey feedback, staff rated the website’s performance as good or very good in the areas of content (56%), ease of reading (54.9%) and ease of use (54%).</td>
</tr>
<tr>
<td>Intranet</td>
<td>The MRM intranet is also valued by staff as an important communication tool. Survey results show that 44.7% of staff enjoy the content and 43.8% find it easy to read. These lower results also reflect the more complex material located on the intranet compared with the website.</td>
</tr>
</tbody>
</table>

A key finding of the survey was that staff at MRM prefer to receive information through face-to-face communication such as Tool Box talks, supported by communication tools such as the MemoRanduM newsletter and the ‘State of the Nation’ addresses by the General Manager. The survey also found that while the intranet and website are important sources of information, improvements can be made to content, ease of use and ease of reading.

Thank you to everyone who participated in the survey last year – we value your feedback.

If you have a story idea for MemoRanduM, please contact MRM Senior Community Relations Advisor, Kirsty Hogarth, on k hogarth@xstratazinc.com or phone (08) 8975 8216.