



2009 Sustainable Development Report



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Stakeholder
engagement



Environmental
stewardship



Social wellbeing



Our people



Community
engagement

The Mirarr

The Mirarr are the Traditional Owners of lands in the Kakadu region. Mirarr country encompasses the Ranger Project Area and the Jabiluka lease, the mining town of Jabiru and parts of Kakadu National Park, including the wetlands of the Jabiluka billabong country and the sandstone escarpment of Mount Brockman.

In 1995 the Mirarr established the Gundjeihmi Aboriginal Corporation, an incorporated body, to assist them to manage a balance between sustainable development and traditional practice on their land, and to direct income from mining royalties towards the establishment and maintenance of outstation infrastructure and essential services.

The Mirarr have successfully claimed traditional country under the Commonwealth *Aboriginal Land Rights (Northern Territory) Act 1976*, and therefore hold beneficial freehold title to their country via the Kakadu and Jabiluka Land Trusts.

Overview

Energy Resources of Australia Ltd (ERA) is one of the world's largest uranium producers. In 2009 ERA produced 5,240 tonnes of uranium, making Ranger the second largest uranium mine in the world.

ERA supplies around 10 per cent of the world's mined uranium, which is used as fuel to generate approximately one per cent of the world's electricity.

The Company has been mining and producing uranium at Ranger mine, 260 kilometres east of Darwin in Australia's Northern Territory, since 1980. ERA's corporate headquarters is located in Darwin.

The 848 hectare Ranger mine site comprises two open-cut mine pits, one of which is now filled with residues (tailings) from the uranium extraction process and the other in which mining of uranium ore continues.

Low grade ores and non-mineralised rock from the mining operation are stockpiled on the land surface.

There are also administration offices, testing laboratories, production and maintenance facilities, water treatment plants and substantial areas of water retention ponds, constructed wetland systems and irrigation areas for treatment and disposal of water.

The Ranger mine occupies less than 11 per cent of the 79 square kilometre Ranger Project Area.

ERA also holds title to the Jabiluka deposit, 22 kilometres north of Ranger. This world-class deposit is under long term care and maintenance and will not be developed by ERA without the consent of the Mirarr Traditional Owners.

The Ranger Project Area and the Jabiluka lease are surrounded by, but remain separate from, the world heritage Kakadu National Park.

One of ERA's guiding principles is that the natural and cultural values of the surrounding Kakadu National Park must continue to be protected.

The Commonwealth Office of the Supervising Scientist, which monitors uranium mining activities in the region, has confirmed that the environments in the National Park downstream of Ranger and Jabiluka have remained protected since mining began 30 years ago.

The Ranger Project Area and the Jabiluka lease are located on Aboriginal land. The conditions for operating at Ranger and Jabiluka are set out in agreements made with the Northern Land Council on behalf of the Mirarr Traditional Owners under the *Aboriginal Land Rights (Northern Territory) Act 1976*.

ERA employs over 500 people, including people from local Indigenous communities and makes a significant contribution to the local and national economy.

Rio Tinto, a diversified resources group, owns 68.4 per cent of ERA shares. The balance of the Company's shares are publicly held and traded on the Australian Securities Exchange.



Vision and values

ERA strives to uphold the guiding principles set out in our Code of Business Conduct, namely:

- The paramount importance of the safety and wellbeing of our employees, contractors and the community
- Creation of value for our shareholders
- Building partnerships with our customers and aiming to exceed their expectations
- Caring for our surrounding environment through exemplary management systems and commitment to the principles of sustainable development
- Respecting the culture and aspirations of Indigenous people in our community, particularly the Mirarr, Traditional Owners of the land on which ERA operates
- Strengthening the culture of compliance within the regulatory framework in which we operate.



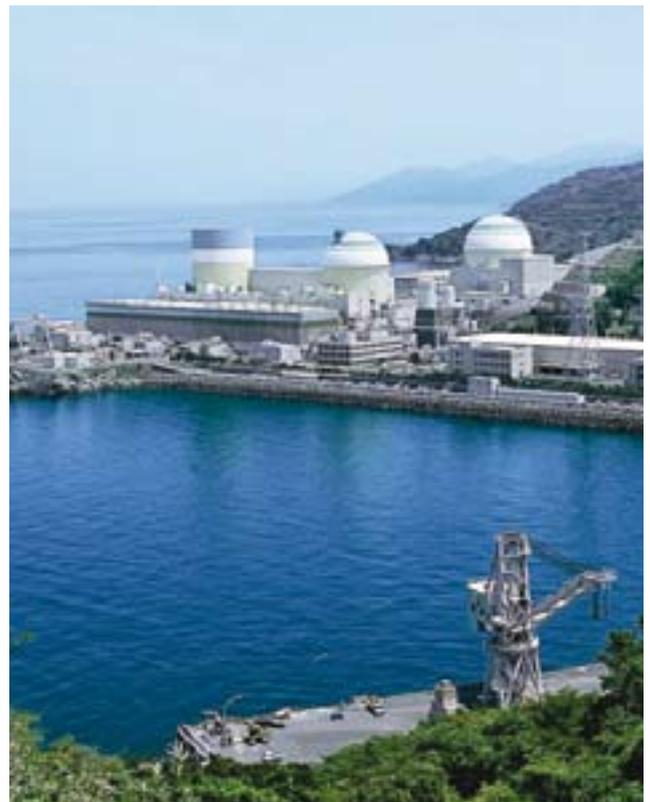
Power for the world

ERA sells its product, uranium oxide, to power utilities in Asia, Europe and North America under strict international and Australian Government safeguards, and only to countries which have signed the Nuclear Non-Proliferation Treaty.

ERA produces approximately 10 per cent of the world's mined uranium. This supplies fuel for approximately one per cent of the world's electricity needs.

The Company aims to secure profitable, long term sales contracts for uranium oxide produced from the Ranger mine.

Around the globe, countries are searching for stable, reliable baseload power options with low carbon emissions. ERA's demonstrated reliable supply of high quality fuel enables large scale nuclear power plants to meet this demand.



2009 Highlights

- 33 per cent reduction in the All Injury Frequency Rate, down to a world-class 0.68 per 200,000 employee hours
- Record net profit of \$273 million, dividends increased to 39 cents per share
- Production of 5,240 tonnes of uranium oxide
- Continued protection of the surrounding environment as confirmed by the Commonwealth Government's Supervising Scientist
- New education partnership with the Northern Territory Government to provide training and employment opportunities for local communities
- Feasibility studies for the proposed heap leach facility well advanced
- Preparation of the Environmental Impact Statement for the proposed heap leach facility in progress
- Feasibility studies for the underground exploration decline well advanced and application to the Supervising Authority for approval to proceed in development
- 100 Indigenous employees milestone achieved and celebrated
- Northern Territory Exporter of the Year and *Australian Mining Explorer of the Year*
- Contributed \$42 million in royalties to Indigenous interests and the Northern Territory Government
- Approximately 300 staff and contractors attended cross-cultural awareness courses
- Completed whole of lease weed surveys and reduced weed affected areas by 22 hectares
- Positive results from the covered evaporation facility trial
- Continued progress with revegetation trials and hydrological investigations on ERA's trial landform
- Process water treatment plant in operation and continued efforts to manage, treat and dispose of process water.

2010 Objectives

- **Environment** - maintain protection of the surrounding environment and improve greenhouse gas emissions performance
- **Operations** - improve production performance through mine planning and processing plant stability
- **Communities and government** - deliver training and employment opportunities for the communities of Jabiru and Gunbalanya through the education partnership
- **People** - improve employee retention, continue to strengthen employee engagement and increase levels of Indigenous employment
- **New projects** - receive appropriate Government approval and achieve community and stakeholder support for major projects
- **Financial** - maintain strong balance sheet to underpin future development and value for shareholders
- **Safety and health** - continue to work towards the goal of zero injuries through safety leadership.



Based on a total life cycle approach, every tonne of uranium oxide used in electricity production avoids 40,000 tonnes of carbon dioxide generation, equivalent to taking 7,272 average passenger cars off the road for 12 months.

In 2009 the total amount of uranium oxide produced and sold by the Ranger mine since operations began in 1980 reached 100,000 tonnes, making it only the second mine in the world to reach this level of sales.

ERA produces the fuel for just under one per cent of the global generated electricity output.

ERA's education partnership with the Northern Territory Government provides new training, education and employment pathways for students from the Jabiru and Gunbalanya campuses of the new West Arnhem College.

Assuming an average generation efficiency of 35 per cent, around 69.5 million tonnes of thermal coal would be required to generate the same amount of electricity as the 2009 sales of uranium from the Ranger mine.

"The extensive monitoring and research programmes of the Supervising Scientist Division confirm that the environment has remained protected through the period."

Supervising Scientist Mr Alan Hughes
Annual Report 2008/2009 to the Commonwealth Minister for the Environment

In 2009, ERA was named the Northern Territory Exporter of the Year and won the *Australian Mining Explorer of the Year* award.

Message from the Chief Executive

Sustainable development is an integral part of our business plans and decision-making processes.

We operate in a region internationally recognised as one of the most environmentally and culturally significant places in the world, with unique ecosystems and biodiversity, and a long tradition of human habitation.

Our mining and processing operations are located on land owned by the Mirarr Traditional Owners, whose physical and cultural associations with the region extend back tens of thousands of years and continue today.

Our product, uranium oxide, is highly valued because of the potential power that can be generated with low carbon emissions. However, by its very nature uranium oxide demands stringent attention to safety and product stewardship.

Under these circumstances our commitment to sustainable development is expressed in our focus on safety, our commitment to the highest standards and performance in environmental protection, in our initiatives to build a strong and resilient community, and in our ability to maintain a profitable business.

In these areas in 2009 ERA has delivered significant achievements.

Our goal of zero injuries delivered improved safety performance. Our All Injury Frequency Rate (AIFR) reduced by 33 per cent to a world-class 0.68 injuries per 200,000 employee hours. Further, there was 166 consecutive injury free days to 31 December 2009.

Our safety and environmental management systems are independently certified to internationally recognised standards.

We have continued to ensure that the surrounding environment remains protected - an achievement we have maintained every year for the Ranger mine's 30 years of operation.

The Commonwealth Government's Supervising Scientist stated in his 2008/2009 Annual Report that the "extensive monitoring and research programmes of the Supervising Scientist Division confirm that the environment has remained protected."

A new education partnership with the Northern Territory Government in 2009 heralds exciting new training and employment opportunities and pathways for students from the Jabiru and Gunbalanya campuses of the new West Arnhem College.

And our support for the Mirarr Traditional Owners' efforts to secure the long term future of Jabiru helped deliver an historic in-principle agreement which will recognise the town of Jabiru as Aboriginal land. This agreement also provides long term security for business and residents of Jabiru.

During 2009 we celebrated achieving 100 Indigenous employees, continued to support cultural awareness courses for all new employees and worked with Traditional Owners on cultural heritage management systems.

We also devoted considerable effort to our weed management and eradication strategies and continued to investigate traditional burning practices on the Ranger Project Area and the Jabiluka lease.

With a year of solid production and third highest sales of 5,497 tonnes of uranium oxide, ERA achieved a record net profit in 2009 of \$273 million.

Royalty payments to the Commonwealth Government which were distributed to Indigenous groups and the Northern Territory Government totalled \$42 million.

A study completed by highly regarded economists ACIL Tasman showed that ERA's activities in 2008 accounted for 2.8 per cent of the Northern Territory economy.

Detailed feasibility studies for the proposed heap leach facility and underground exploration decline at Ranger continued in 2009 and into 2010.

ERA will submit an Environmental Impact Statement for the heap leach facility in 2010/2011 in line with Commonwealth and Northern Territory Government requirements.

Our research into biodiversity and revegetation techniques continued to increase our knowledge and understanding of natural systems on our leases.

The establishment of a large scale landform trial at Ranger is providing the Company, regulators and stakeholders with critical insights into optimal rehabilitation approaches and technologies.

ERA's product, uranium oxide, represented around 10 per cent of the world's primary mined uranium production, producing sustainable baseload power equivalent to approximately one per cent of total global power.

From safety and environmental leadership through to record performance, ERA's commitment to sustainable development is reflected in the commitment of our people.

I would like to recognise and thank the significant efforts of our people who made 2009 a success, and I know we will strive to achieve strong results in 2010.



Rob Atkinson
Chief Executive

Governance systems

Due to Ranger's location in a culturally and environmentally significant region, the Ranger mine is one of the most regulated mines in the world. We believe this is appropriate.

The Company's environmental protection measures, health and safety systems, radiation detection procedures and production activities are monitored, audited and reviewed on a regular basis. ERA strives for best practice in all these areas.

ERA's commitment to sustainable development is defined in the Company's Code of Business Conduct, and expressed in Company decisions, actions, and behaviours.

ERA's environment policy recognises that exemplary environmental management is crucial to long term success, requires compliance with all applicable legislation and other commitments, and aims to continuously improve environmental management performance. The Company maintains international certification (ISO 14001) of its environmental management system, which includes ERA's water management system.

ERA's safety and health management system, which includes ERA's radiation management system, was re-certified in 2009 to Australian Standard AS4801: Occupational Health and Safety Management Systems.

ERA's operations are closely supervised and monitored by key statutory bodies including:

- The Northern Territory Department of Resources, the Commonwealth Supervising Scientist Division, and the Northern Land Council, all of which are represented, together with ERA, on the Ranger and Jabiluka Minesite Technical Committees
- The Commonwealth Department of Resources, Energy and Tourism
- The Alligator Rivers Region Advisory Committee (including non-government organisation representatives)
- The Alligator Rivers Region Technical Committee (including non-government organisation representatives).

Relevant legislation governing the Company's activities includes:

- *Atomic Energy Act 1953* (Commonwealth)
- *Aboriginal Land Rights (Northern Territory) Act 1976* (Commonwealth)
- *Energy Efficiency Opportunities Act 2006* (Commonwealth)
- *National Greenhouse and Energy Reporting Act 2007* (Commonwealth)
- *Environment Protection and Biodiversity Conservation Act 1999* (Commonwealth)
- *Nuclear Non-Proliferation (Safeguards) Act 1987* (Commonwealth)
- *Mining Act 2003* (Northern Territory)
- *Mining Management Act 2001* (Northern Territory)
- *Environmental Assessment Act 1982* (Northern Territory)
- *Workplace Health and Safety Act 2007* (Northern Territory)
- *Environment Protection (Alligator Rivers Region) Act 1978* (Northern Territory).

The Ranger and Jabiluka Minesite Technical Committees (MTCs) are the key forums for approvals on environmental matters relating to Ranger and Jabiluka.

The MTCs were established under a set of working arrangements agreed between the Commonwealth and Northern Territory governments.

The Alligator Rivers Region Advisory Committee (ARRAC) provides a formal forum for consultation on matters relating to the effects of uranium mining on the environment in the region.

Committee members include representatives of the Northern Territory Government, the Commonwealth Government, the Northern Land Council, Aboriginal associations, mining companies (including ERA), West Arnhem Shire, the Northern Territory Environment Centre and other members who may be appointed by the Commonwealth Minister for the Environment.

<http://www.environment.gov.au/ssd/communication/committees/arrac/index.html>

The Alligator Rivers Region Technical Committee (ARRTC) oversees the nature and extent of research being undertaken to protect and restore the environment in the Alligator Rivers Region from any effects of uranium mining.

ARRTC members comprise seven independent scientists nominated by the Federation of Australian Scientists and Technological Societies for their expertise in specific fields, and six stakeholder representatives, including ERA, the Northern Land Council and Parks Australia. It reports directly to the Commonwealth Minister for the Environment.

<http://www.environment.gov.au/ssd/communication/committees/arrtc/index.html>



Stakeholder engagement

Clear, regular, respectful and collaborative engagement with stakeholders about ERA's activities at the Ranger Project Area and the Jabiluka lease is essential for improving our performance.

Understanding our stakeholders' interests and expectations increases our capacity to operate Ranger in a collaborative and cooperative way.

ERA has an important relationship with the Mirarr Traditional Owners, who are represented by the Gundjeihmi Aboriginal Corporation and the Northern Land Council. ERA's operations are located on Mirarr land.

ERA also engages directly with its regulatory stakeholders via the Minesite Technical Committees, which include representatives from the Northern Territory Department of Resources, the Commonwealth's Supervising Scientist Division and the Northern Land Council.

The Company has a wide variety of other stakeholders, ranging from local business representatives and technical committees through to tourism bodies, sports organisations, research institutions, the Commonwealth and Northern Territory governments and their departments, and international organisations.

ERA maintains contact with key stakeholders through a variety of means, including face to face meetings, site visits, representation on committees, reports, presentations, collaboration and online information.

ERA works to build strong relations with all important stakeholders, particularly:

- Gundjeihmi Aboriginal Corporation
- Northern Land Council
- Commonwealth Government (including Supervising Scientist Division and Parks Australia)
- Northern Territory Government
- West Arnhem Shire
- Jabiru Town Development Authority.

Case study

Historic moment for the Mirarr Traditional Owners and Jabiru

The native title application over Jabiru was lodged in 1997 and is one of the longest running native title cases in Australia. The Mirarr Traditional Owners' efforts to gain recognition of Jabiru as Aboriginal land extend back almost 30 years.

ERA supported efforts by the Mirarr Traditional Owners to resolve their native title application over Jabiru and welcomed a proposed settlement agreed in principle in November 2009.

In comments made to ABC radio, Gundjeihmi Aboriginal Corporation spokesman Justin O'Brien said ERA had "played a pivotal role" in working with the Commonwealth and Northern Territory governments, in relation to settlement of the Jabiru native title claim via the recognition of the Mirarr as the town's Traditional Owners.

"ERA has long and fairly strongly supported the Mirarr aspiration for land rights at Jabiru, and without that consistent support, as well as the willingness of other parties to negotiate, we probably wouldn't be here today," Justin said.

The Federal Attorney-General, Robert McClelland, said the strong relationship between the Mirarr and ERA was an example of how native title can help achieve practical reconciliation.

The proposed settlement will see Jabiru recognised as Aboriginal land and leased to the Commonwealth Government for 99 years. Jabiru will remain part of Kakadu National Park.

Jabiru is a diversified regional centre which, in addition to housing many of ERA's employees and contractors, supports many of the estimated 216,000 tourists who visit the region each year. The town has a population of approximately 1,200.

Economic prosperity

In 2009 ERA's strong financial performance formed the basis for significant economic contributions to local communities and the Northern Territory economy.

ERA's contributions take the form of capital expenditure including suppliers and contractors, purchase of goods and materials, direct wages and salaries, payment of royalties and rental payments.

ERA recorded a net profit after tax of \$273 million for the year, compared to \$222 million in 2008. Sales of uranium oxide for the year were 5,497 tonnes (2008: 5,272 tonnes), the third highest in ERA's history.

Revenue from sales of uranium oxide was \$768 million (2008: \$496 million), while total revenue and other income rose to \$781 million (2008: \$692 million).

ERA makes royalty payments to the Commonwealth Government of 5.5 per cent of net sales revenues. The Commonwealth Government distributes this to Northern Territory based Aboriginal groups, including the Mirarr Traditional Owners. A further 1.25 per cent of net sales revenues is distributed by the Commonwealth to the Northern Territory Government. In 2009, ERA's royalty expenses totalled \$42 million (2008: \$25 million). In addition, annual land rental of \$200,000 is paid to the Mirarr Traditional Owners in respect of the Ranger Project Area.



Case study

Economic contribution to Northern Territory

A study into the economic contribution of ERA's Ranger mine has found the direct and flow-on effects of our operations injected more than \$400 million into the Northern Territory economy in 2008.

In 2009 ERA engaged economic analyst ACIL Tasman to assess the economic impact of the Ranger mine.

ACIL Tasman use input/output analysis of Australian Bureau of Statistics 2006 census data and information from ERA; the data analysed is the most current available as of December 2009.

In 2008, ERA's direct contribution to the Northern Territory economy from major purchases and expenditure, as estimated by ACIL Tasman, was \$230 million or 1.6 per cent of gross product of the Northern Territory economy.

Flow-on impacts from wages, salaries payments and purchases of Northern Territory goods and services, produced additional indirect benefits of 0.6 per cent of gross product to the local economy, taking ERA's overall impact on the Territory economy to \$320 million or 2.2 per cent of gross product.

In 2008 ERA also contributed to the Northern Territory economy through its capital expenditure, resulting in a further contribution of 0.6 per cent of gross product.

This lifted ERA's total contribution to 2.8 per cent, which equates to a \$400 million annual contribution to the Northern Territory economy.

The study found that the Ranger operations created direct and indirect employment estimated at 1,900 full time equivalent jobs in the Northern Territory, including over 450 jobs at the Ranger mine.

ERA's direct and indirect contribution to the Northern Territory economy was further boosted in 2009 in line with increases in revenue and new project activity.

Environmental stewardship

ERA uses energy for mining, milling ore, processing operations, pumping water and other liquids, lighting, heating, cooling and electricity generation for the mine and for Jabiru.

The principal source of energy for ERA is diesel fuel. Aside from direct use in machinery, diesel fuel is used to operate the Ranger electricity power station and calciner. Liquid petroleum gas (LPG) and petrol are also used in some applications.

The measured total energy consumption for the Ranger operation in 2009 was 1,531,226 GJ (gigajoules). Energy consumption in 2008 was 1,536,284 GJ and 1,222,980 GJ in 2007. The increase in 2009 and 2008 compared with 2007 reflects additional energy requirements associated with major infrastructure projects.

The combined greenhouse gas emissions for 2009 from all diesel, LPG and petrol use, calculated as CO₂ equivalent (CO₂-e), was 119,032 tonnes, compared with 140,957 tonnes in 2008 and 83,109 tonnes in 2007.

The 2009 emissions figure includes CO₂ emitted from acid dissolution of carbonate minerals in uranium ore during processing. These CO₂ processing emissions were first estimated and reported in 2008.

The accuracy of the methodology for estimating these process emissions was improved in 2009 resulting in a 2009 CO₂ processing emissions figure of 9,724 tonnes of CO₂-e, compared with 36,787 tonnes in 2008.

Greenhouse gas emissions were offset by 190 tonnes through revegetation activities.

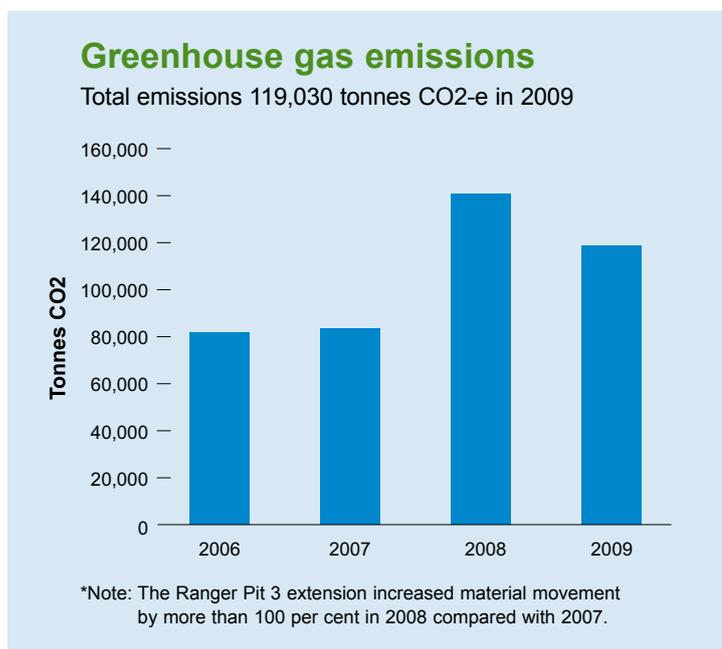
Other factors affecting 2009 greenhouse gas emissions were increased diesel use associated with Pit 3 south wall remediation works, increased travel for mine haul trucks and water pumping distances for Pit 3 extension stage two, and construction of a further lift of the tailings dam wall to RL +54m.

Greenhouse gas emissions per tonne of uranium oxide produced at the Ranger mine in 2009 were 22.7 tonnes, compared with 26.4 tonnes in 2008 and 15.4 tonnes in 2007.

During 2009 ERA integrated new legislative requirements into management systems to comply with the Commonwealth *Energy Efficiency Opportunities Act 2006* and the Commonwealth *National Greenhouse and Energy Reporting Act 2007*.

Projects completed in 2009 as part of ERA's Energy Efficiency Opportunities initiatives include:

- Installation of an automated fuel management system to track diesel fuel consumption and efficiency
- Refurbishment of the power station's diesel alternators
- A review of compressed air energy use and efficiency
- A review of parasitic loads on the Ranger power station
- Installation of set-temperature air-conditioning in worker accommodation.





Case study

Product stewardship essential for uranium industry growth

ERA and other uranium producers have a key responsibility for developing clear product stewardship principles and information in order to support the increasing global interest in nuclear power.

Rio Tinto Chief Development Officer Uranium, and former ERA Director, Andy Lloyd represented ERA and Rio Tinto's other uranium interests at the third meeting of the International Commission on Nuclear Non-proliferation and Disarmament in Moscow in June.

The Commission held discussions with representatives of the world's nuclear power industry, including experts from companies based in Russia, South Africa, Brazil, Argentina, Australia, Japan, Canada, the United States, France and the United Kingdom.

The Commission sought to build international consensus ahead of a review of the Nuclear Non-Proliferation Treaty (NPT) and to discuss closer collaboration between governments and industry to manage the growing global interest in nuclear energy.

Andy said it was clear that understanding the whole chain of potential impacts associated with producing uranium fuel and promoting the environmental benefits of nuclear energy, were essential for building public confidence in the industry.

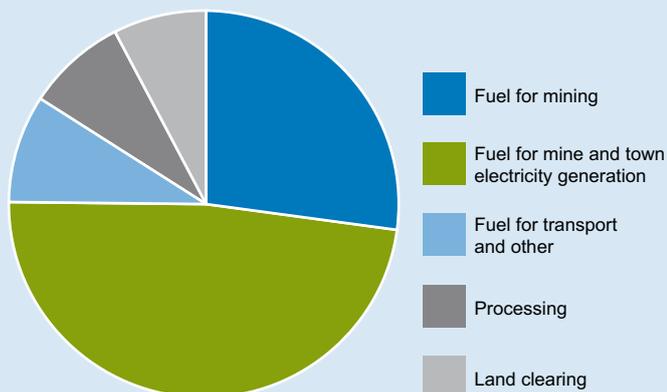
"One of the key roles for the mining industry is to continue support for a system of checks and safeguards that accounts for the movement of nuclear materials," Andy said.

"This is part of our product stewardship responsibilities and we must ensure it has integrity and credibility.

"It is vital for the future of our industry to ensure an effective and efficient system to safeguard the public good and safeguard our industry."

Greenhouse gas emissions

119,032 (t CO₂-e) total GHG emission 2009



Water



Water management is the most significant environmental and operational aspect of the Ranger mine.

The location of Ranger in a region that experiences tropical monsoon weather patterns presents challenges for managing and reducing water inventories, since naturally high evaporation rates are offset by high rainfall.

The water management system is an integral part of ERA's environment, safety and health management system and covers all aspects of water capture, storage, supply, distribution, use and disposal.

The system applies to a range of water classes: process water, pond water, good quality rainfall runoff water, potable water, and high quality permeate from the water treatment plant. Each class of water differs in composition, which dictates the way it is managed.

ERA's recent capital investments at Ranger have included significant expenditure on water treatment facilities, to ensure that the environment surrounding the Ranger mine continues to be protected.

In 2009, ERA completed new pumping and pipeline systems for transporting slurried residues from uranium ore processing operations to temporary storage in the tailings dam and the supply of process water for re-use in the processing plant.

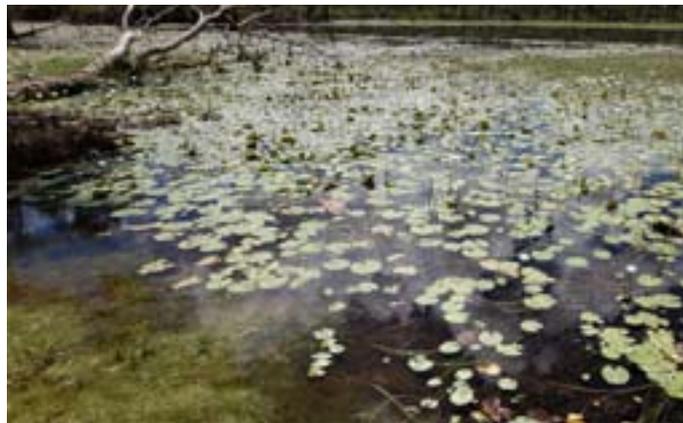
Other completed works included an upgrade to the lime softening circuit, a retrofit for the process water treatment plant and raising the tailings dam wall to RL+54m to increase the capacity of the tailings dam for storage of both tailings and process water.

Upgrades to the process water treatment plant provide ERA with the ability to treat water used in processing operations to an extremely high quality.

The retrofitted water treatment plant has a capacity of 1.1 megalitres per day and began treating process water in August. Treated water is released into ERA's constructed wetland water polishing system.

Studies continued on a number of options to increase process water treatment capacity, including the installation of innovative enhanced evaporation channels.

Water management activities are performed by a dedicated team and supported by the scientific and research expertise of the Environmental Strategy department.



Case study

Sunlight and smart design for water solution

A combination of sunlight and smart design could boost ERA's ability to increase water disposal.

Jody Clark, Manager, Water and Tailings, said increasing evaporation rates and reducing rainfall inputs to water storages provides ERA with greater operational control and improved environmental protection.

The Water and Tailings team is working with the University of Melbourne to investigate an innovative proposal to increase evaporation rates using covered evaporation channels.

One hundred metres long and 5.4 metres wide, the shallow insulated channels carry process water beneath a clear roof, which keeps out rainfall, while letting in sunlight to boost temperature and evaporation.

"The covered evaporation facility trial is a low technology system that takes advantage of natural processes," Jody said.

"The trial is helping determine ways to maximise the effect of these natural processes."

Fans assist the evaporative process by expelling the solar heated water vapour into the atmosphere. Due to the natural process of evaporation, only water vapour is released, while dissolved metals remain in solution.

Researchers from University of Melbourne are collaborating with ERA in measuring the performance of the covered evaporation facility trial.

Results to date confirm that a large scale covered evaporation facility can significantly increase ERA's current water disposal rates.

Case study

Tailings dam performance

The Ranger tailings dam was constructed 30 years ago, and continues to perform to original design parameters. The dam's performance and integrity is closely monitored, with ongoing monitoring of groundwater levels and quality through a large number of monitoring bores, geophysics surveys and visual inspections.

The performance of the tailings dam is regularly reviewed by regulators to ensure its operation remains within optimal design parameters.

In 2009, ERA conducted an aerial electromagnetic survey at Ranger, and data obtained were used to determine the existence of any geological structures and faults which could potentially channel seepage away from beneath the dam.

The latest survey information demonstrates that all seepage from the dam is contained beneath or within a short distance of the dam walls.

This is consistent with similar surveys conducted over previous years, as well as data from groundwater monitoring bores collected since the dam was constructed.

Survey and monitoring data is made available to the Northern Territory Government, the Commonwealth Supervising Scientist Division (SSD), and the Northern Land Council representing the Traditional Aboriginal Owners.

In his 2008/2009 annual report to the Commonwealth Minister for the Environment, the Supervising Scientist, Mr Alan Hughes, said the extent of the seepage was restricted to within a few hundred metres of the dam impoundment along a number of discrete geological structures.

"There is no evidence of seepage extending from the base of the tailings storage facility into Kakadu National Park," the report states.

Groundwater investigations and seepage recovery trials confirm that saline seepage waters beneath the tailings dam can be recovered and treated at closure.

Water quality measured during the six month seepage recovery trial in 2007 also show that dissolved metal levels are significantly lower than those present in the original process water.

Major projects



New projects

ERA is currently studying the development of a proposed heap leach facility intended to recover between 15,000 to 20,000 tonnes of uranium oxide over a period of six years from low grade ores currently contained on stockpiles and within the existing mine (Pit 3).

The Commonwealth and Northern Territory governments determined that ERA was required to produce an Environmental Impact Statement (EIS) for this project as part of the statutory approvals processes under the Commonwealth *Environment Protection and Biodiversity Conservation Act 1999* and the Northern Territory *Environmental Assessment Act 1994*.

Work on a \$36 million feasibility study and the EIS started in 2009. The feasibility study considers how to ensure that the facility is cost-effective, designed and adapted for Ranger's operating environment, constructed to world-class standards, achieves the highest levels of operational and safety performance, and complies with Ranger's stringent environmental protection practices.

The EIS will provide details of engineering design and controls, environmental risk assessments, social and economic impacts and cultural heritage management. The draft EIS is expected to be completed and available for public comment during 2010.

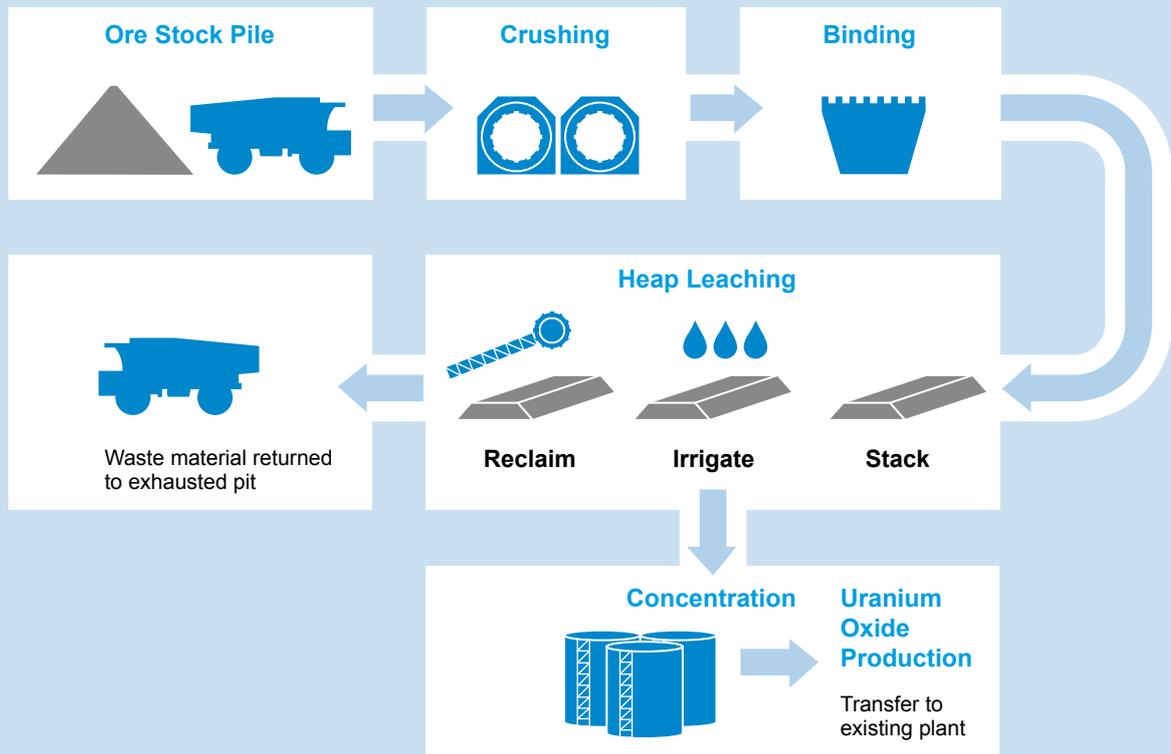
Detailed planning also began in 2009 for the construction of an exploration decline which will enable underground exploration of the Ranger 3 Deeps mineralised zone, adjacent to the current pit.

ERA received confirmation from the Commonwealth and Northern Territory governments in 2009 that the exploration decline did not require any additional environmental assessment.

An application to Ranger's regulators for approval to construct the exploration decline will be submitted in 2010 once engineering designs have been completed.

The success of the proposed heap leach facility and underground exploration decline vitally important for the future of ERA's operations. Environmental and cultural protection is a principal consideration in relation to both projects.

Heap leach facility diagram



Jabiru East accommodation village

ERA is working towards the establishment of a dedicated accommodation village for ERA's fly-in fly-out employees, contractors and other temporary workers.

The accommodation village will also help manage the temporary workforce increase associated with major projects including the proposed heap leach facility and exploration decline.

The village is being planned for Jabiru East, on the Ranger Project Area, adjacent to the Jabiru airport. Decisions on final design and investment are likely during 2010.

This new facility will provide quality accommodation and enable ERA to remain an employer of choice. It's location will also minimise potential for social impact in Jabiru arising from an influx of temporary workers during the construction phase of major projects.



Land



ERA's mining and processing operations are located on Aboriginal land and surrounded by, but separate from the world heritage Kakadu National Park.

ERA protects the land through research and programmes investigating biodiversity, weed management, protection of cultural heritage, site rehabilitation and revegetation.

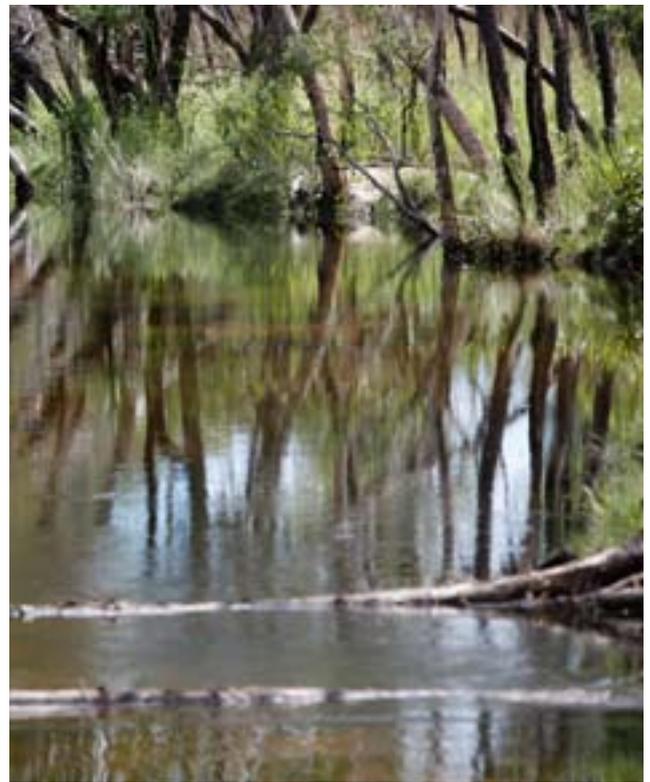
Cultural heritage

Working with the Mirarr Traditional Owners to identify and protect sites of historic and contemporary cultural heritage is a fundamental aspect of ERA's approach to sustainable development and respect for Mirarr culture.

The Ranger Project Area and the Jabiluka mineral lease contain sites of archaeological and cultural significance, and the Company works with Traditional Owners to identify and protect these sites.

In 2009 ERA completed work on the ERA Cultural Heritage Management System, which included updated procedures, a manual and an interim cultural heritage management geographic information system (ICHM GIS).

Based on archaeological information released by the Gundjeihmi Aboriginal Corporation for use across ERA, the ICHM GIS clearly identifies where ground disturbance can occur without affecting known archaeological material or cultural sites.



Biodiversity

Fauna surveys searching for threatened species were undertaken on the Jabiluka lease during 2009.

The surveys, which focussed on sandstone habitats, found the vulnerable Arnhem Rock-rat (*Zyzomys maini*) at eleven of the fifteen survey sites, and two small populations of the Leichhardt's Grasshopper (*Petasida ephippigera*).

An ongoing traditional burning programme at Jabiluka, involving Mirarr Traditional Owners and ERA, protects the habitat of these and other species by using low-intensity late wet season and early dry season burning to reduce the likelihood of intense dry season fires.

Weeds

ERA built on its successful weed control programme of 2008 with a further 22 hectare reduction in areas affected by weeds in 2009.

During the year, ERA completed whole of lease surveys of weeds and over 1,200 hours of weed control activities, including low intensity, patchy late wet season burning, and increased targeted weed spraying.

This year, ERA used helicopters to survey remote regions of the leases for weeds for the first time. Twenty-six introduced species were recorded this year, of which 25 were present on the Ranger Project Area and 14 on the Jabiluka lease.



Leichhardt's Grasshopper

Trial landform

ERA's trial landform is designed to demonstrate the Company's rehabilitation capability.

Constructed in early 2009, the trial landform covers an area of eight hectares, comprises approximately 800,000 cubic metres of weathered and unweathered rock materials, and will ultimately be incorporated into the Ranger final rehabilitation landform.

The final landform will cover the back-filled pits, waste rock stockpiles and tailings dam, and has to meet a range of environmental objectives related to radiation safety, vegetation and ecosystem establishment, and long term geomorphic stability.

It must be suitable for establishing and sustaining plant communities that are similar to those in adjacent areas of natural woodland.

In March 2009, over 5,000 seedlings were planted on the trial landform by ERA, Kakadu Native Plant Supplies and the Gundjeihmi Aboriginal Corporation.

In collaboration with the Environmental Research Institute of the Supervising Scientist, the trial landform is subject to a comprehensive monitoring programme which collects data on flora and fauna, weeds, radiation, soil moisture, erosion, runoff water quality and local climate conditions.

This data provides valuable information about the performance of revegetation strategies, irrigation regimes, biodiversity responses and the behaviour of rock substrates.

Initial results indicate that dry season irrigation has improved the initial survival rates of seedlings and that plant growth has been more rapid where laterite (highly weathered rock) has been incorporated into the landform.

Some plants are now more than two metres in height, and the landform has been colonised by native Common Rock Rats (*Zygomys argurus*), a species not previously recorded on the Ranger Project Area.





Waste management

Landfill waste volumes at Ranger decreased by 15 per cent in 2009 (486 tonnes) compared with 2008 (572 tonnes), due to the completion of major construction projects. Further reduction in volumes of waste to landfill are expected following the 2010 introduction of recycling programmes for scrap steel and wood waste.

ERA's waste oil treatment programme continued in 2009. Some waste oil, such as transmission oil from mine haul trucks, is contaminated with ore bearing rock materials and cannot be recycled off site.

Contaminated waste oil is treated in ERA's purpose-built high temperature incineration facility. In 2009 the facility treated 195 tonnes of waste (2008: 106 tonnes), and reduced stored waste volumes by 57 per cent.

Facility upgrades in 2009 included covers for extended operation in wet weather, flues and pipes, clearly defined segregation and storage areas and waste tracking systems. These changes improve management, incineration performance, and maintain health, safety and environment standards.

Recycling programmes for cardboard, aluminium cans, paper, plastic, lead acid batteries and non-contaminated waste oil continued in 2009. Recycling programmes will be extended in 2010 through the identification of additional recycling opportunities at Ranger mine.

In 2009 a new waste tracking programme called Total Waste Management was introduced at ERA, designed to improve waste categorisation, recording, reporting and waste management performance.

In 2010, ERA will seek improvement opportunities for recycling programmes in collaboration with West Arnhem Shire council, including support for recycling glass waste generated in Jabiru.

Social wellbeing

Safety

ERA places the highest priority on the safety of its people, including employees, contractors, and members of the local community.

During 2009 the Company achieved a record year of safety performance. ERA measures safety by the All Injury Frequency Rate (AIFR). This is a measure of all reportable injuries - lost time injuries, restricted work injuries and medical treatment cases - per 200,000 hours worked. This is a more stringent and revealing measure than the lost time injury frequency rate typically used by general industry.

ERA achieved in 2009 a 33 per cent improvement in AIFR over 2008, with a world-class full year result of 0.68 injuries per 200,000 hours worked.

This excellent result was achieved through the Company's commitment to the goal of zero injuries and a focus on strong safety leadership, direct engagement with employees and safety awareness initiatives.

In a year of record safety performance and record profitability, the link between safety and profitability is clearly demonstrated. The factors that drive operational excellence – quality work performance, attention to detail and careful planning of work – also lead to excellent safety performance.

During 2009, ERA initiated the Safety Milestone campaign, which extended safety awareness into the community by providing public benefits when ERA employees achieved safety performance targets.

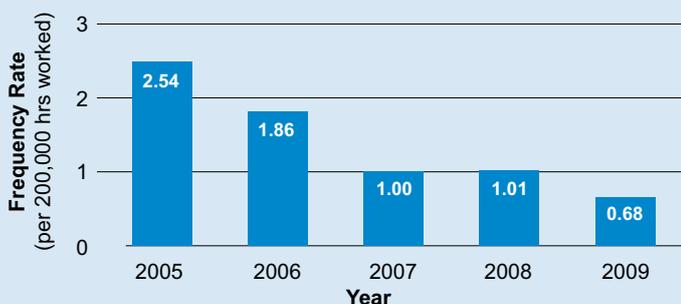
To mark the first Safety Milestone of 90 injury free days, achieved in October 2009, ERA provided funds for the construction of new playground equipment in Jabiru. When 150 injury free days were achieved in December 2009, new outdoor fitness equipment was purchased for Jabiru and \$10,000 was donated to the Royal Darwin Hospital.

Other health and safety measures in 2009 included the full roll-out of the Rio Tinto Achieve Health programme, management of heat stress through the Build-Up Blues awareness campaign, and expansion of ERA's on-site health specialist team to include a general practitioner one day a week.

During the year there were three lost time injuries. ERA supported the injured workers during their recovery and return to full duties. Results of incident investigations were shared with all work teams.

ERA's Emergency Response Team provides initial response to medical and other emergencies at Ranger. In 2009 the team also attended public road vehicle accidents, scrub fires, assisted the Northern Territory Fire and Rescue Service, and participated with regional emergency services in Disaster Management and Recovery planning and exercises.

All injury frequency rates



Radiation protection

ERA's radiation management system is part of the Company's safety and health management systems.

The radiation management system includes a comprehensive monitoring regime of fixed location monitors, mobile monitors and personal monitoring devices, to ensure that radiation doses to workers and the general public are less than their respective dose limits and are as low as reasonably practicable.

The maximum radiation dose limits that apply to ERA's operations are those recommended by the International Commission on Radiological Protection (ICRP) and adopted by the Australian Radiation Protection and Nuclear Safety Agency and Safe Work Australia (formerly the National Occupational Health and Safety Commission).

The ICRP recommends the limit for occupational exposure be expressed as an effective dose of 20 mSv per year above background radiation levels, averaged over defined five year periods (100 mSv in 5 years), but not to exceed 50 mSv in any single year. For members of the public, the ICRP recommends not exceeding a limit of 1 mSv per year above background. The natural background radiation levels in the area are 2-3 mSv per year.

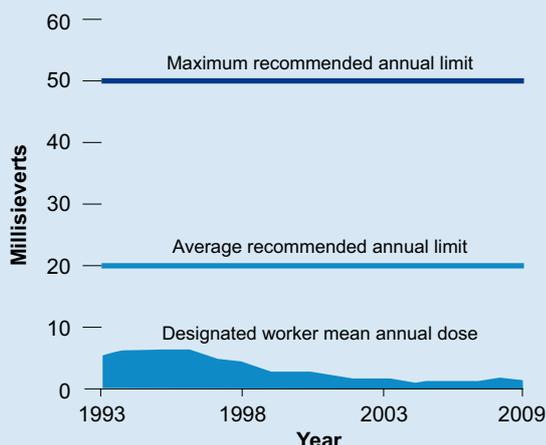
ERA employees and contractors whose occupational exposure to radiation may conceivably exceed 5 mSv per year are declared 'designated' workers and their exposure is closely monitored.

During 2009, 319 designated workers received a mean annual effective dose of 1.1 mSv with a maximum annual effective dose of 4.5 mSv. This compares with the maximum ICRP annual exposure limit of 20 mSv.

ERA's non-designated workers are subject to the same occupational dose limits as designated workers. In 2009 the maximum annual effective dose for non-designated workers was 0.9 mSv.

The potential exposures of Jabiru residents and surrounding communities are also monitored and Ranger mine contributed 0.0 mSv to the natural background radiation doses of Jabiru residents and surrounding communities in 2009.

Designated worker mean annual radiation dose



Our people

With the completion of a number of major projects in 2008 and early 2009, employment levels for ERA remained steady. Employee numbers at December 31 were 521 (2008: 517).

The Company's programmes to improve Indigenous employment and training opportunities continued in 2009 and included the innovative Gunbalanya job sharing programme.

This programme provides training opportunities and jobs for Indigenous people from the remote community of Gunbalanya. Community members can share a roster designed to provide a five-man work crew at Ranger.

The trainee mine haul truck driver training programme continued during the year with two intakes and a total of seven trainee drivers completing training.

In September 2009 ERA achieved the major milestone of 100 Indigenous employees. An event to celebrate this achievement, led by the Northern Territory Chief Minister, involving the local community was held at Ranger mine.

At the end of the year total Indigenous employment was 91 employees. Average employment over the year was 99 employees. Improving retention will be a major focus of ERA's Indigenous employment strategies in 2010 and beyond.

During the year, approximately 300 staff and contractors attended 18 cross-cultural awareness courses. Developed by the Gundjeihmi Aboriginal Corporation and supported by Kakadu National Park, the courses provide valuable cultural and environmental perspectives.

To build the capacity of ERA leaders, the Company introduced leadership training programmes for all leaders.

Case study

Confident of the future: Team leader Gabby Gumurdul

Gunbalanya work crew team leader Gabby Gumurdul says the greatest advantage of working with ERA has been developing confidence in dealing with other people and work situations.

Gabby is one of the original Gunbalanya work crew team members, and joined ERA in 2008.

The Gunbalanya work crew is an innovative job sharing programme developed by ERA where people from the remote community of Gunbalanya share a five-person work crew roster.

The flexible job sharing approach recognises that life in remote Indigenous communities does not always align with the regimented shift cycle demanded by a 24 hour mine operation.

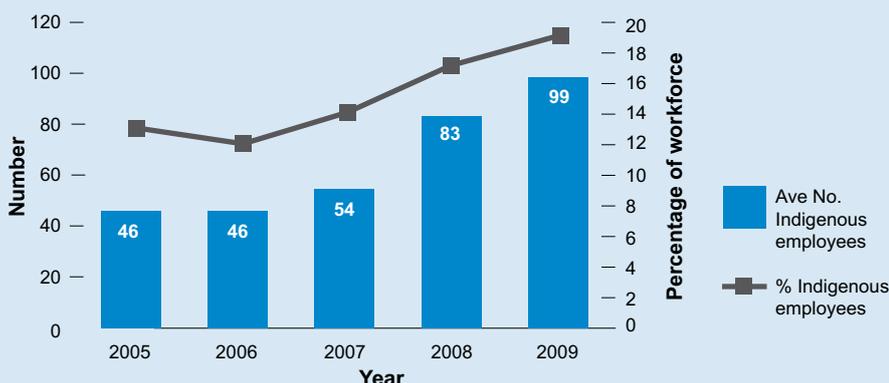
"Working for ERA has taught me a lot about the mining industry," Gabby said. "I'm the supervisor for the work crew. I talk to the shift supervisor about what jobs are on, and then at the tool box meeting with the crew we work out who does what.

"The best thing is the job has given me confidence, with day to day jobs and talking to the crew, throughout the day."

Gabby, a Traditional Owner of the Gunbalanya region, lives in Gunbalanya with his wife Ada and three children, and loves being able to work and live locally with his family.

Looking ahead, Gabby plans to swap the bob cat and tip truck for something much bigger by transferring to ERA's mine haul truck trainee programme.

Indigenous employees



Education and training

During 2009 ERA signed a new education partnership with the Northern Territory Department of Education and Training.

Under the partnership ERA will provide traineeships, apprenticeships, full-time employment opportunities and access to further training.

All students from the Jabiru and Gunbalanya campuses of the newly formed West Arnhem College will have greater education opportunities and access to pathways for future career options and training.

The two schools will provide programmes and resources to assist students to complete school ready for employment, higher education or further training.

Nine school-based apprentices worked part time at ERA during 2009. At the end of the year, three school-based apprentices completed their schooling and transferred to a full-time apprenticeship with ERA.

Case study

Catalyst for employment opportunities

Kevin Gillan, Head of School Education and Training Operations, in the Northern Territory Department of Education and Training, is excited about the new opportunities for students in Jabiru and Gunbalanya.

With ERA's support for a new education partnership with the department, Kevin sees education and training pathways opening for students and other local community members right across the region.

"ERA is playing a much bigger role as far as social responsibilities go in the broader community," Kevin said.

"The Company has become the catalyst for employment opportunities, not only in mining, but for students to gain work ready skills that will allow them to also move into other regional industries, such as livestock, hospitality, tourism and parks."

The Jabiru Area School and Gunbalanya Community School will become part of a new West Arnhem College, with a newly appointed Executive Principal and additional resources including a School to Work Transition Officer and an Industry Relationships Manager, who will strengthen the relationship between industry, students and the communities of Gunbalanya and Jabiru.

In 2010, the college will launch Certificate I in Engineering, with ten students from years 9 and 10 enrolled and planning to progress through to Certificate III as they complete schooling over the next three years.

With ERA's partnership support, the department has also sought \$1.5 million in Commonwealth funding for a new trade training centre to be based in Jabiru and Gunbalanya.



Community engagement



ERA's community engagement activities include support for local festivals, medical services, local and Territory sports organisations, tourism, Indigenous cultural heritage research and contemporary Indigenous music.

The Company contributes \$400,000 towards a wide range of community activities through partnerships and sponsorships.

As Principal Partners for the Territory Teams programme, ERA and Rio Tinto are providing \$1 million over three years to support the Territory Thunder football team and Territory Storm netball team.

As part of this relationship, Territory Thunder football players held coaching clinics for school students in Jabiru and Gunbalanya in 2009, and ERA provides ongoing training and employment opportunities for team members.

The Company supports the annual Mahbilil Festival in Jabiru and the Stone Country Festival in Gunbalanya which provide opportunities for local Indigenous communities to showcase local culture and music to visitors from across Australia.

ERA funded the \$25,000 George Chaloupka Fellowship for studies of rock art in Western Arnhem Land, and supported the 2009 Album of the Year Award at the Indigenous Music Awards.

The ERA Open Day and daily mine tours allow local community members and visitors to see mine activities first hand.

During 2009 ERA contributed \$70,000 to Kakadu Health Services to assist with employment of a local community doctor.

ERA was actively involved in supporting a range of community activities in Jabiru throughout 2009, such as Welcome to Jabiru events, markets and movie nights to make new families feel welcome. These activities make a significant contribution to community life in Jabiru.

The highly popular ERA Birdwatch event was held in October 2009, and featured as a key part of the inaugural Kakadu Bird Week.



Case study

Breathtaking rock art reveals secret stories

Around the time when renaissance painter Michelangelo transformed the ceiling of the Sistine Chapel, unknown Jawoyn artists brought to life their own creation stories in a natural stone cathedral deep in the heart of Arnhem Land.

At the extraordinary Nawarla Gabarnmung Aboriginal art site in the centre of the Arnhem Land plateau, an incredible collection of ochre paintings swirl across the rock ceiling, depicting Dreaming figures, sorcerers, dancing spirits, people and animals.

Archaeologist Robert Gunn, recipient of the inaugural \$25,000 George Chaloupka Fellowship, said the site was breathtaking.

"You look up, and you just go 'wow'," Robert said. "It's like the Sistine Chapel only painted by many artists over many decades rather than a single Michelangelo."

Nawarla Gabarnmung is an amazing natural rock shelter some 25 metres long and 15 metres wide, with a horizontal ceiling two metres above the ground supported by stone pillars, and open on both sides.

The shelter is extensively decorated with paintings on its ceiling and pillars. Preliminary archaeological investigation suggests the site has been a favoured camping place in recent centuries and, most likely, for several thousand years.

The \$25,000 fellowship, funded by ERA, has allowed Robert to conduct detailed investigations at the site, including carbon dating beeswax motifs used in some of the paintings, and developing computer-based techniques for separating the intricate overlay of centuries, and possibly thousands, of years of painting.

"The paintings on the ceiling are well protected and many of the more recent paintings are in an excellent state of preservation," Robert said. "The fellowship support from ERA has been extremely welcome; we could not have done any of these detailed investigations without that assistance."

Robert's research builds on previous studies and research for the Jawoyn Association's Cultural Heritage programme, which documents cultural and historic values of the lands of the Jawoyn people.

ERA is providing \$75,000 over three years to the Museums and Art Galleries of the Northern Territory Foundation for the George Chaloupka Fellowship, as part of the Company's support for preservation of cultural heritage.

The fellowship is offered by the Museums and Art Galleries of the Northern Territory and expressions of interest for the 2010 fellowship are open until June 30.

Case study

Stacey goes for gold

Former ERA trainee and Territory netball champion Stacey McKenzie has exchanged the Top End for the Gold Coast as she begins a five year Rio Tinto cadetship to study Sports Physiotherapy.

Stacey gained her traineeship opportunity with ERA through the Territory Teams programme, of which ERA and Rio Tinto are principal partners.

The Territory Teams programme provides football and netball development opportunities for young people across the Northern Territory as well as training and employment opportunities.

In 2008 Stacey was the top Indigenous student for the Northern Territory.

Stacey accessed the Rio Tinto Indigenous cadetship programme after completing 12 months working as an External Relations trainee at ERA.

During her time at ERA, Stacey continued her training and playing with the Territory Storm netball team, which competes in the Australian Netball League.

With support from the Rio Tinto cadetship, Stacey is studying Sports Physiotherapy at Griffith University in Queensland.

She plans to return to work with the Environment, Safety and Health Department at Ranger during her Christmas semester break.

"I think it's incredible," Stacey said, "I really can't believe how lucky I have been to have this opportunity. My traineeship provided me with so many skills that I can use at university, which is invaluable and now this cadetship will be an excellent stepping stone for my future career."

Closure

The Ranger Mine Closure Model describes the Company's closure strategy and objectives, addresses technical, environmental, social and cost issues, and details the process for final rehabilitation of the Ranger mine.

ERA's closure strategy is for progressive rehabilitation to current industry best practice and stakeholder agreed closure criteria, so that the minesite is capable of being integrated into the surrounding Kakadu National Park after relinquishment of the Ranger Project Area.

During 2009, work progressed on the review and update of the 2007 Ranger Closure Model. The model will be further updated in 2010 to incorporate results of ERA's latest environmental research and engineering studies, as well as feedback from regulatory bodies.

Case study

Climate Change workshop

ERA sponsored and took part in the Commonwealth Department of Climate Change's National Coastal Vulnerability Assessment Programme risk workshop held in Kakadu National Park in April 2009.

The workshop was also attended by technical representatives of the Commonwealth's Supervising Scientist Division, Kakadu National Park, CSIRO, Northern Territory Government environment agencies, Charles Darwin University, Traditional Owners, local and regional communities, the tourism industry and Non-Government Organisations.

The risk workshop considered a range of scenarios predicted by the Intergovernmental Panel on Climate Change for rainfall and sea level rise, including increased rainfall and a 0.15m sea level rise by 2030, and decreased rainfall and a 0.7m sea level rise by 2070. The main emphasis of the workshop was to identify and explore risks to the natural and tourism values of Kakadu National Park.

Case study

Collaboration and revegetation

ERA and Charles Darwin University are forging closer ties to help protect the environment with the appointment of senior ERA researcher Dr Ping Lu as a University Adjunct Research Fellow.

Dr Lu is ERA's Principal Plant Ecologist and Manager Ecology within the Environmental Strategy department.

"With ERA's future plans for large scale revegetation work, we are keen to develop better collaboration with the University's ecology and environmental groups," Dr Lu said.

Dr Lu has been appointed for three years and will collaborate with University researchers on projects that will increase our knowledge of plant ecology and the hydrology of natural woodlands, and assist ERA to protect the environment and rehabilitate disturbed areas.

Charles Darwin University is ranked in the top five Australian research institutions with world leading expertise in tropical and desert knowledge of the Australian and Asia-Pacific region, and collaborates with industry to tackle complex environmental issues.



Our performance

2009 targets

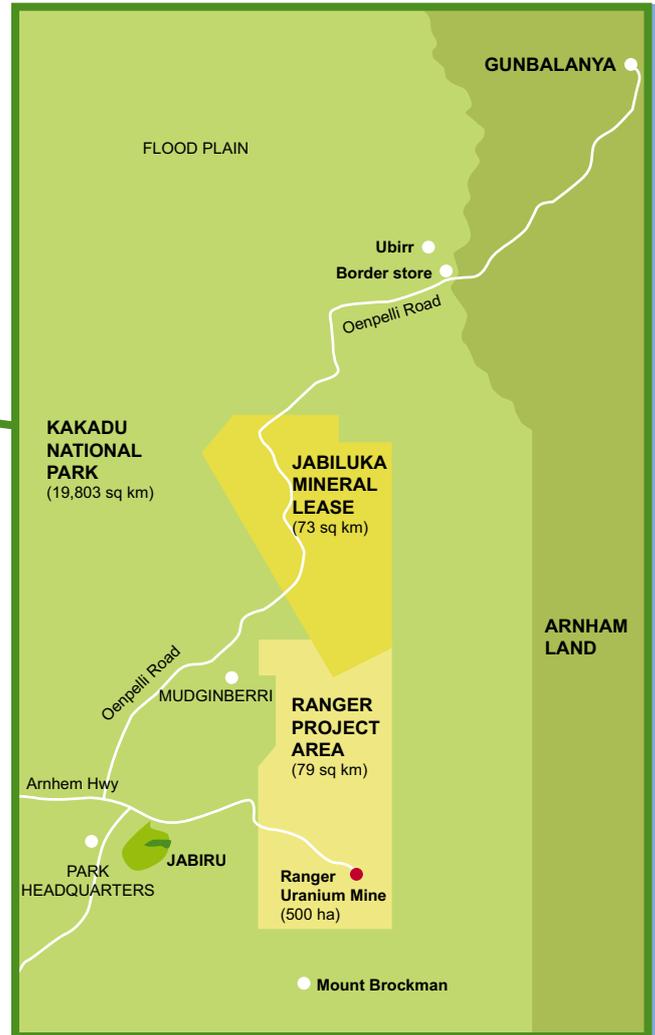
Objective	Result	Notes
Increase engagement with local Indigenous community.	YES	Regular liaison with Indigenous groups continues (see pages 8, 9, 11, 25).
Continue the journey towards the goal of zero injuries.	YES	World-class safety performance (see page 21).
Continue to expand Indigenous employment and training.	YES	Achieved milestone of 100 Indigenous employees (see page 23).
Strengthen employee engagement through strong positive and felt leadership.	PROGRESS	Leadership training programmes developed for managers, supervisors and team leaders.
Establish initiatives with secondary schools to promote careers at ERA to Northern Territory Indigenous students.	YES	Education partnership with Northern Territory Government (see page 24).
Formalise engagement with the tourism industry around issues of common interest.	NO	Discussion with stakeholders on identifying areas of common interest to continue in 2010.
Finalise the Cultural Heritage Management System.	YES	Completed.
Develop the employment aspects of the Territory Teams partnership.	YES	Employed a trainee for 12 months and supported further employment through Rio Tinto Indigenous Cadetship Programme (see case study page 26)
Ensure that ERA's operations do not adversely impact on the surrounding environment.	YES	Supervising Scientist Division confirms that the environment has remained protected (see page 6).
Commence treatment of process water.	YES	Process water treatment plant commissioned and operating (see page 13).
Submit Pit 1 closure plan to stakeholders for review.	YES	Regulatory stakeholders have been advised of Pit 1 closure plan.
Gain stakeholder feedback on new radiation monitoring programme.	PROGRESS	Discussion with stakeholders to continue in 2010.
Identify key regional biodiversity values.	YES	Endangered species lease surveys completed (see page 18).
Expand weed management programme.	YES	Whole of lease weed surveys completed, weed management area expanded (see page 18).
Complete Pit 1 catchment reduction projects.	YES	Completed. Rainfall run-off diverted away from pit and managed according to quality.
Complete oil waste management facility.	YES	High temperature incinerator in operation (see page 20).
Advance the ERA three year climate change work programme for energy/greenhouse gas reduction.	YES	Greenhouse gas reduction projects completed (see page 11).
Finalise ERA product stewardship plan.	PROGRESS	Data collection continued in 2009 and plan development in progress.
Continue to monitor trial landform performance.	YES	Trial landform vegetation monitoring data yields valuable results (see page 19).
Continue drive for operational excellence so that operations continue at record production levels.	YES	Third highest sales of 5,497 tonnes of uranium oxide, record net profit in 2009 of \$273 million, and world-class safety performance.
Update study on regional economic impacts from Ranger mine.	YES	ACIL Tasman economic study identifies \$400 million contribution to the Northern Territory in 2008 (see case study page 10).

2010 Targets

- Increase engagement with local Indigenous community
- Increase process water treatment and management
- Continue the journey towards the goal of zero injuries
- Work towards achieving regulatory approval for heap leach facility
- Commence work on exploration decline
- Secure stakeholder support for accommodation proposals
- Continue to expand Indigenous employment and training
- Strengthen employee engagement through strong positive and felt leadership
- Establish initiatives with secondary schools to promote careers at ERA to Northern Territory Indigenous students
- Formalise engagement with the tourism industry around issues of common interest
- Develop the employment aspects of the Territory Teams partnership.
- Ensure that ERA's operations do not adversely impact on the surrounding environment
- Gain stakeholder feedback on new radiation monitoring programme
- Identify key regional biodiversity values
- Expand weed management programme
- Complete oil waste management facility
- Advance the ERA three year climate change work programme for energy/greenhouse gas reduction
- Finalise ERA product stewardship plan
- Continue to monitor trial landform performance
- Continue drive for operational and production excellence.



Corporate directory



Management

Chief Executive	Rob Atkinson
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General Manager Technical Projects	Greg Sinclair
General Manager Operations	Dan Janney
Company Secretary	Charlie Ritchie
General Manager External Relations	David Paterson
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