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REVISTA

DRUMMOND



Drummond Ltd. contributes to **the country's economic reactivation**

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COLOMBIA

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Message from **José Miguel Linares**



As I state once again with great pride that I'm a miner, I want you to know that – for the fourth consecutive year – in 2020, Drummond Ltd. was positioned as Colombia's main coal producer and exporter. In 2021, so far we are well on the way to adding a fifth year to that record.

The fall in world coal prices seriously affected some of the companies that operate in Colombia. At Drummond Ltd., however, we have maintained the same production levels and therefore the same number of jobs, with close to 10,000 people working in Drummond Ltd.'s projects. At the same time we work on **generating progress for communities by doing responsible mining**. We now have a third operation in the center of Cesar, with the El Corozo mine already in production.

In addition to the challenge we have been facing with low prices for coal, our experience with the COVID-19 pandemic has been very challenging and painful for everyone, on both a personal and professional level. As I write this editorial in May 2021, 11 employees have died. We have recorded close to 1,250 infections, although more than 1,100 have now recovered.

Nevertheless, we have stayed steadfast in our purpose to develop mining projects that have a positive impact on our surroundings and on the country. For that reason, we continue to develop our Corporate Social Responsibility programs, deliver dearly needed resources to the State, and achieve **milestones such as having exported more than 500 million tons** since we started our operation in Colombia.

During the second half of 2021, we hope to be able to continue developing an excellent mining project in the country, **producing this year between 31.5 and 33 million tons of coal exported to more than 24 countries**. Those countries use our coal to generate the power they need for their development, so that, among other things, their hospitals can continue to operate and take care of COVID-19 patients.

Thank you for reading our magazine and for giving us an opportunity to tell you about our journey in 2020 and the first part of the year 2021. Just as we have done in the more than 30 years we have operated in the country, **at Drummond we will continue to create value for Colombia through mining that is economically viable, environmentally sustainable, and socially responsible.**



Drummond Ltd.contributes to the **country's economic reactivation:**

achievements and milestones

During 2020 and in 2021 to date, as throughout its history in Colombia, Drummond Ltd. has made significant contributions to the domestic economy. In times of crisis this becomes even more evident.

Drummond Ltd.'s positive contribution to the country during the pandemic-induced economic crisis has taken place in several dimensions.

When the national quarantine was decreed in Colombia in March 2020, the company had to reduce its operations to what was called the "contingency plan." Subsequently, the national government issued a decree excluding mining from the restrictions that shut down operations. This allowed it to restart at 70%- 80% of the size of its operation at the time of the original emergency decree. As of the second week of May, the operation was running at 100%.

The whole process implied working closely with local authorities and communities to establish clarity on the biosafety protocols to be implemented to protect employees, contractors, and anyone visiting the operation. An effort was made to hire, above all, people from the local communities to hold the most essential jobs, a practice that has been maintained over time.

One of the most important promises Drummond Ltd. made was to not eliminate any jobs during the crisis. Company president Jose Miguel Linares stated,

“All employees will remain in their jobs, thus keeping the promise we made at the beginning, when we also took on the challenge of holding on to the most contracts possible with contractors and suppliers, thus safeguarding jobs in Colombia.”

Another of the company’s contributions to the country’s economic reactivation was through the taxes and royalties produced by the operations and coal production. In royalties alone, Drummond Ltd. contributes around 70 billion pesos a month, and in the year 2020 the contributions to the regions was 1.2 trillion pesos in royalties and taxes.

Drummond Ltd. makes national economic reactivation possible by:

1

2

3

The year 2020 was part of a long path of important achievements and milestones.

In addition to the historic milestone in 2020 of having exported 500 million tons, there are two other very important milestones:

- July marked the 25th anniversary of the first coal export.
- At the end of the year, operations began at the third mine operated by Drummond Ltd. in the country: El Corozo.

El Corozo is located in Cesar, in the same area as the current operations, and its municipalities of influence are La Jagua de Ibirico and Chiriguana.

This new mine is expected to produce at least a million and a half tons of coal this year. This will replace part of the decrease in production at La Loma, at the Pribbenow mine, resulting from a natural decline, and maintain the production levels of recent years. Total production of approximately 31.5 - 33 million tons is projected for 2021.

Challenges met and overcome in times of crisis

After the pandemic arrived, the first challenge Drummond took on as a company was to overcome the fear it produced in people around the world. In response, it worked with the communities, local authorities, and employees to set up biosafety protocols and supervise compliance. After visiting the operations, many employees and authorities said they felt safer inside the operation than outside of it.

Another of the most important challenges was to bolster the confidence of the community and also its own employees. To do that, it developed a robust communications strategy that not only included press releases and messages in social media, but also organized visits to the operations and campaigns to raise the awareness of communities about self-care in the form of following the biosafety protocols. All of this has been possible thanks to joint work with the local authorities and with the national government.

The company's experience managing high-level crisis situations has given it the ability to design strategies for effectively impacting communities. Through assertive communication it was able to help mitigate the pandemic in these regions, planning and executing the following tactics to help prevent the spread of COVID-19:

44
videos on preventing contagion.

3
hours a day using a public address system in the municipalities.

6
radio spots a day with content on prevention.

429
posts in social media on biosafety measures.

105
bulletins, memorandums, and press releases on biosafety distributed to our stakeholders.

333
preventive signs.







Although these tactics have been key to helping the communities feel confident about the presence of workers at the mines and the port, the most important thing was to correctly implement the biosafety measures in order to continue doing the work safely.

Drummond Ltd. pioneered COVID-19 monitoring and prevention

Drummond was the first company to do PCR testing on surfaces and to use thermal imagining cameras at the entrance to the operations, as ways of guaranteeing that the operation is safe for everyone.

Hearing about the biosafety protocols implemented at each work site, Mayors and Secretaries of Health in the mining region became interested in visiting and learning details about how the company was able to continue with its operations.

Drummond Ltd. received visits from local leaders who said they felt much safer inside the organization's facilities than outside of them. They said the strict protocols were attentive to detail, technical, and verified by local governments.



The company adapted quickly to the arrival of the pandemic, allowing it to reactivate its operations in a short period of time.



Video testimony by Dr. Rivera explaining the implementation of surface testing and thermal imaging cameras:

These best practices in biosafety were adopted by the local authorities, in proportion to the number of people living in the municipalities and in the case of similar situations.
The company also encourages adoption by employees and contractors of these measures in places they visit frequently, and promotion of this knowledge among the general population.

What is the biosafety protocol like in practice?

Podcast
Dr. Rivera:



Drummond Ltd. contributes to the country's economic reactivation

The company contributes to the country's economic recovery on several fronts:

01 Job creation

Drummond Ltd. provides thousands of jobs in the regions where it operates and where it has an influence. Those jobs are provided through:

- **Direct employment**
- **Contractors and suppliers**



DIRECT EMPLOYMENT

In April 2021 the company had a total of

5,027

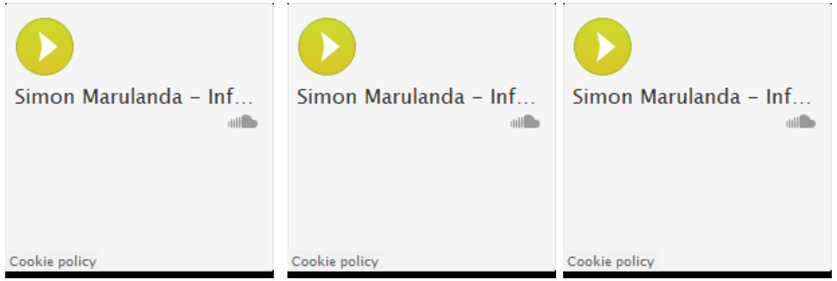
EMPLOYEES

Simon Marulanda – Inf...

Learn here about the measures adopted:

Podcast by Simon Marulanda, Administrative Manager of HR Personnel.

Drummond Ltd.'s compensation policies remained in place during the entire crisis. Some conditions were even modified in favor of the workers in connection with services such as:



Educational assistance

Housing program

Corporate Savings Plan

Podcast by Simon Marulanda, Administrative Manager of HR Personnel.



+18,000

PEOPLE

are covered by the complementary, company-subsidized health plan offered by Drummond Ltd. to its employees and their families.

Learn here how this plan works and which groups it benefits

Podcast by Simon Marulanda, Administrative Manager of HR Personnel.



JOBS FOR CONTRACTORS AND SUPPLIERS

More information on our COVID-19 response.

These companies also supported the campaigns to raise awareness organized by local and municipal leaders, and supported communities through donations and strategic partnerships.
Learn how here:

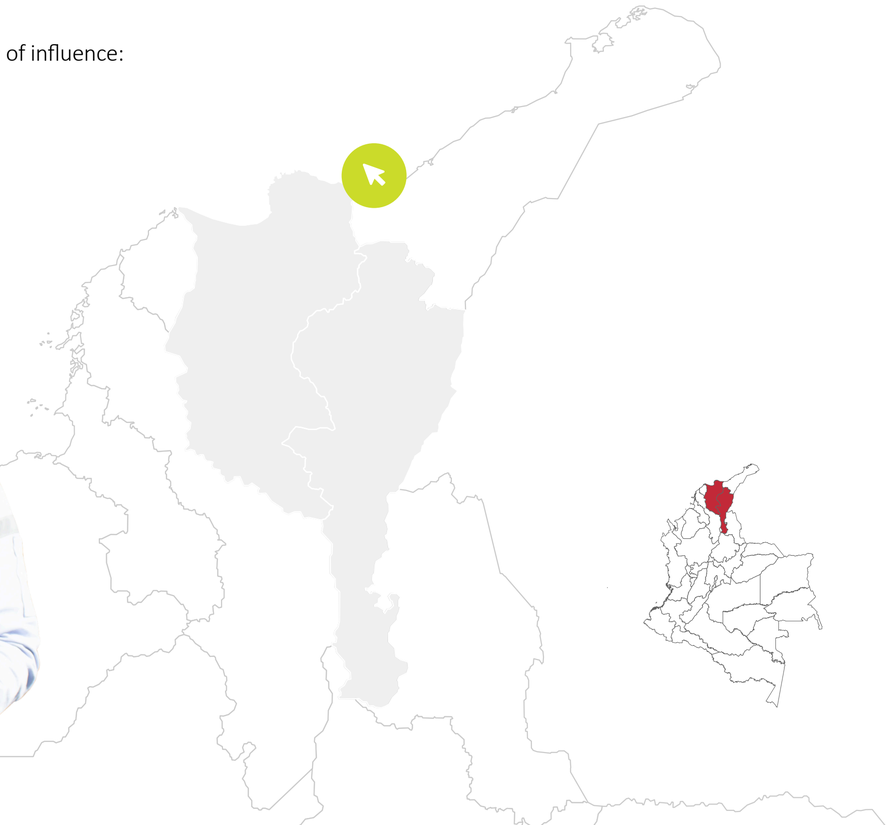


Video testimony by Jorge Cotes: .

02 Sustainability helps build the region and the country

Drummond Ltd.'s area of influence:





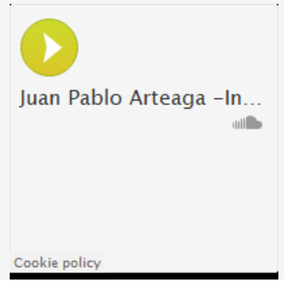
Drummond Ltd. does most of its work in the Department of Cesar, with mining representing around

38.4%

OF THE DEPARTMENT'S GDP

IN ECONOMIC TERMS

IN TERMS OF SOCIAL RESPONSIBILITY



On the social investment plans carried out

Podcast by Juan Pablo Arteaga, VP Sustainability.

With the purpose of promoting greater social stability during the COVID-19 health crisis, we prioritized investments to respond to the urgent needs of the regions where we operate:



03 We are more than mining

We are a company committed to the well-being of our stakeholders.

We work to:

Support the healthcare sector

Promote quality education and facilitate a safe return to school

Provide humanitarian assistance

Reactivate and maintain the local and national economy

We continue to push toward the future...

Drummond Ltd. is called upon to be a strategic partner that brings new dynamism to the region. An agent that leads in a socioeconomic transition toward a future beyond mining.

During 2021, in the context of COVID, we continue to put priority on:

- Productive regional development
- Institutional and community infrastructure (mainly in the sectors of education and health)
- Food security
- Strengthening Institutions and the Community
- Education and Training



More about its **stakeholders:**

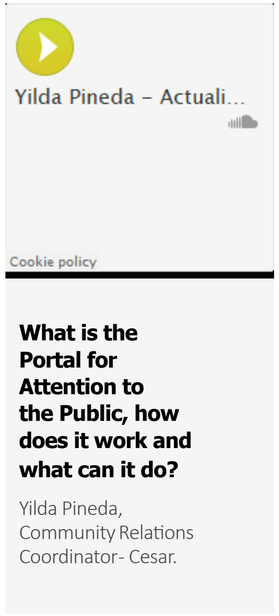
Drummond Ltd. stays in touch with the communities and its stakeholders using different channels for communication and reporting, and its new System for Attending to the Public.

For more than two years now, Drummond Ltd. has been working on implementing software to manage complaints, claims, suggestions, congratulations, and reports. The software facilitates and improves interaction between the company and its stakeholders. It also centralizes information, working in favor of comprehensive and transparent management of the company's system for attending to the public.

Because of this work, in November 2020 the Company launched the Online Portal for Attention to the Public. It is the company's platform for providing an accessible, transparent, and legitimate channel for stakeholders to more easily submit requests, follow up on them, and do so with confidentiality and anonymity, if they wish.

Access is easy, using the "Contact Us" section on the web page (https://www.drummondltd.com/contactenos/). Any individual can submit a petition, complaint, claim, suggestion, or congratulations, or make a report, and then obtain a response from the company. The goal is constructive communication between the parties.

Learn more here about how it works and the benefits it offers:



What is the Portal for Attention to the Public, how does it work and what can it do?

Yilda Pineda, Community Relations Coordinator- Cesar.

This new Portal is part of the System for Attention to the Public that also includes the other channels for communication and reporting the company has established to strengthen its outreach.



Despite the changes caused by COVID-19, all of these channels are up and running in order to keep us in touch with our stakeholders. Although the Portal works well with the current need for online formats, as do email, hotlines, and other options provided by Drummond Ltd. that have been strengthened over the last year, not all channels will continue to function as they have been. One example is the Office for Attention to the Community. This service was suspended due to the current situation, but the offices will be reopened, once conditions permit, to attend to those procedures that require a person's physical presence.

There have been many changes during 2020 and 2021 to date. One of them was in stakeholder relations, a matter of great importance to the company's work. Drummond Ltd. continued in the region and continued to develop the projects under its Social Investment Plan. As the company adapted those projects to the new normal, it developed a strategy with a focus on humanitarian assistance, and it gave priority to investments in healthcare, food security, education, and economic reactivation.

Drummond Ltd. is therefore confident it will continue to strengthen ties with the community and other stakeholders, encouraging participation and constant communication, in line with the principles of corporate social responsibility.



These channels, together with the webpage, have been very important resources for promoting self-care and sharing knowledge about the pandemic. A specific section was set aside on the webpage to talk about the company's response to COVID-19. It described protocols and measures, and published informative bulletins, press releases, and letters to local leaders during the pandemic.

DrummondLtdCo
DrummondLtdCo
Drummond Ltd.
Drummond Ltd.
DrummondLtdCo

Social media and external communication channels

Twitter was the first social media in which the company had an online presence, because its most important market niche is there. Then, in 2019, it opened an Instagram account and, in 2020, during the pandemic, it set up a Facebook page. This year it also reactivated two other very important channels: a YouTube channel with its corporate videos, and a LinkedIn page.

The company decided to open additional communication channels because each social media has different demographic behavior and, by being present on a variety of channels, Drummond Ltd. has been able to increase its national and international reach.

In 2020, the company observed that local leaders in particular use Facebook to stay in constant communication with their constituency and stream Facebook lives for accountability and to talk about future projects. The company has imitated this strategy, working with local communication teams to expand its online spectrum.

Turning **crisis into opportunity**

Drummond Ltd. partners with its stakeholders and communities in times of COVID-19

In the year 2020 and 2021 to date, business resilience has been one of the most determinant factors in successfully facing the crisis brought by the pandemic. In many ways, Drummond Ltd. demonstrated how COVID-19 can be turned into an opportunity to learn, innovate, evolve and adapt to new ways of operating, and to strengthen partnerships, working together with the communities.



Communities and social responsibility

One of the company's most important action lines is developing its social responsibility strategy in its area of influence. In 2020, it transformed its programs and projects, developing new alternatives and tools to work together with communities and strategic partners.

In the area of education, the projects already underway have been continued. Operators moved to online formats with initiatives such as '*Alfabetizate*' and '*Palabrario y Numerario*,' a transition that posed a great challenge considering the projects' training methodologies.

Drummond Ltd. also continued its investments in educational infrastructure by building, renovating, and equipping schools in the Departments of Cesar and Magdalena. This work benefits children, young people, and the educational community in the area of influence, by helping everyone return to school safely by taking turns using the infrastructure.

In the area of healthcare, the company's support focused on projects to refurbish and build health posts, which were already underway prior to the crisis, and ended up being determinant in mitigating the impact of the pandemic in the areas of influence. In addition, more than 160,000 units of medical supplies were delivered in the municipalities to strengthen biosafety conditions at hospitals.

Work is also being done to strengthen relations with the communities, promoting education on self-care through radio spots, banners, and signs. The company sends daily reports to WhatsApp groups and emails with pertinent information about the importance of the biosafety measures established by the Colombian Ministry of Health.

Thanks to the company's biosafety protocols and other changes made to be able to continue with these different projects, it was able to execute its annual Social Investment Plan, maintaining good relations with stakeholders.

Thus, out of its commitment to have a positive impact, and through strengthening local skills, Drummond Ltd. contributes value to its communities, transforming the region, with the goal of achieving sustainable development.





More than 190 thousand

units of medical supplies were delivered to towns to strengthen biosafety conditions at hospitals.



Contractors and suppliers

The company has also been able to adapt its work with its contractors and suppliers to the changes caused by COVID-19. Thanks to the leadership of the crisis committee activated by the company to respond to the pandemic, which includes senior management and department heads and managers, there has been constant communication with contractors and suppliers to ensure alignment on the measures adopted.



Video Testimony by Jorge Cotes on the adaptation of contractors and suppliers to the changes and to the protocols, how they did it, and what the challenges were: .

Drummond Ltd., with the participation of senior management, has frequently met with both contractors and suppliers, staying in constant communication. The goal is to make sure everyone is on the same page in terms of biosafety, local hiring, the purchase of local goods and services, and other topics. This dedication demonstrates the commitment of the company and all parties involved to supporting the economy and generating local employment.

The company has also organized meetings with the participation of contractors and suppliers to share information with the community about the economic impact of the pandemic, giving visibility to how the mining operations provide support in this area and in the social aspect.

Resilience has been very important, because the logistics to organize and carry out all these meetings and continue operating normally have been key to guaranteeing everyone's safety and complying with the authorities' requirements. The company turned the crisis into an opportunity to work even more closely with contractors and suppliers, to, with them, deal with the crisis in the most simple and effective manner.

The protocols adopted for the operation

Drummond Ltd. has used advanced technology to face one of the world's greatest crises.

It pioneered the acquisition and use of PCR tests for surfaces and thermal imaging cameras. It made sure the biosafety protocols designed were comprehensive, starting with measures at home and before getting on the company-provided transportation.

Each worker answers a real-time online questionnaire every day, before leaving the house, about their health. With confirmation from the application that the person is healthy, they are allowed to get on the bus to go to work.

On the bus, at the entrance, at work, in the cafeteria, and in all areas of the company, self-care measures are promoted for all personnel.

With other workers, the switch was made to remote work, mostly people in the administrative area whose work so allows. And other workers who have comorbidities, whom it was important to protect at home, have stayed at home without losing their job.



Video testimony by Dr. Jorge Rivera on the process of isolating and monitoring people with comorbidities:

Around
450
people worked remotely at the beginning. That figure decreased over time as the operations were reestablished and the return was required of many additional workers. Around 250 - 290 employees, nevertheless, began the year 2021 still working remotely.

Around
250/290
employees, nevertheless, began the year 2021 still working remotely.









Even job training was reinvented

From the start of the pandemic, the company created means to encourage online conversations to stay in touch with employees, including those working remotely.

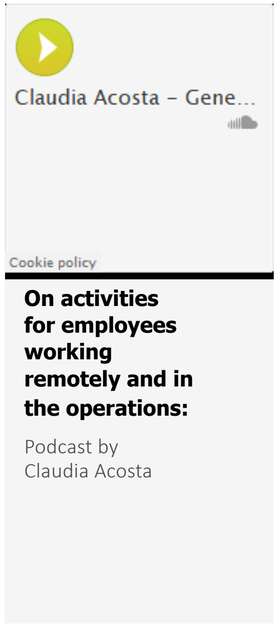
The first topic covered in those conversations was biosafety, led by physicians from the mine and the health area. Talking about this right at the beginning of the crisis, and approaching all workers using an online format first, even operations personnel, had a significant impact on all participants. It helped generate the peace of mind many needed in their homes.

Based on the company's commitment to its employees' wellbeing, it also set aside arenas for talking about mental health, time management, family relations, and other topics, all needed due to the many changes in daily routines in response to the pandemic. The company also arranged for training courses, for example advanced Excel, allowing employees to take advantage of the time at home to continue developing professionally.

In addition, it organized activities that have become important times to share with coworkers, such as yoga classes. This has helped the company stay in touch with the different teams.

Drummond Ltd. team members have been very receptive to all of these talks, activities, and courses organized by the company, because they are opportunities to connect, replacing activities that previously took place in person. Activities have sometimes combined people working remotely with people located at the operations, allowing them to reminisce about working together in earlier years.

Drummond Ltd. has turned the crisis into an opportunity to explore new formats for work, entertainment, training, and sharing information. Both remote workers and those located at the operations participate in all of these activities. Learn here about how this methodology works:



On activities for employees working remotely and in the operations:

Podcast by Claudia Acosta

All the work done with online formats in response to the pandemic has undoubtedly led to valuable lessons learned that will be applied in the future. Drummond Ltd.'s Human Resources Department believes blended learning represents an opportunity for its workers, making it possible for a greater number of people at the company to take courses.



How did we adapt **our operations** in response to the pandemic?

Adapting to the new reality was a process Drummond Ltd. began a long time before the pandemic came to Colombia, precisely because it is a transnational company. We were then included in the national government's exceptions to the lock down, enabling us to operate normally with the correct application of biosafety protocols, so this ability to adapt quickly worked in our favor.

Despite the speedy transition, our work with the regulation, implementation, and efficiency of the biosafety protocols was careful and thorough. Our goal was not to halt the operations while at the same time limiting risks for workers and Drummond Ltd.'s stakeholders.

Industrial safety and occupational health

We were forced to modify several of the projects and activities planned for 2020 and suspend others, such as our regular training. To be able to continue the operation and other projects, the Occupational Health and Safety Department played a key role implementing timely measures to ensure effective adaptation of the operations to the pandemic, both in terms of continued production and in terms of safety for everyone.

To do this, the department established procedures to control access, installed thermal imaging cameras, gave out biosafety kits, and took many other actions. It's important to clarify that biosafety protection was already in place at Drummond Ltd., because it's required by the industry. This is another factor that made it easier to adapt. The new aspects of biosafety were, more than anything, physical distancing and extra cleaning.

One measure created an application to provide care for and manage workers with a suspected infection or in preventive isolation due to circumstances secondary to the pandemic. This has become a great technological resource supporting the medical department's work.

Learn more about it here:



Video testimony by Dr. Jorge Rivera: Medical Director at the Pribbenow mine

Operations and production

For the operation, the Industrial Safety Department gave special attention and care to the emotional wellbeing of workers.

With the feelings and emotions produced by the pandemic, the company gave priority, in its accident prevention training in 2020, to helping workers focus carefully on their tasks during the day or at night. The training encouraged them to leave to one side any fear they might be feeling. The purpose was to keep them safe in the operations, through continuous accompaniment.

On the technical side, Drummond Ltd. adapted its operations to incorporate the biosafety measures established by the Occupational Health and Safety Department. It also strengthened its culture of prevention without halting production.

Three key factors made this possible:

Thanks to these factors, the risk implied by operating was much lower, because the company was already using facemasks, goggles, suits, boots, and other protective gear in the mining operations.

What had been a general measure became the main measure enabling the production operation to run correctly and safely. The main new emphasis was on physical distancing and on constant cleaning in the work areas, while monitoring symptoms and activities outside of the workplace.

Communities and social responsibility

The situation in the regions was initially complicated and had an impact on the communities. They said they would not permit Drummond Ltd.'s workers to go to work, because they felt this posed a risk to them.

In response, the company put a contingency plan into operation to encourage the communities to accept the operations. By sharing information about the measures taken, and also continuing several projects already underway that benefitted the communities, Drummond Ltd. was able to persuade the communities to change their minds about the situation.

In the end, they saw Drummond Ltd. as an ally, concerned about their wellbeing.

Several adjustments were necessary to be able to continue with community and social responsibility projects. Some went partially online, using a blended format, with continuous implementation of the proper biosafety protocols so projects could continue.

Stakeholder support was key to continued implementation of the social responsibility programs with the communities.

"People could have easily rejected the new modes for the projects and activities, but we received very good feedback from them," stated Juan Pablo Arteaga, Vice President of Sustainability at Drummond Ltd.

We were able to continue educational projects such as the 'Alfabetízate' literacy program, through new online methodologies. The communities said they were thankful for the company's efforts to continue offering the social responsibility programs.

In addition, the Social Responsibility Department launched the Portal for Attention to the Public. This tool was very helpful for staying in touch with the communities and continuing to strengthen relations with them, without putting them at risk by asking them to leave home.







Our work with the communities was not affected, nor our interactions with them, because we innovated with ways to continue our support programs and we also set up a new portal for attention to the public.





New certification becomes a reality in 2020

OHS Migration from OHSAS 18001 to ISO 45001

The IAF (International Accreditation Forum), in cooperation with the ISO (International Organization for Standardization) and the OHSAS Project Group, published requirements and recommendations for migration to ISO 45001:2018 from OHSAS 18001:2007. It established a maximum time of 3 years after the publication of the standard (March 2018) for all companies to migrate to ISO 45001 and phase out of OHSA 18001. That time period concluded this year in March.

Therefore, in the year 2018, Drummond Ltd. began designing a transition and migration plan to begin the change in certification. The project was divided into several stages in order to appropriate the standard, understand its advantages and disadvantages, and create an action plan for execution. The idea was to make the change as transparent as possible for the members of the company.

The first stage, in the year 2018, unified and aligned the health and safety management systems in the port and mining operations. Prior to 2018, each operation had its own certification, but starting that year the two systems were unified in preparation for the coming certification.

In 2019, the company executed the migration project. Training sessions for all areas of the company helped workers acquire information and understand the expectations and tasks for this new certification. Senior management met to measure the standard's impact on the company.

Thanks to this work, the company earned its 45001 certification as a result of the migration audit in June 2020, seven months before the deadline established by the accreditation body.

Benefits of the new certification

The new ISO 45001 certification brings significant progress to different areas of management at Drummond Ltd.

The previous standard, OSHAS 18001 focused mostly on procedures.
This new standard, in contrast, puts greater weight on processes, which then leads organizations to evaluate other factors such as the development of the process in detail, who is involved in it, and in what way.

The standard also promotes an analysis of the organizational context, describing stakeholders in detail to facilitate identification of their needs and expectations. Such an analysis also produces greater understanding of the company's position in organizational terms, stimulating further, more specific analyses, such as the SWOT analysis. Evaluating audiences and the work leads to productive assessment of and effective work with customers, communities, the government, the Board of Directors, and other stakeholders.

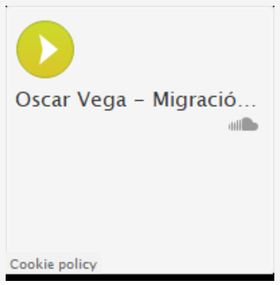
Furthermore, the 18001 standard was more oriented toward and limited to health and safety risks, while the new standard goes deeper.

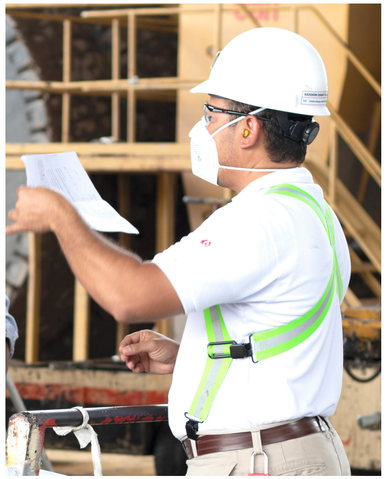




Benefits of the standard for Drummond Ltd. and its workers

Podcast by
Oscar Vega,
Industrial Safety Manager





It evaluates not only risks but also the opportunities that come along with them, which can then turn into action plans, bringing processes to potential, while taking measures to quantify the existing risk.

Furthermore, it not only assesses health and safety risks, but also assesses risks to and opportunities for the Health and Safety Management System.

Lastly, it offers the benefit to workers of participating and asking questions. In other words, it involves them in decision-making and development.

Because of this participation, combined with the governance structure, for the last several years company leadership has been supported by several committees made up of managers, supervisors, superintendents, and workers. This gives workers a chance to actively participate in looking for solutions and developments that improve the health and safety processes in benefit of everyone.

The **Contingency Plan** and actions taken during the period of exceptions

Operating during the pandemic has brought many unique opportunities and challenges as Drummond Ltd. has kept the operation going while at the same time guaranteeing its workers' safety.



It first designed a biosafety plan and a plan for remote work for those able to work from home, mainly people in the administrative area. A small group remained at the mine, made of operators, maintenance support, and part of the production area, representing just 10% of the total operation.

At the same time, the Office of the Company´s President, the Human Resources Department, and the Occupational Health and Safety Department issued guidelines and protocols for the work based on meetings with the communities, mayors and other stakeholders in the area of mining influence.

The operations then began to adapt the protocols and guidelines coming from those meetings, from the national government, and from the Occupational Health and Safety Department, synthesizing and preparing the final protocol for the normal development of the operations.

The most important measures were physical distancing, the use of facemasks, hand washing, and the disinfection of items commonly used.

The use of masks was made mandatory for all areas of the company as a basic rule, because this item was already part of the safety standards for the mineworkers, who are exposed to particulate matter and pollution.

The Contingency Plan at the start of and during the pandemic

When the operation at the mine was required to run at less than 100%, the challenge was meeting the production level established for the Pribbenow and El Descanso mines.

When the first strict quarantine was decreed, production and operation at Drummond Ltd. were initially functioning at just 10%, but as the weeks went by, this percentage went up. So one of the first contingency measures was for workers to lodge at the camp located at the mine, together with the people who provide meal and janitorial services.

This decision was made for several reasons. One of them was because transporting employees was difficult due to restrictions on ground and air transportation. Despite the fact that the majority of them reside in the mining region, lodging at the mine permitted maximum mitigation of the spread of the virus and guaranteed the effectiveness of the biosafety protocols. Of course, physical distancing continued to be required along with other self-care measures, and each employee was assigned the same equipment to use for their work every day.

By June, the operation was running at 80% and, because of that, the camp's capacity for personnel was reaching its limit. This led the company to make the decision to establish lodging for workers in the municipalities of La Loma and Bosconia, as an additional measure.

With this new contingency measure, the transportation area renewed its operations. Because the people in the transportation area are in constant movement and in contact with many people, it was very important to establish adequate measures for them. Additional buses were hired because, with the objective of maintaining the right distance between workers, vehicle occupation had to be reduced to 50%. Each bus went from transporting 38 people to just 19 people.

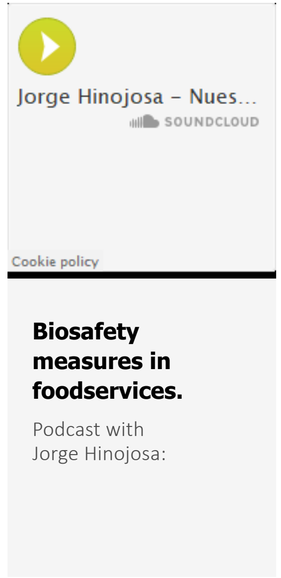
Some of the measures adopted by this area before getting on the bus, during the trip, and upon arrival at the mine are described here:



Video testimony by Jorge Hinojosa:

Another important measure taken, to make it simpler to monitor an outbreak, and to prevent an impact on production from an outbreak, was to keep different areas of the company from using the same physical spaces, such as, for example, transportation. Nevertheless, the data produced by follow-up surveys showed that no operators caught the virus inside the operations during 2020.

Specific measures were also set up for meal times. Learn about them here:



Biosafety measures in foodservices.

Podcast with Jorge Hinojosa:

Thanks to all these measures, by August and September the operation was back to 100%, and the contingency plan had become a natural part of the day-to-day routine.

From March to November 2020, only Colombian personnel frequented the mine. American managers and workers monitored the operations remotely, remaining in contact with workers and managers and providing the support and confidence necessary to keep the operation running smoothly.



We ensured the well-being of our employees at the operation by implementing rigorous measures and giving employees an opportunity to lodge on site.



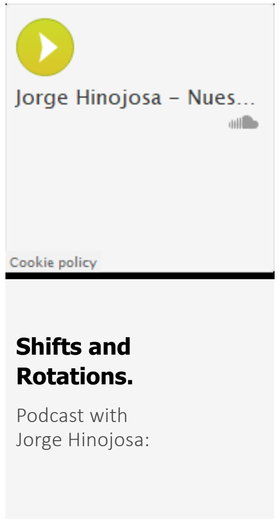


Preparation of camps at the mine for a safer operation

With the administrative area and foreign leadership working in synergy, a first-time decision was made in Colombia to build camps at the mine to keep workers safe and make the operation possible. This required developing a logistics plan for shifts for transportation, meal services, and cleaning.

“The workers said they felt very comfortable and safe with the company’s measures. They said it was a pleasant experience,” said Jorge Hinojosa, Production Superintendent at Drummond Ltd.

The shifts organized were different than the normal shifts. Workers stayed at the camp for 21 days, and then another group of employees would rotate in. Learn more here about the rotation methodology:



Shifts and Rotations.

Podcast with Jorge Hinojosa:



"Effort and willpower motivate **me to improve every day"**

Having close ties with the community and helping others is part of what I'm passionate about. It was because of this passion that I was able to join the company where I have now attained many of my professional goals.

Contribution by Osvaldo Lacera Abril, Export Supervisor at Drummond Ltd.'s import area at the Port



As a member of the community, I always liked to participate in the different environmental and social campaigns Drummond Ltd. organized in Cienaga, many of them led by the Communities area. Through that involvement, I had the opportunity to ask and learn about the job application process and submit my resume.

In 2013 I joined Drummond Ltd.'s import department as a Minimum Descriptions Assistant under a temporary employment contract. At that time I had graduated Cum Laude in international business, I was bilingual, and also a technologist in foreign trade. In 2014, I was hired directly by the company, holding the same position for two more years. During that time I began my post-graduate studies, working toward a Master's in Business Administration.

In the year 2016, I had the opportunity to join the Purchasing Department and was able to earn my Master's in Business Administration, specializing in project management.

In the year 2017 my professional growth continued when I became an Analyst in the Inventory Control Area, where I stayed for three years. During my time at that job, I earned my degree as a specialist in Comprehensive Logistics Management (Supply Chain).

Before the pandemic began in 2020, I was the Customs Analyst in the Import Department, a position I held for almost a year. In 2021, the company gave me a new opportunity, promoting me to the position of Export Supervisor, where I now continue to learn and aspire to continue growing professionally.

Apart from work, I continue to support social work in my community. Currently, and since I joined the company, I participate in the Amigos Forjando Futuro Foundation (previously called Amigos del Carbon). I have been the director since 2017 of this foundation that started years ago as an initiative by the company's employees to support neighboring communities.

When I look at the path I've traveled, I'm grateful to Drummond Ltd. and to God for the opportunities. It is satisfying to see my commitment has been compensated by quality of life for me and for my family. It's important to me to receive each new achievement with a good attitude, just like on the first day I joined the company and became part of the big family at Drummond Ltd.

Today, my effort, dedication, willpower, and drive to get ahead motivate me to improve every day. I give my all to achieve my goals, and that, I think, has been my launching pad for continued personal and professional growth.

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