

Beating Competition With Clever Solutions



*Indra Adhikari
Purujittam Yadav*

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1. Executive Summary

Orica is comparatively a new company in mining and chemical sector. The company had made pretty good progress in its initial day of business but slowed down in the last few years. This could be due to international economic or political situation or the company's internal issues.

The major reason it appears to be the lack of adequate marketing of its products. Despite having big distribution network, the company has failed to attract customers.

The company use of assets and equity has not been effective. They are on decline for last few years.

Orica directly did not comply with UNGC and MDG, but indirectly in the sustainability reports and GRI table Orica has complied with many of the components and some of them are not even relevant with Orica. It has strong viable economic future having strong competitive advantage over its competitors due it's transparency of reporting and global presence and technological advancements in chemical and mornings sector.

We recommend that the company should implement effective crisis management team to deal with contamination and chemical spill over in its plant site and avoid conflict with local community.

2. Introduction to Orica

Orica is Australian mining company with global footprint. When the parent company Imperial Chemical Industry (ICI) Plc divested its major shareholding in ICI Australia in 1997, a new independent Australasian company was formed; and on 2 February 1998 we became known as Orica.

Since the company is fairly new in Australia, it hasn't has long history of engaging in community welfare and rolled out its investment under Corporate Social Responsibility (CSR).

In 2013, Orica restructured the Safety, health, Environment and Community (SHEC) within the Corporate Affairs and Social Responsibility function, including the appointment of key personnel and development of regional SHEC structures to support the business. The company plans to complete the development of new SHEC system by 2014.

The company conducts regular health assessment of its workers. In 2013 it completed 98.5 per cent of the scheduled health assessment of its workers against the target of 95 per cent.

The company also cares about the environment. The greenhouse gas emission has been reduced by 4 per cent. Site Environmental Plan has been prepared and is expected to come into operation by December 2014.

In 2013 Orica consumed 22.7 million gigajoules (GJ) of direct energy, a 20 per cent increase from 2012, primarily due to the Kooragang Island (KI) Ammonia Plant being fully operational in the period. Direct energy consumed is predominantly purchased natural gas and electricity. 285,000 GJ of energy was from on-site production in 2013. Orica's net energy intensity increased to 4.66 GJ per tonne of production in 2013, a 13 per cent increase from 2012, again, primarily relating to KI being fully operational.

Despite increase in its production activities, the company has good system in place for waste management. It generated 16,900 tonnes of waste in 2013, of which 39 per cent was classified as hazardous. This represents an increase of two per cent from the 2012 result. Similarly, 39 per cent of the waste has been recycled and another 10 per cent was destroyed or treated on site.

Orica has also rolled out to support the communities. The company invested \$1.4M in 2013 in community projects. Stakeholder plans have been developed at 15 sites across Australia and New Zealand. 71 per cent of the total investment was in Australia Pacific region, 10 per cent in Latin America, 8 per cent in Asia, 6 per cent in North America and 5 per cent in Europe, Middle East and Africa (EMEA) region.

3. Stakeholders Analysis

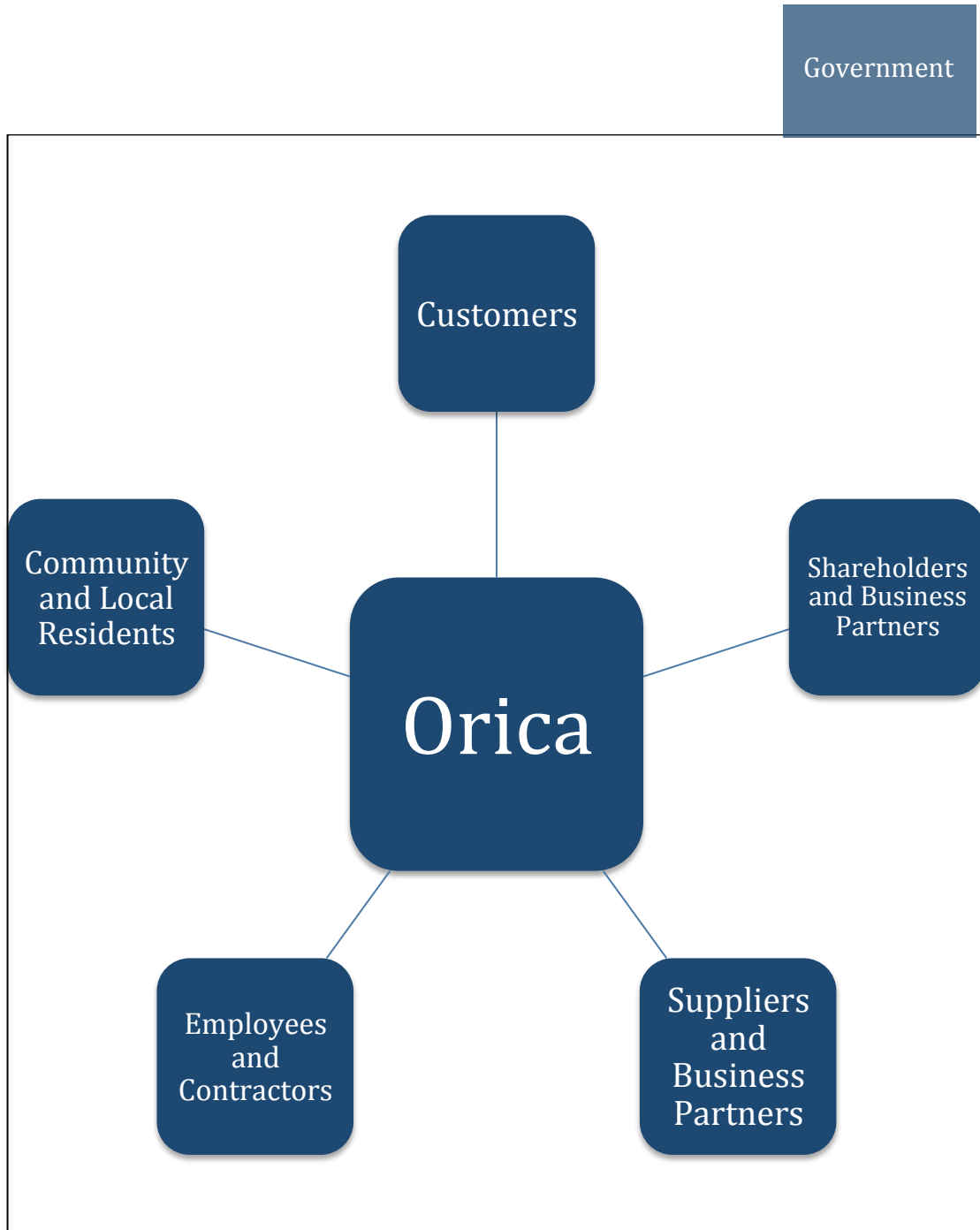
Significant stakeholders of Orica under the Original Stakeholders model

Figure 3.1: Original Stakeholder model by Freeman (1984)



Similarly, significant stakeholders of Orica under the Adopted version of the Stakeholder model looks like this.

Figure 3.2: Adopted version of stakeholder model by Freeman (2003)



The following table summarises the stakeholder model refined

Table 3.1: Stakeholder model refined

Stakeholder Constituencies	Stakewatcher Pressure Group	Stakekeeper Regulators
Employees & Contractors		Government
Customers		
Suppliers & Business Partners		
Shareholders	Investment Community	
Community & Local Residents	Local Residents	

Orica has strong focussed on concerns and interests of its stakeholder to achieve its organisational goal by engaging effective communications with them.

4. Engagement with Stakeholders:

4.1 Employees & Contractors

By implementing seven pillars workshops via two-day face-to-face workshop program to help employees and contractors to put their concern to the senior management and resolve the issue and improve the performance and update of new ideas and invention published in monthly newsletter.

4.2 Customers

Direct engagement, the mining services global feedback database, a formal mechanism for capturing feedback and complaints relating to product and services, customer technical workshops, and presentations at industry forums and conferences improve the relationship with customers.

4.3 Suppliers & Business Partners

Direct engagement, supplier questionnaires, regular meetings with joint venture partners have effective impacts on suppliers and business partner's engagement relationship.

4.4 Shareholders and the Investment Community

ASX announcement, AGM, calls and meetings with shareholders, media release and webcasts boosts the investor relationship.

4.5 Community and Local Partners

Providing employment opportunities to local residents, information sharing and investment in community, implementing systems to register, investigate and promptly respond to community complaints enhance community relationship.

4.6 Government

Comply with regulatory compliance and submit written regulatory report via professional groups or industry associations to engage with governments.

5. Orica's compliance with Millennium Development Goals

Orica has partially complied with Millennium Development Goals as a Social Framework for Sustainable Development which are mentioned in table 1 below:

Table 5.1: MDG check

MDG Social Framework for SD	Reported	Page reference/Comments/Findings
Eradicate extreme poverty and hunger	Not reported	Orica has no concern about eradication of extreme poverty and hunger.
Achieve universal primary education	Not reported	Orica has no concern to achieve universal primary education.
Promote gender equality	Reported	Orica has 18% representation of women in senior management ranks increase from 15.9% in 2012. Globally Orica employs 18% of women in 2013 and its increasing year after year. Orica has 23% highest women employee in Europe and Middle East as compared to LATAM 12%.
Reduce Child Mortality	NA	No concern (Not Applicable)
Improve maternal health	NA	No concern (Not Applicable)
Combat Aids, Malaria and other diseases	Fully Reported	Orica does not focuses on Aids and Malaria. However, Gomia in India where Orica providing hospital and community support to the local community and its own employees by running 35 bed hospital with 4 permanent doctors and 8 nursing staff. Providing 3000 local community immunisation and some other medical treatments (page 20)
Ensure environmental Sustainability	Fully reported	Reduced greenhouse gas emissions by 4% in 2013, more than 750,000 tonnes CO ₂ -e abated at nitric acid plants and Site Environmental Management Plan (EMP) development program commenced. Orica has focussed on to reduce energy use, waste management, and water management and greenhouse gas emissions. However, in past Orica has not comply with spill over chemicals and convicted in 4 cases

		in NSW and paid heavy fines and some of the court case are still pending in Queensland and Victoria. Also energy consumption is not fully reported.
Develop Global Partnership for Development	Not Reported	However, lesson from past court case and fines Orica has committed to develop its own program to comply with environmental issues over the Globe.

6. Orica's compliance with UN Global Compact

Orica has almost complied with the UN Global Compact and their links to Sustainability. However, Orica is not fully complied with some of the principles of the UN Global Compact and their links to sustainability, which is mentioned in Table 2 below:

Table 6.1: UNGC Check

Principles of UN Global Compact	Reported	Page reference/Comments/Findings
Human Rights	Fully	Orica fully complied with human rights and cultural heritage issue globally and review systems and procedures in 2014 (Page 27).
Labour		
Business should uphold the freedom of association and effective recognition of the right to collective bargaining	Fully	Orica has fully complied with this principle and reported in page 14.
The elimination of all forms of forced and compulsory labour	Not reported	As per our study and research Orica has not practising any shorts of forced and compulsory labour. Thus, this aspect is irrelevant for Orica and not reported.

The effective abolition of child labour	Not reported	As per our study and research Orica has not practising any shorts of forced and compulsory labour. Thus, this aspect is irrelevant for Orica and not reported
The elimination of discrimination in respect of employment and occupation	Fully	This aspect does not mentioned in GRI summary report. However. Orica is fully complied and reported and has implemented Orica's Code of Conduct signed by each employees and contractor before commencing their jobs (Page 14: Protecting Employees' workplace rights)
Environment		
Business should support a precautionary approach to environmental Challenges	Fully	Orica has learned lesson from past court cases and fines paid in NSW and still pending cases. Thus Orica has applying precautionary approach to deal with environmental issues and reported fully in last year (Page 21-24: Environment).
Undertake initiatives to promote greater environmental responsibility	Fully	Orica has taken greater responsibility by implementing Site Environmental Management Plan (EMP) to reduce greenhouse emissions, energy usage, waste management and water management plan to reduce water usage (Page 21-24: Environment).
Encourage the development and diffusion of environmentally friendly technologies	Fully	All Orica operating sites are required to develop and implement site-specific Environmental Management Plans (EMP) to deal with environmental friendly technologies (Page 21-24: Environment).
Anti-Corruption		
Business Should work against corruption in all its forms, including extortion and bribery	Fully	Orica has its own Code of Conduct to deal with anti-corruption and also apply some other procedures appropriate to employees, contractors and service providers. Orica conducts awareness and training programs in relation to the Code of Conduct and its associated procedures. Orica has internal control procedures to monitor

		adherence to the Code of Conduct. Also Orica does not contribute funds to any political party or election candidate (Page 32: Governance).
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7. Global Reporting Initiatives (GRI)

Orica is a very young and medium sized multinational organisation and has taken initiative to adopt GRI and has stated reporting and made strong commitments to sustainability. The Sustainability report covers most of the initiative and reported fully and partially.

Orica has not complied with all the GRI issues and some of them are not relevant to Orica.

Orica GRIs are mainly focussed on Economic, Employees, Environment, Governance, and very little on society which has been mentioned table 1 & 2.

Yes, Orica has applied GRI, UNGC and some sector supplements of the GRI, which has been mentioned in table 1 & 2 above. Though, Orica did not mention many components of UNGC and MDG in its sustainability report 2013, but Orica has been indirectly complied with many of them, which are mentioned in table 1 and 2.

Orica has achieved statement GRI application level check and got Level B GRI report and GRI checked.

8. Sustained Economic Performance/Profitability analysis

Return on Equity (ROE) tells how effectively a company utilises or invests money. To make it simpler, ROE tells us how efficiently a company uses investments to generate incomes. This ratio is useful in analysing company's profitability or the management effectiveness, of the capital invested by shareholders.

According to Morning Star records, Orica's ROE for the year 2009 was 14.47 per cent that greatly improve in 2010 to reach 40.68 per cent. The following two years, the ROE of the company went down – from 19.88 per cent in 2011 to 12.27 per cent in 2012. It slightly improved to 17.25 per cent in 2013.

And according to the latest figures available from Yahoo Finance, Orica's ROE is 17.16%. This is 194.13% lower than that of Basic Materials sector, and 1012.77% lower than that of Specialty Chemicals industry. The ROE for all stocks is 367.29% lower than the firm.

For most industries ROE between 10% and 30% is considered desirable to provide dividends to owners and have funds for future growth of the company. This means, Orica stands in good position for the investors.

Here are ROE of the few competitors of the Orica

Orica Limited	17.16%
Northern Iron Limited	5.28%
Macquarie Telecom Group Limited	4.53%
Adelaide Brighton Ltd	14.62%
Energy Developments Ltd	17.93%
The SP AusNet group	6.14%

Return on Assets is a ratio that tells how effectively the company is using its assets to produce income. In other words, ROA tells us what level of earnings was generated through investments in capital (assets).

According to Morning Star records, the company's Return on Assets (ROA) was on decline for three years when it returned up a little in 2013. It had 18.16 per cent in 2010 that abruptly declined to 8.56 per cent in 2011 and further down to 5.14 per cent on 2012. The situation slightly improved to 7.41 in 2013.

Comparatively, the company is better at utilising equity and assets in generating profit, which means the company has to heavily depend on the shareholders for investments.

There are several other financial ratios that measure the profitability and financial status of Orica. These ratios are helpful in analysing the profitability index of the company. We have drawn graphs of some of the ratios over the years' time.

Chart 8.1: Profitability Ratios

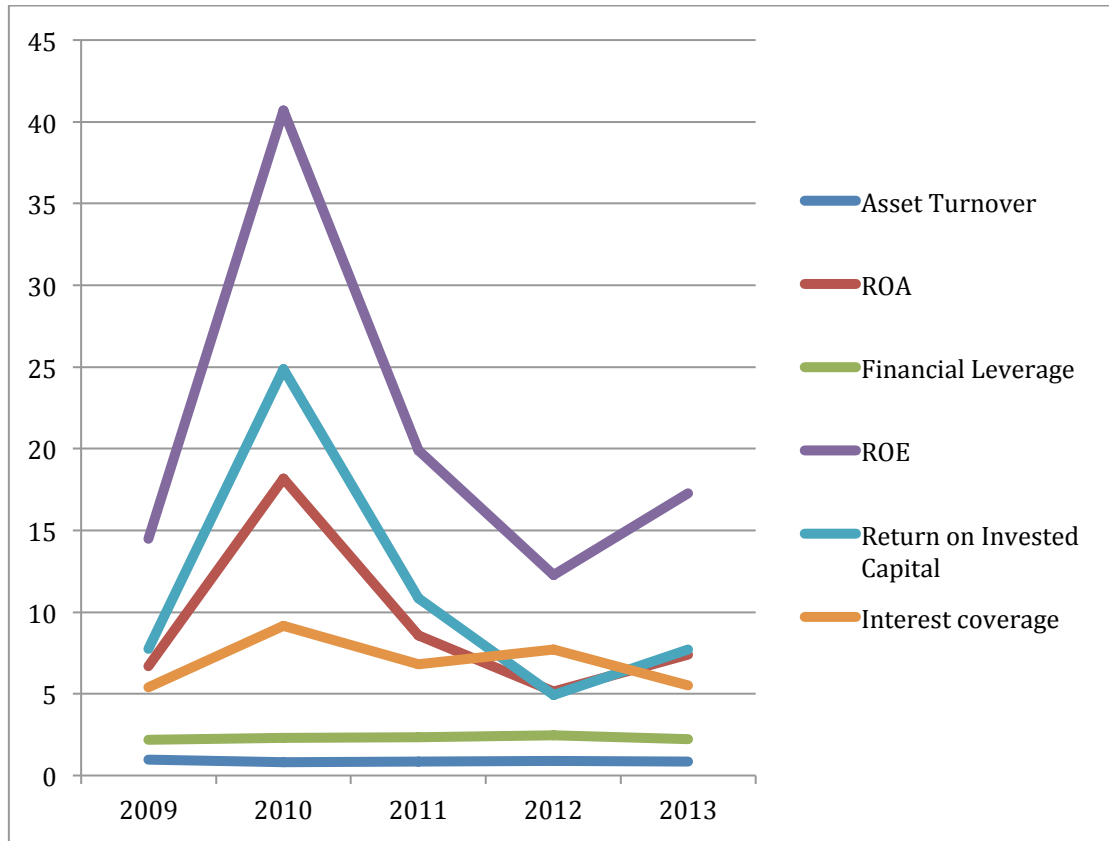
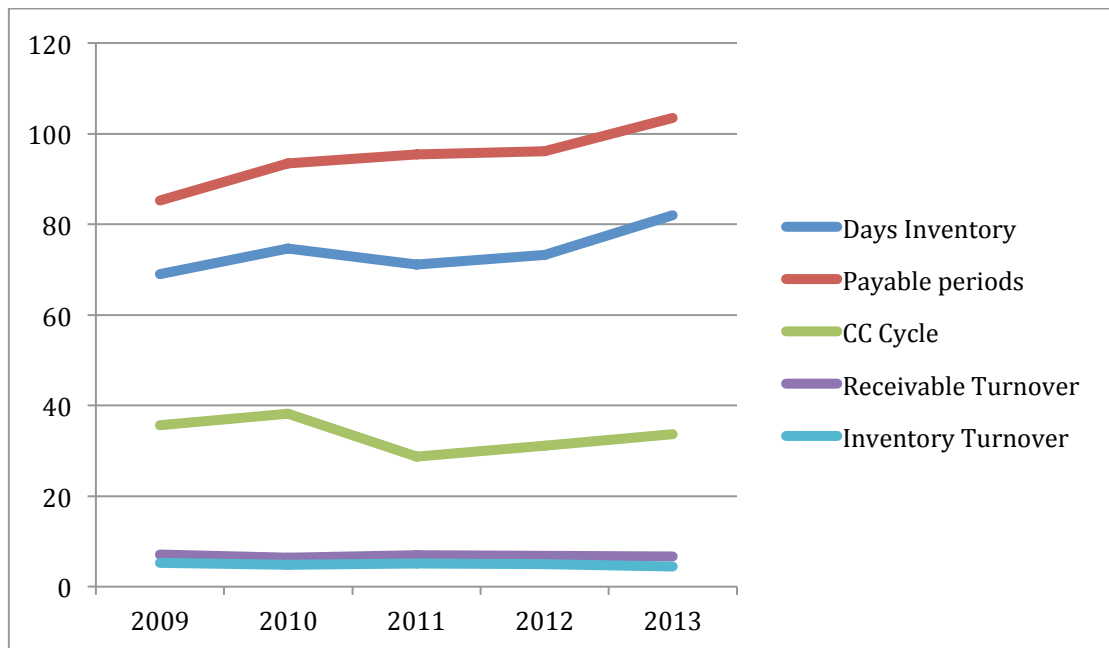


Chart 8.2: Efficiency Ratios



9. SWOT Analysis

SWOT Analysis is a useful means to understand strengths and shortcomings, and identifying opportunities available and threats a company faces.

SWOT Analysis in business is a technique used for carving out sustainable niche in market. With little twists, it helps companies uncover opportunities that are yet to be exploited. The strengths of a company can be suitable used to tap those opportunities and wipe out threats. Similarly, by understanding weaknesses or shortcoming, business owners can manage and eliminate threats.

Further, SWOT helps to compare with the competitors, uncover market situation, which helps craft a strategy to differentiate from the competitors.

9.1 Strengths of Orica

1. Widespread distribution of assets across Australia, New Zealand, South America, Africa and Asia
2. Comprised of six businesses, each of which manufactures and distributes chemicals, to various industries ranging from mining & construction to F&B, dairy, pulp & paper and food & personal care
3. Strong manufacturing and supply chain capabilities with advancement in telemetry and sourcing
4. Focus on mining and research activities in unexplored territories such as Africa

5. Safety, Health and Environment (SH&E) program aims at creating a safe and healthy process of carrying out business, mining and manufacturing activities

6. Over 14000 employees serving the customers

9.2 Weaknesses

1. Global economic fluctuations and Govt policies restrict operations

2. Safety case rates in the company are of concern and legal proceedings against such cases weaken the company.

3. The company has substantial debt to be paid

4. The market is growing competitive and company will have tough time without differentiation and repositioning

5. Higher rate for loans (capital investment) possible look at its already existing debt figures and unsatisfactory business growth

9.3 Opportunity

1. Growth of inorganic and synthetic chemicals has created a huge demand for the company's products, especially in the Latin American countries

2. Expansion of production and sales points in the Latin American and African regions have created new markets for the company

3. New technologies in the area of telemetry and China sourcing have increased the company's distribution capabilities

4. Strong financial position, multiple businesses and good manufacturing and supply chain means the company has capacities to expand its business geographically. It has opportunities to expand in countries in Latin America and Africa.

5. Positive outlook for petrochemical Industry

9.4 Threats

1. Stringent environmental regulations put a big pressure on the company's operations and force them to adopt alternatives
2. Competitive pressures from other players in the mining industries is a big threat to the company's products and services
3. The expansion mission might put the company under threat against growing market share in this competitive environment
4. Rising costs of the raw materials
5. The increasing rate of loans

10. TOWS Matrix

Internal Factors	<p>Strengths</p> <p>S1. Geographically widespread S2. Multiple businesses S3. Strong manufacturing and supply chain S4. Focus on mining and research S5. Good SH&E program S6. Large human resource</p>	<p>Weaknesses</p> <p>W1. Global economic fluctuations and Govt policies W2. Safety Case Rates and Legal Proceedings W3. Substantial Debt W4. Competitive market W5. Higher rate for loans (capital investment) possible</p>
External Factors	<p>Opportunities</p> <p>O1. Huge demand for inorganic and synthetic chemicals O2. New markets in Latin American and African countries O3. Telemetry and China sourcing increased distribution</p>	<p>W1O1 May negotiate with governments to meet the increasing demands for inorganic and synthetic chemicals W3W4O2O3 Tap the new expanding markets in Latin America and Africa and distribution capacity to increase</p>
	<p>S1O2 The company might prioritise Latin American market S1S2O1O3 The company could tap its widespread network to increase awareness on its products specially the Water-care technology in Asia</p>	

<p>capabilities in Latin America and Africa</p> <p>04. Expansion of Capacities</p> <p>05. Positive outlook for petrochemical industry</p>	<p>where water pollution is the problem.</p> <p>S404 The company must invest more o mining research</p> <p>S305 The company should be able to retain best human resource to tap growing petro chemical industry</p>	<p>sales and reduce debt</p> <p>W50105 Negotiate with loan providers to invest in growing market</p>
<p>Threats</p> <p>T1. Strict environmental regulations</p> <p>T2. Competitors' pressure</p> <p>T3. Growing competition</p> <p>T4. Increasing costs</p> <p>T5. Rising costs of raw materials</p> <p>T6. Increasing loan interest rates</p>	<p>S6T1 The company must be able to use its large pool of human resource to monitor it is complying with the regulations</p> <p>S1S2S3T2T3 Wisely use its geographic, business and network capacity to win competitors.</p> <p>S1T5 The widespread presence could also be materialised to source raw materials from unexploited regions</p>	<p>W1W3T2T3T4 Seek alternative business</p> <p>T4T5T6W2W3W4W5 Shut down the business</p>

11. Sustainable Competitive Advantage

The company, despite being new in the field, has engaged with the community proactively. There are many community-based activities and environment protection projects in action and in pipeline reflect the fact that company is fully aware of and morally committed to its corporate social responsibility. Stakeholder plans have been developed and implemented at many manufacturing sites in Australia and New Zealand.

The company is performing well in terms of business operations. It has initiated using chemical energy over mechanical energy to improve the productivity of customers' mining operations. Chemical

energy is around 25 times more effective than mechanical energy for the breaking of rock and this has enabled the company to reduce greenhouse gas improvements.

Orica's venture with University of Newcastle and the GreenMag Group to develop technology that transforms captured carbon dioxide emissions into solid carbonate for safe disposal or use in "green" building materials is another milestone towards sustainable development.

The seven pillars project to train its employees about the vision, values and strategies of the company is certain to contain the staff turnover.

However, there are areas where the company need improvements. There have been cases of chemical spills and environmental damage complains in its manufacturing locations. However smaller the event are, they are likely to cause bigger damage to the company image.

12. Recommendations

- Orica should mention directly UNGC and MDG components on sustainability report for better understanding of the report for broader stakeholder understanding purpose of the report.
- Orica should implement effective crisis management team to deal with contamination and chemical spill over in its plant site and avoid conflict with local community.

13. Conclusion

Orica is a young and vibrant company with strong focus on clever resourceful solutions to achieve by implementing its valuable solutions in practice of its business operations across World. Though Orica directly did not comply with UNGC and MDG, but indirectly in the sustainability reports and GRI table Orica has complied with many of the components and some of them are not even relevant with Orica. Orica has reduced its green house gas emission by 4% in 2013 and have applied effective measures to reduce environmental effects from its operations across the World. Orica has strong viable economic future as reference to its economic performance in previous financial reports or 2011, 2012 and 2013. Orica has strong competitive advantage over its competitors due it's transparency of reporting and global presence and technological advancements in chemical and mornings sector.

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Appendix

Orica's GRI table based on its 2012 Sustainability Report

Indicators	Description	Reported	Cross Reference
Economic			
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	Fully	Economic Contributions > Economic Value Generated and Distributed
EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change.	Fully	Economic Contributions > Climate change implications
EC3	Coverage of the organisation's defined benefit plan obligations	Not	
EC4	Significant financial assistance received from government	Not	
EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation	Not	
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation	Not	
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation	Not	
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	Not	
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts	Partially	Economic Contributions > Indirect economic impact
Environmental			
EN1	Materials used by weight or volume	Not	
EN2	Percentage of materials used that are recycled input materials	Not	
EN3	Direct energy consumption by primary energy source	Fully	Environment > Energy use
EN4	Indirect energy consumption by primary source. You have provided percentage. Please also provide this in Joules or multiples	Fully	Environment > Energy use
EN5	Energy saved due to conservation and efficiency improvements	Partially	Environment > Energy use
EN6	Initiatives to provide energy-efficient or	Not	

	renewable energy based products and services, and reductions in energy requirements as a result of these initiatives		
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	Not	
EN8	Total water withdrawal by source. You have provided percentages. Please also provide this in m ³ /year	Fully	Environment > Water management
EN9	Water sources significantly affected by withdrawal of water	Not	
EN10	Percentage and total volume of water recycled and reused	Not	
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Not	
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	Not	
EN13	Habitats protected or restored	Not	
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity	Not	
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	Not	
EN16	Total direct and indirect greenhouse gas emissions by weight	Fully	Environment > Greenhouse gas emissions
EN17	Other relevant indirect greenhouse gas emissions by weight	Fully	Environment > Greenhouse gas emissions
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	Partially	Environment > Energy use, Greenhouse gas emissions
EN19	Emissions of ozone-depleting substances by weight	Not	
EN20	NO _x , SO _x , and other significant air emissions by type and weight	Fully	Environment > Spills and emissions www.orica.com.au/sustainability/files / Chemical Releases 2007–2012.pdf
EN21	Total water discharge by quality and destination	Not	

EN22	Total weight of waste by type and disposal method	Fully	Environment > Waste management
EN23	Total number and volume of significant spills	Fully	Environment > Spills and emissions
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	Not	
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organisation's discharges of water and run-off	Not	
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	Partially	Product Stewardship > Management approach
EN27	Percentage of products sold and their packaging materials that are reclaimed by category	Not	
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Fully	Environment > Environmental Compliance
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organisation's operations, and transporting members of the workforce	Not	
EN30	Total environmental protection expenditures and investments by type	Not	
Social: Labour Practices and Decent Work			
LA1	Total workforce by employment type, employment contract, and region, broken down by gender	Fully	People > Employee statistics
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region	Fully	People > Employee statistics
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations	Partially	People > Training and development
LA15	Return to work and retention rates after parental leave, by gender	Partially	People > Workplace flexibility
LA4	Percentage of employees covered by collective bargaining agreements	Fully	People > Workforce consultation and communication
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective	Fully	People > Workforce consultation

	agreements		and communication
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	Fully	People > Workforce consultation and Communication
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender	Partially	Safety, Health & Environment > Personal safety. Note: Orica monitors injury rate but does not report by gender. Orica did not receive any reported instances of occupational disease in 2012. The Company does not monitor Lost Day Rate or Absentee Rate but does report Lost Workday Case Rate.
LA8	Education, training, counselling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases	Fully	Safety, Health & Environment > Health promotion
LA9	Health and safety topics covered in formal agreements with trade unions	Not	
LA10	Average hours of training per year per employee by gender, and by employee category	Not	
LA11	Programs for skills management and lifelong learning that support. The continued employability of employees and assist them in managing career endings	Partially	People > Training and development
LA12	Percentage of employees receiving regular performance and career development reviews, by gender	Partially	People > Training and development
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	Partially	People > Employee statistics, Diversity

LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	Partially	People > Diversity
Social: Human Rights			
HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening	Not	
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken	Not	
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	Not	
HR4	Total number of incidents of discrimination and actions taken	Fully	People > Equal Employment Opportunities
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights	Not	
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour	Fully	People > Human Rights
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of all forms of forced or compulsory labour	Fully	People > Human Rights
HR8	Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights that are relevant to operations	Not	
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken	Not	
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments	Not	
Social: Society			
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	Fully	Community > Community engagement
SO9	Operations with significant potential or actual negative impacts on local communities	Not	
SO10	Prevention and mitigation measures	Not	

	implemented in operations with significant potential or actual negative impacts on local communities		
SO2	Percentage and total number of business units analysed for risks related to Corruption	Partially	Governance > Risk management
SO3	Percentage of employees trained in organisation's anti-corruption policies and procedures	Not	
SO4	Actions taken in response to incidents of corruption	Not	
SO5	Public policy positions and participation in public policy development and Lobbying	Fully	Governance and engagement > Political contributions and activities
So6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country	Fully	Governance and engagement > Political contributions and activities
SO7	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes	Not	
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	Partially	Environment > Environmental Compliance
Social: Product Responsibility			
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures	Fully	Product Stewardship > Management approach
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes	Not	
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	Fully	Product Stewardship > Safety Data Sheets
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes	Not	
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	Not	
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship	Not	

PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes	Not	
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	Not	
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	Not	