



# **2007 Sustainability Report**

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## Forward-looking Statement

Certain statements in this report relate to future events and expectations and, as such, constitute forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements also include those containing such words as “anticipates,” “believes,” “estimates,” “expects,” “hopes,” “targets,” “should,” “will,” “will likely result,” “forecast,” “outlook,” “projects” or similar expressions. Such forward-looking statements involve known and unknown risks, uncertainties and other factors that may cause actual results, performance or achievements of Alcoa to be different from those expressed or implied in the forward-looking statements. Alcoa disclaims any intention or obligation, other than as required by law, to update or revise any forward-looking statements. Some of the important factors that could cause actual results to differ materially from those in the forward-looking statements include material adverse changes in economic or aluminum industry conditions generally, including global supply and demand conditions and prices for primary aluminum, alumina and other products, or material adverse changes in the markets served by Alcoa; the company’s inability to achieve the level of cost savings, productivity improvements or earnings growth anticipated by management, whether due to significant increases in energy, raw materials or employee benefits costs or other factors; political and economic risks associated with foreign activities, including fluctuations in foreign currencies or changes in the laws or governmental regulations or policies in the countries in which Alcoa operates; significant legal proceedings or investigations or the disposition of current proceedings other than as anticipated by Alcoa’s management; changes in Alcoa’s relationships with, or a significant downturn in the business or financial conditions of, key customers or suppliers; and the other risk factors summarized in Alcoa’s Form 10-K for the year ended December 31, 2004, and other SEC reports.

## Reporting Framework

*As yet, there are no Generally Accepted Accounting Principles for reporting social and environmental performance. We continue to use the reporting framework emerging from the voluntary Global Reporting Initiative, as well as criteria established by other organizations to guide the structure of this report.*

## President, Latin America & the Caribbean's Statement



I am both honored and proud to contribute to Jamalco's fourth Sustainability Report.

I'm honored and proud because of Jamalco's past, its prospects for the future, its importance to Jamaica, and because of Alcoa's global commitment to sustainability.

This report reflects the importance we attach to periodically accounting for our achievements, challenges and goals in the context of our commitment to sustainability. It is the deployment of our accountability to Jamaican stakeholders and a re-affirmation of our lasting commitment to being a constructive corporate citizen.

The recent past has certainly not been kind to Jamalco. For the second time in a matter of only years, the location was impacted directly by a major hurricane in August 2007. In addition, a heated global economy caused energy prices and raw material costs to soar. The combination of these events and trends resulted in one of the most difficult periods in Jamalco's recent history, with missed production targets, high costs and unsatisfactory financial performance.

The good news is that at the end of 2007 the foundation was being laid for recovery; a result of the enthusiasm and dedication of all Jamalcoans, our partners, and all our stakeholders, i.e., suppliers, customers, communities. The operations – mining, refining, shipping – are coming back in an organized and disciplined fashion. The revitalized leadership team has established a number of goals, and indications are that these goals will be met.

The leadership continues to be totally committed to the safety of all Jamalcoans and through its Fatality Prevention Programme, has been paying increased attention to safety, health hazards, risk assessment and training throughout the operations.

Jamalcoans have a proud tradition of being at their best during difficult times. I am confident that, at the time of our next Sustainability Report, our achievements will surpass all expectations; a result of the continued creativity, ingenuity and actions of all Jamalcoans.

Franklin Feder  
President – Alcoa Latin America & the Caribbean

## Managing Director's Statement



2007 was a year of considerable contrasts for Jamalco. The year began with bright prospects for completion of the Early Works Project Expansion and its successful commissioning that would take Jamalco further along on its growth path. The new filtration building was successfully commissioned in the first quarter and the completion of Residual Disposal Area 5, provided certainty for the continued effective management of bauxite residue. At the same time, our EHS performance continued to set new industry standards and the ongoing integration of Alcoa Business Systems in our operations raised the spectre of a robust year ahead.

This optimism was tempered however by unexpected challenges which directed our focus for the rest of the year. In quick succession to Hurricane Ivan, our Port facilities were again severely damaged by Hurricane Dean; virtually crippling our production capacity. The resulting failure to meet production targets, soaring energy and raw material costs as well as refinery

challenges caused by high levels of oxalate in bauxite, literally forced us into crisis mode. Alcoa's restructuring of its Global Primary Products business which resulted in Jamalco becoming a part of the Latin American and Caribbean region and changes in the local executive leadership team, created additional uncertainties. This paved the way for my return in October.

In response to the challenges, Jamalcoans took aggressive action to stabilise the plant and gradually restore production capacity. In addition, numerous initiatives were undertaken to realign our cost structure and operate with greater efficiency. One such initiative was the completion of the environmentally friendly Rope Conveyor System, which now transports bauxite from the South Manchester mining area; reducing the need for road haulage.

Consistent with the habit of Jamalcoans of finding opportunities in every challenge, we capitalized on the reduced production capacity to effect major equipment maintenance work; including the overhauling of a calciner originally scheduled for 2008. This was in addition to performing all the necessary recovery work to return the refinery to full production.

The skill and efficiency of the Port restoration teams was another high point during this period of adversity. The facility was reconstructed entirely with the use of local labour and was completed in record time and within budget. This included temporary repairs to the pier as we finalized a new design to better cope with the wave surges from hurricanes.

The renewal of focus on people engagement and Jamalco's commitment to the "Best People, Best Company" vision, assumed added significance in 2007. In this regard, a cross section of the workforce participated in a series of transformation workshops, which paved the way for commencement of the HR transformation process. This is already reaping much success, with the delivery of more focused training systems and the implementation of critical people development initiatives.

The company also continued to promote its values of sustainability during 2007. It sought to retain the trust of its stakeholders and demonstrate its commitment to being community friendly and environmentally responsible, through numerous interventions in education, health, youth, sports and infrastructural development. Jamalco's contribution to the Jamaican economy also continued to be strong, with direct tax payments of US\$26.3 million and expenditure of US\$76 million on local goods and services.

As the year came to a close, considerable progress had been made in assembling a new leadership team. Significant progress had also been made in instituting initiatives that offer the company long term strategic value. The organizational focus on cost containment, increased production and putting people issues at the centre of all we do, have better positioned Jamalco to achieve sustained growth in the medium term and reclaim its pride of place within the wider Alcoa family.

As we look to the future, we will continue to drive initiatives that support our goal of achieving profitable growth. We are now more diligent in our contingency planning and more determined to strengthen our financial performance. Our future progress is aligned to the disciplined execution of Alcoa's three strategic priorities. We are confident that we have a winning strategy and the right people to take us to the next level.

Like the rest of the team, I'm anxious to get there. I can't wait for tomorrow!

Jerome Maxwell  
Managing Director

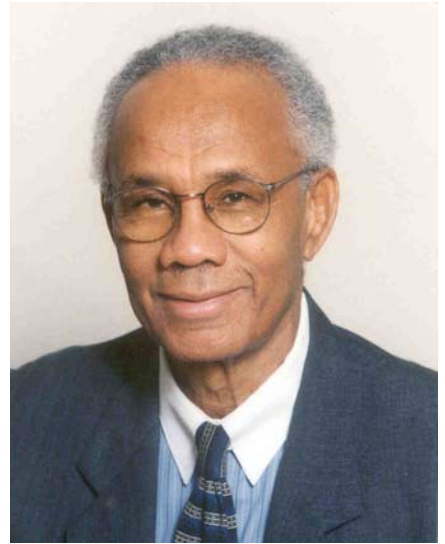
## Clarendon Alumina Production Limited Chairman's Statement

Although I have demitted office as Chairman of Clarendon Alumina Production Limited and of the Jamalco Joint Venture, I will still, of course, take an interest in what goes on in the operations as, among other things, they have been a good part of my working life.

Alcoa, as a corporate discipline, and Jamalco, as an operation, must be congratulated for continuing to produce Sustainability Reports.

Jamalco, to the best of my knowledge, is the only entity in Jamaica to do so. In view of concerns about the the environmental impact of bauxite/alumina operations, it is commendable that Jamalco is transparent about its data.

I congratulate the management and staff for their efforts during the year.



Dr. Carlton E Davis  
Chairman  
Clarendon Alumina Partners  
(Date)

# Vision and Strategy

## Sustainable Development

Alcoa, Jamalco's parent company and managing partner, defines sustainability as using Values to build financial success, environmental excellence, and social responsibility through partnerships in order to deliver net long-term benefits to shareholders, employees, customers, suppliers, and to the communities in which the company operates.

On this foundation, Alcoa has established a strategic framework for sustainability supported by the following measurable objectives.

- Supporting the growth of customer businesses.
- Standing among the industrial companies in the first quintile of return on capital among Standard & Poor's Industrials Index.
- Eliminating all injuries and work-related illnesses and eliminating waste.
- Integrating environment, health, and safety with manufacturing.
- Products designed for the environment.
- Environment, Health, and Safety as a core Value.
- An incident-free workplace (an incident is any unpredicted event with capacity to harm human health, the environment, or physical property).
- Increased transparency and closer collaboration in community-based environmental, health, and safety initiatives.

## Vision and Values

Like Alcoa, Jamalco aspires to be the best company in the world—in the eyes of our customers, shareholders, communities, and people. We expect and demand the best we have to offer by always keeping our Values top of mind. Visit [www.alcoa.com](http://www.alcoa.com) for a listing of Alcoa's values and principles.

### Case Study:

### EWP Commissioned Successfully



*Technician carrying out vibration checks on pumps and motors during commissioning.*

The first phase of the Jamalco expansion project, called the Early Works Programme (EWP), was successfully commissioned in the first quarter of 2007. The commissioning began in February, with water being routed through all major systems in the Diastar building for the first time, simulating green liquor.

The water commissioning allowed the teams to identify and clear blockages and to ensure the system was operational. Liquor commissioning began on March 9 with flow gradually increased to the Diastar and on March 15 full Diastar operation began. The old sand filtration system was replaced by the new Diastar Filters.

The results of the new operations during commissioning were outstanding and included reductions of the iron in the product and filtrate solids, and improvement in building flow.

Prior to commissioning, intense preparation took place including training of process operators, technicians, craft personnel and engineers to operate and maintain the new system. Training took place here at Jamalco and involved both classroom and hands-on exercises. Two groups of process and supervisory personnel also visited Alumar, Brazil to gain first hand knowledge of the filtration technology.

Jamalco is the first Alcoa refinery to implement exclusive use of Diastar technology for green liquor filtration. Supporting systems for the New Filtration Building include the Lime Slaker, the Oxalate building, the Carbon Dosing Structure and the Secondary Cyclones.

The US\$120 million expansion project has increased capacity at the plant by 150,000 metric tonnes to 1.425 million tonnes per annum.

# Organisational Profile

## Reporting Organisation

### Jamalco

Alcoa Inc., Jamalco's parent company and managing partner, operates in 34 countries and employs 97,000 people worldwide. Alcoa has been listed on the New York Stock Exchange (symbol: AA) since 1951.

### Product

Alumina (smelter grade)

### Locations

North & South Manchester – Bauxite Mines  
Clarendon – Alumina Refinery  
Rocky Point – Port



*The Rope Conveyor System*

### Nature of Ownership

Jamalco is part of the Alcoa World Alumina and Chemicals (AWAC) global alliance, which is owned 60% by Alcoa Inc. and 40% by an unaffiliated third party, Alumina Limited, an Australian company. Jamalco is owned 55% by Alcoa Minerals of Jamaica LLC and 45% by Clarendon Alumina Production Ltd., a wholly owned subsidiary of the Government of Jamaica.

### Markets Served

The alumina produced at Jamalco is shipped primarily to Alcoa's Canadian operations and, to a lesser extent, other North American facilities within the company. It is eventually used in products for the aerospace, alumina, aluminium, automotive, commercial transportation, building and construction, industrial products, and packaging and consumer markets.

## Report Profile

### Contact Person

Leo Lambert – Manager, Corporate Services & Government Affairs.

If you would like to write to us about this sustainability report, please send an e-mail to [jamalco-info@alcoa.com](mailto:jamalco-info@alcoa.com). To provide anonymous feedback, please complete our online survey at [www.alcoa.com/go/jamalcosurvey](http://www.alcoa.com/go/jamalcosurvey).

### Reporting Period

When possible, this report provides data for four years to enable the reader to place current measurements in perspective and identify relevant trends. Please visit [www.alcoa.com/jamaica](http://www.alcoa.com/jamaica) for additional information about Jamalco's economic, environmental, and social performance.

## Governance Structure

Jamalco is owned 55% by Alcoa Minerals of Jamaica LLC and 45% by Clarendon Alumina Production Ltd., and is managed and operated by Alcoa on behalf of the partnership. Alcoa provides policy direction, technology, and business systems for Jamalco. Please see [www.alcoa.com](http://www.alcoa.com) for information on Alcoa's corporate governance structure and policies.

## Jamalco Operating and Executive Committee

### Executive Committees

#### Clarendon Alumina Production (CAP) Ltd.

Dr. Carlton Davis, *Chairman*

Dennis Morrison

Shirley Tyndall

Winston Hayden

#### Alcoa Minerals of Jamaica

Jerome Maxwell

Sharon Brown

Laurence Stonehouse

Jimmy Herring

### Operating Committees

#### Clarendon Alumina Production (CAP) Ltd.

Dr. Carlton Davis

Winston Hayden

Worrel Lyew-You

Dennis Morrison

#### Alcoa Minerals of Jamaica

Jerome Maxwell

Sharon Brown

Laurence Stonehouse

Harry Elrod

## Jamalco Organisational Structure

Jerome Maxwell was Managing Director of Jamalco at the end of 2007. His direct reports were the following as at December 31, 2007.

#### Sharon Brown

Manager, Administration

#### Richard Russell

Manager, Reliability and Maintenance Services

#### Brian Doy

Manager, Public Affairs, Communications and Government Relations

#### Ruth Shaw

Manager, Technical Services (Acting)

#### George Morgan

Manager, Environment, Health and Safety

#### Adlai Robinson

Manager, Production and Maintenance (Acting)

#### Herman Alendy

Manager, Mine Operations

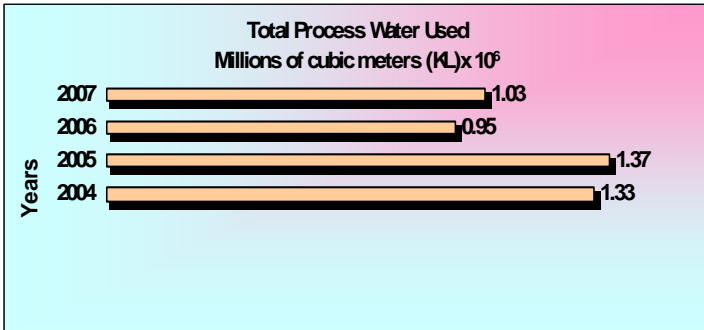
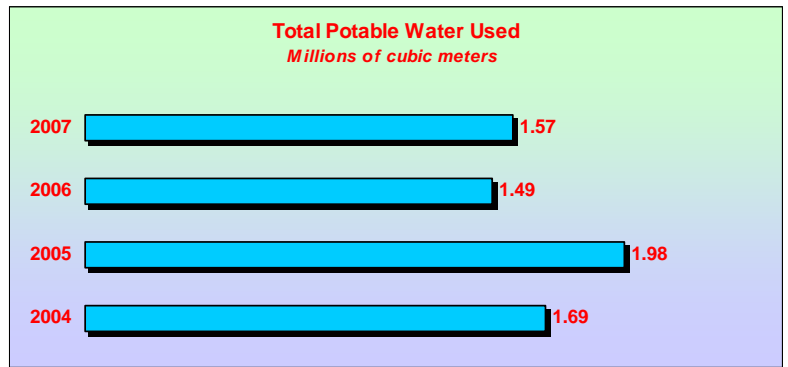
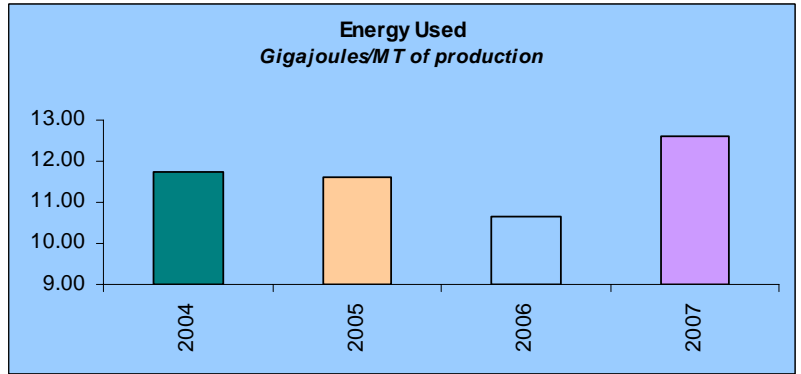
# Environmental Performance Indicators

In 2007 Jamalco continued to implement strategies to positively manage the environment even as the company completed an expansion programme and increased production.

One positive environmental result in 2007 was the continued reduction in mercury emissions resulting from the introduction of a mercury condenser during 2005.

During the year under review there was an increase in the amount of energy used to make one tonne of alumina, from 10.64 gigajoules in 2006 to 12.63 gigajoules in 2007. This change was the result of increased production following the completion of the Early Works Project in March 2007.

There was also a slight increase in the amount of water extracted from wells as a result of activities associated with the construction of Residue Disposal Area (RDA) #5.



## Material Use

In 2007 an average of 2.80 tonnes of bauxite was used to produce one metric tonne of alumina, compared with 2.50 metric tonnes in 2006. Other materials used to extract alumina from bauxite ore include caustic soda, lime, flocculants, water and fuel oil, the primary source of energy for the refinery.

## Biodiversity

Jamalco completed construction of its new Rope Conveyancing System in 2007. Selection of the RopeCon was based primarily on sustainability. The RopeCon has a small footprint which minimizes space requirements and saves 1,200 truck journeys a day, along with the associated emissions of CO<sub>2</sub> and fine dust. Due to the specific topography at Mt. Oliphant, the RopeCon itself generates approximately 1,200 kW of braking energy per hour which is to be fed back into the power network.

### Mining Land Disturbed/Land Rehabilitated (Hectares)

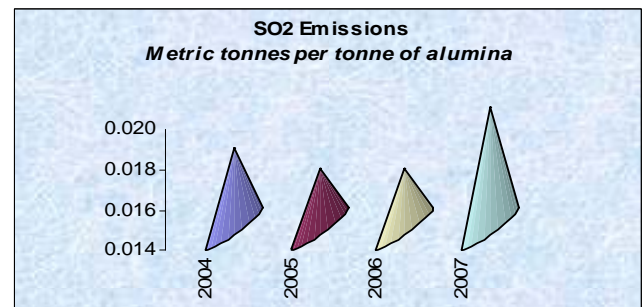
Year	Open Mine Area	Area Disturbed	Area Rehabilitated
2004	473.65	31.59	33.52
2005	425.05	44.80	93.40
2006	394.11	51.55	82.49
2007	435.22	113.15	72.04

Area disturbed means annual land used in each reported year for mining or for mining infrastructure (roads, shops, crushing equipment, conveyors). Area rehabilitated means annual land returned to nature or to productive use (such as farming) after mining in each reported year. Open mine area is the cumulative area of land that has not been rehabilitated (including active mines and land used for mining infrastructure).

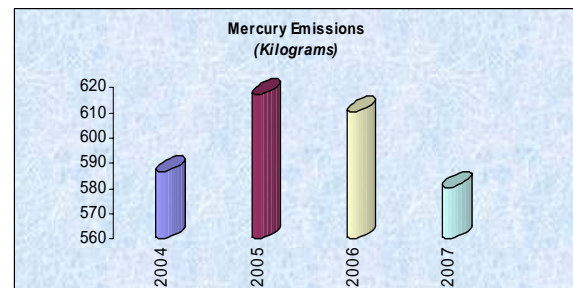
## Emissions, Effluents and Waste

During 2007 we increased our use of fuel over 2006 because of increased production. However production declined in the latter half of the year because of Hurricane Dean and power outages.

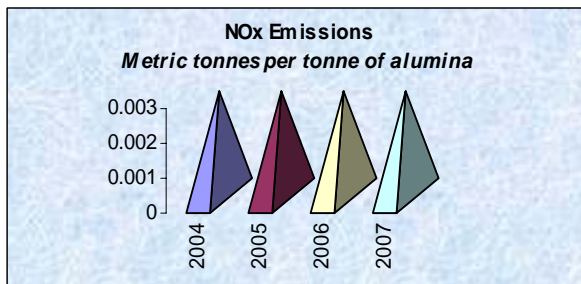
Greenhouse gas emissions continued to show a steady reduction in 2007. This can be attributed to the company's on-going drive to increase the efficiency of combustion equipment and improve burner management systems in its calciners and boilers.



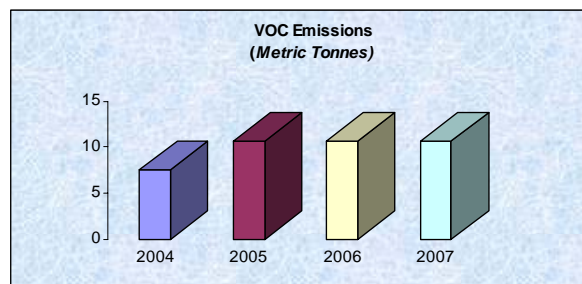
With increased alumina production there was a marginal increase in sulphur dioxide emissions over 2006 as more fuel was used in the production process.



There was a reduction in mercury emissions because of improvements in the operation's mercury removal system.

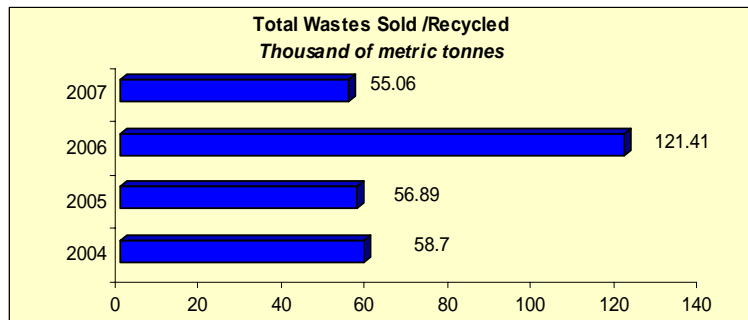
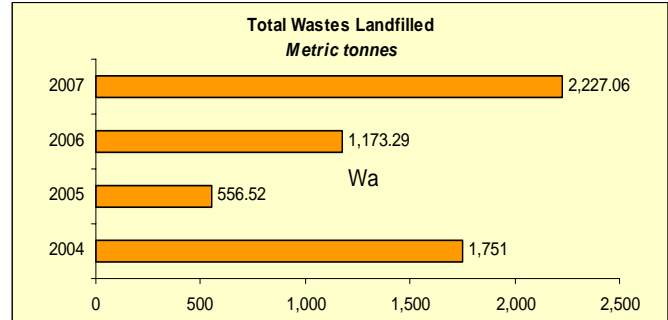
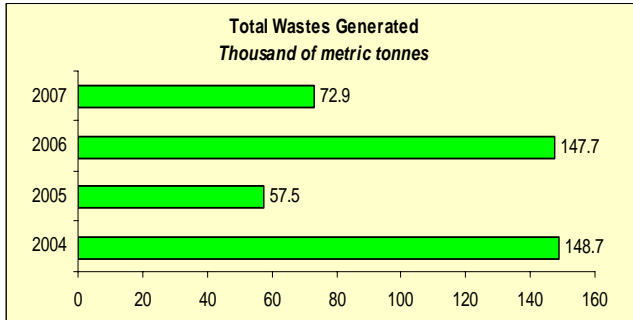


Despite increased fuel usage nitrogen oxide emissions remained unchanged over the period because of improvements in the Powerhouse's burner management system.



In the latter half of 2007 production levels were reduced because of the impact of Hurricane Dean and power outages. As a result there was no change in the levels of volatile organic compound (VOC).

While there was an overall reduction in the amount of waste generated from 147,000 metric tonnes to 73,000 metric tonnes. There was also a decrease in the amount of waste sold or recycled, and an increase in the amount of waste sent to the land-fill in 2007. This was due to cleanup activities from Hurricane Dean.



## Compliance

Jamalco tracks various types of environmental incidents, such as spills greater than 20 litres and compliance with permit conditions as indicators of environmental performance. While the data included in the following table do not represent a condition of noncompliance with laws or regulations, the information helps to improve operations and avoid adverse environmental effects.

Spills over 2,000 litres are classified as major incidents in the Alcoa Environmental Incident Management System. The requirements to report major environmental incidents began in 2002, the first year the data were available. An incident is any unpredicted event with a capacity to harm human health, the environment, or physical property.

Seventy two spills, including seven over 2,000 litres, were reported in 2007. One spill resulted in contamination to soil external to the refinery while rainfall during the passage of Hurricane Dean resulted in a storm water overflow incident. During the year Jamalco experienced an active rainfall season between August and November which contributed to the increase in the number of spills exceeding 2, 000 liters.

	Total Incidents	Spills over 2,000 litres
2004	46	5
2005	32	0
2006	44	4
2007	72	7

## Case Study: The RopeCon System – reducing our footprint

Jamalco introduced a new and exciting method of transporting bauxite when it started mining on the South Manchester plateau in 2007. The new Rope Conveyor System, (RopeCon), was commissioned in the second half of the year. The system was designed by Austrian based company, Dopplemayr, for moving materials in mountainous terrain and is said to be the longest conveyor of this type in the world. This innovative material transport system combines the benefits of proven ropeway technology with those of conventional conveyor belts and offers cost-efficient operation and maintenance with environmental sustainability.

The 3.4 kilometers long conveyor takes bauxite from the South Manchester plateau at Mount Oliphant, down to the rail head at St. Jago, where it is loaded onto the train for tramping to the alumina refinery at Halse Hall, Clarendon. The system consists of a belt with corrugated side walls and integrated wheel sets running on fixed track ropes guided over tower structures. This long distance conveyor operates mid-air, minimizing space requirements and easily crosses obstacles on the ground.

Selection of the RopeCon was based primarily on sustainability. From a total cost perspective, the overland belt conveyor was least expensive, but the RopeCon has lower operating and maintenance costs. The overall footprint required for the RopeCon is less than any of the other options because it is elevated.

Not only does the RopeCon have a small footprint minimizing space requirements and saving 1,200 truck journeys a day along with the associated emissions of CO<sub>2</sub> and fine dust, but due to the specific topography at Mt. Oliphant, the RopeCon itself generates approximately 1,200 kW of braking (green) energy per hour. Negotiations are ongoing with the Jamaica Public Service Company with a view to having this green energy fed back into the national grid.

Work was carried out under very strict environment, health and safety (EHS) procedures, with specialist supervision to ensure the safety and well being of every person involved in construction of the RopeCon.



*The RopeCon system is 3.4k kilometers long*



*The RopeCon System takes bauxite from the South Manchester Plateau to the railhead at St. Jago.*

## EHS Capital Expenditure

Jamalco identifies environmental health and safety capital projects using self-assessment audits as well as government and process requirements. We prioritize the projects according to their risk to people and/or the environment and the selected projects are implemented by our engineering group.

In 2007, there were five environmental capital projects and nine health and safety capital projects. Environmental projects included repair and installation of dust control equipment at the refinery and ambient air monitors in our mining operations. The health and safety projects included installation of covers for bauxite and alumina conveyors, installation of fall protection equipment at offloading areas at the refinery, grizzly in the mining operations, noise reduction systems, burner management system improvements and installation of fire suppressant system for the PCN server room.

## Social Performance Indicators

### Community Giving

In 2007 we continued engagement with communities close to our operations and with the wider Jamaican community, focusing on education, health, sports and infrastructure development.

Successes included the funding of the Jamalco Netball team and Clarendon Nursery Netball programme and the Community Football competition, avenues through which several hundred young people received training and character building tips. We also continued sponsorship of a doctor and nurse at the Raymond's Health Centre benefiting thousands of persons in our refinery communities

Jamalco also continued its partnership with community councils which have been established in its operating areas as a means of ensuring constructive dialogue on critical issues affecting the host. Jamalco organized two workshops in accounting practices and project proposal writing for members of the community councils in our operating areas as part of our community development strategy.

The company also maintained sponsorship of netball, football and athletics programmes that impact the lives of hundreds of youngsters in our operating areas. Athletes from the Netball programme have represented their communities and their country on the world stage.



*Community football teams in action.*

## Community Giving (US Dollars)

	Alcoa Foundation	Jamalco	Total
2004	374,000	296,367	670,367
2005	480,000	162,264	642,264
2006	252,800	237,318.70	490,118.70
2007	183,390	154,148	337,538

Jamalco provides an avenue through which institutions can access funding from the Alcoa Foundation. In 2007 grant funding to local institutions and projects amounted to some US\$183,390. This included funding to train poultry farmers in Clarendon in good hygiene, sanitation and bio-security practices required in their poultry rearing activities, and the purchase of a fully equipped, state-of-the-art ambulance for the May Pen Hospital.



*Jamalco's Managing Director Jerome Maxwell (l), presented the ambulance to the May Pen hospital on behalf of the Alcoa Foundation.*

## Work Environment

Jamalco continues its efforts to improve gender balance in the workforce. Several women work in non-traditional areas while two are members of the executive management team. The percentage of females in the workforce in 2007 was 15%.

## Health and Safety

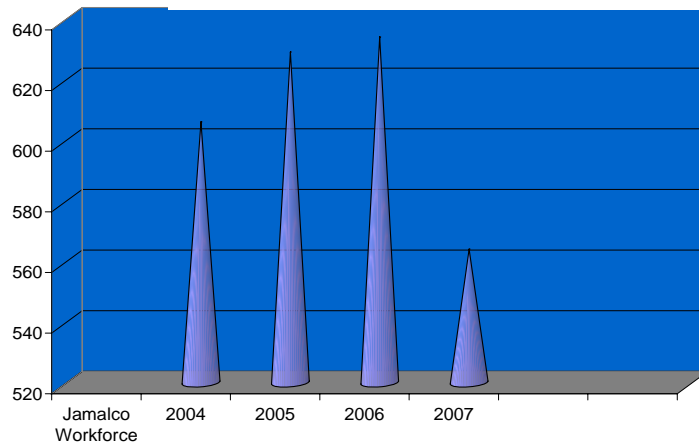
### Health Summary

In 2007 the Medical Department achieved 100% completion of required annual medical and surveillance evaluations and our Wellness Programme continued to assist employees with lifestyle related diseases.

During 2007 the department organized and conducted one health fair in the community, benefiting 105 persons.

Health education for members of the Jamalco workforce also continued to be an integral part of our wellness strategy, with monthly displays on a variety of health issues being mounted in the foyer of the EHS department.

Jamalco achieved international certification of its Occupational Health and Safety Management System according to the OHSAS 18001: 2007 requirements.



## Safety Summary

There was a slight increase in our Total Recordable Injury Rate (TRIR) in 2007 over 2006. This was generally linked to turnover in the workforce and in particular the loss of experienced workers.

In November, 2007, Jamalco's contractor group recorded a Lost Work Day. Prior to this incident, our contractor workforce worked 6,917,778 man-hours without a lost time incident.

Our Fatality Prevention Programme paid increased attention to safety & health hazards, risk assessment and training. These issues were also addressed in our incident root cause analysis, fall control programs, mobile equipment operations and energy isolation programs.

The safety of each person at our operating locations remained a priority at Jamalco during the period under review.

### *Chemical Exposure Assessment*

<b>1999 – 2005</b>	67% reduction in the number of job groups with unacceptable chemical exposures against a target of 60% reduction.
<b>2006</b>	31% reduction in the number of persons with unacceptable chemical exposures against a target of 20% in the three year cycle ending 2008.
<b>2007</b>	No reduction in the number of unacceptable chemical exposures. This was due to an increase in dust exposure sampling and monitoring activities conducted for the Mining Operations.

### *Occupational Noise Exposure Assessment*

<b>1999 – 2005</b>	70% reduction in the number of job groups with unacceptable noise exposures against a target of 60% reduction.
<b>2006</b>	No reduction against a target to reduce the number of persons with unacceptable noise exposures by 20% in the three year cycle ending 2008.
<b>2007</b>	Despite the implementation of engineering controls there was no reduction in the number of persons with exposures to high noise levels.

### **Total Recordable Injury Rate**

	<b>Employees</b>	<b>Contractors</b>
<b>2004</b>	4.18	4.29
<b>2005</b>	2.82	2.88
<b>2006</b>	0.80	0.68
<b>2007</b>	0.93	0.41

### **Number of Lost Workday Injuries**

	<b>Employees</b>	<b>Contractors</b>
<b>2004</b>	1	0
<b>2005</b>	1	0
<b>2006</b>	0	4
<b>2007</b>	0	1

*TRIR is the number of recordable injuries (medical cases, restricted work cases, and lost workday cases) multiplied by 200,000 and divided by hours worked. The changes that are reflected in years 2004-2005 are as a result of upgraded recordable cases made by the Medical Department. This process of review was conducted and the results have been documented and reported accordingly.*

### **Significant Ergonomic Risks**

	<b># Risks Identified</b>	<b># Risks Eliminated</b>
<b>2004</b>	7	1
<b>2005</b>	7	4
<b>2006</b>	3	2
<b>2007</b>	11	0

*While 11 significant ergonomic risks were identified none were eliminated in 2007 because of challenges encountered in replacing the Industrial Hygienist who resigned early in the year.*

## **Human Rights**

Jamalco's approach to issues involving human rights is guided by our Values and Principles and is consistent with Alcoa's statements on human rights, which can be found on [www.alcoa.com](http://www.alcoa.com).



## Case Study: Month of Service a Gift to Clarendon Communities

During October, 2007 just under 80 members of Jamalco's workforce, along with over 50 community members and 25 representatives from non-governmental organizations (NGO) and schools, volunteered their service to several Clarendon communities and institutions.

October is observed as Alcoa Month of Service at the company's 200 locations worldwide and Jamalco volunteers participated in five outreach projects during the month. The Month of Service is designed to expand, celebrate, and recognize the company's commitment to volunteerism.

An increase in the number of community volunteers participating in the activities and the collaboration with NGOs was a significant feature of the Month of Service.

The volunteers focused their attention mostly on assisting persons and communities recovering from the impact of Hurricane Dean. The clean-up of Welcome Beach involved over 40 Jamalcoans, residents and members of the Lions Club of Clarendon. They used rakes and shovels to gather plastic and glass bottles and other debris from the roughly 800 metre stretch of beach battered by waves driven by Hurricane Dean. The pile of garbage bags filled by the volunteers was then carted away by the National Solid Waste Management Authority, Clarendon Office. Jamalco and its alliance partner Kier-CCC provided two backhoes to remove large boulders and tree trunks deposited on what is a popular recreational spot for residents of Salt River and other Clarendon communities.



*Volunteers cleaning Welcome Beach*

Jamalco volunteers also collaborated with the Clarendon Red Cross to help residents of Savannah Cross who were affected by the hurricane. Members of the workforce contributed good quality used clothes that volunteers then sorted and distributed, along with Red Cross relief supplies and food packages donated by Jamalco, to over 100 residents.

Other Month of Service events included the presentation of books to ten Clarendon primary schools from Jamalco's 18 year old book programme. The donation was in support of the Ministry of Education's Education Transformation Programme that aims to increase literacy levels among primary school children to 85% by the year 2015. The books benefited at least 1000 children.

Community and Jamalco volunteers, including 18 students from Clarendon College and Beulah All Age School, painted the Bottom Halse Hall Health Centre, giving the building a well-needed face lift, and participated in a workday at St. Augustine Boys Home in Chapleton, bringing cheer to the 47 wards while painting the canteen and planting a garden at the institution.



*Jamalco and Red Cross volunteers register a Savannah Cross resident while delivering items of clothing and food.*

## Employee Engagement

In 2007 Jamalcoans continued to volunteer their personal time, skills and labour on various community projects located in Clarendon and other communities. Members of the workforce completed three (Alcoans Coming Together In Our Neighborhoods) ACTION projects year.

ACTION recognizes the team efforts of at least five Alcoa employees who spend a minimum of four hours on a community service project for a local nonprofit/non-governmental organization. In recognition of the team's effort, Alcoa will make a contribution to the nonprofit organization. Grants are available for either \$1,500 or \$3,000, depending on the size of the team.

### *ACTION Grants*

	Number of Grants	US\$ Value	Number of Hours	Number of Employee Volunteers	Average Hours per Project
2004	0	0	0	0	0
2005	3	\$9,000	249	33	83
2006	3	\$9,000	200	34	66.6
2007	3	\$9,000	237	40	79

In 2007, eleven Jamalcoans became Bravo! Volunteers, supporting projects and giving service to their communities. The projects included building a small community centre, road repairs and beautifying the entrance to a community.

### *Bravo! Grants*

	Number of Grants	US\$ Value	Number of Hours	Average Number of Hours per Project
2004	1	\$250	70	70
2005	9	\$1,250	479	53
2006	9	\$1,250	579	64
2007	11	\$2,750	773	70.2

Bravo! recognizes individual Alcoa employees who spend a minimum of 50 hours per calendar year doing volunteer work for an approved nonprofit/non-governmental organization. In recognition of the employee's effort, Alcoa will make a contribution of US\$250 to the nonprofit organization. Each Alcoa employee is eligible for one Bravo! grant per calendar year.

## Labour Day Projects

The focus of Labour Day 2007 was repairing and restoring community buildings. Jamalcoans and community volunteers worked together to construct a guardhouse at the Vere Technical High School; repair a post office in our Port operating area and repair a community centre in our Mines Operations area.



*Jamalco and community volunteers carrying cement at the Vere Technical project on Labour Day.*

## Economic Performance Indicators

In October 2007, Alcoa re-organised its Global Primary Products business and Jamalco became a part of the Global Primary Products - Latin American & Caribbean region under the leadership of President Franklin Feder. Jamalco joined Suralco, in Suriname, Sao Luis and Pocos de Caldas in Brazil in the regionally focused business, headquartered in Sao Paulo, Brazil. The change was designed to speed decision making and drive greater efficiencies and operational excellence.

### Impact of Hurricane Dean

Jamalco's performance in 2007 was affected by Hurricane Dean, which extensively damaged our port at Rocky Point. The facility required significant repairs and temporary logistical support for shipping alumina while repair work took place.

With the hard work of Jamalcoans and contractors, the necessary repairs and a temporary causeway were completed and shipping of alumina from Rocky Point resumed early November.

Our performance was also greatly affected by soaring energy prices and raw material costs. Combined, these events and trends resulted in an extremely difficult period for Jamalco, with missed production targets and unsatisfactory financial performance.

### Contribution to Jamaican Economy

As the largest Private Sector employer in Clarendon, Jamalco is a major contributor to the Jamaican economy. In 2007 the workforce (staff and individual contractors) numbered 564 down from 634 in 2006. The company also paid US\$26.3 million in taxes to the Government of Jamaica.

Jamalco spent some US\$76 million for the purchase of local goods and services in 2007. This was below the record \$144 million spent in 2006 as a result of the Early Works Project and other construction activities.

In addition, Jamalco gave over US\$154,148 in donations to local community development projects. This, when combined with Alcoa Foundation grants of US\$183,390, amounted to a total of US\$337,538 invested in community development.



Members of the Raw Materials and Port team who restored the railway line ten days after Hurricane Dean.



The destroyed pier seen the day after Hurricane Dean in September 2007.



The first ship being loaded with alumina in November 2007 after Hurricane Dean.



**Before:** The railway line pushed aside by Hurricane Dean.



**After:** The railway line back in place and the road cleared.

## Awards and Recognition

Jamalco believes in the value of recognising outstanding performance at individual, team, and organizational levels. We salute those individuals and teams recognized in 2007.

### National Mineral Industry Safety Competition (for 2006 Performance)

- The N.T. Chaplin Trophy for the Best Housekeeping Performance among Alumina Processing Plants.
- The Jamaica Bauxite Institute Environmental Management Award for Best Environmental Performance.
- The Frazier Perry Trophy for Best Housekeeping Performance in Mining Operations.
- Certificate of commendation for completing 2,166,956 man-hours without a Lost Work Day.
- Two certificates of commendation for outstanding performance in promoting environmental awareness were awarded to Errol Nelson Unit Supervisor, and Lilival Nicholson General Field Mechanic.

### Alcoa North American Impact Awards

**Silver Award** - The Training and Development and Community Relations teams collaborated to implement the Community Skills Training Programme to benefit young persons in communities around our operations. The team won the Silver Award in the Community category.

### Quality Solutions in Alumina Refining (QUASAR)

**Million Man-hours Safety Award** – The award was presented to the Jamalco QUASAR team in recognition of their commitment to safe work practices in achieving one million man-hours in the programme without a Lost Time Injury.

### United Way of Jamaica Recognition

The Jamalco workforce again earned a Gold Award for 75 to 100% participation in giving to the United Way of Jamaica.

### Northern Caribbean University Centennial Awards

Northern Caribbean University (NCU) in its centennial celebrations recognized Jamalco for outstanding contribution to the institution's growth and development.

## Roll of Honour

The following Jamalco employees and contractors contributed to Jamalco's achievements in 2007.

Herman	Alendy	Barrington	Blair	Rupert	Coleman
Dahlia	Alert	Oscar	Blair	Petrona	Coleman
Martel	Alexander	Gregory	Blythe	Alvin	Coleman
Clifton	Allen	Uriel	Boothe	Lynval	Coleman
Devon	Allen	Nembhard	Boothe	Clayton	Cooper
Rockey	Allen	Errol	Boothe	Cyril	Cooper
Audley	Allen	Delroye	Bowes	Samuel	Coward
Gorton	Allen	Dave	Bowman	Neil	Cox
Robert	Allen	Luke	Briscoe	Marlon	Crosdale
Robert	Allen	Burnett	Brissett	Andre	Cummings
Ron	Allen	Hermine	Bromfield	Johann	Dacosta
Dillian	Ambersley	Vansy	Brown	Fitzroy	Daley
Leroy	Anckle	Hugh	Brown	Lynval	Daley
Winston	Anderson	Melesia	Brown	Alphanso	Daley
Morris	Anderson	Donovan	Brown	Henry	Daley
Dameon	Anderson	Glendon	Brown	Ozian	Daley
Shana-Gay	Anekie	Patrick	Brown	Yvonne	Daniels
Kevonne	Annikie	Livingston	Brown	Lenford	Darby
Kenroy	Anson	Claudette	Brown	Garth	Davey
Jennifer	Anson	Anthony	Brown	Heather	Davidson
Alphonso	Archer	Chase	Brown	Phillip	Davidson
Michael	Ashley	Martin	Brown	Corey	Davis
Phillip	Ashmeade	Reynold	Brown	Nigel	Davis
Theresa	Atkins-O'connor	Stacy	Brown	Devon	Davis
George	Bailey	Sharon	Brown	Errol	Davy
Keith	Baker	Ronald	Bryan	Theophilus	Dawkins
Monica	Baker	Sheldon	Bryan	Roger	Dawkins
Carlton	Barnswell	Lascalles	Bryant	Herve	Dean
Glenford	Barnswell	Herma	Bryant-Manning	Patrick	Deans
Balfour	Barrett	Lloyd	Buckley	Bertram	Delvallie
Norman	Barrett	Christopher	Buckmaster	Orville	Denton
Rupert	Bartley	Thomas	Bucknal	Daulton	Dinnall
Martin	Bartley	Errol	Bucknal	Howard	Dixon
Donovan	Bartley	Hughan	Buddan	Devon	Dixon
Janice	Bartley	Denton	Burnell	Leroy	Dixon
Eaton	Bassaragh	Linton	Burrell	Lascelles	Dockery
Winford	Bassier	Renee	Bygrave	Shanique	Dookan
Fitz	Battiste	Leroy	Callaghan	Gilmore	Dotting
Neville	Baxter	Renford	Cameron	Christopher	Douce
Annette	Beaumont-Brown	Maurice	Cameron	Kirk	Douce
Craig	Beckford	Troy	Campbell	Rendel	Douglas
Roland	Beckford	Ricardo	Campbell	Everet	Douglas
Theodore	Beckford	Herbert	Campbell	Anthony	Douglas
Herbal-Pert	Bedward	Leighton	Campbell	Alexander	Douglas
Alphanso	Bell	Ronald	Campbell	Norman	Douglas
Donald	Bell	Vinton	Carnegie	Winston	Douse
Charles	Bennett	Kedico	Carter	Bryan	Doy
Windell	Bertram	Ralston	Carty	Kenneth	Drackett
Heuklin	Bhoorasingh	Gregory	Chablal	Dave	Duncan
Phillip	Biggs	Ernest	Chambers	Ajamu	Duncan
Wain	Bisasor	Robert	Charlton	Kingsley	Duncan
Delano	Black	Charles	Chin Fah En	Emelio	Durrant
Eulalee	Black	Dwayne	Clarke	Courtney	Durrant
Ronald	Black	Bernard	Clarke	Ryan	Ebanks
Horace	Blackstock	Oneil	Clarke	Garrett	Edwards
Winston	Blackwood	Presley	Clarke	Sheldon	Edwards
Barrington	Blackwood	Rhenovaal	Clarke	Clive	Edwards
Owen	Blackwood	Roderick	Codner	Basil	Edwards

Carl	Edwards	Gersham	Hanson	Doren	Langott
Everton	Edwards	Claudette	Harris	Gillian	Lankester
Junior	Edwards	Vanecia	Harris	Howard	Latchman
Devon	Ennis	Peter	Harrison	Basil	Lattibeaudiere
Noel	Esson	Natalie	Harvey	Michael	Lattibeaudiere
Patrick	Eulett	Glendon	Haughton	Cynthia	Law
Richard	Evans	Harry	Hawthorne	Belmondo	Lawrence
Dexter	Ewers	Leslie	Hayden	Roy	Lawrence
Lascelles	Excell	Lawrence	Hemans	Glenroy	Lawrence
Jacinth	Fagan	Shawn	Hendricks	Denver	Learmond
Debbie-Ann	Fagan	Denvor	Hendricks	Jacqueline	Leslie
Rohan	Falconer	Haley	Henry	Patrick	Levy
Lola	Falconer	Novrick	Henry	Grethel	Lewin
Lincoln	Farquharson	David	Henry	Junior	Lewin
Hopeton	Ferguson	Sheldon	Henry	Hoover	Lewis
Jannette	Ferguson	George	Herdsmen	Desmond	Lewis
Michael	Ferguson	Christopher	Herdsmen	Nicola	Lewis
Xter	Ford	Odell	Heywood	Robert	Lewis
Mark	Ford	Oliver	Heywood	Newton	Lewis
Leslie	Foreman	Karlene	Hibbert	Clement	Lewis
Patricia	Foreman-Diah	Devon	Hibbert	George	Lewis
Clive	Forrest	Sasha	Hibbert	Jenefier	Lewis
Leighton	Forsythe	Deomongo	Holmes	Rae	Lewis
Emil	Foster	Allan	Holness	Ricardo	Lewis
Kingsley	Francis	Jeffrey	Howell	Trevor	Lewis
Leanord	Francis	Peter	Hutchinson	Clifford	Lindo
Kenneth	Francis	Maverick	Hylton	Ian	Lindo
Franklin	Francis	Theresa	Hyman	Peter	Lindo
Karlene	Frankson	Carlton	Irving	Vondel	Lindsay
Raymond	Frater	Natalee	Irving	Jermane	Lindsay
Relva	Gabbidon	Clifford	Jackson	Shena-Gaye	Lindsay
George	Gardiner	Rosemarie	Jackson	Cornel	Linton
Janelle	Garrick	Wesley	Jackson	Ealane	Livingston-Smith
Patrick	Gayle	Arian	James	Glendon	Logan
Sullivan	Geddes	Leslie	James	Lyndel	Lowers
Ripton	Gentles	Howard	Jamieson	Norman	Ludford
Wayne	Gilman	Ricardo	Johnson	Clive	Lyn
Natashia	Glanville	Collis	Johnson	Desmond	Lynch
Iralindo	Golding	Alvern	Johnson	Mendez	Lynch
Denton	Golding	Leroy	Johnson	Ovrell	Lyttle
William	Goode	Steve	Johnson	Devon	Madden
Steve	Gooden	Courtney	Johnson	Dexter	Madden
Shane	Gopaul	Fitzroy	Johnson	Corvette	Madden
Melvin	Gordon	Jonathan	Johnson	John	Maitland
Patrick	Gordon	Junelle	Johnson	Gavin	Manning
Kevin	Gordon	Mark	Johnson	Vidal	Manning
Daisy	Gordon-Reittie	Wentworth	Jones	Alicia	Marshalleck
Charmaine	Gordon-Simpson	Edward	Kerr	Dwayne	Martin
Steve	Gottshalk	Roy	King	Gary	Martin
Holwen	Graham	Michael	King	Paul	Martin
Lloyd	Graham, Jnr.	Hemmerd	Knight	Shawn	Matthews
Dwayne	Gray	Bentley	Knight	Media	Matthews-Williams
Carlton	Greaves	Curtis	Knight	Noel	Maxwell
Jermaine	Green	Lloyd	Knight	Jerome	Maxwell
Rhena	Gregory	Donovan	Laing	Berith	Mcdonald
Berrisford	Grey	Clover	Laing	Sheree	Mcdonald
Donovan	Grey	Lloyd	Lalah	Dobby	Mcdonald
Alicia	Griffith	Sheree	Lambert	Michael	Mcfarlane
Michael	Guthrie	Davia	Lamey	Calbert	Mcfarlane
Patrick	Hadden	Paul	Landell	Noel	Mckenzie
Richard	Hall	Rudolph	Landell	Christopher	Mckenzie
Kevin	Halstead	Marlon	Langott	Michael	Mckenzie

Donovan	Mclean	Alberto	Nicholson	Quienton	Robinson
George	Mcleod	Robert	Noble	Maurice	Robinson
Condel	Mcleod	Samuel	Nugent	Veletta	Robinson
Clifton	Mcleod	Christine	O'Brien	Adlai	Robinson
Garfton	Mcleod	Elaine	Ormsby	Abraham	Robotham
Duhane	Meikle	Lindon	Ormsby	Horace	Rodney
Lorenzo	Meikle	Robert	Osbourne	Lavern	Roper
Edward	Mendez	Winston	Osbourne	Seymour	Rose
George	Meredith	Royley	Oswald	Paul	Rose
Keith	Mighty	Clayton	Palache	Simone	Rose
Albert	Mighty	Ryan	Palmer	Jeffrey	Rowe
Camesha	Mike-Keane	Leroy	Palmer	Richard	Rowe
Delroy	Miller	Courtney	Palmer	Ronnie	Rozenbald
Leroy	Miller	Latoya	Palmer	Charmaine	Rumble
Daniel	Miller	Delford	Parchment	Cleve	Russell
Oneil	Mills	Donald	Parkinson	Richard	Russell
Hopeton	Mills	Lucille	Parkinson	Michael	Sadhi
Denise	Millson	Milton	Pascoe	Seymour	Salmon
Stanford	Milson	George	Paul	Josiah	Samuels
Fabian	Milson	Patrick	Pearson	Kenton	Samuels
Peter-Shane	Ming	Ernest	Peart	Vaughn	Samuels
Uton	Mitchell	Easton	Perkins	Laurel	Sappletton
Learie	Mitchell	Mark	Peterkin	Kelvin	Scott
Clive	Mitchell	Glendon	Peters	Almeth	Scott
Leroy	Mitchell	Wayne	Petrekina	Berchel	Scott
Glenford	Mitchell	Wayne	Pilliner	Ewan	Scott
Hazeth	Mitchell	Verdie	Pink	Jeffery	Scott
Durando	Montaque	Jerdene	Pinnock	Radcliff	Scott
Fredel	Moonasingh	Winston	Popley Jr .	Yasmine	Scott
Rohan	Moonasingh	Kivian	Porter	Shakia	Sewell
Kestner	Morgan	Gary	Pottinger	Hopeton	Shand
Kew	Morgan	Patrick	Powell	Kalvyn	Shaw
Weston	Morgan	Enrico	Powell	Ruth	Shaw
Admareen	Morgan	Roger	Powell	Beresford	Sherman
Deron	Morgan	Joseph	Preddie	Hayden	Shields
Leroy	Morgan	Ainsworth	Pryce	Lloydell	Shirley
Tashna	Morgan	Wilbert	Pryce	Albert	Simmonds
Tegra	Morgan	Everard	Pryce	Courtney	Simpson
George	Morgan	David	Raby	Marlon	Simpson
Mark	Morris	Ezekiel	Ramcharan	Andrae	Simpson
Alloy	Morris	Kathleen	Ramcharan	Justin	Skinner
Leroy	Morris	Ranford	Randall	Garfield	Small
Graham	Morrison	Anthony	Ranger	Cedric	Smalling
Michael	Moulton	Stanhope	Ranger	Leroy	Smith
Alrick	Mullings	Dwight	Reid	Shawn	Smith
Edmund	Mullings	Verona	Reid	Donald	Smith
Ainsley	Murray	John	Reid	Seymour	Smith
Cheryl	Muschette	Tracy-Ann	Reid	Orane	Smith
Leonard	Myles	Taneisa	Reid-Brown	Barrington	Smith
Neville	Myton	Donovan	Rhoden	Colin	Smith
Hensley	Nash	Natalie	Rhoden	Kadine	Smith
Patrick	Neath	Glendon	Richards	Oral	Smith
George	Nelson	Dalbert	Richards	Sonia	Smith
Oral	Nelson	Jaynia	Richards	Paul	Snaith
Desmond	Nelson	Jolene	Richards	Everton	Spence
Errol	Nelson	Mark	Richards	Derrick	Spence
Adrian	Nembhard	Barrington	Richardson	Andrea	Spence
David	Newell	Joshua	Richardson	Derrick	Spence
Donald	Newell	Lincoln	Rickman	Walford	Spencer
Kirk	Newell	Leroy	Riggs	Miguel	Staff
Shauna	Newell	Leonard	Robertson	William	Stamp
Lilival	Nicholson	Aston	Robinson	Glenroy	Stephens

Clive	Sterling	Kirk	Williams
Kirk	Sterling	Mickel	Williams
Gerald	Stewart	Solomon	Williams
Everett	Stewart	Alexander	Williams
Biron	Stone	Andrew	Williams
Kwesi	Stone	Basil	Williams
Headroda	Stoner	Carlile	Williams
Raymond	Subastin	Damian	Williams
Rohan	Sutherland	James	Williams
Kevin	Tater	Linton	Williams
Hopeton	Taylor	Noel	Williams
Romaine	Taylor	Wentworth	Williams
Abraham	Taylor-Cockett	Tamar	Williams-Newell
Michael	Thomas	Mark	Williamson
Rushworth	Thomas	Joy	Willis
Errol	Thomas	Basil	Wilson
Myrtledee	Thomas	Maxine	Wilson
Herbert	Thomas	Glendon	Wright
Ronald	Thomas, Jr.	Winston	Wright
Howard	Thompson	Jermaine	Wright
Rhodein	Thompson	Marjorie	Wright
Anthony	Thompson	Shamar	Wright
Allwyn	Thompson	Claudius	Wynter
Lebert	Thompson	O'niel	Yarru
Edward	Thompson	Calvin	Yates
Elesa	Thompson	Trevor	Young
Gary	Thompson	Garfield	Young
Kayode	Titus	Andrew	Young
Paul	Tomlinson	Eric	Young
Diana	Tomlin-Whittick	Colleen	Young
Phillip	Tracey	Eileen	Young
Uken	Turner	John	Young
Hope	Turner		
Paul	Walcott		
Karen	Walker		
George	Wallas		
Camille	Wallen		
Berris	Walters		
Claudette	Walters-Simpson		
Kirk	Watson		
Dave	Watson		
Leighton	Watt		
Lesmond	Waysome		
Eugent	Welsh		
Clive	Welsh		
Pamela	White		
Cheryl	Whyne		
Roland	Whyte		
Hermis	Whyte		
Bridgette	Whyte		
Broderick	Whyte		
Jackie	Whyte		
Gifford	Williams		
Egerton	Williams		
Jason	Williams		
Carvet	Williams		
Ralston	Williams		
Asinto	Williams		
Lowell	Williams		
Cleveland	Williams		
Edgar	Williams		
Karen	Williams		

## **Alliance Partners**

Kier/CCC  
HATCH  
FLOUR

## **Industrial Contractors**

ACS  
Baker and Sons  
Carnegie Maintenance Services Limited  
Cilect Engineering  
C&R Webster  
D.P. Wilson Company Limited  
Eli Lewin  
HCES  
Honeywell/Quasar  
Jamaica Floral Products  
L. Robinson  
NOB Williams  
N.S. Cousins  
RECO  
Roberts Construction  
T. Dunkley

## **Service Providers**

D&O Catering  
Hospitality Services Providers