



Oyu Tolgoi LLC

Infrastructure and Services

Transport Management Plan



OYU TOLGOI LLC

Transport Management Plan		
Effective Date: 2013.09.01	Document number: OT-10-C3-PLN-0002-E	Version: 1.3

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1 INTRODUCTION

1.1 Purpose

The purpose of this Management Plan is to:

- define the scope of the Management Plan and set out applicable management interfaces;
- define roles and responsibilities;
- outline the applicable Project Standards relevant to this Management Plan;
- define Project commitments, operational procedures and guidance relevant to this Management Plan;
- define monitoring and reporting procedures, including Key Performance Indicators;
- defined training requirements; and
- set out references for supporting materials and information.

1.2 Application

The requirements set out in this Management Plan apply to all OT activities including contractors.

This Management Plan is based on the Rio Tinto C3 Vehicles and Driving Standard, issued in December 2008. Any subsequent changes to the Rio Tinto C3 Vehicles and Driving Standard may result in the changes to this OT Management Plan.

1.3 Commencement

This Management Plan applies from 1 January 2013.

1.4 Authority and Management

The OT Executive Committee approved this Management Plan on 1st September 2013.

The OT General Manager Infrastructure and Services is the custodian of this Management Plan. This Management Plan will be reviewed on a two year period to determine whether any changes or updates are required to the plan unless a more frequent update is required to reflect changing Project design or procedures Any changes will be subjected to the appropriate review and approval processes as outlined in the Management of Change (MOC) procedure.

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2 SCOPE

2.1 Scope of this Management Plan

This Management Plan covers all OT activities including contractor activities, except where otherwise indicated. Implementation by contractors is addressed in the Contractor Management Framework (OT-07-PLN-0001)

Aviation safety is addressed by the C7 Aviation Safety Standard and is outside the scope of this Management Plan.

2.2 Overlaps with other Management Plans

This Management Plan is part of the overall suite of Operations Management Plans developed for the OT Project and as described in the Environmental and Social Management Plan (ESMP) Framework (OT-10-PLN-0003).

This Management Plan has overlaps and cross-linkages to a number of other Management Plans which have health, safety, environment and community implications, including:

- the Atmospheric Emissions Management Plan (OT-10-E2-PLN-0001), particularly in relation to management of off-site exposure to noise generated by transport activities
- the Noise & Vibration Management Plan (OT-10-E6-PLN-0001), particularly in relation to management of off-site exposure to noise generated by transport activities;
- the Hazardous Materials and Non Minerals Waste Management Plan (OT-10-E15-PLN-0001), particularly in relation to the protection of local communities and the environment from exposure to hazardous materials and spillages;
- the Emergency Preparedness and Response Plan (OT-12-PLN-0011), particularly in relation to off-site transport emergencies, incidents and accidents;
- the Community Health, Safety and Security Plan (OT-10-PLN-0001), particularly in relation to community exposure to off-site Project risks related to transportation;
- the Security Plan (2012), particularly in relation to the management and behavior of security guards; and
- the Biodiversity Management Plan (OT-10-E9-PLN-1001), particularly in relation to road safety and wildlife.

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3 ROLES AND RESPONSIBILITIES

3.1 Key Roles and Responsibilities for Management Plan Implementation

Principal roles and responsibilities for the implementation of this plan are outlined below.

Table 1: Key Roles and Responsibilities

Role	Responsibilities
OT General Manager Infrastructure and Services	<ul style="list-style-type: none"> Ensuring Project compliance with the Project Standards and other requirements set out in this Plan Overall responsibility for Plan scope and implementation
Contract managers for transport contractors (for operations and construction)	<ul style="list-style-type: none"> Implementation of OT requirements by contractors

3.2 Key Interfaces

Key interfaces in the implementation of this Management Plan (i.e. roles with responsibility for delivering elements of this Management Plan) include:

- General Manager Health, Safety, Environment, Security, and Communities, particularly in relation to environmental issues and the safety of off-site activities;
- Contract Managers for transport contractors (for operations and construction); and
- C3 Vehicles and Driving Champion and Custodian Team.

4 PROJECT STANDARDS

Applicable Standards must be complied with for all Project activities (the “Project Standards”). Project Standards comprise:

- applicable Mongolian Laws and National Standards;
- DEIA requirements;
- other commitments to and requirements of Mongolian Government authorities;
- applicable Lender standards and guidelines;
- applicable Rio Tinto standards; and
- other industry guidelines with which OT has committed to comply.

4.1 Applicable Mongolian Laws and National Standards

Mongolian Laws

Law on Auto Transport (in force 15 June 1999 and amended 2011). The Law sets forth the general requirements and standards for cargo and passenger transportations and legal basis of technical requirements for auto vehicles.

Law on Auto Road (in force 20 June 1998, last amended 2009). The purpose of this law is to regulate construction, maintenance, financing, use, and monitoring of roads and road facilities. Roads in Mongolia are classified as:

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- international roads;
- state roads;
- local roads; and
- internal roads of business entities.

The Government of Mongolia (GoM) has a road fund to construct and maintain state and international roads. *Aimags* and *soums* have their own road funds controlled by the *Aimag* Governor to construct and maintain local roads. Donations and aid to the road funds may be received from private entities.

The licence to construct and maintain roads is issued by the Ministry of the Roads, Transportation, Construction and Urban Development.

In addition to this law, requirements set out in the Construction Law also apply to the construction of roads. Powers of the GoM and inspection agencies for the management, supervision, and control over road-related activities are also discussed under the Law on Auto Roads.

Other applicable Laws and Regulations include:

- *Traffic Safety Law* (in force 30 April 1996, last amended 2011); and it provides traffic safety regulations including provisions of traffic safety measures in the planning, construction, extension and renovation of auto roads.
- *Law on Driver's Insurance* (in force 06 October 2011). This law governs the relations pertaining to compulsory driver's liability insurance coverage, providing compensation to a third-party for loss of life, health and property damage sustained as a result of traffic accident and protecting the rights of victims.
- *Government Resolution on Traffic Rules, No.74* (in force 2004). It outlines the consolidated regulation over the traffic in Mongolia. It covers types of vehicles, right and duties of drivers and pedestrians, requirements and standards for road signs etc.
- Air traffic - Package Rules for Civil Aviation, approved by Order # 75 of Minister of Infrastructure Development, 2001.
- *Regulation for the Transportation of Risky Goods to Safety or the Environment*, approved by the Order 119 of Minister of Infrastructure Development, 2000.
- *Regulation for Storage, Transportation, Usage and Disposal of Toxic Chemical and Hazardous Substances*, Joint Order 28/40/29 of Minister of Tourism, Nature and Environment, Minister of Health and Chairman of National Emergency Management Agency, 2009.
- *Regulation for Civil Aviation Transportation*, approved by order #159 of 1998 of Minister of Infrastructure Development.
- *Regulation for the of Preparation of Auto Vehicle's Drivers*, approved by joint order #108/115 of 2001 of Minister of Infrastructure Development and Minister of Education, Culture and Science.

Mongolian Standards

- MNS 6278:2011 Heavy Truck Vehicle General Technical Requirements
- MNS 5831:2007 – Transportation of Freight and Passenger Between Countries;
- MNS 4598:2003 – Requirement for Technical Condition of Transportation Means;
- MNS 5345:2003 – Large, Length and Heavy Freight Transportation. Classification and General Requirement;

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- Mongolian emission standards for vehicles including: emissions from petrol engines (MNS 5031:2003) and emissions from diesel engines (MNS 5014:2003);
- MNS 5011: 2003 Guideline on Vehicle Inspection. General Requirement;
- MNS 5345:2011 General Requirement for the Large Loads Transportation;
- MNS 5013:2003 Petrol engine vehicle – Maximum acceptable level and measuring method of exhaust emission; and
- MNS 5014:2009 Diesel engine vehicles – Maximum acceptable level and measuring methods of opacity.

4.2 DEIA requirements

There are no specific requirements in DEIAs and associated Environmental Protection Plans submitted for the OT Project directly related to transportation.

4.3 Other Commitments to and Requirements of Mongolian Government Authorities

The key document setting out commitments to a requirement of Mongolian Government authorities is the Investment Agreement (dated 6 October 2009) for the OT Project. Chapter Four (Infrastructure) states that:

7.11 When constructing state roads and local roads, pipelines and other transportation facilities, the Investor shall comply with the laws and regulations of Mongolia and use its best endeavours to tie in with the integrated road and transportation network and development strategies.

4.4 Applicable International Standards and Guidelines

The following international good practice guidance and legislation have been taken into account:

- *IFC Environmental Health and Safety Guidelines for Mining* (December 2007), includes requirements for the transportation of hazardous materials including explosives.
- *IFC General Environmental Health and Safety Guidelines* (April 2007).
- Good practice manuals developed by the Global Road Safety Partnership for road traffic injury prevention including manuals for:
 - drinking and driving;
 - seat belts and child restraints; and
 - speed management.

4.5 Applicable OT and Rio Tinto Standards

The key applicable Rio Tinto Standards are:

- Rio Tinto HSEC. Standard C3 – Vehicles and Driving, December 2008
 - Road Construction and Maintenance Procedure (OT-10-C3-PRC-0001)
 - Heavy Vehicle Operating Procedure (OT-10-C3-PRC-0002)
 - Light and Medium Vehicle Operating Procedure (OT-10-C3-PRC-0003)
 - Tyre and Rim Procedure (OT-10-C3-PRC-0004)
 - OT Site Wide Traffic Management Plan (OT-10-C3-PLN-0001)

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4.6 Summary of Applicable Project Standards

OT will comply with the more stringent of national standards, applicable lender standards and applicable Rio Tinto Standards, with the more stringent standards representing the Project Standards.

Applicable Project Standards are summarised below.

Table 2: Project Standards

Standard	Scope
Rio Tinto HSEC. Standard C3 – Vehicles and Driving	<ul style="list-style-type: none"> All vehicle transportation on and off site

5 MANAGEMENT CONTROLS

A range of management controls have been developed to manage risks and impacts identified in the Project ESIA in addition to the Management Controls developed as part of the C3 Vehicles and Driving Standard. The key management controls are set out below together with references to documentation where further information on implementation is set out.

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Table 3: Key Management Controls

ID	Topic/ Aspect	Applicability/ Activity	Control Description	Responsible Parties	Means of verification
TMP 01	Road Design	Road Design	Graded roads will be constructed to include a granular wearing course or other suitable material (see OT-10-C3-PRC-0001).	OT Earthwork	Road design specifications
TMP 02	Road Design	Road Design	A sealed wearing course will be constructed on the concentrate export road from OT to Gashuun Sukhait.	OT Earthwork	Road design specifications
TMP 03	Road Design	Road Design	Road culverts will be designed to accommodate 1 in 10 year flood events except in headwater locations where they will be designed to accommodate 1 in 100 year flood events.	OT Earthwork	Road design specifications
TMP 04	Road Design	Road Design	Herder crossings will be installed in consultation with local herders for bitumen roads (see OT-10-C3-PRC-0001, Para 4.1.7.)	OT Earthwork for construction	Road design specifications
TMP 05	Off-Road Driving	Use of Designated Roads	Oyu Tolgoi will: (i) develop and distribute communication materials on the impacts of off-road driving and its implications for livelihoods and wildlife conservation as part of an information and education campaign linked to ongoing stakeholder engagement efforts; and (ii) incorporate requirements related to off-road driving into its contractor management program and induction training for all new staff and contractors.	OT Environment Department All vehicle users	Journey management system
TMP 06	Road Safety	Road Signage	Signs will be erected and maintained on roads frequently used by OT to warn drivers of herder crossing locations and sites where wildlife are likely to cross the roads. These roads comprise the OT-GS road, OT-KB road and Gunii Hooloi access road. Rights of way will be clearly demarcated at road junctions (see OT-10-C3-PLN-0001).	Earthwork	Signs erected

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ID	Topic/ Aspect	Applicability/ Activity	Control Description	Responsible Parties	Means of verification
TMP 07	Road Safety	Rules for Drivers	A maximum speed limit of 80 km/h will be implemented with area-specific speed limits established, based on an assessment of risks with a community relations officer and wildlife expert (as required) in sensitive/high-risk areas (e.g. camps, crossing points regularly used by herders and wildlife) . Speed limits will be monitored using GPS vehicle tracking systems are installed on all OT vehicles and are required on contractor vehicles where necessary and practicable (see OT-10-C3-PRC-0003).	OT HSESC Department OT logistics managers	Records review
TMP 08	Wildlife	Rules for Drivers	All OT drivers will be required to report all animal collision incidents involving herd animals, large mammals and large birds.	OT HSESC Department	Wildlife incident records held by OT Environment Department
TMP 09	Road Safety	Rules for Drivers	OT has implemented the Rio Tinto C3 Vehicles and Driving Standard.	OT HSESC Department	Records review
TMP 10	Road Safety	Training	Minimum driver training requirements are set out in the OT Light & Medium Vehicle Procedure (OT-10-C3-PRC-0003)	OT HSESC Department	Records review
TMP 11	Road Safety	Licensing	All OT drivers will be required to hold a valid Mongolian driving license as well as having attended required OT training courses and holding appropriate internal permits.	OT Training Department	Driver training records
TMP 12	Road Safety	Journey Management Plans	Off-site vehicle movements will be undertaken in accordance with the OT Journey Management Procedure (see OT-10-C3-PRC-0006.	All vehicle users	Records review
TMP 13	Road Safety	Contractor Management	The requirements of this Transport Management Plan will apply to OT Contractors who are contracted directly to OT and undertaking vehicle movements within Mongolia to/from OT sites and within the Mine Licence Area. Contractors undertaking single or infrequent	OT Procurement Department	Records review

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ID	Topic/ Aspect	Applicability/ Activity	Control Description	Responsible Parties	Means of verification
			trips along public roads (<1 per month) to/from OT operations shall not be covered by this Plan unless a risk assessment indicates that they should be covered by this Plan.		
TMP 14	Road Safety	Contractor Emergency Response	OT Contractors will develop appropriate Emergency Response Plans for off-site activities in line with the OT Emergency Response Plan and Contractor Management Plan.	OT Contractors	Contractor emergency response plans
TMP 15	Road Safety	Road Maintenance	Roads constructed and maintained/owned going forward by OT will be managed in accordance with the OT Road Construction and Maintenance Procedure (see OT-10-C3-PRC-0001).	OT Earthwork	Records review
TMP 16	Road Safety	Dust Suppression	Dust management strategies will be developed and implemented if potential problems are identified through participatory dust monitoring programmes, or if considered necessary by OT Environment Department.	OT Environment Department	Site specific dust management plans
TMP 17	Road Safety	Vehicle Inspections	Vehicles will be maintained in accordance with manufacturer guidelines and Mongolian licensing requirements and periodic verification inspections will be undertaken.	OT Fleet Maintenance	Vehicle maintenance records
TMP 18	Road Safety	Vehicle Inspections	Vehicles entering the OT site will be subject to inspection for prohibited/illegal products including wildlife products	OT Security Department	Vehicle inspections undertaken
TMP 19	Road Safety	Pre-starts	Pre-Start inspections will be undertaken for all vehicles in accordance with the OT Light & Medium Vehicle Operating Procedure (See OT-10-C3-PRC-0003-E) and the OT Heavy Vehicle Operating Procedure (see OT-10-C3-PRC-0002).	All vehicle users	Records review
TMP 20	Road Safety	Incident Management	On-site incidents will be managed in accordance with the OT Incident management procedures.	OT HSESC Department	Records review

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ID	Topic/ Aspect	Applicability/ Activity	Control Description	Responsible Parties	Means of verification
TMP 21	Road Safety	Emergency Response Plans	On and Off-site incidents will be managed in accordance with the Emergency Response Plan.	OT HSESC Department	Records review
TMP 22	Road Safety	Hazardous Materials Transport	Transportation of hazardous materials will be undertaken in accordance with the Hazardous Materials and Contamination Control Management Plan.	OT Procurement Department	Records review
TMP 24	Road Safety	Fit for Work	All drivers must be fit for work. Personnel must not drive after consuming alcoholic beverages. The site limit is 0.00% BAC. Zero blood alcohol content and drug levels apply at all times while driving company owned vehicles on/off site Drivers must ensure that they are not fatigued when operating a vehicle.	All vehicle users	Records review
TMP 25	Road Safety	Correct Equipment	All vehicles will be specified and managed to comply with the Rio Tinto C3 Vehicles and Driving Standard (OT-10-C3-STD-0003-E-C3).	C3 Team	Records review
TMP 26	Road Safety	Alcohol and drugs	Alcohol and narcotics may not be carried in vehicles unless authorised by management (for example for deliveries to the medical clinic or wet mess).	All vehicle users	Records review
TMP 28	Road Safety	Stakeholder Engagement	A road safety and traffic awareness programme will be implemented with local communities along specific (i.e OT – KB and OT – GSK) transport routes used by OT (see Community Health, Safety & Security Management Plan).	OT SP Department	Implementation of road safety programme



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6 IMPLEMENTATION SCHEDULE

6.1 Review and Revision of this Management Plan

This Management Plan will be reviewed every two years or more frequently when operational or environmental conditions so dictate.

If material changes to operating procedures are required (as identified through the Management of Change procedure contained within the OT HSESC Management System), this Management Plan may be updated on an “as required” basis.

Any revisions to this Management Plan will be uploaded to the OT Portal to ensure that all OT personnel have access to the latest version of this Management Plan.

6.2 Key Implementation Milestones

The management controls set out in this Management are effective on or before 1 January 2013.

Community engagement activities will occur on an ongoing basis as defined in the Stakeholder Engagement Plan (OT-05-PLN-0001) and Community Health, Safety and Security Management Plan (OT-10-PLN-0001).

Implementation by contractors will occur as defined in this Management Plan and any specific contractor implementation requirements will be defined in individual Contractor contracts.

7 MONITORING

7.1 Overview of Monitoring Requirements

The Monitoring measures that are to be implemented during the operations phase to assess compliance with Project Standards (see *Section 4: Project Standards*) are described in the section.

In the event that monitoring identified non-conformance with Project Standards, these will be investigated and appropriate corrective actions identified (see Element 14 Non-conformance incident and action management of the OT HSESC MS).

7.2 Key Performance Indicators

The table below summarises the key performance indicators and associated key monitoring actions that can be used to assess the progress and effectiveness of this management plan.

Table 4: Key Performance Indicators and Monitoring Actions – Transport Management

ID	KPI	Target	Monitoring measure
TMP-KPI 01	Reported non-compliances against the Management Controls identified in this management plan	Minimise and achieve continuous improvement in number of reported non-compliances	See ‘means of verification’ column in <i>Table 3</i>

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ID	KPI	Target	Monitoring measure
TMP-KPI 03	Number of road traffic accidents involving: <ul style="list-style-type: none"> • Human harm • Spillages (such as cargo or fuel) • Wildlife collisions 	Minimise with a target of zero	Analysis of incident reporting records
TMP-KPI 04	Number of transport related complaints from local communities	Minimise with a target of zero Resolve any in a timely manner	Grievance database (via liaison with RDSP Dept.)

7.3 Key Monitoring Activities

Key monitoring activities will focus on ensuring compliance with the Rio Tinto C3 Vehicles and Driving Standard.

Key monitoring measures are set out below.

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Table 5: Key Monitoring Measures

ID	Topic/Aspects	Methods	Periodicity	Location
TMPm1	Speed Limits	Speed limits are monitored using GPS vehicle tracking systems which are installed on all OT vehicles and are required on contractor vehicles where necessary and practicable. Drivers found speeding will be subject to disciplinary action. A Road patrol on OT-GSK route exists to monitor speed, safe distance between trucks and other driver behaviors.	Continuous monitoring	All vehicle locations
TMPm2	Animal incidents	All OT drivers will be required to report all animal collision incidents involving herd animals, large mammals and large birds..	Daily	Haulage routes
TMPm3	Driver competency	All OT drivers will comply with the minimum driver training requirements. All OT drivers will be required to hold a valid Mongolian driving license as well as having attended required OT training courses and holding appropriate internal permits.	Records maintained and up to date	All drivers
TMPm3	Contractor Management	OT will establish an inspection and audit programme to assess contractors' performance with respect to this Transport Management Plan, including: <ul style="list-style-type: none"> • Review of Contractors' ability to meet the requirements of this plan prior to appointment • Contractors' emergency response procedure (including actions to be undertaken by drivers) • Audit of driver competency • Vehicle equipment and maintenance records • Drivers' training records. 	Prior to a contractor's initial appointment and then on an annual basis. This frequency can be adjusted depending on contractor's performance over time.	Contractors' depots
TMPm4	Inspections	Visual inspection, by the OT Environment Department of dust levels along the haulage routes and in particular at sensitive locations e.g. residential areas.	Following road construction and/or upgrading and in the event of a complaint	Principal haulage routes
TMPm5	Impact on	OT will continue to engage with local communities along haulage routes to	On-going	Residential areas along or

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ID	Topic/Aspects	Methods	Periodicity	Location
	communities	establish the extent of impact caused by Project traffic.		in close proximity to the Project haulage routes.

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8 TRAINING

8.1 Overview

All drivers are required to hold a valid Mongolian and Site driving license as well as attend OT driver and Defensive Driving training courses.

8.2 Induction Training

There is no specific induction training related to the Rio Tinto C3 Vehicles and Driving Standard (OT-10-C3-STD-0003-E-C3).

8.3 Job-Specific Training

Job-specific training requirements and minimum requirements under the Rio Tinto C3 Vehicles and Driving Standard (OT-10-C3-STD-0003-E-C3) are set out in the OT Site Wide Traffic Management Plan (OT-10-C3-PRC-0005) as follows:

Minimum requirements to drive on site are:

- current drivers licences (Mongolian and Site);
- current OT HSE and General induction; and
- annual Pit Permit assessment for those who carry the Pit Drivers Permit.

For Outbound Logistics drivers must also attend Outbound Logistics driver training and Defensive Driving training course.

Specific requirements related to vehicle operation are set out in the Light and Medium Vehicle Operating Procedure (OT-10-C3-PRC-0003) and the Heavy Vehicle Operating Procedure (OT-10-C3-PRC-0002)

9 AUDIT AND REPORTING

9.1 Internal Auditing

Periodic inspections will be carried out by operational and HSESC area superintendents/supervisors covering a broad range of health, safety, environment, security, and community aspects.

Any incidents identified during these inspections will be reported to the incident management system (Element 14).

Conformance will be monitored via annual internal audit program in accordance with Element 16 Performance Assessment and auditing. This will be undertaken to assess broad compliance with requirements of HSESC management system (including ESIA and management plans).

All incidents and non-conformances identified during these inspections are reported as per the requirements of the OT HSESC Management System as described in the ESMP Framework

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9.2 Document External Auditing

Conformance with this plan will be subject to periodic assessment as part of the Rio Tinto HSE Business Conformance Audit programme and by Project Lenders.

9.3 Record keeping

Records of audits, inspections and incidents will be managed in accordance with Element 8 Documentation and Document Control and Element 15 Data and Records Management.

Rio Tinto Business Solution shall be used to record Internal and External Audit findings and related actions and Incidents and related investigation and actions.

10 DOCUMENT CONTROL

File Name	OT-10-C3-PLN-0002-E-Transport Management Plan
Description	Operational phase transport management plan
Original Author(s)	Ivan Vella, OT Chief Operating Officer
Creation Date	2013.09.01
Approved By	OT Executive Committee
Approval Date	2013.09.01
Change Record Number	#

Risk Ranking	Assessment Date	Risk Assessor	Review Schedule	Next Review Date
Moderate	2013.09.01	Ivan Vella	2 Yearly	2016.11.17

Version	Revision Date	Author(s)	Approved by	Revision Notes
1.0	2013.09.01	Ivan Vella, OT Vice President Procurement and Infrastructure Development	OT Executive Committee	Approved version.
1.1	2013.11.23	Munkhtsatsral L.	OT Executive Committee	Corrected the number of reference documents and completed document control section.
1.2	2014.11.17	Mahoney D'Alterio	Mahoney D'Alterio	Periodic review. Change in organizational responsibilities.
1.3	2015.06.10	Outbound Logistics and HSESC teams Mahoney D'Alterio Dennis Hosack	Kerrie Edwards	Periodic review – NOC-2015-12