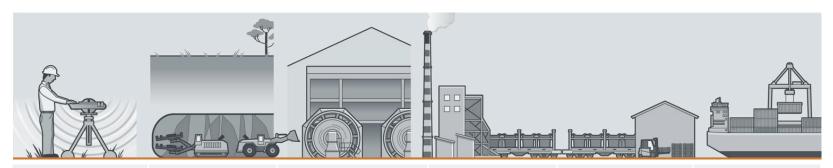


Queensland: copper and zinc operations



Our integrated supply chain



EXPLORATION & DEVELOPMENT

Robust copper drilling program in north-west Queensland.

Focus on maximising economic value of mature assets.

MINING

Underground
mining operations
at Mount Isa (X41,
Enterprise and
George Fisher
Mines), Lady
Loretta Mine near
Mount Isa and
Ernest Henry
Mine near
Cloncurry.

Black Star Open Pit operations in Mount Isa.

PROCESSING

On-site copper concentrators at Mount Isa and Ernest Henry to create copper concentrate.

Zinc lead concentrator and zinc lead filter plant in Mount Isa.

SMELTING

Value-add lead and copper smelters in Mount Isa.

Copper anode is railed to Townsville copper refinery.

REFINING

World-leading electrolytic copper refinery in Townsville.

MARKETING & LOGISTICS

Townsville Port operations handle and export ownsourced and third-party products.

Our safety performance and demographics

NQ business

JOBS

5,000



EMPLOYEES AND CONTRACTORS ACROSS COPPER AND ZINC NTH QLD OPERATIONS

750+

ACCREDITED CONTRACTING COMPANIES



SUPPLIERS

15,000+



PROVIDING GOODS AND SERVICES

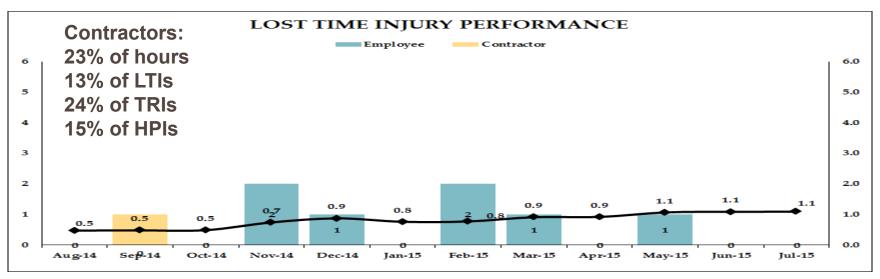
TRAINING

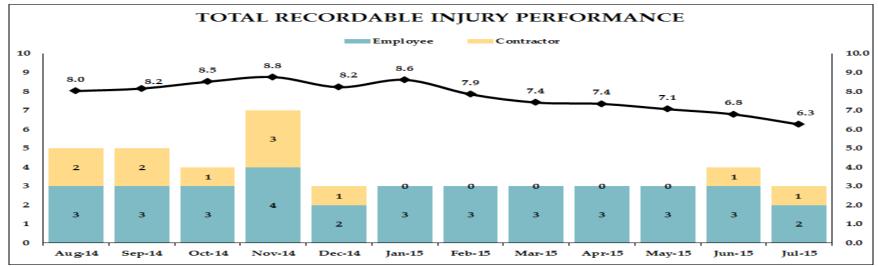
\$12.5m



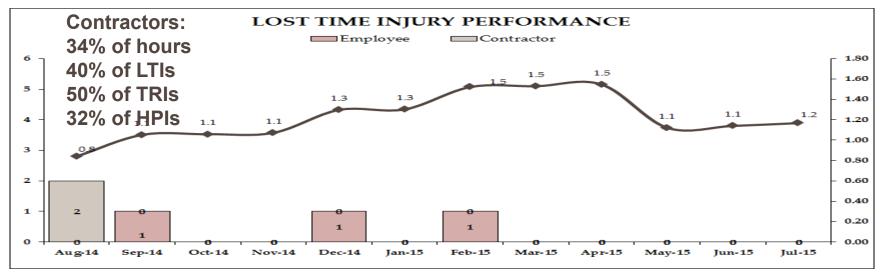
INVESTMENT IN TRAINING AND EDUCATION IN 2014

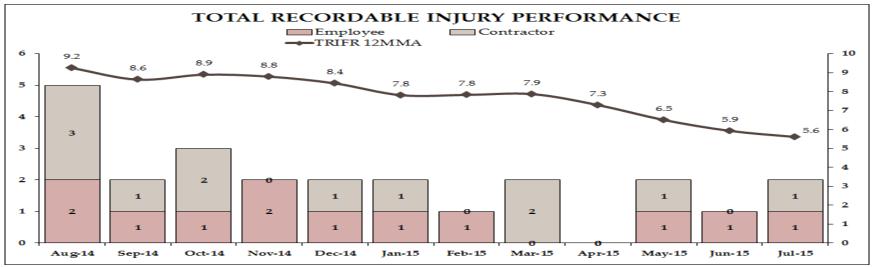
NQ Copper safety performance





Zinc Mount Isa safety performance





NQ business

JOBS

5,000

EMPLOYEES AND CONTRACTORS ACROSS COPPER AND ZINC NTH QLD OPERATIONS



+5000 active contract
employee security access cards
which contributes to a significant
investment in training

750+

ACCREDITED CONTRACTING COMPANIES



SUPPLIERS

15,000+



PROVIDING GOODS AND SERVICES

TRAINING

\$12.5m



INVESTMENT IN TRAINING AND EDUCATION IN 2014

Collectively contract employees make up 27% of our workforce, contribute to 33% of our total recordable injuries and 24% of our high potential incidents

Our training approach

Training framework

Induction **Task Specific Task Specific Optional Mandatory Mandatory** Mandatory training Optional training to to ensure the safe further develop Induction performance of the safety skills task Mandatory training Optional training to for the environment Company further develop requirements the task is being operational skills performed in Mandatory training Optional training for to ensure the Regulatory personal and effective professional requirements performance of the development task

Competency model

Strategic issues

Risk assessments

Legal / statutory requirements

HSEC system
Training Requirements

Position descriptions

Cultural training

Incorporate HSEC requirements in selection & recruitment criteria

Induction requirements (new & refresher)

Position descriptions

HS, E & C training / competency needs for positions

Visitor Induction

Training Needs Analysis

Over-arching training plan

Training course/
provider information

Communication forums

Refresher training requirements

Inspections & audits

Communication forums

Planned task observations

Toolbox Talks

HSEC strategy & plans HSEC audit results

Updated risk plans

Training Needs Analysis

Behavioural Safety Program reports

Incident trends & analysis

Identify HSEC Competency Requirements

List of HSEC competency requirements

Roles & responsibilities

Document HSEC Competency Requirements

Documented employees & contractors induction requirements

Site Induction Package (with HS, E & C information)

Visitor HSEC requirements

Training needs analysis -Senior Managers, Supervisors, Line Managers, Employees, Contractors

- Including refresher training requirements

HSEC training plan

Implement HSEC Competency Requirements

Training plan
Training schedule

Communication forums

Training / induction attendance/ records

Agendas & minutes

Monitor Assessment & Training

Refresher training records

Training evaluation

Competency Evaluation

Task observations

Communication forums

Supervision

Inspections & audits

Competency

Review HSEC

Updated:

- Training and competency procedures
- Training Needs Analysis
- Training plans
- Induction materials
- Presentations
- HSEC plans
- Budgets etc



Competency and behaviour model

Risk assessment

Legal / statutory requirements

Procedures

HSEC training requirements

Input from operational personnel

Behavioural Based Safety Program procedure/ objectives

BBS training requirements Observation program

Observation schedule

Observation checklists

Observations results

Observation data

Reports

Action plans to address deficiencies

Develop Behaviour Based Safety Programme

Evidence of consultation

Categorisation of behaviours for trending

Observation schedule

Communicate & Train

Monitor & Report

Correct 'At Risk' Endorse 'Desired', Analyse data & trends

Review & Improve Behavioural Based Safety Programme

List of at risk behaviours

List of desired behaviours

Observation program

Included in Training Needs Analysis, training schedule, training attendance/ records

Induction materials

Presentations

Communication records

Minutes of meetings

Observations results

Completed checklists

Actions

Observation data

Agendas & minutes

Updated HSEC procedures

Training

Communication record, Agendas and Minutes

Documented actions

Trending data & reports

Review session records

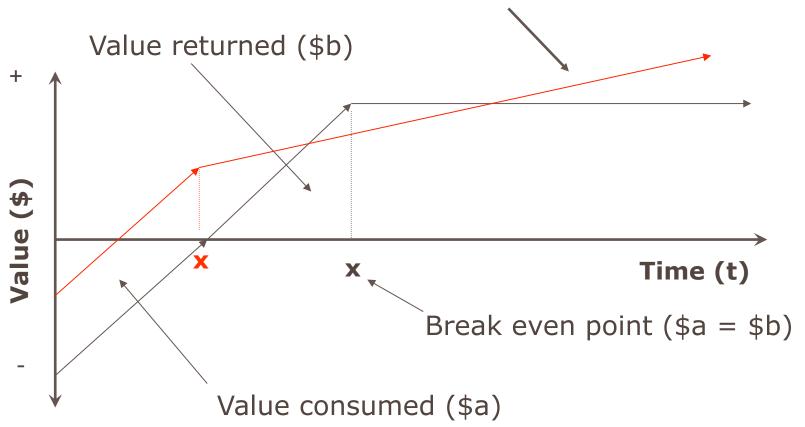
Updated procedures

Updated checklist

Updated program

Training investment

The positive impact of a robust training management system



Ways to maximise returns

- Enhance entry processes
 - understand the skills requirement for each role
 - recruit people with skills that match role requirements
- Reduce the time it takes to break even
 - develop skills gap analyses and training plans
 - implement effective and efficient training and assessing process
 - use national competency standards for transportable skills
 - apply effective RCC processes
- Training management system that integrates professional and personal development
 - increases chance of retention
 - breeds a learning cultural
 - attracts a higher quality candidate

Challenges and focus

Contract workforce training challenges

- Significant time spent in mandatory and refresher induction training which has limited impact on increasing awareness of hazards and reducing safety incidents related to performing the task
- Duplicated material in inductions, every site has a slight variation of the message
- Limited ability/appetite to recognise training completed at other mining operations
- Difficult to obtain records of assessment
- Cost and resource time
- Consistent understanding, application and ownership of competency model requirements

Our focus

- Robust training management system with risk based training plans
- Streamlined mandatory induction reqts and improved optionality on delivery
- Focus on high risk training (isolation alley), coupled with sound risk management approaches that looks to identify systematic review of the hierarchy of controls
- Further development of training professionals
- Refresher period reviews based on risk and exposure
- Reduced duplication of training through confidence in RCC and the process
- Revisit skills transportability models and opportunities

