GLENCORE

North Queensland QLD Mining Safety & Health Conference Our Training Approach

August 2015

Queensland: copper and zinc operations



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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 lsa.

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 thirdparty 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





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Zinc Mount Isa safety performance





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NQ business



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

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



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	Document HSEC Competency Requirements	Implement HSEC Competency Requirements	Monitor Assessment & Training	Review HSEC Competency
List of HSEC competency requirements Roles & responsibilities	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	Training plan Training schedule Communication forums Training / induction attendance/ records Agendas & minutes	Refresher training records Training evaluation Competency Evaluation Task observations Communication forums Supervision Inspections & audits	Updated: - Training and competency procedures - Training Needs Analysis - Training plans - Induction materials - Presentations - HSEC plans - Budgets etc
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Competency and behaviour model





- 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

