

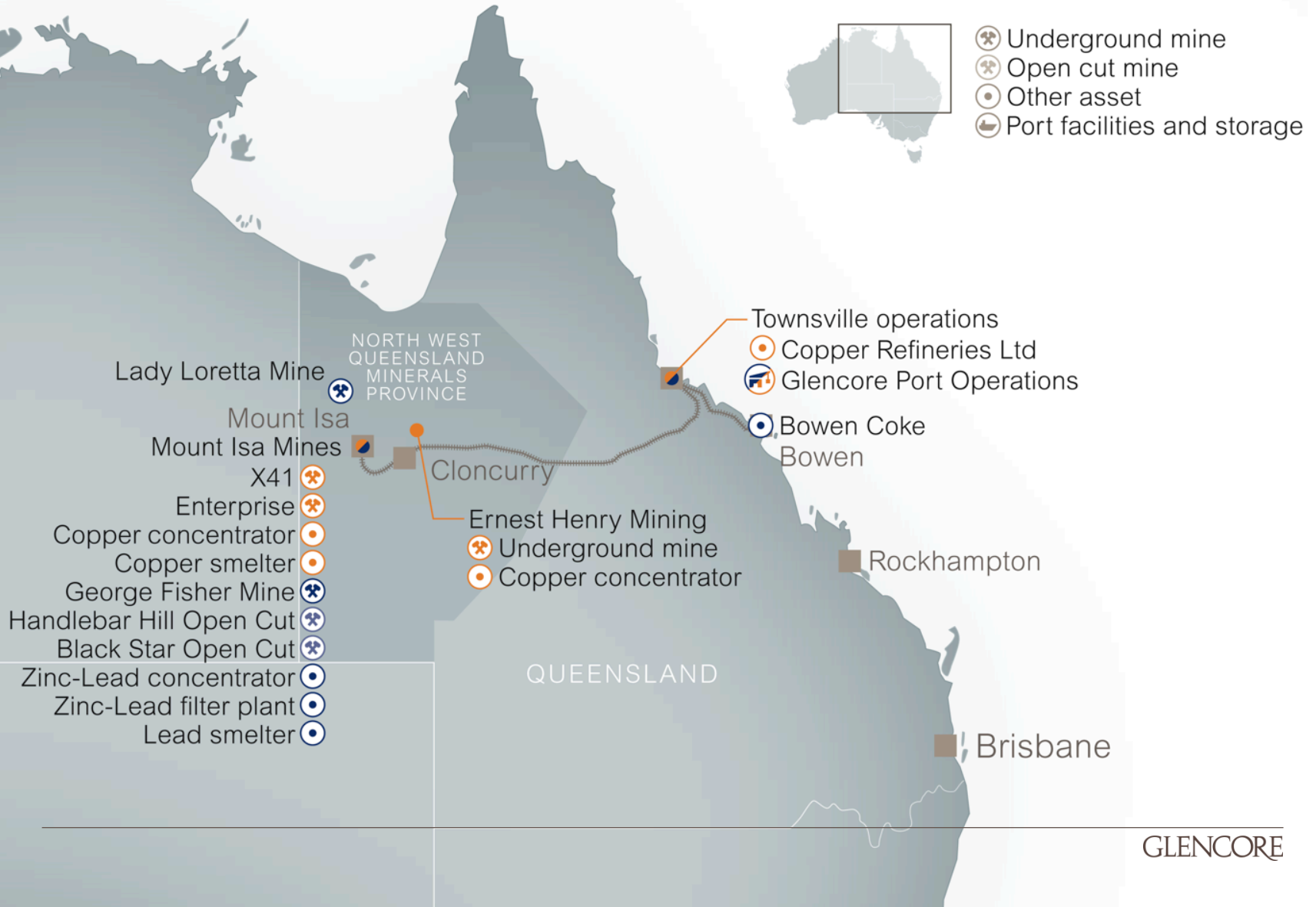


GLENCORE

**North Queensland
QLD Mining Safety & Health Conference
Our Training Approach**

August 2015

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 own-sourced and third-party products.



Our safety performance and demographics

NQ business

JOB

5,000

EMPLOYEES AND CONTRACTORS ACROSS
COPPER AND ZINC NTH QLD OPERATIONS



750+

ACCREDITED CONTRACTING COMPANIES



SUPPLIERS

15,000+

PROVIDING GOODS AND SERVICES



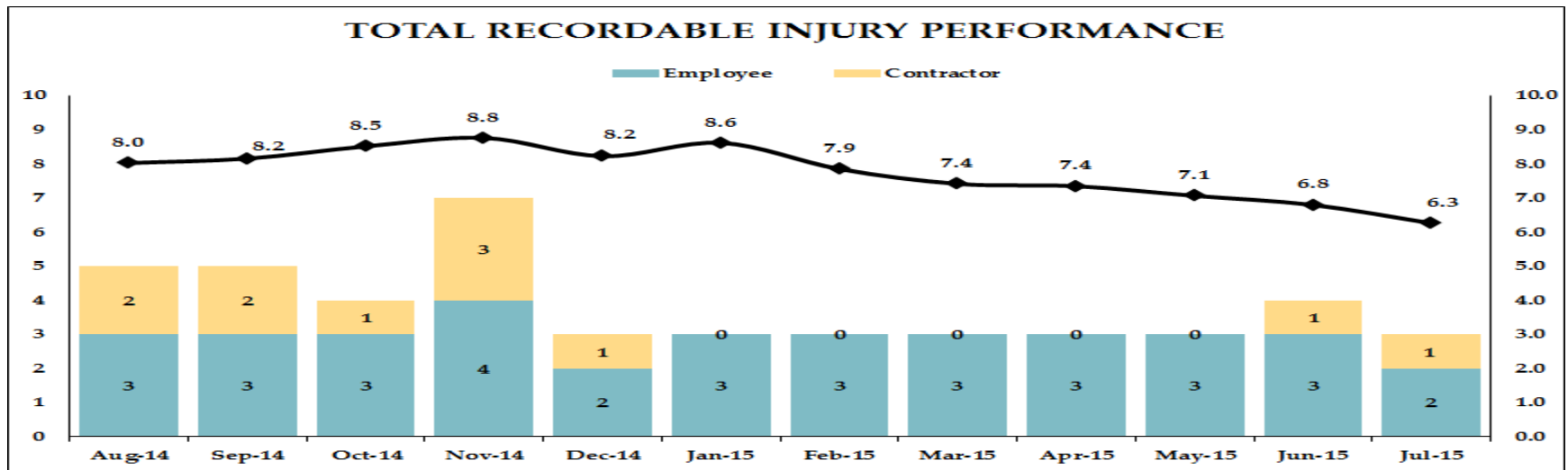
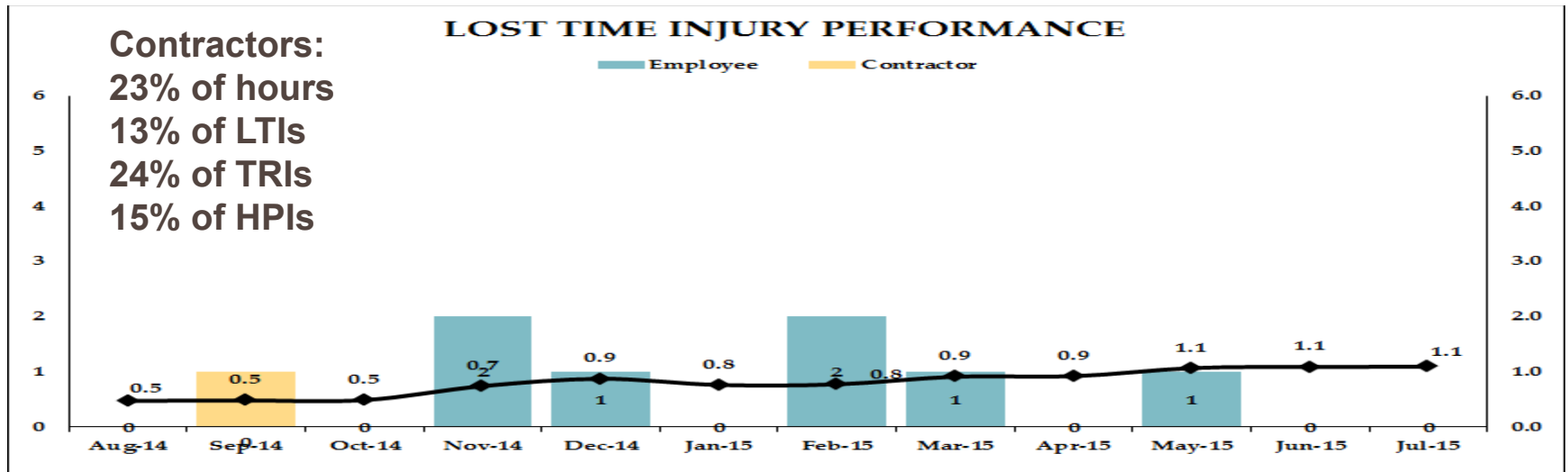
TRAINING

\$12.5m

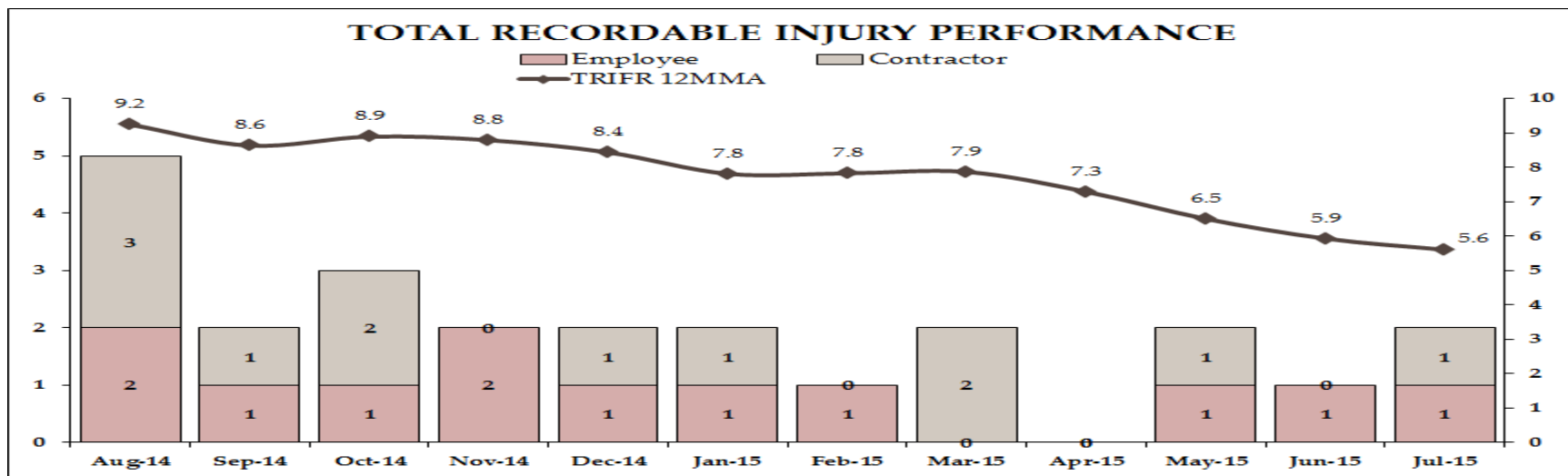
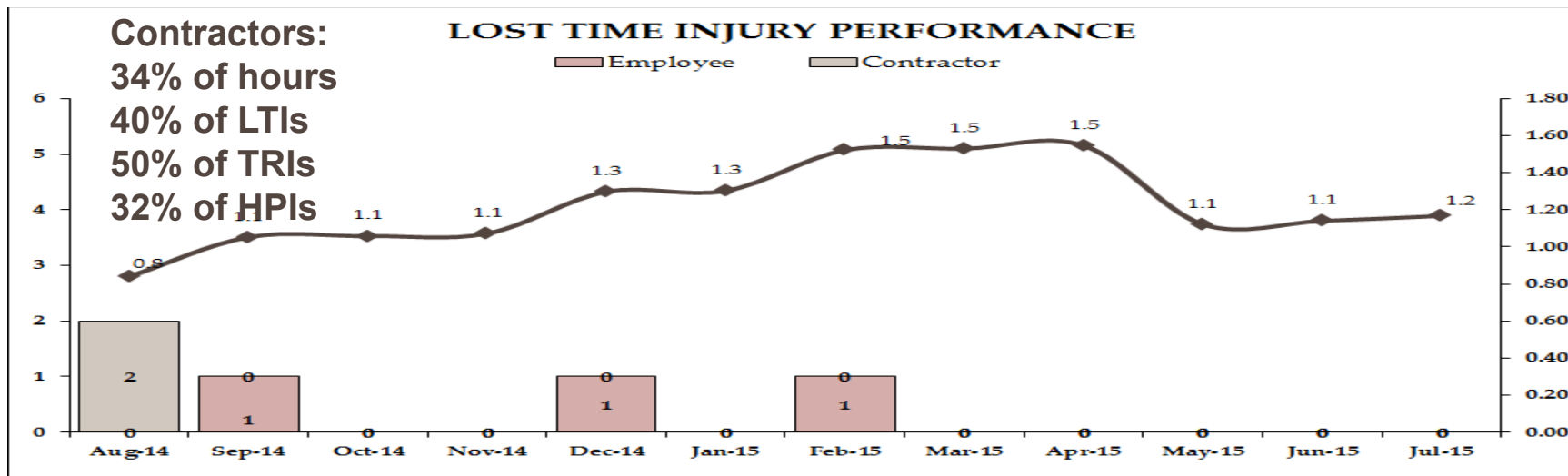
INVESTMENT IN TRAINING AND
EDUCATION IN 2014



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



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

TRAINING

\$12.5m

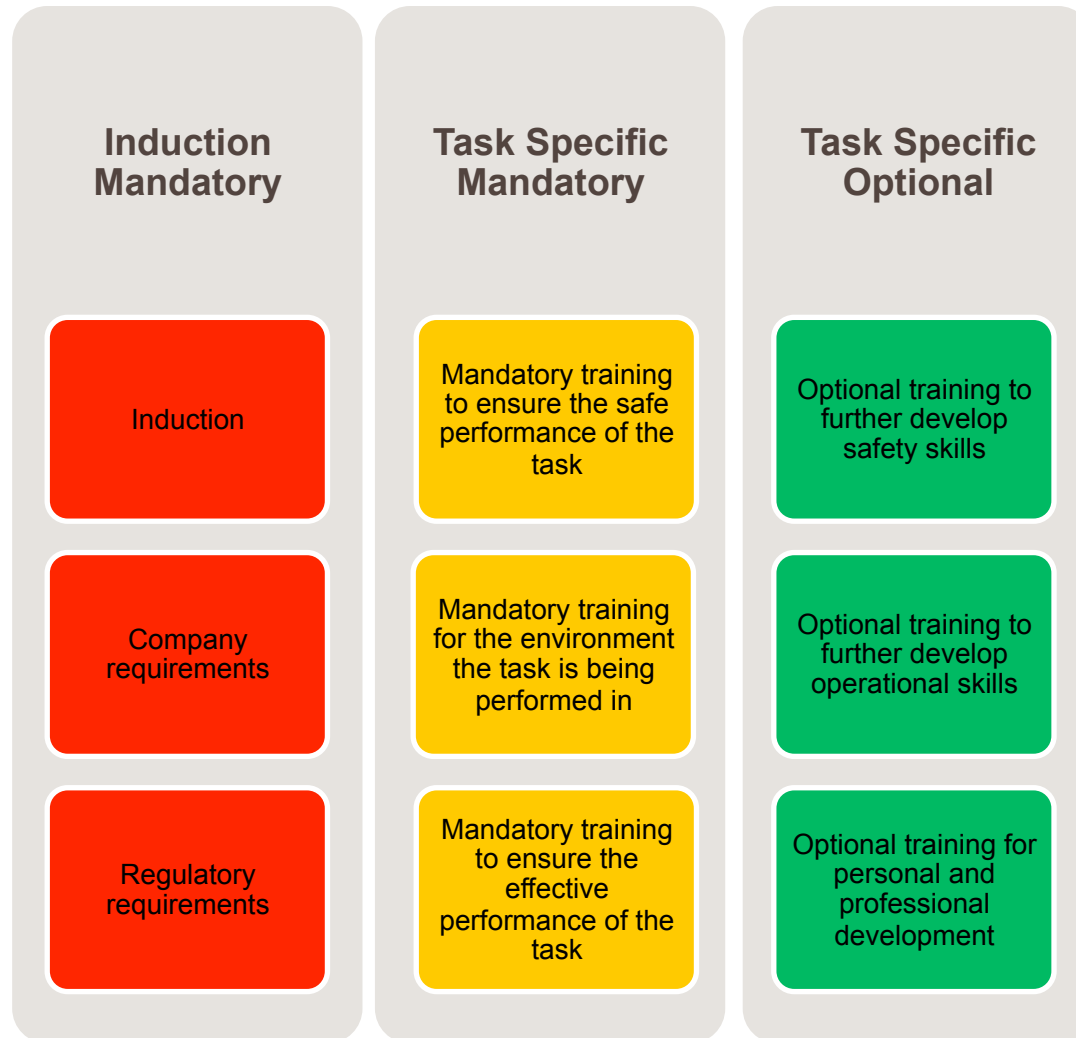
INVESTMENT IN TRAINING AND
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Our training approach

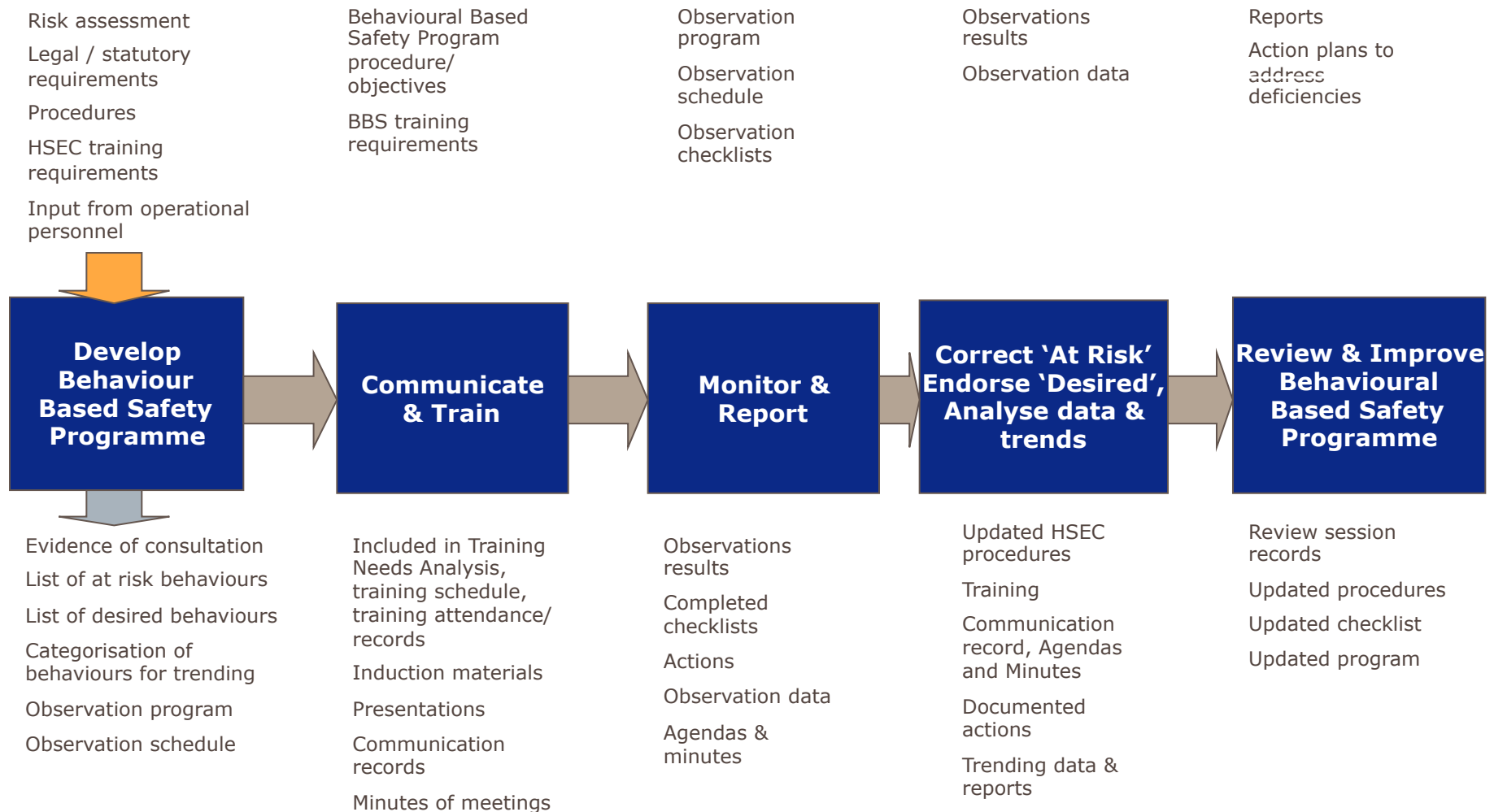
Training framework



Competency model

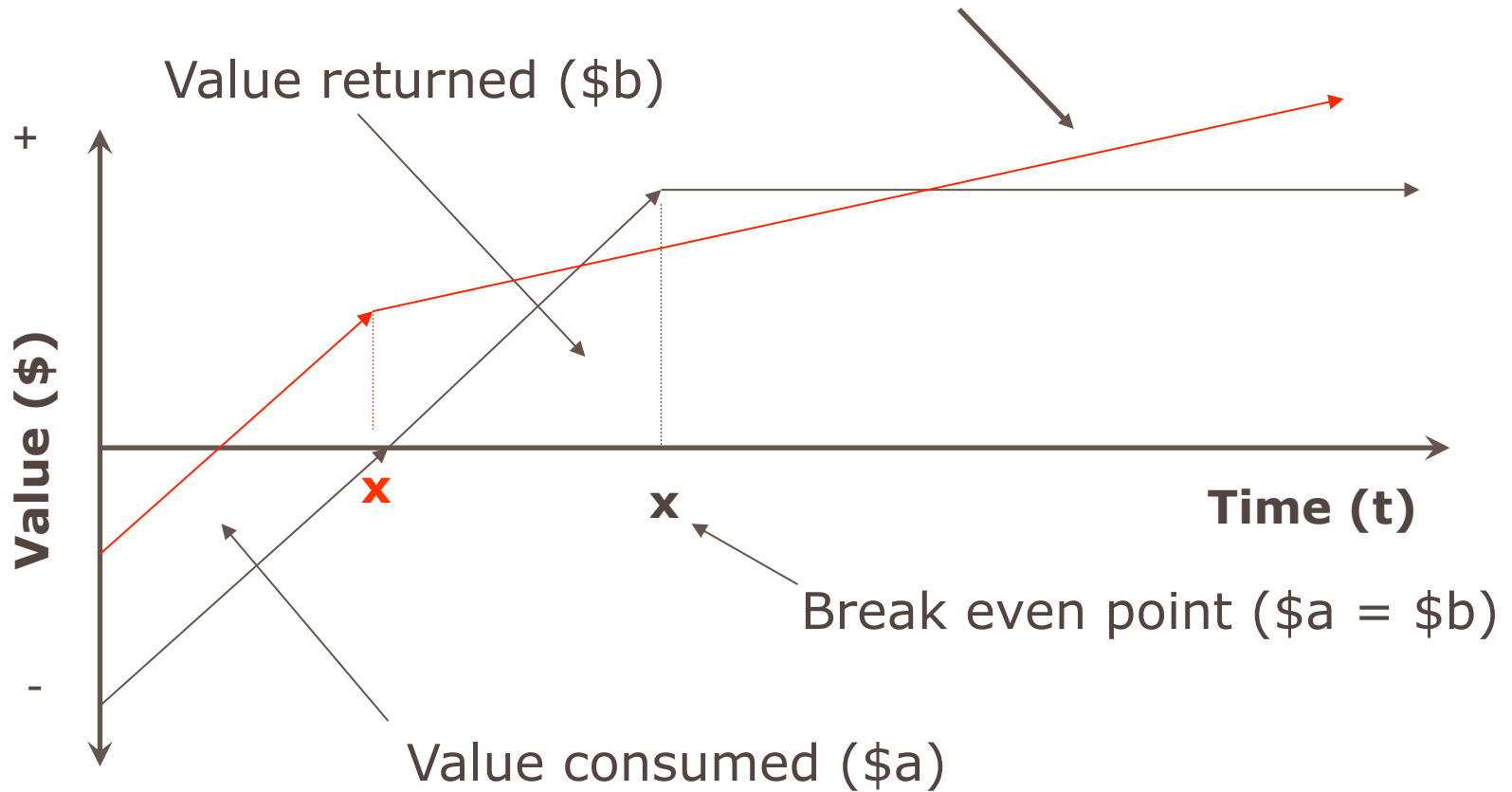


Competency and behaviour model



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**



Thank you