The quantifiable benefits of gender diversification in mining operations

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IMARC October 31 2017
The Quantifiable Benefits of Gender Diversification in Mining Operations
PanAust Limited
A successful mid-tier copper and gold producer

Employees year-end 2016:
Approximately 3,250 employees
Lao-national 91 per cent
17 per cent are female
Four main languages in Laos (similar in PNG)

PanAust owns a 90 per cent interest in the Lao-registered company, Phu Bia Mining Limited; the Government of Laos owns the remaining 10 per cent

The Quantifiable Benefits of Gender Diversification in Mining Operations
Phu Kham overview

Owner-operator fleet moving 56 million tonnes per annum:

- 51 x Caterpillar 777D 100 tonne trucks
- 6 loading units: 4 x PC3000, 2 x PC2000
- 97 per cent Lao-national workforce

Real-time fleet dispatch system (Jigsaw)

Haul truck simulator to assist training

Lack of in country mining experience
In August 2017, PanAust embarked on a Deep Dive audit to understand why female participation in the workforce has stagnating at 17 per cent.

Putting gender on the agenda: Internal gender diversity Deep Dive
Putting gender on the agenda

Gender diversity Deep Dive

Analysis of workforce participation → Analysis of 80 survey interviews (male / female) → Undertake external benchmarking → Compile key themes

Develop a strategy, targets and performance measures → Understand if there any HR and other processes inhibitors → Review company policies and procedures for support/barriers

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Commitment to our Values provides strong foundation

A culture that supports gender diversity but we don’t have gender diverse culture

Out of date diversity standard, training material and limited promotion

Processes are not inhibiting gender diversity, but not on management radar to maximise opportunities

Gender reporting is undertaken but not analysed to set measures and targets

Universal concern if quotas introduced; we have a positive merit-based culture which in itself supports gender diversity

Average remuneration lower but like for like roles similar
Employees were asked what they would focus on:

- Develop a gender diversity strategy
- Accessible education / awareness (inclusive of men and women)
- Explain the benefits/business case for gender diversity
- Ensure women participate in broader company events and projects
- Ensure talent pool – succession/mentor program to support HP women
- Share positive examples of women in the workforce (internal and external)
- Ensure access & appropriate training and development - building confidence
- Consider flexible work practices and cultural barriers for Lao women
Mining operations statistics

Some overall statistics for equipment operators:

- Average age of female operators is 26, for males it is 31
- Equal amount of experience levels with the company (2.8 years)
- Females currently account for 25 per cent of operator group, up from 21.5 per cent in 2014
- 31 per cent of the haul truck crew are female
- 70 per cent of the CAT 992 wheel loader crew are female

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Equipment reliability performance

Telling statistics in favour of female operators treating equipment with greater care:

• For the haul trucks, females have on average 17 per cent less operational abuse events compared to men
  – 1.5 per cent quicker total cycle times

• Mean time between failure of the female dominant 992 wheel loader is industry best at >220 hours
  – 1 per cent quicker loading time
Mining safety performance

Even more telling is the statistics for safety related events requiring counselling:

• Female operators have had 49 per cent less counselling events compared to males
• Also 48 per cent termination events compared to males
• Analysis of root causes of safety incidents show that women have less issue with complying with safe operations procedures and less fitness for work issues
Linkage to pre-employment testing

In 2007, a non-language based ‘trainability’ assessment (Q test) was introduced as part of the recruitment screening process for mining operators. The test provided a measure of cognitive ability.

Testing for spatial awareness, speed, foresight and memory

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What the data is showing us is that there is no linkage between these test results and operational performance.
Next steps

In the mining operations world:

• Female shovel operators – currently completing three-month training program
• Team leader and supervisor development – identifying high potentials
• Continue to encourage females and males to apply and further develop their skills – equal opportunity
The Quantifiable Benefits of Gender Diversification in Mining Operations

PanAust recognises that a diverse workforce brings a wide-range of perspectives and experiences which enable business innovation and drives Company success. Particular attention is given to encouraging gender diversity.

There are significant quantifiable benefits to gender diversifying mining operations.