

OUR PEOPLE

ADDITIONAL INFORMATION

Staff training and development MI

Achieving success under our policies and standards is only possible by training and developing our employees. Part of our retention strategy is assessing and supporting individual employees' training and development needs for their roles and desired career progression.

Training and development systems

MMG's My Performance program and SAP³-based Training and Events Management System (TEMS) support our comprehensive Company-wide training and development process. It is focused at the individual level. A review of the My Performance program was completed in May 2013, resulting in the development and launch in November 2013 of an online version of the program to support the previous paper form. The online adaptation delivers business efficiency and workforce benefits.

Employee inductions, critical to the performance of our employees and contractors, now have standardised MMG content. We have also refreshed inductions and commencement materials to align with our new branding and changes to our core messages.

Training undertaken

In 2013 employees, contractors and visitors attended a wide range of training and induction sessions. Training included the following subjects:

- » Health and safety
- » Working at heights
- » Incident Cause Analysis Methodology (ICAM)
- » Cross-cultural awareness
- » First aid

- » Mine rescue
- » Trade traineeships
- » Supervisor development
- » STEP Program
- » Defensive driving
- » Waste management
- » Frontline management

In 2013 Century's training expenditure reduced significantly because the site moved from external, contracted training to a model where training is now delivered internally. This program more rigorously targets training to specific staff and needs. This also resulted in a decrease in the number of staff trained, but without compromising efficacy or MMG's obligations.

The number of staff trained at Sepon increased very significantly due to many individuals being involved in a program of multiple courses and modules.

Workplace and corporate culture

MMG recognises that a motivating and satisfying workplace culture underpins employee performance, retention and ultimately business performance. We have a program under way to monitor and calibrate our workplace and corporate culture through engaging our people. See page 54 for more discussion on our program to develop our workplace and corporate culture. Our People and Culture Survey process and results are presented here.

3 SAP is an inter-enterprise software platform.

TRAINING COURSES: NUMBER OF STAFF TRAINED

SITE	NUMBER OF STAFF TRAINED
Century	698
Dugald River	126
Golden Grove	714
Kinsevere	1,159
Rosebery	138
Sepon	20,202
Group Office	374
Total MMG	23,411

Total number of staff trained incorporates multiple courses for some individuals.

PEOPLE AND CULTURE SURVEY RESULTS – ENGAGEMENT INDEX

SITE	2012 EMPLOYEE PERCEPTION SURVEY	2013 PEOPLE AND CULTURE SURVEY
Century	N/A	78%
Dugald River	N/A	60%
Exploration	62%	86%
Golden Grove	N/A	64%
Kinsevere	N/A	54%
Rosebery	N/A	70%
Sepon	N/A	63%
Group Office	60%	73%
Americas	84%	72%

The 2012 reported engagement index was derived from 2012 Employee Perception Survey results. The engagement index measures the ratio of people who answered positively that they are Motivated (in their role), Committed (to MMG), Satisfied (in their role) and would Advocate (for working at MMG). The benchmarks for these four engagement criteria were compared to MMG's results by Measured Insights, who conducted our survey. Favourable: greater than 60% engagement; Unfavourable: less than 3%.