

## PANAUST PEOPLE



*PanAust recognises that employees make a significant contribution to the success of its business and therefore understands the inherent value in attracting, engaging, developing and retaining high-calibre employees.*

At year-end 2016, PanAust had 3,405 full-time employees: 3,249 based in Laos, 100 in Papua New Guinea (PNG), 52 in Brisbane, and four in Thailand.

### LOCALISATION AND TALENT MANAGEMENT

PanAust strives to build internal capacity and strengthen the skills of local people. The long-term goal is to see its host-country workforce independently participate in and help grow their national economy.

In Laos, talent management is underpinned by the Company's localisation strategy. This strategy articulates steps required to identify and target high-potential Lao-national employees to ensure they have the requisite skills and abilities to eventually replace expatriate employees. Localisation is supplemented by an annual training plan which provides directional focus with regards to Lao-national training and organisational development initiatives.

Building on its 2015 landmark achievement of 90 per cent localisation, PanAust achieved 91 per cent localisation in Laos during 2016.

The Company's leadership and career development programs build the capability of existing and potential leaders, equipping each with the professional and interpersonal skills they need to lead the Company and drive improved performance.

PanAust's Apprenticeship Program in Laos was established in 2013 and offers five-year apprenticeships in technical trades. In partnership with the Lao German Technical College in Vientiane, the Program seeks to address a general shortage of qualified tradespeople and generate a pool of appropriately qualified local candidates for the Company.

### ALIGNING PEOPLE WITH BUSINESS SYSTEMS

A suite of standards, policies and guidelines provides PanAust employees with an understanding of how to apply the Company's Vision and Values. This includes an Employee Policy which outlines PanAust's approach to managing people and the way work is undertaken. The Company's code of conduct, *The PanAust Way* explains the minimum standard of behaviour that is expected of employees, directors and business partners when working with or for PanAust.

PanAust seeks high-performance outcomes in all aspects of its business including individual employee performance. Performance expectations are communicated to new employees through inductions and subsequent mid-year and annual performance reviews.

PanAust recognises that a diverse workforce brings a wide range of perspectives and experiences which, together, enable business innovation and drives Company success. PanAust pays particular attention to gender and ethnic diversity (the Company's workforce brings together people from over 10 nations) in order to meet strategic objectives as well as commitments to relevant corporate and host-country legislation.

An externally provided Whistleblower Service enables stakeholders who may be concerned about serious misconduct at PanAust to confidentially and anonymously make a report.

#### Photo captions: (L-R)

Second year Automotive Electrical Apprentices' Mr Khammy Onsy (left) and Ms Khamta Phaisan completing on-the-job training at the Ban Houayxai mobile maintenance facility

PanAust employees and contractors in front of the open-pit at the Phu Kham Copper-Gold Operation