



# PT Agincourt Resources Martabe Gold Mine

## ***Gender Diversity: Challenges and Opportunities***

Mining Investment Asia  
27<sup>th</sup> March 2018, Singapore

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1. Martabe – Overview & context
2. Social License & CSR Programs
3. Women in Mining – Our Story
4. The Business Case
5. Our Challenges
6. Our Progress
7. Summary

# 1. Martabe Overview

# Martabe Overview

## World Class Gold District

- ❑ Martabe located in North Sumatra Province, Indonesia
- ❑ 9.7 million ounces of gold equivalent<sup>1</sup> resources
- ❑ A 30-year operating permit issued under a Contract of Work
- ❑ Excellent location and infrastructure
- ❑ Producing ahead of plan

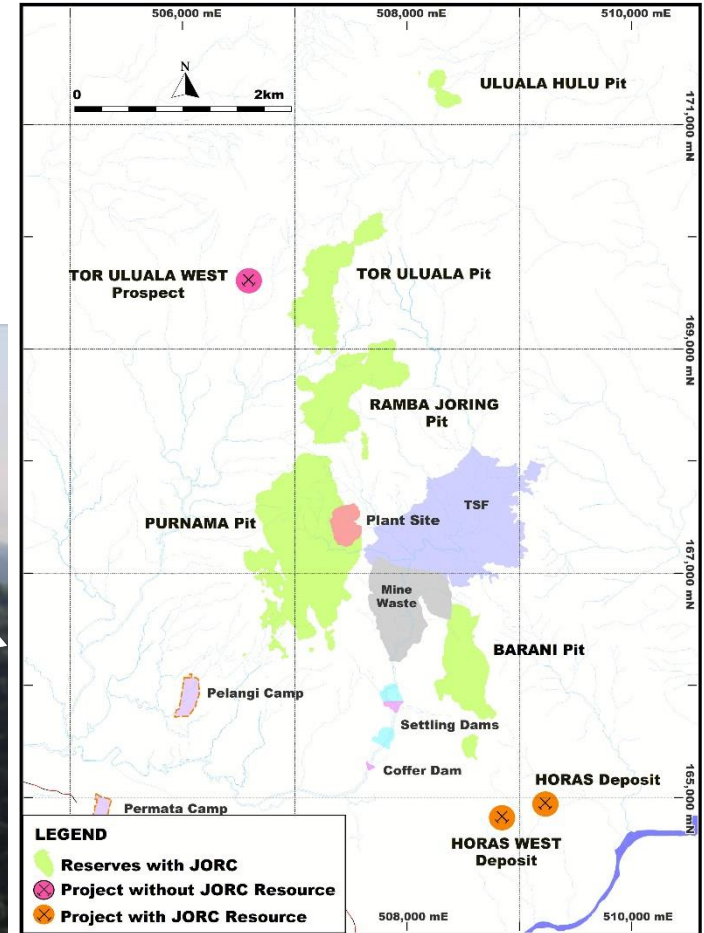


Notes: 1. Gold equivalent calculated as 80g/t Ag being equal to 1g/t Au 5

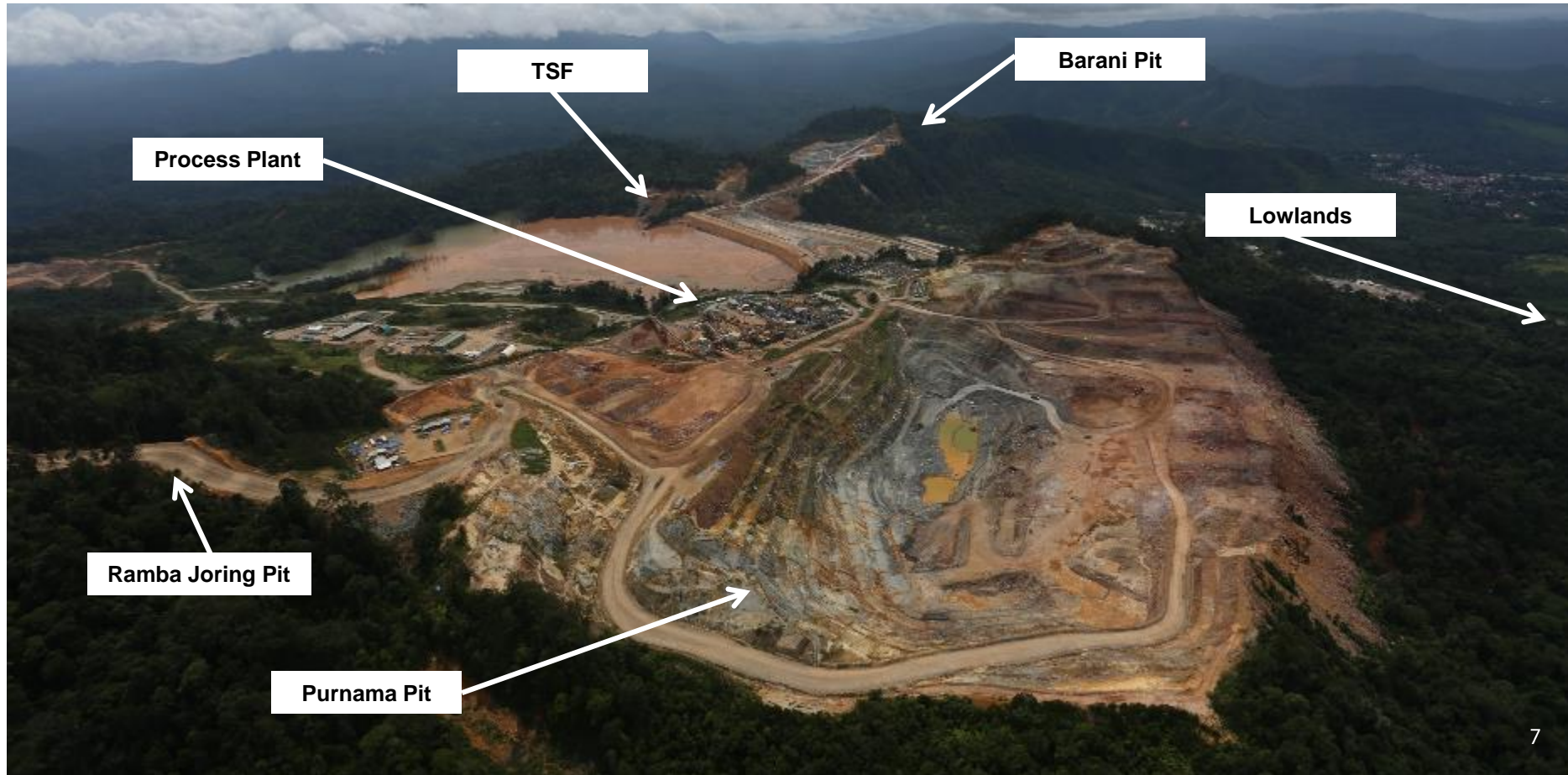
# Martabe Overview

## World Class Gold District

- ❑ Six known deposits within a 5km x 6km area with Purnama the largest so far
- ❑ Part of a large-scale mineralised district which has the potential to host further gold and gold-copper deposits







## 2. Social License



## Site View – Pre Development Period



## CSR Program

1. Health
2. Education
3. Infrastructure
4. Agriculture
5. Economic development
6. Community relations

## Capacity Building

1. Development of local people
2. Training and skills
3. Gender diversity
4. Women's empowerment

### 3. Women in Mining – Our Story



# How it all started

In the beginning.....

- Early recognition of the opportunity and the commitment required
- Local employment strategy included opportunities for all
- Discussions with village elders, sharing the strategy, seeking advice
- Demonstrating our commitment
- Commitment by mining contractor
  - First intake of trainee operators for trucks
  - Training simulator
  - Training programs



Articulated Dump Truck, ADT operator

# How it all started

Training simulator – a major break through





# How it all started

“One small step for a woman, one giant leap for diversity”

- Proof of concept
- Role models for local women
- Shifted the focus from gender to quality of training
- Given the right skills, motivation, commitment – mining jobs are gender neutral
- We set the foundation for better things to come



## 4. The Business Case

# Why we are committed

## The Business Case for Gender Diversity

- Studies worldwide show a strong link between successful companies and diversity – it's readily accepted
- Gender Diversity brings
  - Wider range of ideas, problem solving ability, and opportunity for innovation
  - Different and complimentary personal qualities
  - Access to a much larger talent pool for recruitment
- Successful Gender Diversity will make PTAR a better company



Suci Lestari , Crusher Operator

# Why now

The timing is perfect!

- We are in the first quarter of mine life
- Setting the culture is critical
  - Establish the values and behaviours
  - Set up the business in the right mindset
  - Grow with the right framework
- Practical advantages
  - Management of change is easier
  - Achieving recruitment strategies
  - Few disruptions later on
- Reap the benefits sooner !!



Theresia Amber Sari, Laboratory Technician

### Progressive targets over 3 years

- 25% female workforce by end 2019, currently 20%
- 40% female management by end 2019, currently 21%
- Targets and quotas are simply a catalyst for change

HR Statistics – only the start, not the end result.

### The goal is to establish

- a positive and open culture across the organisation
- where diversity is embraced as the norm,
- where women (and men) feel they can contribute, and
- our organisation functions more effectively.



Sri Genti, Equipment Operator ADT

## 5. Our Challenges

# Challenges – Mining Industry History, Culture, Perceptions

“it’s a man’s world”

## History & Culture

- Labour intensive
- Equipment and mining methods
- Poor safety records

## Perceptions

- Tough working environment
- Difficult conditions suitable for hard strong men
- Only men employed

## The challenge

- Change the perception of men and women
- Modern technology, mining methods
- State of the art equipment
- Less labour intensive
- Safe workplace
- Gender neutral roles





# Challenges – Recruiting

The right person for the right job

## Many different jobs

- Trainees, semi skilled, skilled
- Technical roles
- Production roles
- Professional roles

## “STEM” roles & university

- Science, Technology, Engineering & Mathematics
- Where are the graduates
- Where is the experience

## The challenge

- Attracting suitably qualified candidates for some roles



Yona Amelia, Drill Operator

# Challenges – Traditional role of Women

Society's stereotypes for women

## Primary responsibility to family

- Focus on home making
- Children, school etc.
- Subordinate to husband's role/job
- Batak patriarchal tradition

## Double burden for working women

- Sharing of domestic responsibilities
- Plus: work responsibilities
- Husband less supportive

## The challenge

- Fly in fly out (FIFO)
- Shifts & rosters
- Taking on more senior roles
- Husband being more supportive



Derliana Hasibuan, Grade Control Technician



# Challenges – Understanding the issues

Socialising issues with our workforce

## Education and awareness

- Continue to socialise diversity with our workforce
- Messaging & communicating plays an important role
- Be proactive and open in discussing issues
- Engage regularly with employees about sensitive issues

## Unconscious bias

- Undermines women's opportunities
- Impact on recruitment, promotions, performance evaluation

## Leadership

- Commitment to diversity
- Affecting change in a responsible way
- Leading from the front



Mardiani Panggabean, Electrician

## 6. Our Progress

# Achievements in 2017

## Renewed Focus

### 1. Workforce Training program

### 2. HR Policy

- Harassment
- Lactation
- OH&S Pregnancy & safe work

### 3. Gender Pay Gap review

### 4. Infrastructure audit

- 5 x Lactation facilities built
- Camp ablutions
- In pit ablutions

### 5. Participation targets

- General target 19%, achieved 20% (476)
- Management target 25%, achieved 21% (15)

## A. Diversity at all levels

- Achieve participation rates across the organisation

## B. Barriers & opportunities

- Removing the barriers and roadblocks restricting our diversity

## C. Workforce engagement & alignment

- Develop a more inclusive culture

## D. Policy and Training

- Ensure our framework supports GD

## E. Leadership

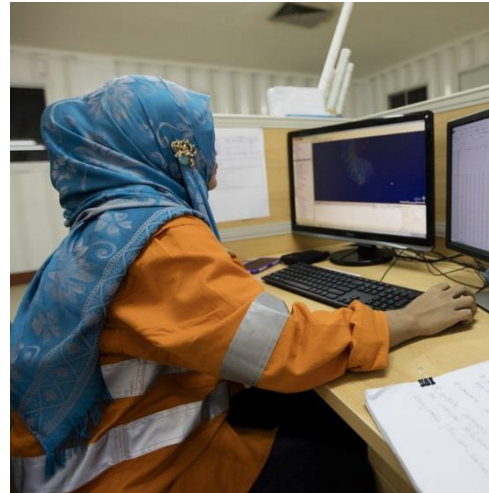
- Accountability for driving GD success





# Women In Mining

476 women, working in more than 30 job roles = skilled, professional, production, non production roles



## 7. Summary

# Women In Mining

## Summary

- A successful Gender Diversity approach will make PTAR a better company
- Diversity relies on a positive and open culture in the workplace
- Success in GD aligns with our Core Values
  - Growth
  - Respect
  - Action
  - Excellence
  - Transparency



Nurhanifah Pulungan, Community Health Supervisor



Thank you