

An aerial photograph of a mining operation, showing a large, deep, rectangular pit filled with dark, silty water. The pit is surrounded by steep, rocky walls. In the foreground, there are several winding roads and tracks, some of which are covered in a layer of dark material, possibly tailings or coal. The overall scene is one of industrial activity in a rugged, natural environment.

THE SCARCE SKILLS MINING REMUNERATION REPORT 2018

CONTENTS

| | |
|---------------------------------------|-----------|
| FOREWORD | 4 |
| CANDIDATE COMMENTS | 6 |
| THE ECONOMIC ENVIRONMENT | 8 |
| THE 'CRITICAL SCARCE SKILLS' | 10 |
| THE CONUNDRUM | 12 |
| UNDERSTANDING THIS REPORT | 14 |
| TRADE ROLES SURVEYED | 16 |
| Leading Hand | 18 |
| Boilermaker | 22 |
| Heavy Duty Fitters (Mobile Plant) | 26 |
| Instrumentation Technician | 30 |
| Automotive Electrician (Mobile Plant) | 32 |
| Underground Electricians | 36 |
| Electricians (Fixed Plant) | 38 |
| Light Vehicle Mechanic | 42 |
| Reliability Technician | 46 |
| Refrigeration Technician | 50 |
| Maintenance Planner | 54 |
| Fixed Plant Fitter | 58 |
| Tyre Fitter | 62 |
| Trade Assistant | 66 |

CONTENTS (cont).

UNDERGROUND OPERATIONAL ROLES

70

Jumbo Operator

72

Bogger Operator

74

Charge Up Operator

76

Service Crew

78

SURFACE OPERATIONAL ROLES

80

Excavator Operator

82

All Rounder

84

Blast Hole Driller

86

Exploration Driller

88

MINERAL PROCESSING ROLES

90

Senior Process Operator

92

Metallurgical Technician

94

PROFESSIONAL ROLES

96

Mine Engineer

98

Project Engineer

100

Process Engineer

102

Reliability Engineer

104

Exploration Geologist

106

Mine Geologist

108

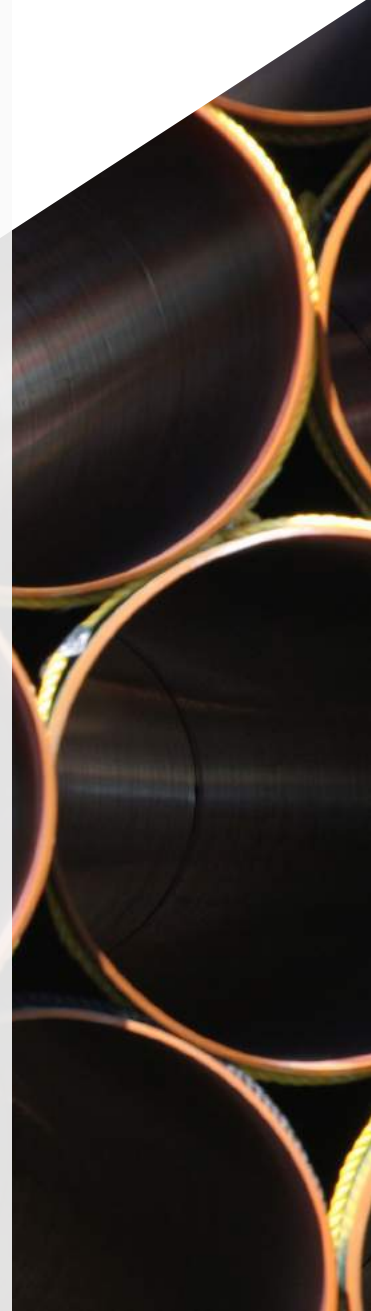
Hydrogeologists

110

BDO Remuneration and Reward

112

'THE Resources HUB'

114

FOREWORD

Welcome to the inaugural edition of the Scarce Skills Mining Remuneration Report 2018 which is the first report of its kind in Australia. We developed this report because we believe that the current market data is insufficient to allow companies to make informed and credible remuneration decisions with regards to their scarce skills.

The continuous momentum in the industry over the recent months has driven the need for additional market data to enable strategic and informed remuneration decisions.

General industry salary survey reports whilst good sources of remuneration data, should not be used in isolation as they represent only a portion of the remuneration market. These reports only survey candidates that are currently employed, and there is often no information to detail whether the incumbents were employed during the 'downturn' or during the 'construction boom' which as you know, represents different levels of demand and pay rates.

In order to make an informed decision on remuneration, one needs to also understand the recruitment market and the aspirational rates required by candidates. This is important because these aspirational rates provide an indication as to what the market may eventually pay. The 'labour hire' market rates provided in this report can further enhance the insights into your workforce planning model over the short to medium term.

Based on feedback from a number of our clients we have set out the 'market' in a new way that differs from other survey providers to help provide a more accurate assessment of the market. The result is an informative study that will provide you with a broader and more comprehensive view of the market with some firm guidelines to aid your remuneration decision making.

We hope that you find this report useful, and welcome any thoughts or questions you may have.

Thank you,

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CANDIDATE COMMENTS

DID YOU KNOW THAT THE TOP 5 TRAITS WORKERS LOOK FOR WHEN EVALUATING A JOB OPPORTUNITY IS:

1. Salary
2. Job location
3. Job security
4. Work environment
5. Company culture

*2015. Chandler McLoud Staffing Service Survey

“

2% PAY INCREASE THIS YEAR

WHS Advisor, Senior, Marine, Large,
Permanent, Surface, 5/2

”

{

EXTREMELY UNDERPAID COMPARED TO OTHER SITES, MONEY HAS NOT INCREASED IN 10 YEARS, ONLY HRS LONGER, MORE TRAVEL.

Miner (Senior) Contractor/Sub Contractor,
Labour Hire FIFO

”

}

“

RECENTLY TRANSFERRED TO LITHIUM PROJECT. HOURLY RATES WERE \$44.27 FIRST 7.6 HOURS THEN \$46.49 THEREAFTER

All Rounder (Mid-level) Mining Production

”

“

NO BONUSES PAID TO EMPLOYEES IN 5 YEARS, NO SALARY INCREASES IN 8 YEARS, ALL CERT-2 PAID SAME RATE REGARDLESS OF YEARS OF EXPERIENCE FROM 3 MONTHS TO ANY AMOUNT OF YEARS.

Tyre Technician (Senior) Industrial
Contractor, Perth FIFO

”

20% PERFORMANCE
BONUS DEPENDENT ON MY
PERFORMANCE AND THE SITES
PERFORMANCE

Projects Superintendent, Senior, Mining,
Medium, Permanent, FIFO, 8/6 roster.



TOTALLY UNDERPAID WITH ALL EXTRAS
REMOVED. POOR VERY POOR

Operator, Oil and Gas, Medium size
company, Casual, Surface, 3/3 roster



JUST HAD QANTAS POINTS REINSTATED

Electrical Supervisor, Senior, Mining, Large Company,
Surface, FIFO, 8/6 roster



PAY RATES FOR MY TYPE OF WORK HAVE
GONE BACK TO WHAT THEY WERE 10 YEARS
AGO. YES THE BOOM IS OVER BUT I FEEL I'M
WORTH \$2-\$300 A WEEK MORE (I WOULD
CLEAR ABOUT \$2150 IN MY LAST JOB).

Boilermaker, Construction and Maintenance,
Multi-National Contract Company, Surface, 3/1 roster



PAY RATES HAVE STAGNATED FOR AN
EXTENDED PERIOD AND COMPANIES
FOCUSING ON SHORT TERM GAINS HAVE
CREATED THE SITUATION WHERE LOYALTY
HAS DISAPPEARED DUE TO THIS.

Driver (Senior) Transport Medium size company,
Permanent, Residential, Roster on demand.

THE ECONOMIC ENVIRONMENT

Western Australia's Chamber of Commerce and Industry is heralding a return to growth as a sign the state's economy is back on track with \$103 billion of resource projects in the pipeline.

In previous years during the construction boom WA Miners were able to attract many skills from Victoria, New South Wales and Queensland, however the current unprecedented boom cycle on the East Coast has severely impacted the availability of certain skills essential to our industry today.

In Victoria, the public infrastructure pipeline is valued at over 100 billion with more than 20 large-scale projects costing over \$2 billion that are currently being built or are in the planning stages, in addition to dozens of smaller but still significant developments such as hospital, sports, prisons and schools. In Queensland, the Palaszczuk government has at least \$45.8 billion in 2018 state infrastructure which it plans to roll out over the next four years. In South Australia, there is an array of gas, renewable and battery storage projects on the go including the \$650 Million Aurora Solar Energy Project and the \$1.5 billion Ceres Wind Farm on the Yorke Peninsula. In total there are more than \$4 billion worth of projects underway with an additional \$4 billion across the various planning stages.

With many of these major projects underway in Queensland, New South Wales and Victoria, many skilled workers have relocated or stayed in those regions where opportunities and pay are on par or if not more than their expectations for working fly in fly out in the mining and resources sector in WA.







THE 'CRITICAL SCARCE SKILLS'

WESTERN AUSTRALIA

From a Western Australian mining perspective, the following roles have been identified:

- **Mechanical Fitters** to fuel the demand of upgrades shutdown and ongoing maintenance.
- **Maintenance Planners** to maximise operations performance and ensure mechanical maintenance is carried out effectively.
- **Surface and Underground Heavy-Duty Diesel Fitters** - these employees have been sought after for quite some time in WA and will continue to be in high demand given the lack of apprenticeships on offer in recent years.
- **Reliability Engineers** to support maintenance and the move away from design and projects.
- **Mechanical Engineers and Civil/Structural Engineers** for upcoming new and existing plant and infrastructure upgrades.
- **Project managers** (project schedule) for the ongoing management of recently awarded contracts.
- **Underground Electricians and Auto Electricians** are currently in high demand.
- **Mobile Equipment Machine Operators** especially for tier 2/tier 3 mining companies (also for civil contracts moving forward).
- **Drillers** are in critical demand considering limited exploration in the past 6 years.
- **Drill Fitters** will be in high demand given the increase in exploration and because it is a specialised maintenance role.

With increased demand in operations comes the increased demand in processing, therefore, processing maintenance crews are needed to improve or maintain the existing fixed plant. We will continue to also see many consultants and specialised companies engaged for new plants, new sites and upgrades in this space as well. In addition, we will also see increased demand for White Collar Employees, in particular Exploration Geologists, Mine Engineers and Project Engineers. As WA looks to source these scarce skills, it's evident that there will be strong competition from the Eastern States as current activity and demand not only nationally, but globally will make it difficult for the state to attract workers to relocate.

QUEENSLAND

Trades such as Diesel Fitters, Auto Electricians, Machinists, Boilermakers and Mechanical Fitters are highly sought after. Mobile Plant Operators including Excavators and All-Round Operators are also in demand. Likewise, Underground Jumbo Operators are in high demand both nationally and internationally, albeit many moved overseas during the Australian mining downturn leaving few left in the country. Again, the challenge in a tight market to attract these skills back will require significant enticement packages.

VICTORIA

With a decrease in manufacturing in Victoria mechanical fitters moved to construction as Boilermakers and Heavy Diesel Mechanics look for more family friendly rosters. All Round Operators in Civil Construction are required and those candidates with experience operating Dozers, Excavators and Articulated Dump Trucks in particular are needed.

NEW SOUTH WALES

Once again, Mechanical Trades dominate as those most in demand across all mining sectors in the Hunter and western areas of New South Wales.

THE CONUNDRUM!

During the Western Australian Mining downturn these highly skilled and qualified individuals were required to seek alternative employment. This time round, it will be more difficult for talent acquisition teams to recruit skilled workers to Western Australia given the current economic climate in the other states which is set to continue for a number of years. In addition to this, government reforms to employer sponsored skilled migration visas have restricted the ability of businesses to recruit skills from overseas.

Many companies will endeavor to retain their existing employees whilst transitioning contractors to internal roles. Some of our clients are now considering offering incentives to attract people and also to retain those already within their workforce. Some are less concerned about the cost of salary pressures than the actual ability to get employees and the calibre of those employees that are required for the upcoming increase in demand.

The issue at hand is not a temporary skills challenge but rather, a more permanent problem which has the ability to not only impact upon the sustainability of current operations but to derail future projects as well.

An overall value proposition comprising a basket of financial and non-financial incentives is required to cater to the aspirations and concerns of this employee grouping. From a pay perspective, a number of options are available which could include one or both of the following:

- A 'lead' pay approach which pays above the median of the market, say by 5%. This would maximise the Company's ability to attract and retain these skills, will minimise current dissatisfaction with pay, and offsets less attractive features of work which may include rosters.
- A retention cash bonus and/or a retention equity bonus in lieu of cash and conditional on continued service.

It is largely agreed that the current surge in mining activity is best characterised as a sustained recovery, not a boom- bust of the past. Organisations will need to start future-proofing their businesses to create a pipeline of talent that can deliver on the opportunities. Thinking creatively and at alternate pools will have to be considered given that quick fixes such as 457 visas of the past are not the option they used to be.

We believe companies will need to build a sustainable employment brand proposition that incorporates quality of work life; employment stability and other non-financial benefits to avoid getting into 'ebay style' bidding wars based on pay rate alone. Companies will need to be more strategic and innovative in their sourcing and retention approaches and be prepared to invest in building a skilled capability suite and to ensure talent pools don't further deplete.



UNDERSTANDING THIS REPORT

THE MARKET

Survey remuneration results for each 'scarce skill' role are represented as follows:

- 1. The Internal Market rates** which represents the current rates that workers are employed at. This is a historical rate.
- 2. The External Market Rate** which represents those rates being advertised by recruitment companies. Over a 2-month period we scoured recruitment portals and numerous sites to develop a pay database of this market.
- 3. The Candidate Rate** which represents the rate candidates aspire to, and this information has been from the Resources Hub's candidate sheets and interview notes representing employed and non-employed workers as to what they require.
- 4. The Talent Attraction Rate** which is a guideline we have developed considering each market and providing an indicator as to what companies may need to offer to attract the right skill for their business.

THE MARKET RATE

The market rates for each role in this report will be represented as per the illustration table below:

Table 1: Market Quartiles

| GEOGRAPHY | THE RATE | | |
|-------------------|----------|---------|---------|
| | LQR | MQR | UQR |
| WESTERN AUSTRALIA | \$52.88 | \$55.51 | \$61.22 |
| QUEENSLAND | \$42.35 | \$45.96 | \$54.07 |
| NEW SOUTH WALES | \$47.71 | \$51.78 | \$60.91 |
| VICTORIA | \$42.63 | \$46.27 | \$54.43 |

LQR represents the lower quartile range.

MQR represents the median quartile range.

UQR represents the upper quartile range.

The dollar amount represents an hourly employment rate which represents either a Total Fixed Remuneration rate or a Guaranteed Package rate.

The Total Fixed Remuneration (TFR) rate is a flat all-purpose hourly rate inclusive of hourly company statutory superannuation contributions and all benefits. This rate applies to all employees who do not work a 'standard' 38-hour week in a metropolitan area but rather, a roster based work cycle where each shift represents a 12-hour working day.

The Guaranteed Package (GP) Rate is the hourly base salary rate inclusive of an hourly company statutory superannuation contribution excluding penalty rates for a 38-hour workweek. It represents BDO's metropolitan rate and is only applicable to certain trade-based roles (in so far as it relates to this report).

INTERPRETING THE MARKET RATE

Working out a company's policy around pay can be challenging and at times too rigid. It is not feasible or even correct to assume that the market represents a single rate which is denoted as the LQR, MQR and UQR. If an individual is paid just below the 50th percentile, and the company's policy is to pay at median, does that mean that the individual is not being remunerated in terms of the company's policy?

There should not be a definitive but rather a range of acceptable median pay related rates based on the individual's competence, experience and demonstrated performance. In order to help determine an appropriate market rate, we have also presented the market data in the form of 'Pay Zones' as shown below.

These have been extrapolated by dividing the market rate into 3 'pay zones' being 'Development', 'Proficient' and 'Premium'. We have developed this format for all roles in this report for each respective market which can help guide and assist you with your pay deliberations.

Table 2: Market 'Pay Zones' (Illustration purposes only)

| THE RATE | | | | | |
|-----------------------|---------|----------------------|---------|------------------|---------|
| ZONE 1: 'DEVELOPMENT' | | ZONE 2: 'PROFICIENT' | | ZONE 3 'PREMIUM' | |
| \$52.88 | \$54.19 | \$54.20 | \$58.36 | \$58.37 | \$61.22 |
| \$42.35 | \$44.15 | \$44.16 | \$50.01 | \$50.02 | \$54.07 |
| \$47.71 | \$49.75 | \$49.76 | \$56.35 | \$56.36 | \$60.91 |
| \$42.63 | \$44.45 | \$44.46 | \$50.35 | \$50.36 | \$54.43 |

GUIDELINE FOR MANAGING FIXED PAY: 3 PAY ZONES

Zone 1: Development Zone represents the Pay Zone for a non-performer and/or incumbent who is not fully proficient to perform the role i.e. lacks experience in the role.

Zone 2: Proficient Zone represents the Pay Zone for an incumbent who is fully qualified from the standpoint of experience, and whose demonstrated performance in the position over a period of time is entirely satisfactory in all respects.

Zone 3: Premium Zone represents the Pay Zone for an incumbent who has sustained an above-average and/or seldom equaled performance over a long period of time which consistently exceeds expectations and/or a decision by the business to retain the incumbent because the incumbents business skills are important to operational and/or long term sustainability.

ADVANCED OPERATIONAL ROLES

TRADE QUALIFIED

NATURE OF WORK:

FULFILLS AN OPERATIONAL REQUIREMENT BY APPLYING A 'RECOGNISED' AND 'SPECIALIST' SKILL WHICH HAS BEEN EARNED THROUGH A FORMAL TRADE QUALIFICATION TO A TECHNICAL PROCESS/PROCEDURE OR SYSTEM, I.E. THE COMPETENCY HAS BEEN GAINED VIA COMPLETION OF A FORMAL TRADE CERTIFICATE AND PRACTICAL EXPERIENCE.







TRADE ROLES

TRADE LEADING HAND

JOB PURPOSE

Coordinate on a daily basis the mechanical requirements with appropriate trades personnel, to ensure underground mobile equipment is fully functional and operating at optimal levels whilst meeting all statutory and safety regulations.

INCLUDED RESPONSIBILITIES:

- Delegate, monitor, modify (if required) and record daily tasks in alignment with planning schedule to ensure fully maintained machinery and adequate staffing levels and available to maintain optimal efficiency of the operation.
- Collect, process and record daily vehicle checks to ensure accuracy of usage of machinery.
- Assist fitting team by raising parts orders to ensure full functionality of equipment.
- Monitor workshop and service bays to ensure compliance with all safety and internal standards.
- Collaborate with mechanical supervisor, shift supervisors and maintenance planner in reviewing down-time sheets to identify issues of concern and areas for improvement, and communicate outcomes to other leading hands.

QUALIFICATIONS

- Trade certificate, relevant licenses and experience.

*Total Fixed Remuneration Rate is the all-inclusive non-standard working hour rate: > 38 hours per week.

*TOTAL FIXED REMUNERATION MARKET QUARTILES

| GEOGRAPHY | INTERNAL MARKET RATE | | |
|-------------------|----------------------|---------|---------|
| | LQR | MQR | UQR |
| WESTERN AUSTRALIA | \$49.89 | \$52.37 | \$59.33 |
| QUEENSLAND | \$39.95 | \$43.36 | \$51.00 |
| NEW SOUTH WALES | \$45.01 | \$48.85 | \$57.46 |
| VICTORIA | \$40.22 | \$43.65 | \$51.35 |

| GEOGRAPHY | EXTERNAL MARKET RATE | | |
|-------------------|----------------------|---------|---------|
| | LQR | MQR | UQR |
| WESTERN AUSTRALIA | \$56.87 | \$59.33 | \$63.39 |
| QUEENSLAND | \$45.40 | \$49.27 | \$53.13 |
| NEW SOUTH WALES | \$51.15 | \$55.51 | \$59.86 |
| VICTORIA | \$45.70 | \$49.60 | \$53.49 |

| GEOGRAPHY | CANDIDATE RATES | | |
|-------------------|-----------------|---------|---------|
| | LQR | MQR | UQR |
| WESTERN AUSTRALIA | \$53.38 | \$55.29 | \$63.33 |
| QUEENSLAND | \$43.40 | \$45.85 | \$58.12 |
| NEW SOUTH WALES | \$48.89 | \$51.66 | \$54.42 |
| VICTORIA | \$43.69 | \$46.16 | \$53.75 |

| GEOGRAPHY | TALENT ATTRACTION RATE | | |
|-------------------|------------------------|---------|---------|
| | LQR | MQR | UQR |
| WESTERN AUSTRALIA | \$55.51 | \$57.08 | \$62.49 |
| QUEENSLAND | \$45.96 | \$47.26 | \$48.56 |
| NEW SOUTH WALES | \$51.78 | \$53.25 | \$54.71 |
| VICTORIA | \$46.27 | \$47.58 | \$48.89 |

TOTAL FIXED REMUNERATION PAY ZONES GUIDELINES

| GEOGRAPHY | INTERNAL MARKET RATE | | | | | | |
|-------------------|----------------------|---------|------------|---------|---------|---------|---------|
| | DEVELOPING | | PROFICIENT | | | PREMIUM | |
| WESTERN AUSTRALIA | \$49.89 | \$51.13 | \$51.14 | \$52.37 | \$55.85 | \$55.86 | \$59.33 |
| QUEENSLAND | \$39.95 | \$41.65 | \$41.66 | \$43.36 | \$47.18 | \$47.19 | \$51.00 |
| NEW SOUTH WALES | \$45.01 | \$46.93 | \$46.94 | \$48.85 | \$53.16 | \$53.17 | \$57.46 |
| VICTORIA | \$40.22 | \$41.93 | \$41.94 | \$43.65 | \$47.50 | \$47.51 | \$51.35 |

| GEOGRAPHY | EXTERNAL MARKET RATE | | | | | | |
|-------------------|----------------------|---------|------------|---------|---------|---------|---------|
| | DEVELOPING | | PROFICIENT | | | PREMIUM | |
| WESTERN AUSTRALIA | \$56.87 | \$58.10 | \$58.11 | \$59.33 | \$61.36 | \$61.37 | \$63.39 |
| QUEENSLAND | \$45.40 | \$47.34 | \$47.35 | \$49.27 | \$51.20 | \$51.21 | \$53.13 |
| NEW SOUTH WALES | \$51.15 | \$53.33 | \$53.34 | \$55.51 | \$57.68 | \$57.69 | \$59.86 |
| VICTORIA | \$45.70 | \$47.65 | \$47.66 | \$49.60 | \$51.54 | \$51.55 | \$53.49 |

| GEOGRAPHY | CANDIDATE RATES | | | | | | |
|-------------------|-----------------|---------|------------|---------|---------|---------|---------|
| | DEVELOPING | | PROFICIENT | | | PREMIUM | |
| WESTERN AUSTRALIA | \$53.38 | \$54.34 | \$54.35 | \$55.29 | \$59.31 | \$59.32 | \$63.33 |
| QUEENSLAND | \$43.40 | \$44.62 | \$44.63 | \$45.85 | \$51.99 | \$52.00 | \$58.12 |
| NEW SOUTH WALES | \$48.89 | \$50.28 | \$50.29 | \$51.66 | \$53.04 | \$53.05 | \$54.42 |
| VICTORIA | \$43.69 | \$44.92 | \$44.93 | \$46.16 | \$49.95 | \$49.96 | \$53.75 |

| GEOGRAPHY | TALENT ATTRACTION RATE | | | | | | |
|-------------------|------------------------|---------|------------|---------|---------|---------|---------|
| | DEVELOPING | | PROFICIENT | | | PREMIUM | |
| WESTERN AUSTRALIA | \$55.51 | \$56.29 | \$56.30 | \$57.08 | \$59.78 | \$59.79 | \$62.49 |
| QUEENSLAND | \$45.96 | \$46.61 | \$46.62 | \$47.26 | \$47.91 | \$47.92 | \$48.56 |
| NEW SOUTH WALES | \$51.78 | \$52.51 | \$52.52 | \$53.25 | \$55.75 | \$55.76 | \$58.25 |
| VICTORIA | \$46.27 | \$46.92 | \$46.93 | \$47.58 | \$48.23 | \$50.23 | \$52.86 |

*GUARANTEED PACKAGE MARKET QUARTILES

| GEOGRAPHY | INTERNAL MARKET RATE | | |
|-------------------|----------------------|---------|---------|
| | LQR | MQR | UQR |
| WESTERN AUSTRALIA | \$38.97 | \$45.22 | \$52.51 |
| QUEENSLAND | \$37.94 | \$45.44 | \$51.16 |
| NEW SOUTH WALES | \$37.79 | \$44.33 | \$52.41 |
| VICTORIA | \$37.98 | \$43.17 | \$51.56 |

| GEOGRAPHY | EXTERNAL MARKET RATE | | |
|-------------------|----------------------|---------|---------|
| | LQR | MQR | UQR |
| WESTERN AUSTRALIA | \$42.12 | \$45.87 | \$56.72 |
| QUEENSLAND | \$40.87 | \$46.12 | \$54.75 |
| NEW SOUTH WALES | \$41.06 | \$43.78 | \$53.43 |
| VICTORIA | \$41.19 | \$44.78 | \$54.72 |

| GEOGRAPHY | CANDIDATE RATES | | |
|-------------------|-----------------|---------|---------|
| | LQR | MQR | UQR |
| WESTERN AUSTRALIA | \$43.18 | \$46.33 | \$58.53 |
| QUEENSLAND | \$42.78 | \$45.44 | \$56.72 |
| NEW SOUTH WALES | \$42.29 | \$44.38 | \$55.98 |
| VICTORIA | \$40.62 | \$44.98 | \$46.12 |

| GEOGRAPHY | TALENT ATTRACTION RATE | | |
|-------------------|------------------------|---------|---------|
| | LQR | MQR | UQR |
| WESTERN AUSTRALIA | \$42.65 | \$46.10 | \$57.63 |
| QUEENSLAND | \$41.83 | \$45.78 | \$55.74 |
| NEW SOUTH WALES | \$41.68 | \$44.08 | \$54.71 |
| VICTORIA | \$40.91 | \$44.88 | \$50.42 |

GUARANTEED PACKAGE PAY ZONES GUIDELINES

| GEOGRAPHY | INTERNAL MARKET RATE | | | | | | |
|-------------------|----------------------|---------|------------|---------|---------|---------|---------|
| | DEVELOPING | | PROFICIENT | | | PREMIUM | |
| WESTERN AUSTRALIA | \$38.97 | \$42.10 | \$42.11 | \$45.22 | \$48.87 | \$48.88 | \$52.51 |
| QUEENSLAND | \$37.94 | \$41.69 | \$41.70 | \$45.44 | \$48.30 | \$48.31 | \$51.16 |
| NEW SOUTH WALES | \$37.79 | \$41.06 | \$41.07 | \$44.33 | \$48.37 | \$48.38 | \$52.41 |
| VICTORIA | \$37.98 | \$40.58 | \$40.59 | \$43.17 | \$47.37 | \$47.38 | \$51.56 |

| GEOGRAPHY | EXTERNAL MARKET RATE | | | | | | |
|-------------------|----------------------|---------|------------|---------|---------|---------|---------|
| | DEVELOPING | | PROFICIENT | | | PREMIUM | |
| WESTERN AUSTRALIA | \$42.12 | \$44.00 | \$44.01 | \$45.87 | \$51.30 | \$51.31 | \$56.72 |
| QUEENSLAND | \$40.87 | \$43.50 | \$43.51 | \$46.12 | \$50.44 | \$50.45 | \$54.75 |
| NEW SOUTH WALES | \$41.06 | \$42.42 | \$42.43 | \$43.78 | \$48.61 | \$48.62 | \$53.43 |
| VICTORIA | \$41.19 | \$42.99 | \$43.00 | \$44.78 | \$49.75 | \$49.76 | \$54.72 |

| GEOGRAPHY | CANDIDATE RATES | | | | | | |
|-------------------|-----------------|---------|------------|---------|---------|---------|---------|
| | DEVELOPING | | PROFICIENT | | | PREMIUM | |
| WESTERN AUSTRALIA | \$43.18 | \$44.76 | \$44.77 | \$46.33 | \$52.43 | \$52.44 | \$58.53 |
| QUEENSLAND | \$42.78 | \$44.11 | \$44.12 | \$45.44 | \$51.08 | \$51.09 | \$56.72 |
| NEW SOUTH WALES | \$42.29 | \$43.34 | \$43.35 | \$44.38 | \$50.18 | \$50.19 | \$55.98 |
| VICTORIA | \$40.62 | \$42.80 | \$42.81 | \$44.98 | \$45.55 | \$45.56 | \$46.12 |

| GEOGRAPHY | TALENT ATTRACTION RATE | | | | | | |
|-------------------|------------------------|---------|------------|---------|---------|---------|---------|
| | DEVELOPING | | PROFICIENT | | | PREMIUM | |
| WESTERN AUSTRALIA | \$42.65 | \$44.38 | \$44.39 | \$46.10 | \$51.86 | \$51.87 | \$57.63 |
| QUEENSLAND | \$41.83 | \$43.80 | \$43.81 | \$45.78 | \$50.76 | \$50.77 | \$55.74 |
| NEW SOUTH WALES | \$41.68 | \$42.88 | \$42.89 | \$44.08 | \$49.39 | \$49.40 | \$54.71 |
| VICTORIA | \$40.91 | \$42.89 | \$42.90 | \$44.88 | \$47.65 | \$47.66 | \$50.42 |

BDO REMUNERATION AND REWARD

Our methodologies are devised with a detailed knowledge of Australian industry requirements and real-world HR remuneration needs.

Our Reward Service offering considers the total proposition employers offer to their employees which represents financial and non-financial benefits, and offers a range of specialist remuneration and operational improvement services to assist business attract, retain and motivate the right calibre of individual in an affordable and cost sustainable manner.

REWARD STRATEGY, POLICIES & PROCEDURES

- Reward strategy design, review, policy and procedure.
- Retention programmes.

EXECUTIVE AND BOARDROOM PAY

- Remuneration strategy review and development.
- Market review and comparator group reviews.
- Short and long term incentive scheme design.
- Preparation of the remuneration report.

REMUNERATION STRUCTURE AND PAY SCALE DESIGN

- Remuneration audits.
- Development of company wide pay structures.
- Management of salary review process.

VALUES AND CULTURE

- Organisational culture and climate assessment.
- Culture and climate audit.
- Culture change design and process facilitation.
- Values alignment.

PERFORMANCE MANAGEMENT

- Performance Management Design.
- Performance Management Audits.
- Scorecard development.
- Implementation.

JOB AND COMPETENCY DESIGN

- Job analysis and design.
- Development of job descriptions.
- Competency based profiles and modelling.

REMUNERATION AND PRODUCTIVITY ANALYTICS

- Framework based analysis focussed on the effective management of labour to drive business growth, profitability and sustainability.
- Labour and productivity market survey - to determine an organisations productivity profile and how it compares to peers.

INCENTIVE SCHEME DESIGN

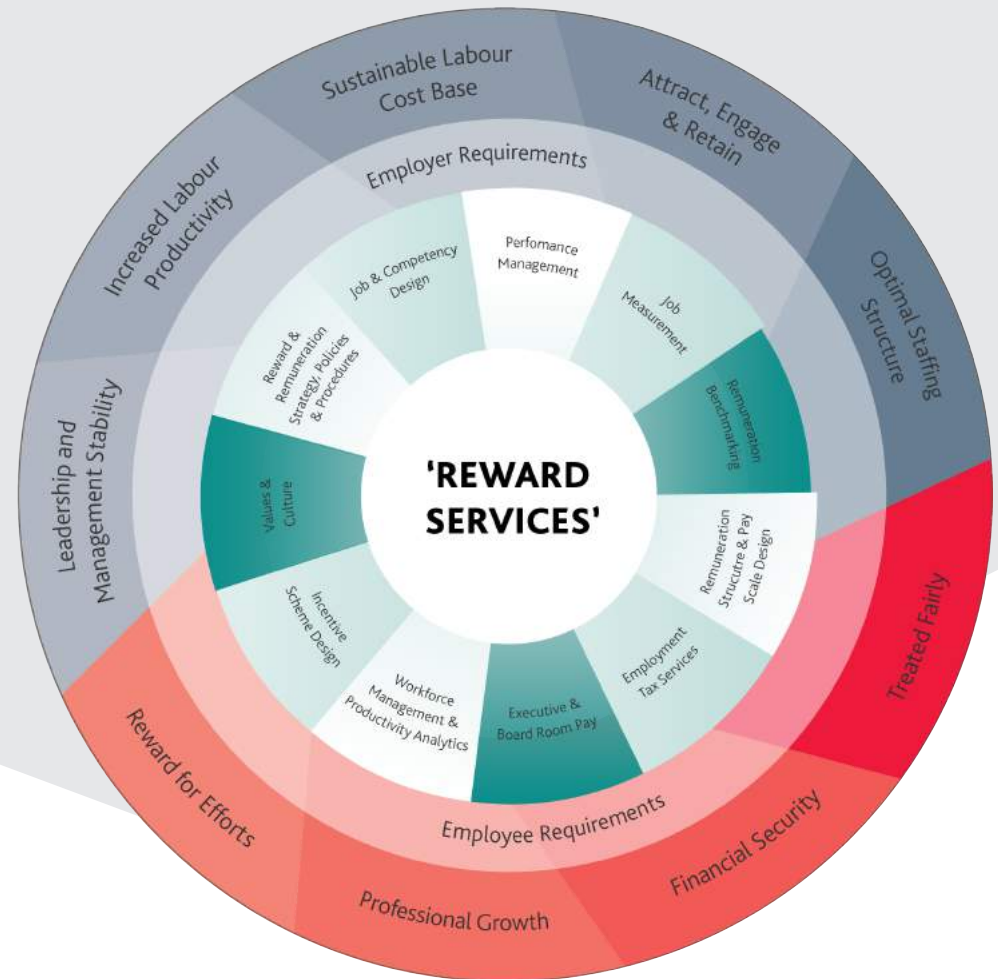
- Executive short and long term incentive plans.
- Equity based plans.
- General staff incentive and annual plans.

EMPLOYMENT TAX SERVICES

- Salary packaging.
- Equity based schemes.
- Fringe benefits Tax.
- Superannuation guarantee.
- Payroll Tax.

JOB MEASUREMENT

- Job evaluation using the Patterson Methodology (correlates to all major grading systems).
- Design and implementation of customised job evaluation systems.
- Development of Job Evaluation Policy and Procedures.
- Quality assurance of job evaluation structures.



'THE RESOURCES HUB'

"THE resources HUB" (THERh) is an industry recognised, multi-award winning career, talent, recruitment and managed services consultancy dedicated to the resources industries including (but not limited to) civil, construction, energy, marine, mining and oil and gas.

As an Australian owned and operated company, our aim is to provide effective 'employment lifecycle' management solutions to clients through relationship direction and business understanding; to be the central 'HUB' and leader in the provision of career development, recruitment, human resources, training and associated managed services.

THE resources HUB embraces workforce diversity and is committed to providing employment outcomes, career guidance and training initiatives to encourage and develop prospects, a better future and solid foundations for Indigenous, Age and Gender diversity.

With extensive industry expertise and networks, THERh offers our clients specialist knowledge to deliver extraordinary outcomes across the full search, recruitment and employment lifecycle, from concept to completion; with the emphasis on our industries unique employment and training requirements with regard to sourcing and placing exceptional staff with our clients

THERh MISSION STATEMENT

'To provide complete and comprehensive employment solutions for our industry clients by offering diversity as our point of difference.'

THERh VISION

CONSULT | COMMUNICATE | COLLABORATE | CONTRIBUTE

CONSULT:

We ensure that every team member acts with integrity and transparency and that they are passionate in taking ownership of our candidates, clients and our stakeholder's needs and requirements; in a professional and diligent manner.

COMMUNICATE:

We encourage constant interaction between our team, our candidates and our clients to assist in the negotiation process between all parties - especially during the recruitment process.

COLLABORATE:

We partner with industry experts in order to bring our suite of services to clients from one central 'hub' location.

CONTRIBUTE:

We have a strong belief that 'giving is receiving' - and at THERh we aim to give back to communities both locally and remotely.

MEMBERSHIPS

- Kalgoorlie Boulder Chamber of Commerce.
- Petroleum Club of Western Australia.
- Career Development Association Australia (MCDAA).
- Recruitment, Consulting and Staffing Association (MRSCA).



PRINCIPAL OWNER EXECUTIVE PROFILE

ABOUT THE RESOURCES HUB

Dani Tamati (MRCSA) (MCDAA) Dip HR | Dip OHS | Cert IV Career Development | Cert IV Employee Services

Resource Industry Recruitment and Talent Acquisition Specialist, Careers Practitioner, Behaviours Strategist, HR Manager, OHS Advisor, Mentor, Director/Principal

"THE resources HUB" (THErh) was established in 2012 by Principal Dani Tamati, as a careers, talent, recruitment, and managed business services company dedicated to the resources industries including civil, construction, energy, marine, mining and oil and gas; herself having 25 years experience in the sector.

As a high-profile Recruitment, Human Resources, Career Development and OHS professional, Dani's thrives on introducing candidates to a company who sees the value in their experience and drive, as well as working collectively with companies ensuring excellent employment opportunities in the mining and resources sectors. A 'win-win' situation for all.

Dani has remained involved with, been employed by, and lived remotely in this thriving Industry in roles such as Regional Manager - Mining and Resources, Group HR and Recruitment Manager, Area Manager as well as Branch Manager and Recruitment Consultant for several companies, predominately based in the Pilbara of Western Australia.

Throughout Dani's career she has worked on Iron Ore and Goldmine sites in a variety of different administration based roles across - production, processing, maintenance, maintenance planning, drill and blast, mine planning, training, supply/warehouse, emergency management, fleet management, engineering, fixed plant, human resources and accounting and finance departments. These roles have given her a true understanding of onsite employment, and the skills and qualifications necessary for such positions.

In 2016 Dani and THE resources HUB were awarded the prestigious Community Interaction award from Australian Mining for her contribution and service to those in the industry who found themselves redundant.

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