

NEWSLETTER

PYBAR
MINING SERVICES

ISSUE 17 / AUTUMN 2019



LOOKING FORWARD
PART FOUR FINAL

02

2018 EMPLOYEE OF THE YEAR

05

NEW COWAL CONTRACT

SETTING THE STANDARD

WHAT'S NEW



MANAGERS' MEETING

Focus areas for the year ahead.

READ MORE PAGE 04



RTO UPDATE

We have a name!

READ MORE PAGE 05



ROUND THREE PHOTO COMP

Winners announced.

READ MORE PAGE 20

Cover photo: new weighbridge at Mungana.

CONTENTS

WELCOME	A message from our CEO / 01
FEATURE	2018 Employee of the Year / 02
BUSINESS UPDATE	Tender update / 04 Managers' Meeting / 04 RTO certification / 05 New contract at Cowal Gold Operations / 05
AROUND OUR SITES	Peak progress / 06 New Project Manager Holly Allday / 07 Hera dust storm / 07
CAPABILITIES & INNOVATION	New weighbridges / 08 What's new with WebBAR / 08
SPECIAL FEATURE	PYBAR's 25 year journey / 09
VALUES IN ACTION	CORE award winners / 13 The Perfect Day program launches / 15 Leadership training / 16 Dargues community meeting / 17 Internal Engineers' Day 2018 / 17
OUR PEOPLE	Apprenticeship program / 18 Photo competition winners / 20 Celebrating five year service milestones / 21 New careers site / 21





A MESSAGE FROM OUR CEO

Well 2019 is now in full swing and we've had a positive start to the year with Peak Mines successfully transferring over and the recent win at the Cowal Gold Operations.

Employee of the Year

Congratulations to winner Luke Williams and runner up Linda Clipperton who have both shown incredible commitment to our values over this past year. The recognition is well deserved and fantastic examples continue to be set by our annual and monthly CORE winners. With our recent contract wins, project transfers and ongoing recruitment needs, this initiative is as important as ever in uniting us all as One Team.

Projects

We've had a solid start to the year with our recent contract win at the Cowal Gold Operations which has seen us continue to strengthen our position in the east. The transfer of employees at Peak Mines is also now complete and I'm pleased to welcome the new members to our team whose onsite experience will be valued.

We also officially welcome our new Vivien Project Manager Holly Allday in this issue. In addition to overseeing Vivien, Holly will be working alongside our WA Operations Manager Wayne Gough to develop our WA opportunities.

Business initiatives

I'm very pleased to be able to announce in this issue the official name of our Registered Training Organisation: the Australian Institute of Mining. This is a big milestone for PYBAR. It not only sees us recognised as a best practice organisation but creates multiple opportunities across business growth, recruitment and retention – further improving the career opportunities and pathways for our employees.

Our leadership program continues across our management levels this year. Having started with the Supervisors last year, we've now run exercises with our Project Managers and our Operations Managers will follow in the coming months.

Complementing this is our "The Perfect Day" program. Also led by our leadership trainer Bram Connolly, the initiative aims to provide a framework for consistent performance across all our projects. Having launched at Henty, the program will now be rolled out company-wide throughout the year.

I Spy PYBAR

Having now completed the third round, we continue to see great shots coming in – including some that are good examples of our values in action, even while offsite. Well done to this round's winners Adam Karimalis and Aaron Clarke.

This issue also marks the last of our four-part 25 year feature series. It's been a truly rewarding past 12 months and I look forward to the next 25 years.

Regards

Brendan Rouse - CEO

2018 EMPLOYEE OF THE YEAR

ANNOUNCING OUR WINNER AND RUNNER-UP

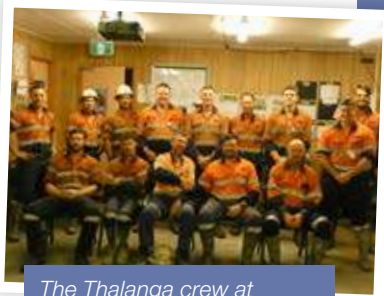
The Employee of the Year and runner-up have been chosen for 2018 after another very successful year of our CORE Awards program.

**SAFETY
SERVICE
RESPECT
RESULTS**

CONGRATULATIONS TO OUR 2018 EMPLOYEE OF THE YEAR LUKE WILLIAMS

Luke has proven to be a real asset to the PYBAR team since first joining us in 2013.

Residing in Townsville, Luke started with PYBAR in 2013 as a Shift Supervisor at Starra before transferring to Osborne until ore reserves were exhausted in October 2015. He rejoined PYBAR as a Jumbo Operator at King Vol and Mungana when an opportunity came up in 2016. He made an impression - and it wasn't long before he stepped up into a Shift Supervisor position. Shortly after, he transferred to Thalanga where he's continued to put the PYBAR values into action.



The Thalanga crew at Luke's award presentation.



Thalanga Project Manager Larry Hill (left) with our 2018 Employee of the Year Thalanga Shift Supervisor Luke Williams (right).

Q&A WITH LUKE

WHERE DID YOU GROW UP? HOW DID YOU START YOUR CAREER?

I spent my youth growing up in several different towns; however, I was born in Mt Isa and spent the majority of my youth there. My first job in mining was with Peabody Resources as a yardman at Cannington in 1995.

ARE YOU MARRIED AND/OR HAVE CHILDREN?

I have been married for 17 years and have two teenage children both still in high school. My wife is a mental health professional with a masters degree. Even with her masters, I still don't think she has quite figured me out yet.

WHAT SPORT DO YOU FOLLOW?

I enjoy both rugby league and union and follow the Cowboys, QLD Reds and the Wallabies.

WHAT DO YOU DO IN YOUR SPARE TIME?

Whenever I can, I go bush. Whether it's to family or friends' cattle stations or camping, I enjoy being outdoors where I can relax and unwind. I also go fishing and shooting whenever I can.

WHO INSPIRES YOU?

The average person who is willing to roll their sleeves up and get in and have a go under trying circumstances without complaining. Also my wife, who has had to put up with me for over 20 years.

WHAT DO YOU ENJOY MOST ABOUT WORKING FOR PYBAR AND BEING IN THE POSITION YOU ARE IN?

I have been lucky with the site management personnel at the various PYBAR projects I have worked at who, in the majority of cases, do not micro manage and listen to their teams, accepting new ideas or advice. Whilst supervising can be challenging most of the time, it's good to work with crews who take pride in what they do.

WHAT IS YOUR SECRET HIDDEN TALENT THAT NO ONE KNOWS ABOUT?

Some people may already know this: I have a science degree majoring in environmental science and have worked for the CSIRO and for a consulting company undertaking flora, fauna, soil and cultural heritage surveys. And, no, I'm not a 'greenie', I just enjoy being in the bush.

Q&A WITH LINDA

WHERE DID YOU GROW UP? HOW DID YOU START YOUR CAREER?

I grew up on a farm near Deniliquin NSW. It was a great life for a kid. I moved to Cobar NSW in 1987 and started my mining career in admin at what was then known as the Elura Mine. It's now known as Endeavor. After six years on site, I spent the next 19 years in Dubbo, mostly working in the exploration drilling industry, before starting with PYBAR seven years ago. During that time, I also completed an English/Comms degree while working and raising young children; what was I thinking?!

TELL US ABOUT YOUR FAMILY

I live with my two sons; Thomas (19) and Rob (16). Thomas is working a couple of casual jobs this year, before he goes to uni next year to train as an English teacher. Rob will be the next David Attenborough. My house is full of birds, fish, insects and plant breeding trials.

WHAT SPORT DO YOU FOLLOW?

Go Swans! Growing up in southern NSW, AFL was like a religion and the only football code.

As well as AFL, I like watching tennis. Going to Melbourne to see the Australian Open is on my bucket list.

I've also played in the PYBAR Orange Office mixed touch footy team the last few years. We just missed out on being in the grand final this season.

WHAT DO YOU ENJOY DOING IN YOUR SPARE TIME?

Spare time is rare; but, if I had any, I'd like to read more. Also, working in a desk job, I'd like to fit a bit more exercise than my morning power walk into my days.

WHO INSPIRES YOU?

My dad, who died 20 years ago. His wisdom still guides me every day. I also admire Dick Smith for his philanthropy and his enthusiastic approach to life.

WHAT DO YOU ENJOY MOST ABOUT WORKING FOR PYBAR AND BEING IN THE POSITION YOU ARE IN?

The people. We have some great people in this company, and I enjoy feeling like part of the team and working towards common goals. I like to help people, and I get to do that every day. I love working in the resources sector, and my most interesting roles to date have been in mining and drilling. Anything else I've done has been a bit dull in comparison.

WHAT IS YOUR SECRET HIDDEN TALENT THAT NO ONE KNOWS ABOUT?

Nothing of note; although, I have been known to do some great animal sounds in a talent quest in my younger days.



PYBAR Executive Chairman Paul Rouse and CEO Brendan Rouse present Linda with her award.

WELL DONE TO OUR 2018 RUNNER UP LINDA CLIPPERTON

Linda joined PYBAR as an Executive Assistant in 2012 and has been providing invaluable support to our executive team and setting a fantastic example for others ever since.

Linda's passionate about mining having worked in the industry since 1987 when she took an administrative position at the Elura Mine (now Endeavor) near Cobar. Coincidentally, one of the site managers at the time was Paul Rouse!

2018 EMPLOYEE OF THE YEAR PRIZE PACKS

WINNER

- \$1,000 PERKS credit
- Name engraved on the Employee of the Year plaque
- Engraved trophy
- Framed certificate

RUNNER UP

- \$500 PERKS credit
- Engraved trophy
- Framed certificate

The CORE Awards initiative is now in its fourth year and we're continuing to review and improve the program to ensure it continues to recognise those who live and breathe our values, while inspiring and motivating others to do the same.

We'll have some changes coming this year so stay tuned and keep those nominations coming!

TENDER UPDATE

**PROJECTS WON FROM:
JANUARY 2019 - MARCH 2019**



AUCTUS RESOURCES

King Vol Mine - QLD

Raise bore contract extension for Easer L

CAPRICORN COPPER

Capricorn Copper Mine - QLD

Raise bore Easer L works

GLENCORE

George Fisher Mine - QLD

Contract extension -
2 x 3.1m diameter raise bore holes

CBH RESOURCES

Endeavor Mine - NSW

Production drilling - contract extension

EVOLUTION MINING

Cowal Gold Operations - NSW

Portal development, decline development,
level development and diamond drilling

NEWCREST MINING

Cadia Valley Operations - NSW

Cable bolting

2018 MANAGERS' MEETING OPPORTUNITIES AND IMPROVEMENTS

Our annual Managers' Meeting was held in Orange across 13 and 14 December and involved all our Project Managers, Support Department Managers and Project Managers of the future.

The two days were officially opened by our Executive Chairman, Paul Rouse, who set the scene for the meeting by encouraging all to engage as One Team, focus on operating safely and understand the importance of delivering on our targets and plans.

The year ahead, ideas and implementation

Our COO Scott Todd then outlined the key opportunities for 2019:

- Achieving cultural alignment across our business; i.e. what it means to be part of PYBAR
- Two to three project start-up opportunities
- Ramping up at Dargues Gold Mine for Diversified Minerals
- Integrating up to 250 new people across our business
- Becoming an RTO
- Strengthening the ties between our support departments and projects

The meeting then continued with participants given up to 15 minutes to present their views and ideas on how PYBAR can improve in the areas of leadership, innovation, maintenance and training.

This generated a wealth of ideas and practices that have been prioritised and the senior management team is now incorporating these into business improvement strategies for their functional areas.



Project Managers, Support Department Managers and Project Managers of the future convened in Orange in December for our annual Managers' Meeting.

Maintenance workshop

A separate maintenance-focused workshop was held and facilitated by Tom Devjak, our General Manager of Assets and Supply. The aim of the workshop was to solve identified situations on the competing priorities of maintenance and production. This provided a lot of fantastic solutions that Tom and his team will be facilitating across the business over the coming 12 months and beyond.

The meeting was closed by our CEO Brendan Rouse who again thanked everyone for their participation and positive attitude while highlighting again the unrelenting focus we must all have on the safety and welfare of all our people at PYBAR.



The meeting generated a wealth of ideas and practices that are now being incorporated into business improvement strategies.

RTO CERTIFICATION UPDATE

WE NOW HAVE A NAME!

In August, we took the first steps in obtaining our Registered Training Organisation (RTO) certification. Six months on, and we are progressing nicely!

We are pleased to announce the RTO now has a name: the Australian Institute of Mining (AIM).

Our initial registration application will include both the Certificate II in Underground Metalliferous Mining and Certificate III in Underground Metalliferous Mining. This will provide significant opportunities for our employees and assist PYBAR in achieving our goal of offering nationally recognised training for our workforce.

In addition to the application process, our team has been consulting with state governments and is currently in discussions with the Tasmanian Government to reduce barriers to traineeships in the underground metalliferous mining sector.



AIM will provide significant opportunities for our employees.

NEW CONTRACT AT COWAL GOLD OPERATIONS

RAPID DEVELOPMENT PROJECT

We've had a great start to 2019 with the announcement in February that we had been awarded the contract at the Cowal Gold Operations.

In early March we commenced works at our newest project, Evolution Mining's Cowal Gold Operations located near West Wyalong, 350km west of Sydney.

The 12 month contract for underground exploration decline development and diamond drilling is being undertaken by a team of 37 personnel and comprises portal development, decline development, level development and diamond drilling.

We have recruited for a number of positions with a preference for local residents.

Strengthening our position

Our CEO Brendan Rouse said: "This contract further strengthens our position in the Eastern seaboard following the announcement of our contract at Peak Mines late last year. We look forward to working closely with the Evolution team to support their development requirements."

Commenting on the contract award, Craig Fawcett, General Manager Cowal Gold Operations said: "This development is an important component of achieving our objective of producing 300,000 ounces per annum at Cowal. We look forward to working with PYBAR to deliver this project effectively."



PYBAR is undertaking underground exploration decline development and diamond drilling at Evolution Mining's Cowal Gold Operations.



The commencement of the underground portal.



This contract further strengthens our position in the Eastern seaboard following the announcement of our contract at Peak Mines late last year. – Brendan Rouse, CEO

PEAK PROGRESS

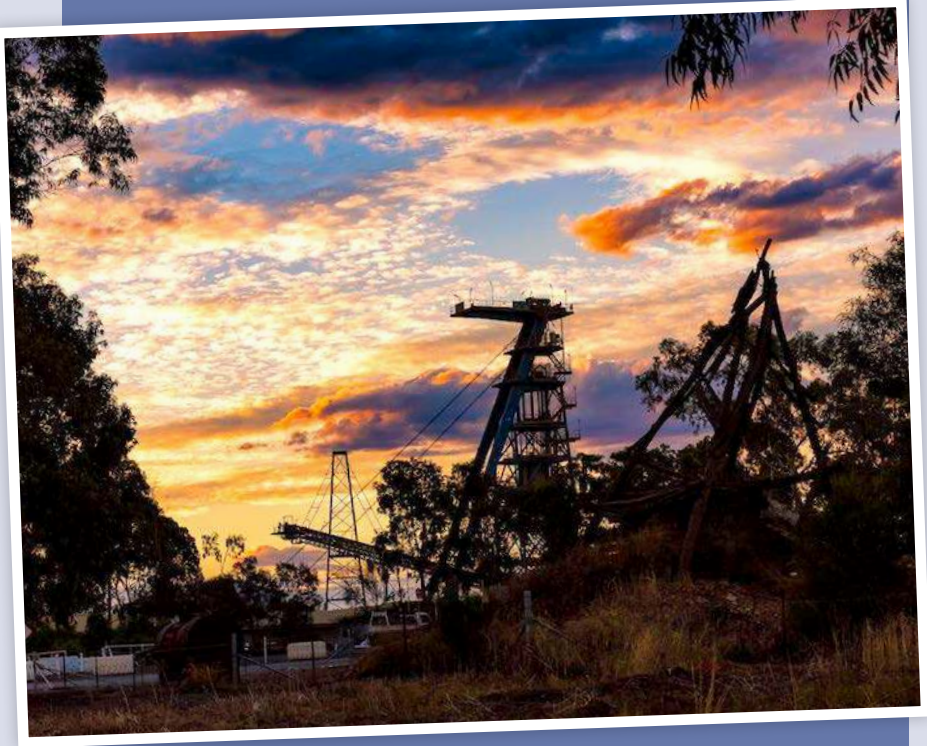
PROJECT GEARS UP

With the new contract at Aurelia's Peak Gold Mines commencing on 1 February, the project is now in full swing.

Peak is a full underground turn-key project which has involved the transfer of a number of Aurelia's underground employees to PYBAR along with the acquisition of some of the Peak fleet.

The initial five year contract provides us with an opportunity to establish a prominent position in the Cobar region and support the local community.

We will be offering traineeships and apprenticeships during the course of the project.



PEAK STATS

- 29,521m development
- 541,405m production drilling
- Total of 12.99 million trucking TKM
- 2.9mt of production bogging
- 1.9mt of waste rock fill and 173kt cemented rock fill
- 8,837m3 shotcrete



Neal Valk General Manager at Peak Gold Mines with our Operations Manager Dave Hunter.

NEW PROJECT MANAGER AT VIVIEN

WELCOME HOLLY ALLDAY

In November last year we welcomed Holly Allday as our new Project Manager at Vivien.

Holly is a Mining Engineer and has spent the last 11 years in Australia working in contract mining, specialising in project optimisation and management. Prior to that she worked in Alaska, lived in the UK and grew up in the Middle East.

"I'm an engineer by trade and slow runner by choice, and have worked on numerous projects with a variety of commodities and clients from minors to giants.

"Taking on the role of Project Manager at Vivien, I hope to be in the thick of rebuilding the western empire for PYBAR.

"My mantra is that people are the very foundation of any success and the greatest resource we have."

Welcome Holly!



Holly Allday

VITAL STATS

- Name: Holly Allday
- Position: Project Manager, Vivien, WA
- Favourite bands: Iron Maiden, Millencolin
- Hobbies: (Slow) running! Brazilian Jiu Jitsu
- Favourite food: Bacon!



HERA DUST STORM

MOTHER NATURE'S NYE DISPLAY

We didn't get fireworks, but Mother Nature certainly put on a show for the Hera team on the last afternoon of 2018 when a massive dust storm rolled in over Hera mine at 4.30pm on 31 December.

Raised dust from drought-ravaged properties in Western NSW and beyond was picked up by the prevailing winds and blown through to the east coast. The dust storm also enveloped nearby Dubbo, forcing the cancellation of the regional centre's New Year's Eve fireworks display.



The dust storm rolling over Hera mine.

NEW WEIGHBRIDGES

IMPROVING DATA ACCURACY AND EFFICIENCY

The first of our new weighbridges with load scanning capability were installed at King Vol and Mungana in January and February.

The two new dynamic weighbridges are the first of three with load scanners; the third will be installed at the Thalanga operations.

The weighbridges have the ability to scan and weigh the full and empty truck weights for every cycle, record the weights and the cycle times, and then upload the data to the WebBAR database to assist in accurate claim preparation.

More accurate data, more efficient cycle times

This capability is particularly valuable at sites with a high variability in ore and waste density as our haulage is often paid for in tonne-kilometres. The weighbridges also provide haulage efficiencies as they can record the data without needing the trucks to stop.

PYBAR's Mick Brown and the team from NCH Civil have worked hard to complete the civils and installation of the weighbridge systems in some challenging wet season conditions, and ownership of the projects by site personnel has ensured success of commissioning at the various sites.

The fourth new weighbridge is planned for Woodlawn. With our existing weighbridge at Hera, this will increase our fleet to a total of five dynamic weighbridges.

We want your ideas!

Remember: if you have a suggestion that could improve how you do your job - to make it safer, more efficient or more productive - tell your Foreman, SHET Professionals or Project Manager. Every idea is assessed for inclusion in our innovation register for further investigation.



The new weighbridge at Mungana.



The load scanning capability of our new weighbridges is particularly valuable at sites with a high variability in ore and waste density as our haulage is often paid for in tonne-kilometres.

WHAT'S NEW WITH WEBBAR

THE LATEST FEATURES

The WebBAR database has been undergoing a number of improvements in recent months with further configurations coming soon.

WebBAR now has the following features and additions:

- **WebBAR central menu:** grouping buttons have been added to allow room for Message Board.
- **WebBAR input page:** performance improvements have been made such as the ability to reverse an import of an operator.
- **Data export function:** this can now handle bigger datasets. A Date/From filter has also been added and it can now handle multiple spreadsheet tabs.
- **Pre-starts/TWIs page:** this now has two new tabs, Hazard Management and Fault Management, and can pre-populate feedback answers on a right click.
- **Shift summary – mining:** various improvements have been made including the ability to change equipment on a task.
- **Shift summary – maintenance:** various improvements and roll out to fitters and storepersons.



WebBAR has a host of new features as we continue to improve the platform.

Coming soon

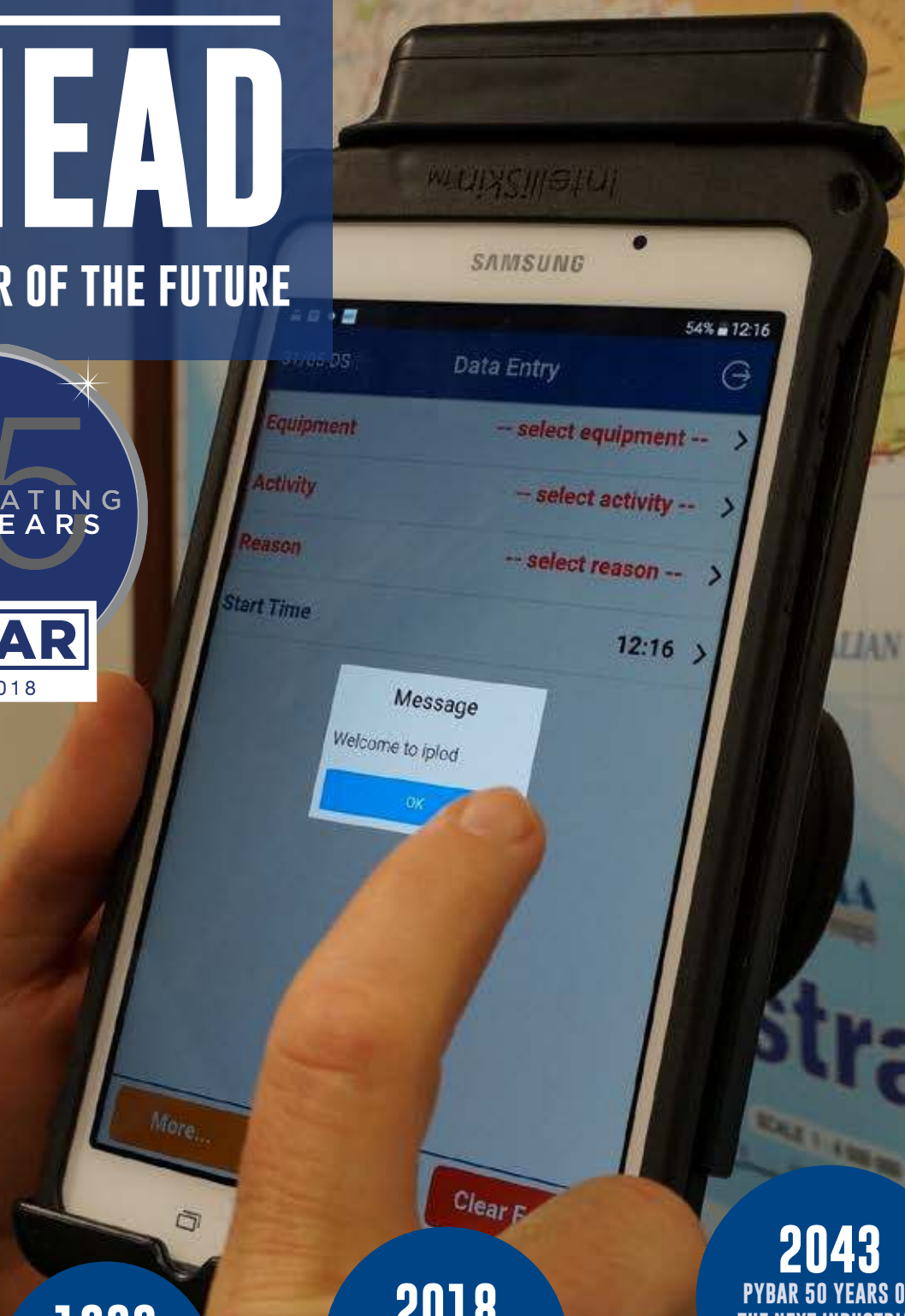
We will also be configuring these features very soon so stay tuned!

- **Task preview:** will provide a new method of reviewing tasks with all questions and photos included.
- **Video help portal:** we will be putting up help videos for each page in WebBAR.
- **Message Board:** this will easily communicate to users all new features and videos.
- **Item posting:** this will handle Associated Resource information for fuel posting.



LOOKING AHEAD

THE PYBAR OF THE FUTURE



1993

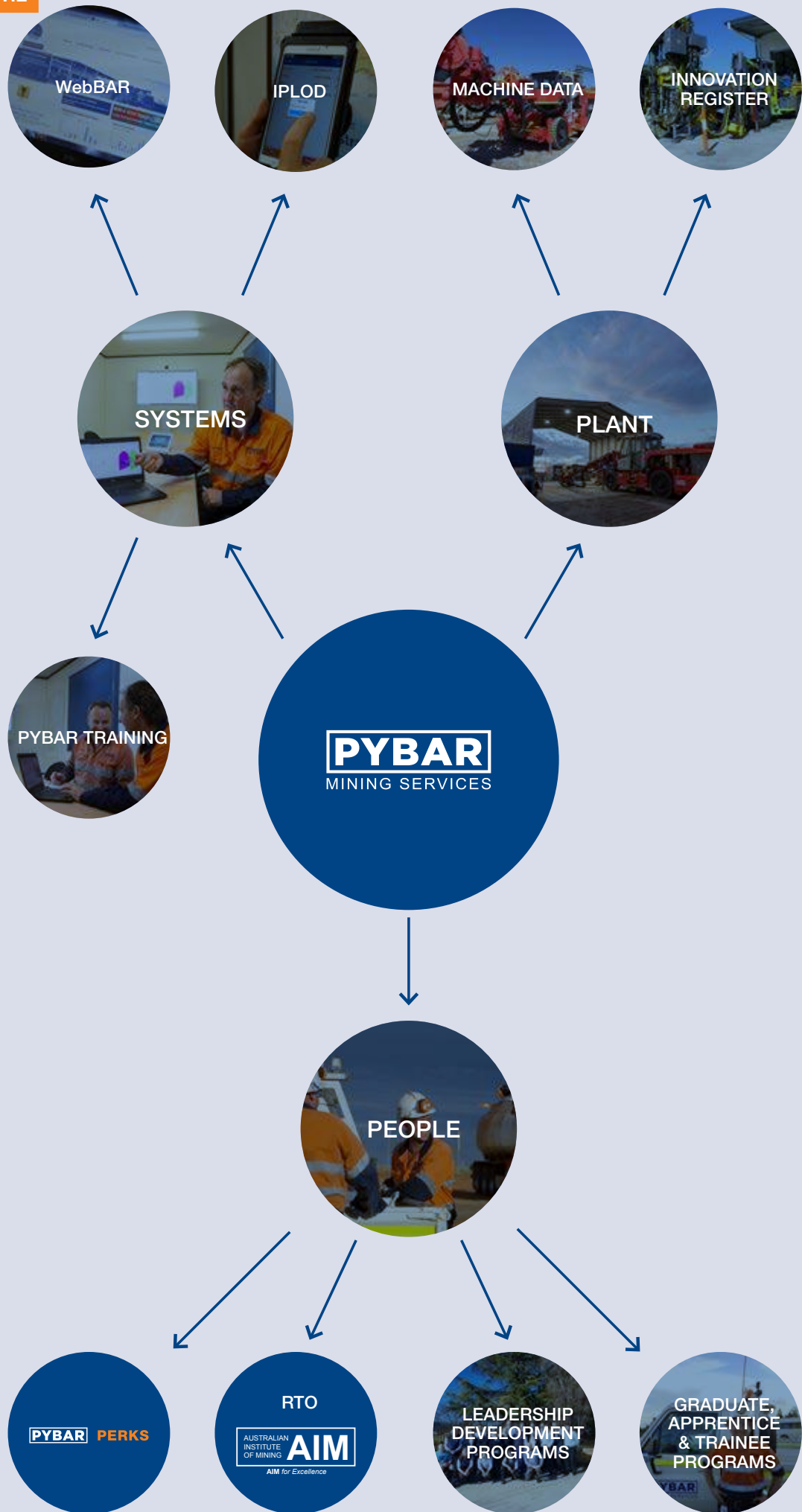
PYBAR FOUNDED
INDUSTRIAL
REVOLUTION 3.0

2018

IPLD EVOLVES
INDUSTRIAL
REVOLUTION 4.0

2043

PYBAR 50 YEARS ON
THE NEXT INDUSTRIAL
REVOLUTION?



AGILE EFFICIENT PROGRESSIVE

THE NEXT 25 YEARS OF PYBAR

Maintaining our agility and nurturing our culture of problem solving and continuous improvement will stand us in good stead for future growth.

Innovation, technology, data, and how we adapt and grow our skill sets accordingly will continue to be the big industry trends and challenges as we plan and navigate the next 25 years and beyond.



"Whilst we collect an enormous amount of data now, how we use it to our advantage in the future will help us to continue leading the way in the utilisation of resources and the provision of a standardised quality service across all of our projects."

– Brendan Rouse, CEO

"As we head into a new digital industrial revolution, we need to be ready to respond to advancements and adapt our business model to this disruption, and I believe we are well prepared for this."

– Andrew Rouse, CSO



PLANT AND SYSTEMS

BREAKING NEW GROUND THROUGH INNOVATION AND COLLABORATION

From IT innovations to on-the-ground ideas, at every level of our business we're harnessing the power of our people to continuously improve our business.

Inhouse innovation

Our iPlod and WebBAR platforms continue to evolve and improve.

The WebBAR production database has been online since 2011. In 2017, the introduction of the iPlod app allowed mobile collection of data and put smart devices in the hands of our underground operators.

The iPlod and WebBAR systems have continued to evolve with new functionality and increased integration which is extending their use to fitters, with our storepersons next in line.

The ability to get timely, validated information in front of our workforce as they need it, as well as a flexible mobile data entry system that any task can be configured into, is producing tangible efficiency, productivity and safety benefits.

Now, imagine 14 mining sites with approximately 800 operators. Imagine reducing the administration of data by 75%, saving over 24,000 hours in just one year.

"The introduction of our iPlod paperless data entry system coupled with our bespoke production system WebBAR is providing us with a platform for the future and a tool to place information rapidly back into the hands of the people who drive the outcomes. We have a truly integrated solution here which will continue to add value across the entire business."

– Andrew Rouse, CSO

The future for iPlod is focused on increasing the usefulness of our captured data. This includes:

- making data capture easier for end users with form automation;
- moving towards data recording i.e. replacing entry points with more data coming directly from machines, meaning less need for data input;
- better information which is more easily available to end users e.g. all documented procedures available to operators on the job, safety hazards available on device per location;
- improving driving behaviours e.g. using the data capture interface to promote safe thought processes, sending KPI performances to individuals to give them a sense of the importance of their efforts;
- setting the platform for good decision making e.g. having the correct information on hand when you need it, running simulations of decision outcomes and consequences; and
- improving the QA platform e.g. all tasks can have some QA associated with them, making them easily reportable and actioned.

Innovation register

The most tangible safety, productivity and efficiency gains often come from ideas borne from the 'shop floor'.

Our innovation register gives everyone across the business the opportunity to share ideas on how we can improve our operations. From safety devices to rigs to new techniques and methods in underground mining, every suggestion is recorded and evaluated.



INVESTING IN OUR PEOPLE

WHAT DOES YOUR FUTURE AT PYBAR LOOK LIKE?

There's no doubt that the key to a successful future lies in our people. It's your ideas and insight that make the difference and that's why we're continuing to invest in our training and development programs.

Registered Training Organisation

Our RTO certification will allow us to undertake certified training and issue nationally recognised qualifications to employees who complete the registered training programs.

Through our RTO, known as the Australian Institute of Mining (AIM), PYBAR will be recognised as a best practice organisation. AIM will create multiple opportunities across business growth, recruitment and retention – further improving the career opportunities and pathways for our employees.

Our initial registration application includes both the Certificate II in Underground Metalliferous Mining and Certificate III in Underground Metalliferous Mining.

Development Programs

Supporting personal development has always been important and it's even more so in today's digital world.

Our leadership program has been a huge success and is extending to all management levels. Complementing this is the roll out of our site-based The Perfect Day program. These initiatives will continue to grow and develop as we help our people adapt to the ever-changing environment, supporting them to become better leaders, tech-savvy operators and even more safety-focused.

Graduate, apprenticeship and traineeship programs

The sustainability of our industry relies on the next generations. We will continue to grow our programs for graduates, apprentices and trainees offering an ever-expanding range of roles to maintain and grow the skill sets that will take us into the future.



"The only constant thing in the future is change, so ensuring our people and our business model can handle this will be a key success driver."
- Andrew Rouse, CSO

CORE AWARDS

RECOGNISING OUR NOVEMBER, DECEMBER & JANUARY WINNERS

Our 2019 CORE Awards program has begun! Congratulations to all the monthly winners below who have kicked off the 2019 Awards with a bang. Don't forget to LIKE the PYBAR Facebook page and login to PYBAR PERKS to congratulate the nominees and winners!

**SAFETY
SERVICE
RESPECT
RESULTS**

NOVEMBER



ADAM SPENCER – SAFETY + RESULTS

JUMBO OPERATOR, BLACK ROCK

Adam continuously exceeds expectations, has an excellent work ethic and a consistent commitment to his job and safety.

TYSON GARDAM – SERVICE + SAFETY

BOGGER OPERATOR, HENTY

Tyson always displays a good work ethic and nothing is a problem. He is punctual, hardworking and safety conscious. A great example to others.

AARON CLARKE – SAFETY

MAINTENANCE FOREMAN, THALANGA

Aaron consistently upholds high safety standards at his workshop.



STUART ROBERTSON – SERVICE

MAINTENANCE FOREMAN, DARGUES

Stuart worked tirelessly over several weekends to get critical repairs completed on machinery and to train new staff.

KACIE SCHMIDT – SERVICE

SITE ADMINSTRATOR, MOUNT ISA

Kacie is always willing to give a helping hand no matter what the job (even when she is on break). When the engineers have been absent or offsite she has been very helpful in filling in that gap to allow site jobs to be continued without delay.

NATHAN JULIEN – SERVICE

SERVICE CREW, MUNGANA

Nathan shows great enthusiasm, is willing to learn and move forward. He takes pride in his work and tasks, doing everything safely.

MICHAEL CREESE – SERVICE

SHET COORDINATOR, ORANGE OFFICE

Michael displays an impressive level of professionalism and skills as an assessor.

SCOT GIBBONS – SERVICE

LV FITTER, VIVIEN

Transferred from Woodlawn, Scot has proven to be a great addition to the workshop. Nothing is too big or too small, he just gets the job done. A pleasure to work with.



JOHN DEACON – RESPECT

TRUCK OPERATOR, HERA

John goes above and beyond his day to day duties and respects his workplace.

LEON WENZLICK – RESPECT + RESULTS

SHIFT SUPERVISOR, PEAK

Leon has stepped up to his leadership duties, taking control and direction in coordinating Peak employees and achieving targets.

CHRIS STANLEY – SERVICE + RESPECT

SHIFT FITTER, WOODLAWN

Chris took the time to train co-workers on the water truck and always ensures tasks are completed on time and to a high standard.



JAMES OWEN-TURNER – SERVICE, RESPECT + RESULTS

STOREPERSON, KING VOL

James is a hard worker who's always looking to improve things. He produces results and delivers on time.

LORETTA PATTERSON – RESULTS

DRILLER, THALANGA

Loretta always jumps in and does anything she is asked to do and always helps co-workers.



January winner from Black Rock, Johannes Vermaak.



January winner from Woodlawn, Daniel Salt.

DECEMBER

**GRAHAM BUTLER – SAFETY**

JUMBO OPERATOR, KING VOL

Graham identified a hazard with an eye bolt, avoiding a safety risk.

OLIVER CASSIM – SAFETY, SERVICE + RESULTS

FIELD ASSISTANT, DARGUES

Olly displayed amazing progress with the noxious weed control program at Dargues, receiving positive comments from local residents. His TWIs are also consistently of a high standard.

CHRISTIAN GREEN – SAFETY + SERVICE

SHOTCRETER, PEAK

Christian always performs with a safe work ethic.

LUKE JOHNSTONE – SAFETY

CHARGE-UP OPERATOR, BLACK ROCK

Luke recognised a fault with the Normet Charmec unit's man basket prior to commissioning, which has saved possible incidents and the company money.

**ASHLEY AITKEN – SERVICE + RESULTS**

SHIFT FITTER, HENTY

Ashley always puts in 100%. No job is too big or too small.

JOSH SPRADBROW – SERVICE

CHARGE-UP OPERATOR, HERA

Josh came in for overtime between Christmas and New Year to provide charge-up coverage. At a time when people were taking leave, Josh stepped up and came in which was a big help.

ANDREW SAMWAYS – SERVICE

MANAGER BUSINESS SYSTEMS, PYBAR CORPORATE

When called on to help train the maintenance team for the raise bore division, Andrew jumped straight in to set up training times in the busiest week of the year and then provided beneficial training with a follow up plan.

IAN PECKITT – SERVICE

LH FITTER, WOODLAWN

Ian took the initiative, taking charge and setting up the new crib room and workshop.

ERINNE OSTINI – SERVICE

SENIOR SITE ADMINISTRATOR, CADIA VALLEY OPERATIONS

Erinne is phenomenally dedicated to her job. She regularly stays back to organise flights and changes for many employees and is able to work autonomously to achieve the best outcomes. She thoroughly understands our service standards.

**MICHAEL WATKINS – SAFETY, SERVICE, RESPECT + RESULTS**

CHARGE-UP OPERATOR, MUNGANA

Michael works to the best of his ability and works hard. Nothing is a problem.

**BRAD HAMILTON – SAFETY + RESULTS**

HMR DRILL ASSISTANT, HMR WORKSHOP

Brad, with his colleague Luke, stripped down a drill in an efficient manner and reassembled the unit, following instructions perfectly.

LUKE WERNIK – SAFETY + RESULTS

HMR DRILL ASSISTANT, HMR WORKSHOP

Luke, with his colleague Brad, stripped down a drill in an efficient manner and reassembled the unit, following instructions perfectly.

CYRIL PILCHER – RESULTS

JUMBO OPERATOR, THALANGA

Cyril always gives 100% and fills in doing any role without complaint.

STEVEN WILSON – RESULTS

CHARGE-UP OPERATOR, VIVIEN

Steven goes above and beyond. He performed an excellent job cleaning up the stope and digging out the crater around the rise to find all the holes.

JANUARY

**LUKE SHERIDAN – SAFETY**

AGI OPERATOR, MUNGANA

Luke drives the bus safely to work and back to camp.

SHANEO MILLER – SAFETY

HMR – DRILL ASSISTANT, CSA

Shaneo performed heat management for himself and the team in extreme working conditions.

JOHANNES VERMAAK – SAFETY, SERVICE, RESPECT + RESULTS

SHIFT FITTER, BLACK ROCK

Johannes always makes safety the number one priority in all of his work.

WAYNE COFFISON – SAFETY, SERVICE, RESPECT + RESULTS

MAINTENANCE PLANNER, THALANGA

Wayne is one of the unsung heroes on site. He was heavily involved with the innovative, safe and successful retrieval of a bogger, working day and night to achieve this result.

**DANIEL SALT – SERVICE + RESULTS**

STOREPERSON, WOODLAWN

Daniel bends over backwards for his crew. Nothing is ever an issue and he is always ready to assist with no complaints.

JACOB O'HARA – SERVICE + RESULTS

SERVICE CREW, VIVIEN

Jacob didn't let a blocked stope beat him. He got the job done allowing us to fire two stopes in one shift.

RICK CARNEY – SAFETY, SERVICE, RESPECT + RESULTS

BOGGER OPERATOR, HERA

Rick operates at a high standard every day. He shows great initiative and always leads from the front with a smile.

**TRENT ILPOLA – RESPECT + RESULTS**

JUMBO OPERATOR, MOUNT ISA

Trent always goes above and beyond his role, helping fitters on breakdowns.

ANDREW CALLAN – RESPECT + SAFETY

SHIFT SUPERVISOR, DARGUES GOLD MINE

Andrew always takes the time to show green people the right procedures.

BEN JOHN KNIGHTS – RESPECT, SERVICE + RESULTS

JUMBO OPERATOR, KING VOL

Ben puts a lot of pride into his work and completes tasks in a timely manner.

**NIGEL CHAN – RESULTS**

BUSINESS SYSTEMS ADMINISTRATOR, PYBAR CORPORATE

Nigel dropped everything to create a new complex report that was needed for a crucial matter. He delivered exactly to the scope with no fuss and no excuses.

PETER SIMON – RESULTS

MINE FOREMAN, PEAK

Peter's positive direction and leadership during the Peak start up and transition period was great, resulting in a good performance.

ANTHONY BENNETT – RESULTS + SAFETY

HMR – SUPERVISOR, PADDINGTON

Anthony completed a detailed JHA to recover DD0016 at Bullant from further damage. He goes above and beyond to ensure HMR's standards and productivity are met.

CHAD O'NEIL – RESULTS + SAFETY

HMR – DRILLER, PADDINGTON

Chad worked with Anthony (above) to complete a detailed JHA to recover DD0016 at Bullant from further damage. He too goes above and beyond to ensure HMR's standards and productivity are met.

THE PERFECT DAY

PROGRAM LAUNCHES AT HENTY

You know those days when everything just goes to plan? Well, we've now developed a system to help crews identify and replicate those perfect days.

Last year, Bram Connolly, our Supervisor Trainer facilitated working groups involving mine and maintenance foremen and shift supervisors from across the business. The workshops were designed to understand the tasks, personal and group behaviours and the high performing habits of individuals and teams that are required for a site to have "The Perfect Day".

Once the elements were understood, a score card was developed which mapped these behaviours across a two-shift timeframe. The score card empowers leaders to support their crews in replicating "The Perfect Day". A perfect day is dependant on both shifts mutually supporting each other and the site achieving their mandated targets.

Henty trial a success

Henty Gold Mine was identified as the trial site for the launch of the initiative, which was introduced in January 2018. The site team proved to be very receptive and provided invaluable feedback which helped us to iron out some of the friction points. In adopting "The Perfect Day" initiative, the site had one of its best months with regards to low incident rates and strong performance.



Some of the team at Henty - the trial site for the launch.

"I'm pleased to pass on that the crews have achieved some very high shift scores including several Perfect Days. As time goes on, the crews are developing the behaviours, habits and traits further, and understand what is required to string together Perfect Days," said Bram.

Some key observations from the implementation have been the increase in communication between maintenance and crews, and the collaboration between shifts. A framework now exists for mine foremen and shift supervisors to have positive conversations with the crew around expectations.

Great work Henty!



I'm pleased to pass on that the crews have achieved some very high shift scores including several Perfect Days.
- Bram Connolly, Supervisor Trainer

PROJECT MANAGERS' LEADERSHIP TRAINING

BUILD RESPECT, GET RESULTS

With the Shift Supervisors taking part in courses over the last year, in December 2018 it was the Project Managers' turn. Our new Project Manager at Vivien, Holly Allday, shares the experience.

"The Managers' Meeting is coming up and the Project Managers are all going on a leadership exercise" WA Operations Manager, Wayne Gough told me as he welcomed me into the fold in November 2018.

As most are aware, there has been a renewed focus on leadership within PYBAR. Without good people businesses fail so it's refreshing to work for a company which is taking steps to develop their leaders and challenge them to continue to learn no matter their experience.

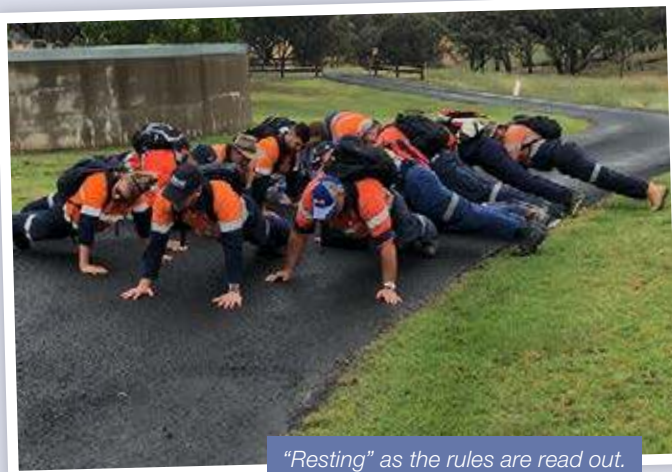
The location was selected - "The Farm" (thanks to Paul Rouse for lending his farm for the exercise) - and we were all instructed to turn up in full hi-vis ready for action at 4pm.

WHAT DID THE EXERCISE TEACH US - OR WAS IT JUST PURELY PUNISHMENT?

- Communication is key!
- Allocate resources for efficiency
- The welfare of the team impacts results
- To achieve success, know the team's capabilities
- Discipline and focus keep the team on track
- Leader welfare impacts delivery
- Acknowledge emotional responses
- Things change, plans change - everything changes
- Create a better work environment for the team - never underestimate how welcome comfort can be
- Feedback is important



All of us who participated have something in common now and a shared experience that hopefully will help us in our positions as managers and leaders. Next time, it's the Operations Managers' turn.



"Resting" as the rules are read out.

Pushed to our limits

We were split into teams and placed in "resting positions" for what seemed like forever (a standard push up) as the rules were read out. My team, aptly named Team Kick-Ass, didn't quite dominate in the first day's activities but we made up for it with wit and character. To be fair, Team Red was on the ball.

Then came activities, races and attempts to achieve goals in silence; a little harder for some than others, but we got through.

Overnight we tried to sleep in the old woolshed. It was cold, the floor was hard for there were no beds provided nor blankets, and it was no surprise that 1am came and we were again marched into the countryside to finish the rest of the night camped on a hillside eagerly awaiting the orders.

These came thick and fast at 5am and for the next 11 hours we carried, pushed, pulled, mended trailers, hiked up and down hills over and over and then, when we thought we couldn't go any further, we did it all over again. We were tired, hungry, pushed to our limits physically and mentally... but we did it all - together! It was an incredible experience.

It struck me during the exercise when we were hauling that heavy laden trailer, everyone giving 100%, that we were joined quietly by one of our PYBAR senior leaders who came and put his shoulder into the fray alongside us. Leadership isn't necessarily from the front, sometimes it's from the back, but more often than not, it's alongside. Thanks Brendan.

During the exercise we were asked what leadership is to us, and I shall leave you with my take on it: To me, leadership is the ability to get extraordinary achievement from ordinary people.

Stay safe and remember; leaders don't create followers, they create more leaders.

Holly Allday - Project Manager, Vivien



Early morning hillside training.

DARGUES

COMMUNITY MEETING



Locals gather at the latest Dargues Gold Mine community information meeting.

MORE JOB CREATION TO COME

The latest Dargues Gold Mine community information meeting was held in January to update local people on project milestones and upcoming activities and employment opportunities.

Around 70 members of the local community attended the meeting to hear the latest on the progress of the processing plant, due for completion by the end of this year, and other site infrastructure construction works. They also received an update on the progress of underground development, which is tracking well against plan, with the first ore production scheduled for the fourth quarter of 2019.

New project members took the opportunity to introduce themselves and meet with members of the public at an afternoon tea following the information session.

Job creation

The team also shared information on employment opportunities that will be available as production ramps up.

Shannon Green, Dargues General Manager, said: "With process plant construction about to get underway, we will see activity on site ramp up considerably. We currently have 33, mainly local, people employed on site and those numbers will increase to up to 120 when mine production is in full swing.

"Community engagement is an important part of the Dargues operation and includes employment and purchasing opportunities as well as support of local events and organisations."



We currently have 33, mainly local, people employed on site, and those numbers will increase to up to 120 when mine production is in full swing. - Shannon Green, Dargues General Manager



Our team of engineers at our November PIE-Days.

PYBAR

INTERNAL ENGINEERS'

DAY 2018

DEVELOPING AND RESPECTING OUR TALENT

Following on from the success of the inaugural event in 2016, PYBAR held the second of the biennial PYBAR Internal Engineers' Days – 'PIE-Days' – in Orange over 13 and 14 November 2018.

Our Executive Team Paul Rouse, Brendan Rouse, Andrew Rouse and Scott Todd welcomed our valued engineers to the event and kicked-off proceedings, which were hosted and led by our Technical Services Manager, Chris Yap. The PIE-Days were a great opportunity for the 25 plus engineers employed across the business to share ideas and improvements from their sites as well as network with their peers.

Leadership training was also delivered by Supervisor Trainer Bram Connolly and focused on team activities that helped to define what qualities a great leader should possess.

Industry leaders

PYBAR is very fortunate to have a talented group of engineers with a wide range of skill sets involved in project management, estimating, business systems and innovations.

Our engineers add value to all facets of the business and are leaders within the industry. We look forward to developing our engineers in all stages of their careers and growing our engineer base over the coming years.



Our engineers add value to all facets of the business and are leaders within the industry.

APPRENTICESHIP PROGRAM

MEET OUR APPRENTICE FITTERS

Our apprentices play an important role in ensuring the continuity of trade skills and best practice standards.

At PYBAR, we pride ourselves on providing great learning opportunities for local people to develop the skill sets that are required for our projects. With an overwhelming response

to advertised apprenticeships each year, we are able to select high achieving applicants to join our team.

It's great to see our company doing our part for the resources industry by providing pathways to rewarding careers and addressing the workforce skills shortage.

It's particularly rewarding to see our apprentices evolve into talented tradespeople through the PYBAR apprenticeship program.

Here, meet our current team as they share with us a bit about their roles.



QUINTON JONES - VIVIEN

Commenced: January 2017

WHAT HAVE YOU LEARNT SO FAR?

I've learnt how to do complete services on my own and a variety of ways to fix machines broken down underground.

WHAT DO YOU ENJOY MOST ABOUT THE PROJECT YOU ARE WORKING ON?

My co-workers.



NATHAN DOBSON - HENTY

Commenced: January 2017

WHAT HAS BEEN MOST CHALLENGING FOR YOU?

The amount of information I need to take in and remember.

WHAT DO YOU ENJOY MOST ABOUT THE PROJECT YOU ARE WORKING ON?

The guys I work with. They're always keen to lend a hand and give information when needed.



BYRON MCMILLAN-BOS - HENTY

Commenced: November 2017

WHAT DO YOU ENJOY MOST ABOUT THE PROJECT YOU ARE WORKING AT?

The location and the people.

WHAT ADVICE WOULD YOU GIVE ANYONE INTERESTED IN STARTING AN APPRENTICESHIP WITH PYBAR?

Go for it. It's a great place to work. Listen and take on everything you get taught.



HARRY HARTMAN - HERA

Commenced: January 2018

WHAT HAS BEEN MOST CHALLENGING FOR YOU?

Catching up on TAFE after having a bit of unplanned time off but I'm sure I'll get through it.

WHAT DO YOU ENJOY MOST ABOUT THE PROJECT YOU ARE WORKING AT?

I get to do a lot more as an apprentice compared to being at a bigger mine site.



JACOB GERSBACH - ORANGE WORKSHOP

Commenced: January 2018

WHAT HAS BEEN MOST CHALLENGING FOR YOU?

Transitioning from road transport to mobile plant, but it's been very enjoyable.

WHAT DO YOU ENJOY MOST ABOUT THE PROJECT YOU ARE WORKING ON?

The finished product of the equipment we maintain.



JAYDEN STORR - THALANGA

Commenced: January 2018

WHAT DO YOU ENJOY MOST ABOUT THE PROJECT YOU ARE WORKING ON?

Having supportive bosses that give me every chance to succeed [...] and tradesmen working with me to reach my goal.

WHAT ADVICE WOULD YOU GIVE ANYONE INTERESTED IN STARTING AN APPRENTICESHIP WITH PYBAR?

Take the opportunity to excel and start a future with a company that could take you anywhere.



TRENT BLUE - MUNGANA / KING VOL

Commenced: January 2018

WHAT WERE YOU LOOKING FORWARD TO THE MOST WHEN YOU STARTED WITH PYBAR?

Learning trade skills in an industry that I've had an interest in for a very long time.

WHAT HAVE YOU LEARNT SO FAR?

The biggest thing would be how intricate and complex hydraulic systems are and how they work.



JAKE EDWARDS - MUNGANA / KING VOL

Commenced: March 2018

WHAT HAVE YOU LEARNT SO FAR?

A good understanding of how underground mines work and the equipment, and also how rewarding my trade can be.

WHAT ADVICE WOULD YOU GIVE ANYONE INTERESTED IN STARTING AN APPRENTICESHIP WITH PYBAR?

Go for it! You won't regret it!



JACK HUNTER - ORANGE WORKSHOP

Commenced: November 2018

WHAT DO YOU ENJOY MOST ABOUT THE PROJECT YOU ARE WORKING AT?

The diverse range of knowledge and experience which I can learn from.

WHAT ADVICE WOULD YOU GIVE ANYONE INTERESTED IN STARTING AN APPRENTICESHIP WITH PYBAR?

I would really recommend it to anyone. PYBAR really take care of their employees.

WELCOME TO OUR APPRENTICES AT PEAK!

Welcome to our two new apprentices Luke and Wyatt who have joined us from Aurelia as part of our Peak transfers.



L - R: Luke Newton, Peter Work, Maintenance Foreman and Wyatt Proudlove.

i-spy

PYBAR

ROUND THREE WINNERS

We've had another great round of entries with PYBAR spotted everywhere from the beach to the farm to the Townsville floods!

Thank you to everyone who entered and congratulations to our winners who have received \$100 of PERKS credit:

People's Vote: Adam Karimalis' fun snap of 'Frosty heading to the beach' won the most votes.

Judges' Vote: The judges loved Aaron Clarke's PYBAR pluggers helping out at the Townsville floods.

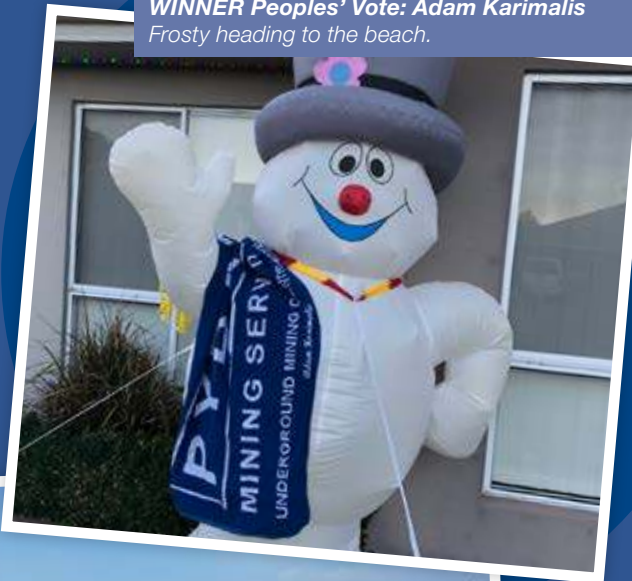
We look forward to round four which started on 1 April. Get your snaps ready to enter now as the earlier you enter the more time you have to get votes!

Don't forget - all eight winning photos from the four rounds are automatically entered in to the grand final round where they'll go up against each other for the final People's Vote and the chance to win \$400 of PERKS credit!

You can enter your round four entries at pybarperks.com.au. Just look for the I Spy PYBAR photo competition tile.

Happy snapping!

WINNER Peoples' Vote: Adam Karimalis
Frosty heading to the beach.



WINNER Judges' Vote: Aaron Clarke
Thanks for the pluggers - Townsville floods 2019.



Andrew Rouse

Lake Tabourie in NSW... spotted at my cousin's place.



Lee Chapman

PYBAR spotted on Narrabeen beach!



Katie McCracken

Diggin' PYBAR on the south coast.



Photos must be taken offsite and feature the word PYBAR or some PYBAR merch!

CELEBRATING FIVE YEARS SERVICE MILESTONE

In each edition of our newsletter, we recognise colleagues who have achieved five years of service with PYBAR.

Congratulations to the following employees who reached their five year service milestones in the quarter ending March 2019.

START DATE	EMPLOYEE	POSITION	LOCATION
13/01/14	Luke Newton	Apprentice Fitter	Peak
03/02/14	Jolyon Jardine	Project Manager	Corporate
10/02/14	David Whitmore	Bogger Operator	Cadia Valley Operations
17/02/14	Justin O'Brien	Bogger Operator	Cadia Valley Operations
17/02/14	Marcus Walsh	Bogger Operator	Cadia Valley Operations
24/02/14	Michael Muir	Bogger Operator	Cadia Valley Operations

5 YEARS 5 YEARS 5 YEARS 5 YEARS 5 YEARS 5 YEARS

OUR NEW CAREERS SITE

BIGGER, BETTER!

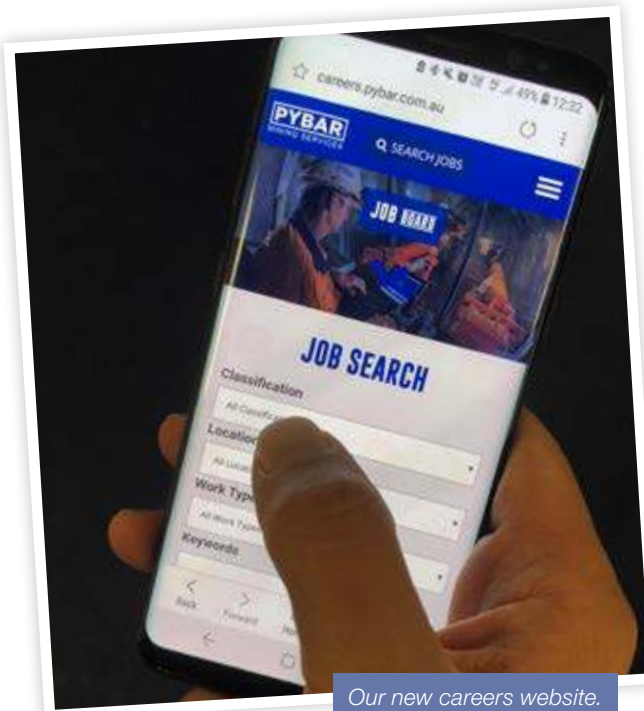
In January we launched our brand new careers website – a dedicated site for all our employment opportunities and more!

The new PYBAR careers site, careers.pybar.com.au, is a more engaging, more user friendly site than our previous webpages. It aims to not only provide a hub for all our jobs, but to showcase our values to prospective employees and why it's so great to work at PYBAR!

Several members of our team are currently featured in videos and testimonials, sharing some of their personal experiences and why they enjoy working at PYBAR.

As we continue to develop the site we hope to add more videos and other content such as blogs and useful resources to complement our other employee services such as PYBAR PERKS and the ESS.

We'd love you to visit the site, take a look around and send any feedback you may have to hr@pybar.com.au.



Our new careers website.



The site will continue to develop with more videos, blogs and other resources.



HEAD OFFICE

1668 - 1670 Forest Road
PO Box 2154
Orange NSW 2800

SYDNEY

Suite 1, Level 10
56 Pitt Street
Sydney NSW 2000

PERTH

Level 2, 14 Ventnor Avenue
West Perth WA 6005

KALGOORLIE

23 Broadwood Street
Kalgoorlie WA 6430

P 02 6361 6400 F 02 6360 2783 E pybar@pybar.com.au