



**Great things happen at the intersection of
People and Technology™**

Finally, the market has an option that combines Hexagon's leading safety technology with a people-centric change methodology, that drives sustainable adoption from day one.

**Industry Changing
Business Alliance**

Achieving value from your safety technology investment requires services and support that align people, technology and processes. We live in the most transformational time in history. Our ability to combine technology and people will enable us to solve mining companies' greatest challenges – safety, productivity, innovation, employee engagement and growth: all which impact results and shareholder value.

Your competitive edge depends on successfully humanizing, optimizing and digitalizing critical workflows and functions to improve and advance operational execution and behaviors. Behind every technology is the need for people to adopt its use for maximum benefit – the achievement of its initial and overarching objective. **In 2019, companies invested over \$1 trillion and 96% of businesses see it as important or critical to their business.** 86% say they have a two-year timeframe to plan and execute if they are to avoid negative consequences. Not every firm will be successful in their technology endeavors and some will not receive the return they expected.

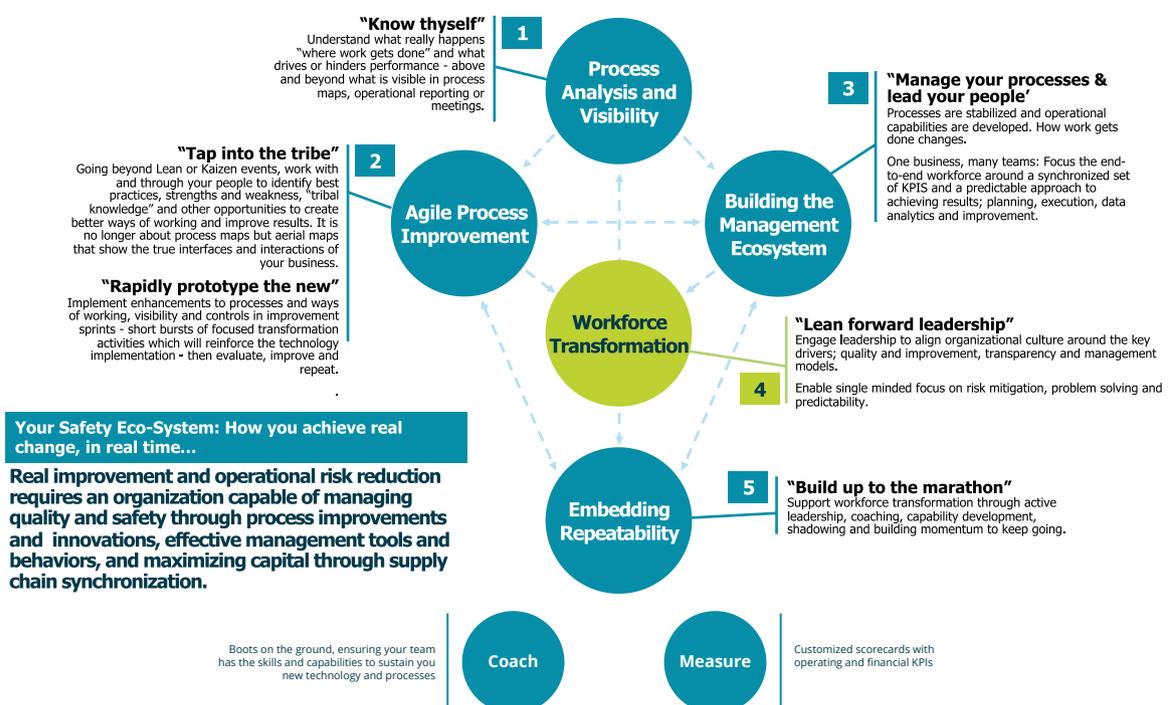
For these reasons, Hexagon and Proudfoot have formed a powerful alliance to support mine operators on their safety transformation journey. With our structured implementation and transformation methodology, we work with your people to ensure you obtain maximum value from your investment - placing people first and zero-harm as the central focus while they adopt and then utilize new technology for the long haul.

Between Hexagon and Proudfoot, we have connected our respective areas of expertise - addressing the technology, organization, project and behavioral change management components; the essential elements of a successful business transformation.

Delivering Zero-Harm

The success of your mine requires a balance between safety and productivity. While this concept of corporate responsibility is not new, advanced and integrated technology can effectively support this outcome. The real challenge of integrating industry leading innovation and **Safe Operations™** into a mining business is by accelerating the safety solution **sustainable adoption and business transformation. Safety demands nothing less.**

The **MineProtect** portfolio is the result of significant investment. Key acquisitions helped Hexagon assemble market-leading technology that now, with Proudfoot's support, can be adopted



seamlessly. Monitoring and analysis via the MineEnterprise platform ensures oversight of all organizational levels with accurate diagnostic tools to examine and improve operator behavior.

Like you, we are invested in safety. Advancing asset protection and ensuring everyone goes home safely is the primary outcome for all stakeholders. However, transformation initiatives come with inherent risk and are further compromised when considering sustainability.

The success of any transformation depends on people adopting new technology safely and rapidly for improved performance and growth. Without recognizing the junction of people and technology and driving

both in tandem, you risk addressing the new technology without delivering on the business case that must drive it or the behavioral change that will create it.

Collision Avoidance System (CAS) And Operator Alertness Leading Technology

The MineProtect portfolio, which represents more than 60% of the addressed mining safety market, offers a proven system for collision avoidance, personal protection, operator alertness monitoring, vehicle intervention and actionable data reporting. Proudfoot has led the implementation of improvement initiatives on 1000s of mines globally and is recognized as an industry leader in **Safe Operations™** business transformation and behavioral change.

Today, in mines worldwide, more than 35,000 vehicles and their operators depend on HxGN MineProtect Collision Avoidance System. Developed and proven over a decade, CAS saves lives. It is the foundation of an integrated safety portfolio that offers mines a scalable and versatile upgrade path.

CAS provides 360-degree proximity detection via an unobtrusive cabin display unit. It protects vehicles, assets and operators within 500 meters. It was the first such solution to market and Hexagon remains the only solution provider offering Level-9 vehicle intervention system. Peer-to-peer technology means CAS does not rely on network connectivity, so protection is always assured.

CAS integrates with the Operator Alertness System (OAS), a fatigue and distraction management solution to help maintain the level of attention necessary for long hours and monotonous tasks. The system uses a sophisticated computer vision algorithm to detect distraction and issue alerts all while reporting to a web-based platform to assess in real-time the fatigue and distraction risks of each operator.

Hexagon's MineProtect Personal Alert solution is an accident avoidance device worn by personnel that ensures 360-degree visibility of pedestrians within 50 meters of heavy equipment using the precision of Time-of-Flight technology. It fully and easily integrates with CAS and enhances equipment operator and personnel awareness in blind spots, noise, heavy traffic and poor visibility conditions.

The Safety And Operational Performance Multiplier

We recognize you need to run your mine safely and productively and build capability and capacity among your workforce, while also engaging beyond your gate into host communities and provide responsible stewardship of local resources for future generations.

You commute to the far ends of the earth and operate in challenging environments. We strive to meet those challenges with you by providing comprehensive safety solutions to protect your people and deliver results that improve bottom-line performance.

Hexagon employs more than 20,000 people in 50 countries and posts net

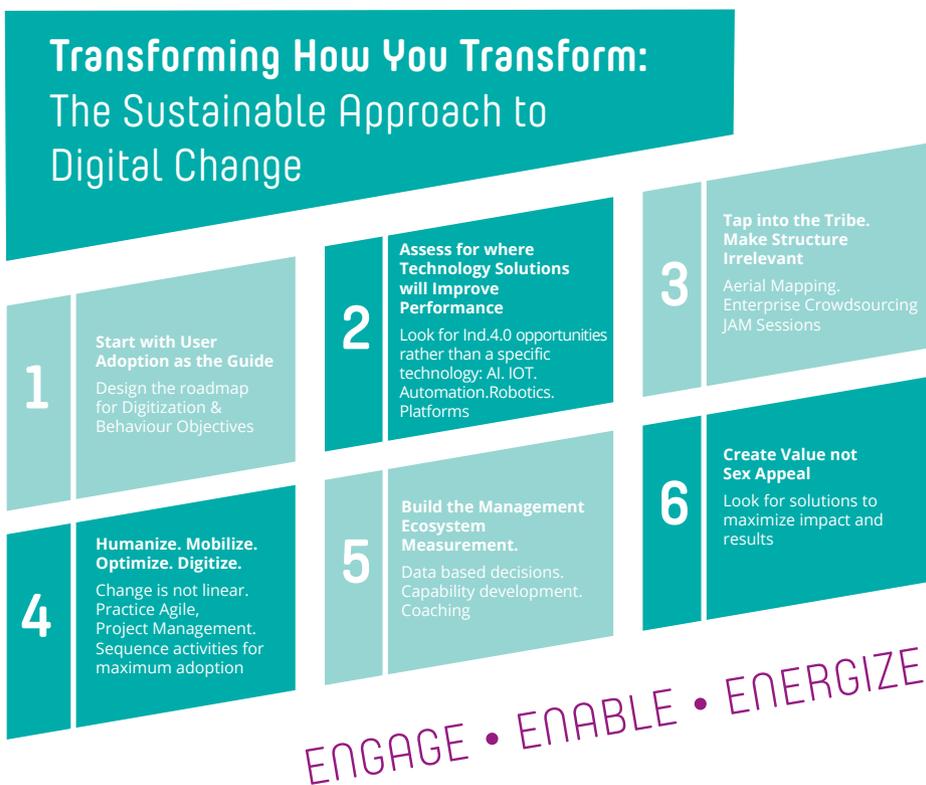
sales of approximately 4.3 billion USD. It offers the structure and process of a large multinational corporation coupled with the financial stability necessary to continually invest in solutions and in partnerships with companies like yours. The MineProtect portfolio is proven to reduce events by delivering critical and insightful data, allowing mine operators to adopt a proactive, preventative safety solution.

Proudfoot has been working with mine operators globally to drive fundamental performance improvements for over 70 years. Behavioral change is at the core of delivering results. Working with leaders to engage, enable, and energize their people, Proudfoot validates business improvement opportunities. It designs and implements intelligent systems and processes, and changes operator and management behaviors to transform and sustain performance for safe operations.

Together, Proudfoot and Hexagon help operators realize the benefits of increased productivity in the environment of an enhanced safety-driven culture.

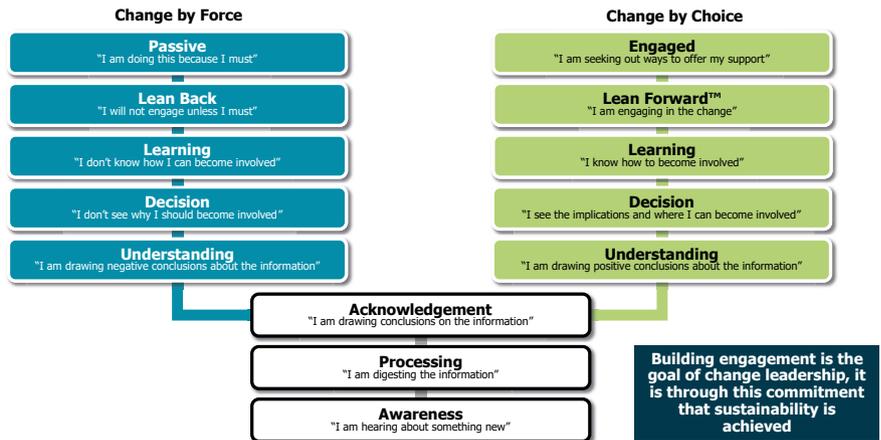
Change By Choice

These safety solutions are proven to raise awareness and reduce the risk of events. When the people who truly benefit from the technology, choose to take part. Technology can bring about a real safety and operational transformation. Key to behavior change and technology adoption are from line managers and the front line supervisor. Proudfoot's Triggering Transformation Survey findings reinforce this view: Of the safety and operational managers surveyed, 87% would like to be more involved in the process of change, and 72% would describe their personal commitment to making change happen as very high. But they often feel helpless, unsure how to participate and make a difference.



Only 55% of those surveyed feel they can influence the outcome in practice. That's the leadership "people" challenge.

Today's transformation programs are unprecedented in their scope and scale. Few businesses have comparable experience to draw on when it comes to fully implementing their safety technology and digital transformation approach. With the right aspiration, you won't need to command transformation. The focus should be on unlocking the hidden capabilities of your people through a methodology that engages them in **change by choice**.

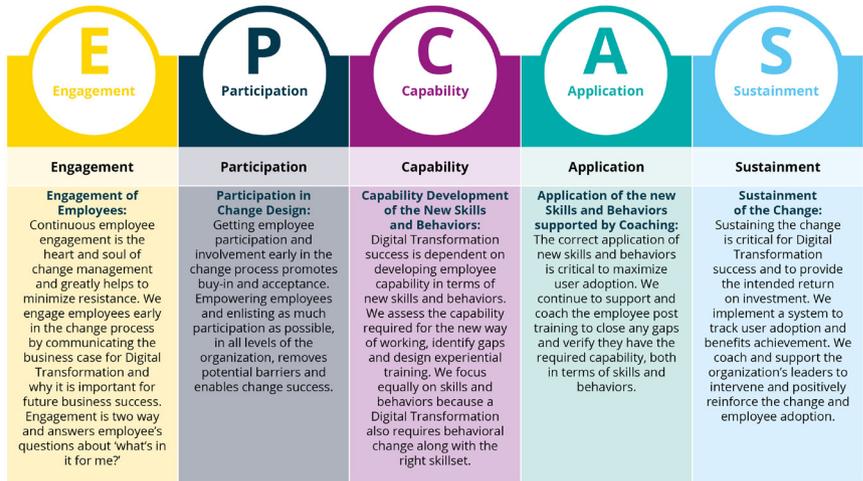


Accelerating Sustainable Adoption

We believe that supporting every employee through the change process is critical for successful digital transformation. Our CoVenture **EPCAS™** Employee User Adoption Model supports employees, from when the digital transformation is announced through to it becoming business-as-usual. Coaching is the core requirement of our approach: maximizing user adoption and ensuring the intended return-on-investment. EPCAS is built on 30,000 engagements with leaders and their teams to achieve behavior change. There are five main stages: Engagement, Participation, Capability, Application and Sustainment.

EPCAS™ Employee User Adoption Model

At Proudfoot we believe that supporting every employee through the change process is critical for Digital Transformation success. We use our proprietary EPCAS Employee User Adoption Model to support employees, from when the Digital Transformation is announced through to it becoming business as usual. This approach maximizes user adoption and provides the intended return on investment. Our model is a differentiator and has five main stages:



This Co-venture™ agile change management approach engages, trains, and inspires your people during your MineProtect™ system implementation.

How do we get started? We analyze your business, looking at your safety vision, observing current safety practices and behaviors, and determining people's knowledge to achieve your overarching strategic safety goals and objectives.

Based on a deep understanding of your business, **we'll work with your people to develop, through behavior-based design, a behaviour-based future state solution.** We will outline strategies for optimizing user adoption of your new digital infrastructure, while accelerating change and user adoption into the business to drive sustainability and continuous improvement from day one.

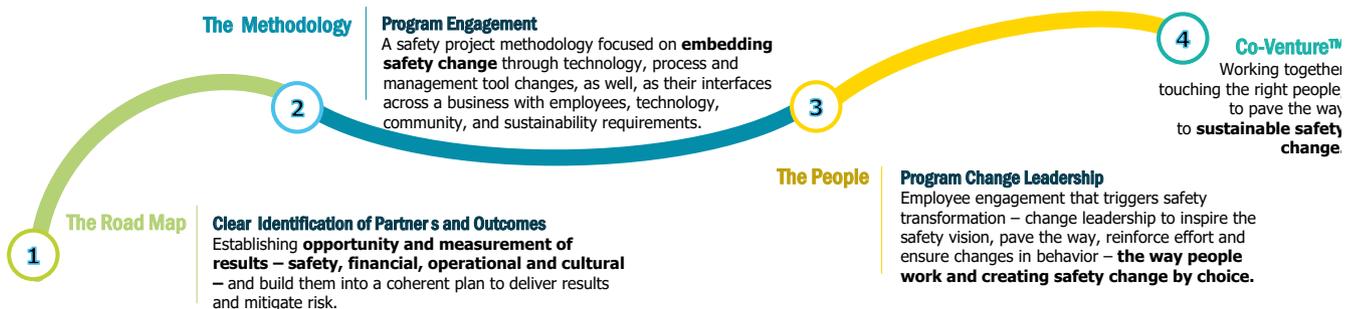
When your people Co-venture™ the solution, they "own" the changes, it increases user adoption, builds trust, and creates a "continuous improvement mindset" culture. But before change can be accelerated, it must be led. This requires a coordinated effort from leaders at every level to build a culture of **Safe Operations™**. It must be led to ensure your goals are met on time, while ensuring you achieve the zero-harm environment you are striving for: Building coaching capability in all leaders – front line management, supervision and team leaders is key to engaging people in change.

Consistency of management behaviors and high-performance coaching, creates certainty in the workplace, driving performance improvement, user adoption and sustains new working patterns and behaviors.

The Hexagon-Proudfoot Alliance Approach

1. A **roadmap** that leads the way – the safety change blueprint
2. A **multi-faceted improvement** methodology engaging people, processes, safety management tools and technology
3. **Change Leadership** to lead and reinforce your efforts creating change capable people and supporting safety transformation
4. **Co-Venture** to address the safety change together

Capability development safety is embedded into everything we do. **Coaching** is key - we invest time, ensuring the safety change is repeated into routine.



Active management behaviors create opportunities for coaching, increased motivation, a culture of accountability and a sense of ownership. We focus on eight fundamental behaviors; they start with a HeadsUp approach requiring management to be active and visible in the workplace, connecting with people to promote safety and include management activities such as setting expectations and giving direction, providing feedback, and problem solving.. These behaviours act as an enabler to the sponsor and leadership team who will have been previously equipped to lead the change using our support.

Ensuring your technology, processes and people are aligned with your safety and operational behaviors and performance requirements, we stay committed for the life of the program. **Safe Operations™** is the environment we work with you to create to make it possible for your people to optimize their performance and the results of your business, safely.

World-class technology backed by a world-class implementation methodology can make achieving your technology objectives and outcomes a reality. Our Safety Playbook sets out the concepts and step-by-step requirements any operator should follow to engage their people and communities, make sure their chosen technology is the best fit, and maximize the return on their safety investment.

We encourage you to read the Proudfoot – Hexagon playbook to understand and optimize your safety digital transformation journey. Much of the playbook is based on the fundamental learnings we have acquired from successfully and repeatedly implementing change across mine sites globally.

With much of the research on digital transformation and technology adoption pointing to high rates of failure, the combined Hexagon Proudfoot approach to digital transformation provides a roadmap to successful transformation.

Here are our top tips:

1. **'Know thyself'.** Alignment accelerates change.
2. **Each level in your organization must play its part** but middle and front-line leaders make it happen.
3. **Business is managed. People are led.** Each leaders job is behavior change.
4. **Tap into the Tribe & Make Structure Irrelevant:** Aerial map, 'enterprise crowdsource', allow voice. Collaborate.
5. **Create Active, Headsup Leaders at Every Level** connecting with people in real time to remove barriers to success.
6. **Humanize, mobilize, optimize, digitize:** Know the sequence of agile project management.
7. **Create t-Labs Where Work Gets Done** taking the What, Who, Where, How and When from the program office to the workplace and provide enabling governance.
8. **Rapidly Prototype the New for proof of concept and confidence** but know that application and course correction give scale.
9. **Build the Management Ecosystem:** Measurement. Data based decisions. Capability development. Coaching.



**Tomorrow's results.
Today.**

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About Proudfoot

To our very core, we understand the people element of transformation. We introduce new capabilities, and we employ the power of your people to create performance multipliers and an engaged culture. Recognized for our speed and the magnitude of benefits we generate for our clients, we have been doing it — not just planning it — for more than 74 years.

About Hexagon:

Hexagon is a global leader in sensor, software and autonomous solutions. We are putting data to work to boost efficiency, productivity, and quality across industrial, manufacturing, infrastructure, safety, and mobility applications.

Proudfoot

