



**Proudfoot**

**Forbes | 2019**  
**AMERICA'S BEST**  
**MANAGEMENT**  
**CONSULTING FIRMS**  
Powered by Statista

**MC**  
CEO TODAY  
MANAGEMENT CONSULTING AWARDS

**2019**  
**WINNER**

**MCA**  
**AWARDS**  
**2018**  
HIGHLY  
COMMENDED

# The future of the mining industry is (still) people delivering hard results

**Proudfoot Global Natural Resources Practice**  
**Mining & Metals**

**WHAT IF YOU COULD...**

- Safely compress schedule time by as much as 40%?
- Reduce shaft sinking cycle times by 43% with zero safety incidents?
- Achieve 2 million+ man hours LTI free (in six months)?
- Safely achieve a 30% increase in production tonnes?
- Speed up transition to local management by 50%?

**...WITH PROUDFOOT, YOU CAN**

**HUMANIZE – OPTIMIZE – DIGITIZE**

# We work with your people from pit to port, across your entire value and logistics chain, to improve operational excellence.

## SAFETY

- Organizational alignment
- Safe operations structure
- Behavior transformation
- Effective communication

## EMPLOYEE ENGAGEMENT

- Organizational alignment
- Leadership coaching
- Culture of continuous improvement
- Change readiness

## SUPPLY CHAIN

- Demand planning
- Transparent process
- Strategic procurement
- Supplier performance

## CONTRACTOR MANAGEMENT

- Contract alignment
- Schedule compliance
- Service level agreements
- Productivity control

## COMMUNITY ENGAGEMENT

- Culture of transparency
- Community participation
- Environmental conservation

## ASSET MANAGEMENT

- Predictive Maintenance
- Shutdowns and turnarounds
- Uptime optimization

## SERVICES PROVIDED

- Analytics and diagnostics
- Operations and maintenance
- Target Operating Model
- Capital projects
- Ramp-ups
- Mining planning and scheduling

- Cost optimization
- Cash and capital management
- People solutions:
  - Values
  - Performance measurement, management practices and supervisory behaviors

- Ask about:
  - The digital mine
  - The mine of the future

HOW PROUDFOOT CAN HELP

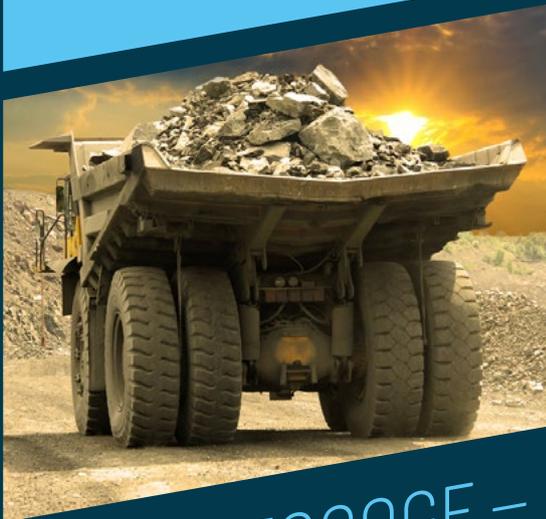
# Proudfoot helps the world's top mining companies outperform their peers

**Leveraging the power of people, we design, implement and accelerate operational transformation, realizing tomorrow's results, today. Known for our hands-on approach, industry expertise and passion to assist you in achieving remarkable results, Proudfoot delivers an agile workforce, improves performance, expands profitability and propels top-line growth for our clients. We enable your people to participate in change.**

### Safe Operational Transformation

You are a new, existing or expanding producer wanting to safely accelerate operational readiness and rapidly ramp-up to full production, or you want to transform the way your asset operates. You know a culture of safe, productive operations is the key to success. You want a culture that enables a perfect day every day and safely achieves the operating and financial results you need, regardless of your price cycle.

We help you achieve this by working with you to design and implement your Target Operating Model. We use our t-Lab philosophy of Humanize - Optimize - Digitize to focus on transforming your workplace where work gets done.



### Capital Projects & LEAN Construction

You require safe, on-time capital project delivery combined with effective hand over and ramp-up to achieve your Net Present Value (NPV) and shareholder investment targets.

Proudfoot can help you do this by working with your project management delivery teams and contractors to design and implement management system tools and behavior models around Capital Project Control and your Integrated Planning Process (CPC - IPP).

### Rapid Cash Release

You need to rapidly reduce costs as a reaction to a change in your business. You need to effectively manage your working capital throughout your price cycle to maximize investment returns, rapidly impact your AISC (All-In Sustaining Costs) or release cash.

We help you achieve this by aligning all those who impact working capital — from finance, to procurement and warehouse, to operations, through your logistics and supply chain — as assets move in and out of your gate.

ENGAGE – ENABLE – ENERGIZE

# World class clients

Counting the world's best as our clients, we collaborate and develop solutions that transform your operations...

 ALACER GOLD	 ANGLOGOLDASHANTI	 ANGLO AMERICAN	 ANTOFAGASTA PLC	 اليوتاس العربية Arab Potash	 ArcelorMittal	 BARRICK
 BHP	 BUENAVENTURA	 DE BEERS CANADA	 DEBSWANA	 eramet	 EVL	 GLENCORE
 GOLDCORP	 IMPLATS Distinctly Platinum	 KAZZINC	 LafargeHolcim	 MINSUR	 NEWMONT	 nexa
 PETROPAVLOVSK	 PotashCorp	 RioTinto	 TITAN	 VALE	 VOLCAN	 Votorantim
 SOUTH32	 FRESNILLO	 RANDGOLD RESOURCES	 HUBBAY	 Teck	 eldoradogold	 AEL

We are proud to have worked with four of the top five mining companies globally.

# Proudfoot results scorecard

Each engagement we undertake starts with a business case and a baseline that tracks results weekly. We conclude with your agreed and signed off benefits: operational, financial and cultural.

## 621

### IMPROVEMENT PROGRAMS

Of our last 1000 engagements, 621 had specific targeted financial benefits. The remaining were milestone measurements.

## \$5.6<sup>bn</sup>

### YEAR 1 BENEFITS REALIZED

\$16bn within 3 years. These benefits are audited and agreed with our clients.

## 110%

### RESULTS DELIVERED

Financial benefits achieved compared to targeted benefits at the beginning of the project.

## 400%

### YEAR 1 RETURN ON INVESTMENT

Average ROI gained by clients.

According to Source Global Research, “only 38% of clients agree that consulting firms add more in value than they charge in fees.” At Proudfoot, we have consistently overachieved, delivering an average ROI of over 400% in the first year for our last 1000 engagements.

## We get people involved and engaged

While we achieve hard, measurable financial results, we also:

- Help **people** understand and gain alignment to their aspirations and the scope of their challenge.
- We enable **people** to participate; “stepping up and feeling all-in” for the journey, therefore gaining speed and scale when implementing transformation.
- We **roll up our sleeves** and put on our safety boots (physically or metaphorically) to help implement the transformation.
- And **we help make it stick...** until the organization needs to change again.

Importantly, we focus on **developing and building the capability** of our client’s people, so that next time, they can **do it themselves**.

In short, **we help people change** the way they work to change their business for the better.

**They change their outcomes.**

**We help them realize tomorrows results, today.**

Humanize - Optimize - Digitize

# About Proudfoot

---

1.

## **WE ARE AN OPERATIONAL CONSULTING STARTUP THAT'S OVER 70 YEARS OLD — WE KNOW MINING**

Proudfoot has been delivering measurable operational and financial results for Mining and Metals companies since the 1940s. As we head into 2020, we are committed to continuing to deliver those measurable results in innovative, people-centric ways — ways that change your business for the better.

---

2.

## **OPTIMIZING YOUR ASSET LIFECYCLE AND YOUR PRICE CYCLE SAFELY**

We understand how to accelerate a capital project, sink shafts safely, ramp up production efficiently, optimize your operations, release cash, reduce cost, upskill your people, engage your communities, work with your unions, get the best out of your contractors, and tackle any number of challenges you are presented with. Most importantly, we know how to do it safely.

---

3.

## **GETTING YOUR PEOPLE TO LEAD THE RESULTS**

Our people know how to successfully coach and guide your people and teams to develop their capabilities — not just in new ways of working to achieve today's results but learning how to transform and change their business to achieve the results you need tomorrow, long after we have left the site.

---

4.

## **DELIVERING OPERATIONAL SOLUTIONS TO STRATEGIC CHALLENGES YOU NEED SOLVED**

We partner with organizations to solve strategically important problems. Through collaboration with your frontline supervisors, middle management, and senior executives, we help you implement solutions with your frontline teams that safely transform operations and the way you and your people do business.

---

5.

## **WE DO THE THINGS YOU EXPECT FROM A TRUE PARTNER**

Our people are boots-on-the-ground where the work gets done — there is no other way to help you achieve sustainable change. We understand the technical and subject matter expertise required to achieve results on-site, with speed and scale, safely.

---

WHO WE ARE

We engage, enable  
and energize your people  
to realize rapid results  
and lasting change



# HUMANIZE – OPTIMIZE

### OPERATIONAL READINESS & TRANSFORMATION

We use our t-Lab philosophy of Humanize - Optimize - Digitize to focus on transforming your workplace where work gets done.

#### Humanize:

- Engaging Talent and Teams – We build effective organizational structures and management models that engage and support the management of talent. Our boots-on-the-ground Proudfoot team helps build the capability of your people across the organization and value chain.
- Perfect Day - We design the perfect day and determine how to manage and execute against it every day.
- Management Tools and Metrics – We ensure activities are planned and performed, with work processes, levels of work, management tools and metrics in place to support people to achieve results.
- Operator Skills and Score Cards – We help answer the questions: What skills do your people need to produce quality work? What is the role of frontline management to support achievement?

- Engagement Model – We develop your people's skills and behavioral expectations, coach them into practices and achieve breakthrough operating performance that manages constraints across the entire workflow to achieve operational outcomes.
- Operator Decision Matrix – We coach people in how to monitor and improve performance and when to act.

#### Optimize:

- Plan of Control – We develop a bespoke plan of control that helps you operate your asset. The plan identifies critical indicators, decision processes, responsibilities and accountabilities to ensure desired outcomes are achieved.
- Levels of Work: We determine the most effective sequence of work by hour, shift, day and week. Using lean concepts, we develop an effective operator RACI that is responsible and accountable for identifying the outcomes to achieve.
- Contractor Engagement Model – We help get the most out of your contractors through engagement and effective operational management tools.

# - DIGITIZE

**Digitize:**

- Technology Integration – We support and enable people to power your technology and interfaces across the value chain, to create excellence in your operating model and identify the next-step automation and innovation points.
- Technology Acceptance and Adoption – We help you gain employee support and trial to rapidly implement new technology, aiding people in the change process of acceptance and adoption of new technology and to utilize it routinely.

**Areas of Impact**

Safety, Company Culture, Employee Engagement, AISC: Cost, Speed



We are an  
award-winning  
consulting firm



**Forbes | 2019**  
**AMERICA'S BEST  
MANAGEMENT  
CONSULTING FIRMS**  
Powered by Statista

**BEST INTERNATIONAL PROJECT**  
Proudfoot and Rio Tinto's partnership on the Oyu Tolgoi project has been recognized by the Management Consultancies Association, winning the highly commended award for Best International Project 2018.

Awarded America's Best Management Consulting Firms by Forbes, 2018 & 2019

# Meet some of our talent



**Jon Wylie**  
President

Jon has driven and led the Proudfoot Global Natural Resources practice for much of his 30 year career. In leading his teams, he relies on both his personal experience of having led client engagements as well as his deep industry insight and expertise.

[jwylie@proudfoot.com](mailto:jwylie@proudfoot.com)



**Cay Mims**  
Managing Director

Cay was originally a geologist and now is the Managing Director, Natural Resources, Americas. With 30 years sector experience in delivery of client engagements, along with global operations, project finance and consulting expertise, Cay enables the alignment of practice capabilities with emerging needs.

[cmims@proudfoot.com](mailto:cmims@proudfoot.com)



**Helder Santos**  
Managing Director

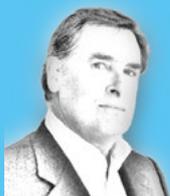
Helder, our Managing Director, Natural Resources, EMEAA, has global experience in more than 100 client companies. He leads teams in identifying improvement opportunities and designing business solutions to deliver significant financial and operational transformations.

[hsantos@proudfoot.com](mailto:hsantos@proudfoot.com)



**Paul Batten**

Paul is our Vice President of Operations, with over 30 years of experience in Natural Resources. His record of safely accelerated productivity improvements is complemented by expertise in change management and cultural change. Paul began his career in mining asset management.



**Chris Jenkins**

Having worked in the industry for 30 years, Chris' knowledge spans pit to port, including business performance management, organizational cultural alignment, cost reduction, business process engineering, and implementation. Chris began his career as a metallurgist.



**James Metro**

James is our Executive Vice President, Operations Strategy and Transformation Design with over 25 years of global consulting experience. His expertise is in leading large-scale business strategy and operational excellence transformations.

“ A key outcome was moving complexity out of the operations and into the planning process. Once done, operations leaders and supervisors could focus on executing a safe, detailed plan instead of reacting to variability. ”



## Let's start a conversation

About how we can help you generate tomorrow's results, today, while building capacity for future change and challenges.

email: [info@proudfoot.com](mailto:info@proudfoot.com)

### 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 70 years.

**Tomorrow's results. Today.**

E: [info@proudfoot.com](mailto:info@proudfoot.com)  
[www.proudfoot.com](http://www.proudfoot.com)

