



IGO COMMON MANAGEMENT SYSTEM STANDARD 5 –

Roles, Responsibilities, Accountabilities and Authorities

INDEPENDENCE GROUP NL





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1. OVERVIEW

IGO is committed to ensuring that roles, responsibilities, accountabilities and authorities for employees and contractors are clearly defined, documented and communicated.

2. PERFORMANCE REQUIREMENTS

IGO requires our employees and contractor personnel (collectively known as 'our people') to:

- demonstrate through their actions a commitment to the 'IGO Way' (the label we give to the combination of IGO's business philosophy; the behaviour and the stated expectations of IGO leaders, and our management systems) and the associated policies and standards;
- demonstrate a clear understanding of the consequences of inappropriate conduct;
- identify hazards and risks to employees, contractor personnel, the environment and the community; and
- take appropriate action to mitigate and manage hazards and risks, bring relevant situations to the attention of people at imminent risk, and report to line management any situations where people are, or are likely to be, exposed to undue hazards and risk.

3. IGO RELATED ROLES, RESPONSIBILITIES AND AUTHORITIES

IGO's Human Resource function will, with the assistance of line management, ensure that:

- organisational charts are available to our people;
- our people are kept informed of changes to the organisational structure;
- the organisational structure clearly identifies the hierarchy of responsibilities, accountabilities and reporting lines;
- the IGO-specific responsibilities, accountabilities and reporting are clearly articulated;
- position descriptions are available for all IGO supervision and management positions;
- authority matrices are available and processes for the delegation of authority are established (refer to the Corporate Control - Group Governance Standard 1); and
- processes are established and implemented for defining the roles and IGO responsibilities for key contractors and key contractor positions.

4. PERFORMANCE REVIEW PROCESSES

IGO requires that:

- relevant corporate functional and site objectives and improvement program actions are cascaded into annual personal objectives and improvement actions;
- performance review processes for IGO's employees include a review of personal objectives, capability and improvement actions (at least once per year); and

- performance review processes for major contractors include a review of their performance and/or improvement activities required as defined in their contract.

5. APPOINTED PERSONS

In many jurisdictions, mines, project sites and exploration teams are required in law to appoint individuals to a defined role with specific statutory duties. Except for site managers (e.g. Registered Managers) who are to be appointed by the responsible member of the IGO Executive Committee, all site appointments shall be authorised by the site manager. It is the responsibility of the site manager to:

- understand what appointed persons are required;
- identify suitable candidates based on experience and competence; and
- ensure the appointed person is clear as to their duties and has countersigned the letter of appointment.

6. ELECTED REPRESENTATIVES

IGO employees who have been elected or appointed to provide other employees, contractors and visitors with advice regarding the IGO Management System, associated policies and standards, are provided with training and assistance appropriate for their position and role.

7. CONTRACTORS

Contractors are required to be able to provide documentary evidence of position descriptions for all supervision and management positions related to work performed at IGO sites and on IGO projects.

8. MANAGEMENT RESPONSIBILITY FOR OPERATIONAL AREAS

Each site manager is responsible for defining the 'Operational Areas' on their mine site or within their project area. Operational Areas¹ are used to define the spatial extent of management responsibility and to delimit the area in which specific standards, procedures and rules apply.

The site manager is responsible for delegating authority and responsibility for the management and general upkeep of discrete operational areas. Typically, the delegates will be department managers or similar. Individuals delegated responsibility for an area are specifically responsible for ensuring that the working environment is safe for all those working in the area, that housekeeping is completed to the required standard, and that safe systems of work are established and adhered to. A map of the site's operational areas shall be produced such that battery limits are clear, and this information shall be communicated to the workforce.

The site or project Registered Manager is responsible for defining a 'site boundary'. The site boundary is typically defined as the area in which normal operations occur. Travel beyond the

¹ Except as otherwise approved by the site manager, an Operational Area is to include any location within 500m of any mining or beneficiating activity, 100m of any drilling or core handling activity, and any area within workshops and warehouses. Generally, offices and crib rooms are excluded from the Operational Area.

site boundary and away from sealed roads is defined as Remote Area Travel (Refer to IGO Group Safety Standard – Remote Area Travel).

All persons working on an IGO site shall be made aware of the site's 'Operational Areas' and 'Site Boundary'.

9. RELATED DOCUMENTS

- Corporate Control – Group Governance Standard 1.
- Remote Area Travel – Group Safety Standard 40