



# COMMON MANAGEMENT SYSTEM STANDARD PEOPLE, POLICY, LEADERSHIP AND COMMITMENT

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## 1. OVERVIEW

IGO values high-performance leadership and the commitment of employees and contractor personnel (collectively known as 'our people') to the 'IGO Way'.

The 'IGO Way' is the label we give to the combination of IGOs business philosophy, the behaviour and the stated expectations of IGO leaders, and our management systems. It is intended that every individual's commitment to the IGO Way is demonstrated through all of their actions and interactions.

## 2. RESPONSIBILITIES OF OUR PEOPLE

As a general principle, everyone working for, or with, IGO is expected to take personal responsibility for their actions. Further, we expect everyone to understand the responsibilities that accompany their role. These include adherence to the **IGO Code of Conduct** and, in so far as might reasonably be expected, the policies, standards and procedures that pertain to their role. When confronted with uncertainty, we expect all of our people to act in a thoughtful manner and to ask questions and seek information.

Everyone working for, or with, IGO is expected to perform their duties in a professional manner and act with integrity and objectivity, striving at all times to enhance the reputation and performance of IGO.

We expect our people to:

- act with courtesy
- act with fairness and respect
- encourage cooperation and collaboration
- foster an environment where rational, open, honest, frank (and where appropriate, robust) debate is encouraged, with a view to achieving the best outcome for IGO
- avoid behaviour that might reasonably be perceived as discrimination, harassment or bullying.

## 3. LEADERSHIP

IGO's leadership team, in consultation with the Board and workforce, is responsible for defining the Company's Purpose, Winning Aspirations, and Strategic Imperatives and communicating these ideas so ensure organisational alignment.

IGO's leadership team, in consultation with the Board and workforce, is also responsible for the deliberate creation of a values lead, high performance organisation culture.

All IGO's leaders (all supervisors and managers) are expected to lead by personal example.

Our leaders are responsible for ensuring that the people who report to them are aware of, and adhere to, the IGO Way, **IGO Code of Conduct**, and in so far as might reasonably be expected, the policies, standards and procedures relevant to their role.

To avoid doubt, IGO's leaders are expected to model the IGO values and apply the IGO Code of Conduct.

Our leaders are expected to concern themselves with the welfare of their people. They must ensure that IGO fulfils its health, safety, environment and community (HSEC) commitments and acts to ensure HSEC considerations are central to the conduct of our business.



At IGO we expect our leaders to clearly define their expectations of their people. All IGO employees will be provided documented position descriptions that define their responsibilities and accountabilities. Specific and measurable annual personal objectives and/or improvement actions are included in annual performance review processes. Where appropriate, comparable measurable requirements must be established with our contractors and, in turn, with their employees and/or subcontractors.

#### **4. BUSINESS EXCELLENCE**

IGO is committed to continually striving for excellence and improvement in all its business activities. In particular, IGO seeks to:

- develop a culture which strives for excellence and high performance
- systematically review and improve our business practices including the use of new technologies
- focus improvement efforts in areas that add high value to the business
- develop the capability of our people and value their involvement and performance
- use data, information and knowledge to support decisions and deliver sustainable and predictable performance
- reduce variation by eliminating waste and fully utilising the capability of our people and equipment
- use collaboration and communities of practice to leverage existing knowledge and replicate best practices across the organisation
- benchmark performance with other organisations and industries and use this to drive organisational improvement.

#### **5. CREATING A HIGH-PERFORMANCE ORGANISATION**

Our business performance depends on the performance of our people.

IGO is committed to a safe working environment that supports and encourages each employee to uphold the values and achieve their full potential as an individual and a team member.

A high-performance culture means that every employee seeks and values high performance in themselves and in others. Achieving this within IGO is the task of every employee.

We aim to achieve a high-performance culture by:

- recruiting the best person for the job using our human resource standards
- promoting existing employees on merit and rewarding high performance using our succession and career planning systems
- setting challenging performance standards for all employees using a collaborative approach within the Performance Management System
- assessing the performance of employees in a transparent and fair manner using our performance management system
- providing employees with support, training and development opportunities to empower them to perform at their best
- fostering a culture where every manager is responsible for the ongoing mentoring, coaching, development and encouragement of their people

- acknowledging high performance by differentiating fairly between individuals based on their performance in accordance with the **IGO Group HR Standard 3 – Remuneration and Reward**
- maintaining a workplace culture which acknowledges high performance, provides constructive feedback, and gives recognition where due for a job well done
- rewarding high achievers through financial and other non-financial recognition systems, on an ongoing basis, to motivate all employees to high performance
- taking timely action whenever performance standards are not met

IGO will develop and maintain Human Recourse Standards to support the operation of a high-performance organisation

## 6. SYSTEMATIC MANAGEMENT OF OUR BUSINESS

The framework for IGOs Management System is based on the well-recognised 'Plan-Do-Check-Act' (PDCA) methodology and the International Organization for Standardization (ISO) guidelines. This methodology includes a component of continuous improvement in all processes, so our organisation never reaches a state of 'business as usual' but continues to seek ways to improve.

IGO maintains a set of policies and associated standards which are intended to reflect the nature, scale and impact of its activities, products and services. The IGO Management System Structure is presented in Appendix 1.

These policies and standards are:

- developed with due regard to relevant ISO management system standards
- endorsed by senior management
- developed with the participation of workforce representatives
- communicated to all relevant personnel, contractors and visitors
- available to stakeholders and other interested parties
- reviewed at least every three years.

These policies and standards empower the appropriate people to lead the development of our business capabilities and require that these capabilities be evaluated and reviewed regularly.

The IGO Executive Leadership Team, the Board's Sustainability and Risk Committee, and the Board's Audit Committee directors regularly review business performance, risk, and conformance with the policies, standards and IGO Management Systems.

IGO seeks to ensure that appropriate personnel, organisational infrastructure, technology and financial resources are provided to support the effective implementation, maintenance and continuous improvement of the IGOs Management System at both the site and company-wide level.

## 7. RESPONSIBILITY FOR THE IGO MANAGEMENT SYSTEM

Executive Committee members and their delegates are formally accountable for the establishment, effective deployment, monitoring, regular reporting and recommendation of improvement relevant processes for IGOs Management System. These responsibilities are clearly defined and documented in position descriptions, or descriptions of the roles and responsibilities for committees.



## 8. RELATED DOCUMENTS

- The IGO Way: Principles and Practices of a High-Performance Organisation
- IGO Code of Conduct
- IGO Human Resource Standards

# APPENDIX 1: IGO MANAGEMENT SYSTEM STRUCTURE

## IGO MANAGEMENT SYSTEM STRUCTURE

