



**BUSINESS**NEWS

# Mining

SPECIAL REPORT



[businessnews.com.au](http://businessnews.com.au)





“We’re seeing a significant increase in newly created jobs in the past six months compared to last year

- Brodie McDougall

Brodie McDougall leads Michael Page in WA.  
Photo: David Henry

# Workers hit paydirt, WA is hiring

Resources companies need workers, while the state has the most job vacancies since 2012.



**Matt McKenzie**  
matthew.mckenzie@businessnews.com.au

STORIES of aspirational globetrotters heading to Western Australia during resources booms are part of the state’s economic folklore.

Paddy Hannan migrated from Ireland aged 22 before later discovering what became Kalgoorlie’s Golden Mile.

During the most recent resources boom, WA’s population grew by 538,000 in the decade to March 2014, according to the Australian Bureau of Statistics.

Net overseas migration was more than 1,000 a week at its peak in 2012.

But as the industry again readies for growth in a high-commodity-price environment, this nascent boom has an additional challenge.

This time, the federal government has hung up the ‘No entry’ sign at the country’s borders, in response to COVID-19. From WA’s perspective, the state government has adopted a dynamic policy on interstate movement in response to outbreaks elsewhere in Australia.

There were 24,151 job vacancies in WA in March, according to (statistically unadjusted) federal government data, the highest level since October 2012.

That month’s unemployment rate was 4.8 per cent in WA, the lowest level since December 2013, seasonally adjusted.

A series of resources businesses have warned the lack of workers is having an impact.

Fortescue Metals Group highlighted labour supply and access as a big factor in a cost blowout at its Iron Bridge project, while Mineral Resources told markets in April its exports were only 85 per cent of capacity because of a truck driver shortage.

The lack of drivers has caused alarm.

“At the moment I’ve got more demand from trucking companies for students than I’ve got students,” Western Roads Federation chief executive Cam Dumesny told *Business News*.

The federation represents businesses in the trucking industry.

In late April, the state government promised \$6.1 million for Western Roads and the TAFE system to help train 1,000 truck drivers.

Mr Dumesny said those numbers would help make a fair dent in the

shortage, which had been building even before COVID-19.

“[The driver shortage is] a big issue in the resources sector,” he said.

“Particularly junior miners. Mineral Resources has reported it, we know other junior miners are experiencing it.”

Beyond resources, agribusiness and construction need drivers, while the shortage extends to related fields such as mechanics.

A regional infrastructure project, the Bunbury Outer Ring Road, serves as an example of the requirements.

With construction due to commence this year, the project will require about 12 million tonnes of filler material to be moved, Mr Dumesny said.

“That’s the equivalent to the annual grain harvest for just one project,” he said.

The driver training will be through a six-week intensive course.

## WA is hiring

Federal data from the Labour Market Information portal shows big increases in vacancies in WA.

Continued on page 27

# \$uper Women

Business News in partnership with Australian Super hosted its first Super Women masterclass at Beaumonde on the Point. Three expert speakers joined more than 120 guests as a webinar to discuss the state of play of superannuation for women. Guests networked over a lunchbox style lunch and had the opportunity to speak to consultants on site for lessons in financial literacy.

Photos: David Henry



Imogen Boman, left, and Joanne Jones

# News & Networking



Rose Read and Julia Agalaite



Deborah Robertson



Aveen Keating and Melanie Bridge



Kathrin Gerstmayr, left, Jodi Escudier, Gemma McDonnell-Mossop, and Megan MacNeill

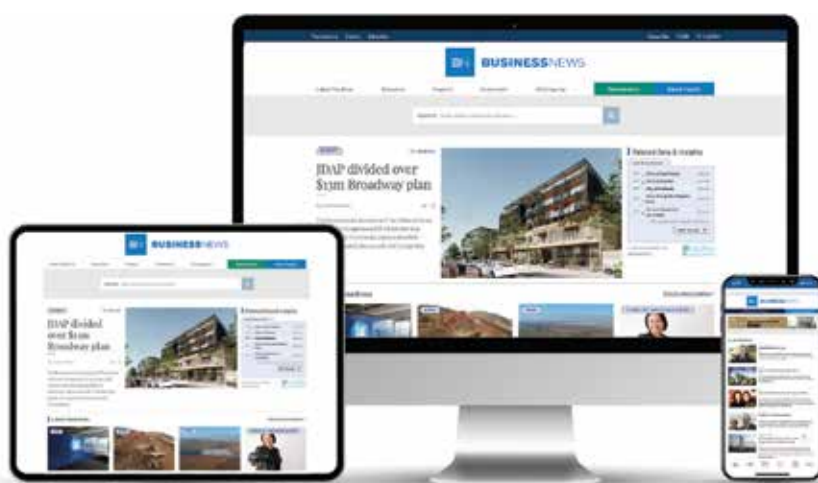


Sharna Meinert, left, Jo Jones, and Raksha Gorasia



Rebecca Gonzalez, left, Teika Chinnery, and Clare Speed

## NEWS. INSIGHTS. CONNECTIONS.



We understand that business relies on being informed. That's why *Business News* is always there to deliver you quality news, critical data, timely insights and valuable connections. Subscribe today to ensure you won't be left behind tomorrow.

[subscribenow@businessnews.com.au](mailto:subscribenow@businessnews.com.au) | 9288 2100 | [businessnews.com.au](http://businessnews.com.au)



STANDING BY BUSINESS. TRUSTED BY BUSINESS.



From page 25

Mining jobs

We're hiring 10 big increases in vacancies (Mar 19 to Mar 21)	% increase	Vacancies
Structural steel construction	166.3	163
Geologists & geophysicists	102.9	166
Other mobile plant operators	97.5	130
Cooks	82.3	214
Truck drivers	78.6	423
Crane, hoist & lift operators	70.3	82
Structural steel & welding trades	64.4	509
Electricians	59.6	527
Civil engineering draftspersons & technicians	56.0	39
Sheetmetal trades workers	51.7	75

Source: Labour Market Information Portal

The number of positions available for geologists and geophysicists doubled to 166 between March 2019 and March 2021.

Demand for structural steel construction workers was even greater, up 166 per cent to 163 openings (see table).

A lack of truck drivers and cooks will affect supply chains and mine camp sites, as well as other industries.

The numbers bear out increased demand for a range of other specialties.

Vacancies for environmental scientists, chemicals and materials

engineers, and engineering managers all rose between 40 and 50 per cent in the two years to March 2021.

Openings for forklift drivers, civil engineers, electrical engineers and drillers, miners and shot firers were up between 30 per cent and 40 per cent across that same period.

Chamber of Minerals and Energy of Western Australia director of policy and advocacy Rob Carruthers said the demand for staff would exceed estimates made last year.

Modelling had suggested a shortage of about 10,000 workers in the industry, Mr Carruthers said, but it would now likely be many more.

“Labour shortages are a fundamental issue for industry at the moment,” he said.

“It’s something we flagged coming out of lockdown in 2020; it’s probably exceeded those predictions.”

Following the previous boom, there was also now a much larger capital base to maintain in resources, Mr Carruthers said.

Bigger resources businesses were already reporting pressure on production levels driven by shortages, and border closures had contributed to that scenario, he said.

“We’ve got a unique scenario,” Mr Carruthers told *Business News*.

“Most sections of the state economy are booming.”

He said the chamber was not advocating for international borders to be opened, but rather highlighting the need for WA to have a pipeline of people heading into entry-level roles, such as driller’s offsiders.

The state government had already made commitments on training but building experience in the workforce was likely to take years.

Interstate workers could be recruited, but there was strong demand elsewhere in the country, so Mr Carruthers said the state would need to promote opportunities for families to relocate and live here.

“There’s no short-term silver bullet,” he said.

“Irrespective of COVID-19, if the industry and the economy were doing this well, we’d have this challenge anyway.”

Association of Mining and Exploration Companies chief executive Warren Pearce said the labour shortage, and a shortage of drill rigs, were the biggest problems for the industry.

But Mr Pearce was positive the sector was in a good position.

Continued on page 28

Be your best  
when it matters most  
to your customers:  
  
at the **Moment of Service**

ifs.com



From page 27

## WA mining contracts: Sept 2020-March 2021

Contractor	Proponent	Site	\$	Activity	Announcement
GR Engineering	Calidus Resources	Warrawoona	76m	Design, construct processing plant	Mar
Engenium	BCI Minerals	Mardie	90m*	Earthworks, ponds	Mar
WBHO Infrastructure	BCI Minerals	Mardie	90m*	Managing construction	Mar
MACA	Citic Pacific Mining	Sino Iron	200m	Hire, maintenance	Mar
MACA	Ramelius Resources	Tampia	95m	Mining services	Mar
Monadelphous	Fortescue Metals Group	Solomon, Eliwana	150m	Crane services	Mar
Macmahon	Red 5	King of the Hills	650m	Mining contractor	Mar
Macmahon	St Barbara	Gwalia	500m	Mining contractor	Mar
SRG Global	Fortescue Metals Group	-	150m	Maintenance, shutdown	Mar
Whittens	Fortescue Metals Group	Iron Bridge	30m	Concrete handling facility	Mar
Georgiou	Rio Tinto	Western Turner Syncline expansion	ND	Non process infrastructure	Feb
GR Engineering	Pantoro	Norseman	57.2m	Design, build processing plant	Feb
Macmahon	Silver Lake Resources	Deflector	220m	Mining	Feb
SRG Global	Red 5	Darlot	45m	Engineering, mining	Feb
Perenti	Gold Fields	Agnew	200m	Mining	Feb
NRW Holdings	Fortescue Metals Group	Queens Valley	80m	Crushing plant, belt	Jan
Southern Cross Electrical Engineering	Rio Tinto	Gudai-Darri	65m	Electrical, instrumentation	Nov
Decmil	Rio Tinto	Robe Valley	30m	Vehicles	Nov
MACA	Red 5	King of the Hills	129m	EPC, bulk earthworks	Nov
MACA	Fenix	Iron Ridge	185m	Mining contractor	Oct
RDG	Fortescue Metals Group	Solomon hub	58m	Design & build central facilities	Oct
SRG Global	South32	-	100m	Specialist refractory services	Oct
Decmil	Fortescue Metals Group	Iron Bridge	41m	Miscellaneous infrastructure	Sep

\* Combined contract value was \$90m | Source: Data & Insights, ASX

"All the problems we've got are good problems to have," he said.

Nonetheless, the lack of workers would have a flow-on effect in project timing and on wages.

"It's a pretty obvious concern ... we'll see blowouts in projects ... costs will go up for businesses," Mr Pearce told *Business News*.

"Things won't be able to be done as quickly, project builds will be slower."

That meant proponents would have to carry construction financing debt for longer, exposing them to more risk and higher interest payments.

"That's the kill point," Mr Pearce said.

"You never know when the investment window is going to end ... prices fluctuate."

He said the worker shortage was more widespread than the previous boom, when the biggest challenges had been for more specialised roles.

In that period, demand for construction jobs had been filled with interstate workers, while the international workforce usually filled more specialised roles, such as drilling.

In the current environment, mining is competing less with the oil and gas sector for workers than it is with residential construction in Perth, Mr Pearce said, and there were plenty of small mining projects coming up.

In addition to workers, there's a shortage of drilling rigs.

Labs that process samples also have substantial delays, which are affecting the ability of small miners to manage exploration programs and keep rigs on site long enough for lab results to be returned.

"It's creating delays," Mr Pearce said.

"There's just a huge amount of exploration going on in WA, particularly.

"[But] it's hard not to be positive about what's happening."

### War for talent

Recruiting firm Michael Page regional director Brodie McDougall said resources businesses had shifted from the cost-control focus of recent years to project construction.

There was an uptick in demand for trades and for white collar workers, the latter being Michael Page's focus.

The jobs on offer were new, additional roles, rather than solely replacements of workers leaving existing positions.

Mechanics and project engineers were on the list of in-demand positions, Mr McDougall said.

"We're seeing a significant increase in newly created jobs in the past six months compared to last year," Mr McDougall said.

**24,151**  
JOB VACANCIES IN WA  
IN MARCH

Hays state regional director Western Australia Chris Kent said a shortage had been threatening for two to three years.

"The only difference is now all sectors are having shortages ... compounding the issue," Mr Kent told *Business News*.

"There was an issue before COVID and COVID just multiplied it massively."

The border closures added to the challenge because WA was reliant on interstate workers, he said, but stimulus measures across the country would have meant east coast markets were harder to tap for labour regardless.

Blue collar skills had been in shortage for longer, although white collar roles were following as infrastructure projects were rolled out.

Heavy diesel fitters were in short supply.

"These are the roles keeping mining executives up at night, they can't produce their tonnages," Mr Kent said.

Wages were increasing, in some cases up 20 per cent on a year ago, and businesses were moving away from casual roles to permanent positions to give employees security.

But because of the demand interstate, WA would need to work to position itself as a destination rather than relying on paying workers more to attract them west.

"We can't buy the talent anymore," Mr Kent said.

On this theme, Michael Page's Mr McDougall said employment

Mining projects

Rank	Project Name	Owner/Developer	Product	Estimated cost (\$)	Status
1	South Flank	BHP	Iron ore	4.6bn	Ongoing
2	Iron Bridge	Fortescue Metals Group, Formosa Plastics Group, Baosteel	Magnetite	3.8bn	Ongoing
3	Gudai-Darri	Rio Tinto	Iron ore	3.5bn	Ongoing
4	Eliwana	Fortescue Metals Group	Iron ore	1.7bn	Ongoing
5	Kemerton Lithium Plant	Albemarle Corporation	Lithium hydroxide	1.5bn	Ongoing
6	Kwinana refinery/Mt. Holland mine	Wesfarmers, Covalent Lithium	Lithium hydroxide	1.9bn	Likely
7	Robe Valley	Rio Tinto	Iron ore	1.4bn	Ongoing
8	Western Turner Syncline Phase 2	Rio Tinto	Iron Ore	1bn	Ongoing
9	West Musgrave	OZ Minerals, Cassini Resources	Copper, nickel	995m	Possible
10	West Angelas C & D	Rio Tinto	Iron ore	850m	Ongoing

candidates were asking questions beyond contract terms.

They wanted to know how well projects were funded, mine life, and have an idea of where a business was heading, because they wanted to take a long-term approach.

Business objectives and growth plans were as important as a roster, Mr McDougall said, and workers were more aware and interested in these themes than in the previous boom.

**An exciting time**

Contractors who spoke to *Business News* were optimistic about opportunities in a booming market.

While there were shared concerns about a tightening labour pool, corporate leaders had plans for expansion into new service lines.

Warrikal chief executive Amanda Healy said the business had won a series of contracts in the iron ore sector since 2017, signing its first major contract with

Fortescue, now a major client.

The indigenous-owned maintenance business had probably doubled in size in the past year to about 600 people, Ms Healy said.

“Fingers and toes crossed, to date we haven’t had a huge amount of trouble finding people, but we’ll be hitting that point fairly soon,” Ms Healy told *Business News*.

“Things are getting tight, no doubt about that.

“It’s getting harder to find skilled trades.”

Warrikal will be exploring contracting for oil and gas businesses as its next growth option.

“We’re growing rapidly, which is challenging, interesting and wonderful all at the same time ... we love it, we’re happy to take up the challenge,” Ms Healy said.

Continued on page 30

SPONSORED CONTENT



Cobham Q400 on Truscott runway. Photo: James Taylor

# Sky’s the limit for Cobham

By Gabi Mills

The quiet skies above Australia in 2020 required all aviation operators to respond – and respond rapidly. Cobham Aviation Services was no different and during

this year like no other, the organisation embraced this time and chose to transform, and as a result is now well-placed to launch a new period of growth.

Having provided dedicated

FIFO charter flights in support of Australian mining, oil & gas projects for more than 30 years, Cobham is no stranger to operating in a dynamic and ever-evolving industry.

At the beginning of 2020,

Advent International, one of the world’s largest global private equity investors, acquired Cobham plc, and the Australian arm of Cobham Aviation Services was regionalised with an Australian advisory board appointed. As the pandemic’s effects began to ripple through the aviation industry, Cobham remained steadfast in plans to simplify their business architecture, implementing a flat organisational structure and decentralised, integrating engineering and back-end support into the company’s two business units, Regional Services and Special Mission.

A more nimble, tightly aligned team was the result with a newly honed focus on customer service.

Dean Brennan, managing director of Cobham Regional Services, is overseeing FIFO, freight and charter flight operations at this crucial time. An investment in bolstering the fleet is a key focus, and will position Cobham as a key player in the charter and FIFO space.

“In 2019 we launched our fleet renewal program with the introduction of the Q400 and

E190 aircraft,” said Mr Brennan. “In April this year, we welcomed our fifth Q400 to the fleet, and we have plans to add additional Q400s later this year.”

Such investment in new aircraft allows for substantial growth capacity and agility in Cobham’s operations. By investing in high-reliability aircraft which have the capacity to land on paved or unpaved runways, Cobham is ready to broaden its FIFO offering.

“Cobham will have the lowest average fleet age and flight operations carbon footprint of FIFO charter providers currently operating in the 110-seat or less WA charter market.”

By matching their clients’ emphasis on embracing the most novel technology with reduced carbon footprint, Cobham will be as future ready as the mine sites it services.

“We are taking direct action to support our customers by providing newer, more fuel-efficient aircraft and focussing on strengthening our ties with the communities in which we operate,” said Mr Brennan.





# The iron(y) of distance in mining technology



**Stephen O'Keefe**

Managing Director  
TBTC Perth South

The strength of the mining industry in Western Australia means it is at the forefront of early adoption of disruptive technology and software when compared to other industries. Fortescue has rolled out over 168 autonomous haulage trucks and a fleet of Ford Rangers, with autonomous vehicles becoming prevalent on many mine sites whilst legislative hurdles prevent the same from happening on public roads.

The challenge that is not often considered with the above advancements is that these solutions require high bandwidth, low latency networks delivering dedicated data speeds. In fact, the whole mining process from exploration to drilling, feasibility, construction and finally production are these days largely dependent on business-grade connectivity, often in the most isolated parts of our great state of WA.

Tier two and three miners may not be using the same advanced technology, but their requirements for real-time data and collaboration means that cloud platforms like InFlight, Office 365 and deposit modelling software SURPAC are critical to their success and day-to-day operations. This coupled with their communications requirements to meet strict safety and OHS standards as well as

good entertainment and Wi-Fi to attract staff means that connectivity is a necessity for mining companies of all sizes.

So how can this be delivered when the sites are outside traditional mobile coverage, not serviced by NBN™ or fixed networks and potentially subject to change daily or over time? The answer lies in understanding the project and matching the most commercially appropriate communications solution with what can be made available in the location – and of course choosing the right partner.

Telstra Business Technology Centre Perth South specialises in mining technology deployments ranging from sat phones and mobile broadband solutions, solar powered communications trailers for drilling and construction, through to microwave tower builds, camp entertainment networks including MATV and production networks. We can also supply borefield telemetry and environmental sensors with all costs able to be amortised over a desired period on the Telstra bill.

The value that a technology partner adds in this space is to provide insights into what your industry and other industries are doing. If you want to work with a partner that can support you at every step of the above journey reach out to Telstra Business Technology Centre Perth South on 1300 4BUSINESS or [info@tbtcperthsouth.com.au](mailto:info@tbtcperthsouth.com.au) for a coffee to discuss how we can get solving for your project.



Mader Group's Justin Nuich is optimistic.

## From page 29

Mader Group chief executive Justin Nuich said the equipment maintenance business was exploring moving into fixed-plant work, in addition to mobile equipment.

There was also an overseas expansion drive, with demand in Africa and potential in North America, he said.

About 1,000 people work for Mader in WA, up by about 300 from two years ago.

"If I had another 200 people, they'd be at work tomorrow," Mr Nuich said.

"The demand for all our services is extremely strong.

"We're pushing hard to get people on board."

Mader sought to offer people career flexibility and options to move between business lines to attract staff, and had a strong recruitment team, Mr Nuich added.

Some maintenance work had been pushed back by COVID-19 restrictions, which had led to a backlog across the industry.

In addition, equipment purchased in the previous boom was coming up for major refurbishment, Mr Nuich said.

"There's a lot of fleet that was delivered around 2012-15, it's getting to the age it requires larger maintenance to be carried out," he said.

Cranecorp chief executive Rod White was also bullish.

"We're very optimistic about the future," Mr White told *Business News*.

"The business is ahead of where it was this time last year, despite COVID.

"There's a lot of maintenance which clients are trying to catch up on, on hold from last year."

Cranecorp recently announced a joint venture with Tutt Bryant to transition to a different segment of the crane market, including movement of super heavy objects and crawler cranes.

Mr White said his industry found staffing a challenge, particularly without appropriate state training programs.

"Everyone is fishing in the same pond," he said.

"There's a large reluctance for many of the interstate people to fly-in, fly-out.

"Some have moved across.

"Others we [have previously used], it's just not practical to bring them across.

"I'm confident we'll get through it because people want to work for us.

"[But] the industry being in [worker] deficit is not a good thing; the pressure it puts on the supply chain, value chain."

He estimated staff levels had doubled from two years ago to about 230.



# NO CAPITAL OUTLAY. 100% EFFICIENT ENERGY AND WATER SOLUTIONS.

## **UON RENTAL: ENGINEERED TO SAVE YOU MONEY.**

UON has been keeping off-grid sites operational for over twenty years. Now, UON's rental division can rapidly deploy solutions to your project to reduce CAPEX and increase efficiency. By taking advantage of our rental model you only pay for what you need, and ensure your project can scale without any capital constraints, and no costly downtime. UON's in-house local manufacturing in Malaga builds proprietary solutions that have been independently confirmed to reduce your carbon emissions. With on-going support as your project evolves, UON rental provides a complete solution that simplifies your projects—for the long term.



[uon.com.au](http://uon.com.au)





## Data &amp; Insights

## WA'S LARGEST MINING SERVICES COMPANIES

Ranked by total number of staff in WA



Rank	Change from previous year	Company name	Senior executive and title	Year est. in WA	Total staff in WA	No. of mining contracting staff: in WA	No. of mining contracting staff: Interstate	Offices a) WA b) interstate	% of work Mining	Services offered
1	↑	MACA	Mr Mike Sutton Managing director	2002	2,850	2,850	150	a) 1 b) 1	90	Open cut mining services, load and haul, drilling and blasting, crushing and screening, structural mechanical and piping.
2	↑	Byrnecut	Mr Pat Boniwell Managing director	1987	2,875	2,875	1220		100	Underground mine development and production and associated ancillary services.
3	↓	Perenti	Mr Mark Norwell Managing director	1987	2,815				100	Surface mining, underground mining and support mining services.
4	↓	NRW Holdings	Mr Jules Pemberton Managing director	1994	NFP	NFP	NFP	a) 1 b) 4	NFP	Civil, mining, mining technologies, drill and blast services.
5	↓	WesTrac	Mr Jarvas Croome Chief executive	1989	2,500				75	Authorised Caterpillar dealer, machinery and construction equipment, finance, maintenance and resale services.
6	↓	Macmahon Holdings	Mr Michael Finnegan Managing director	1964	2,212	1,999	942	a) 2 b) 2	100	Open cut, underground, drilling and blasting, loading and haulage, crushing and screening, mine management, portal establishment, cablebolting, shotcreting.
7		Komatsu	Mr Glenn Swift Regional general manager Western Region		1,000			a) 8 b) 40	70	Mining, construction and utility equipment, aftermarket service and parts support, technical support services, contract maintenance, RTO training, finance, condition monitoring services, pre-owned equipment...
8	—	Mader Group	Mr Justin Nuich Chief executive	2005	990	900	370	a) 3 b) 3	95	Preventative maintenance, rapid response teams, shutdown services, field maintenance services, rostered support, drill support teams, Mader Clean Team (mobile plant), fabrication and line boring specialists...
9	—	Thiess	Mr Shaun Newberry Executive general manager, Australia & Pacific	1962	NFP	NFP				Full suite of mine services including development, extraction, processing, remediation, asset management and maintenance, enabling services.
10		DDH1	Mr Sybrandt Van Dyk Chief executive	2006	664	664		a) 3 b) 1	100	Drilling services, diamond coring, revise circulation, specialised engineering.
11		MLG Oz	Mr Murray Leahy Managing director	2000	656			a) 3	90	Bulk ore haulage and integrated services, crushing and screening, aggregate and sand supplies, export logistics.
12	↑	Warrikal	Ms Amanda Healy Chief executive	2017	650	650		a) 3	100	A multidisciplinary service provider focusing on maintenance & mechanical services, shutdowns, SMP/Capital works and non process infrastructure.
13	↓	Breight Group	Mr Stephen Easterbrook Managing director	2007	650			a) 4	94	Breight Group offers access, mechanical and renewables services to the resources industry. Providing this fully integrated solution with a single interface approach, this ensures seamless execution.
14		Epiroc	Mr Terry Browne Managing director, WA	2018	615			a) 3 b) 14		Develops and produces innovative, safe and sustainable drill rigs, rock excavation, construction equipment and tools for the mining and infrastructure industries. It also provides services and solutions for automation and inter-operability.
15	↓	GenusPlus Group	Mr David Riches Chief executive	2017	500			a) 1 b) 3		GenusPlus Group is the parent company of four power systems, communications engineering and construction companies, ECM, Diamond Underground Services, Powerlines Plus and Proton Power.

16  
152

GET THE FULL LIST ONLINE

businessnews.com.au/bniq/mining-services

All information compiled using surveys, publicly available data and contact with industry sources. Other companies may be eligible for inclusion. If you believe your company is eligible, please email: [claire.byl@businessnews.com.au](mailto:claire.byl@businessnews.com.au)

WND: Would Not Disclose, NFP: Not For Publication, N/A: Not Applicable or Not Available.

# How the right tools can unlock collaboration and drive project success



Collaboration is integral to the safety and success of major projects within Western Australia's mining, mining services and construction industries.

From those at the coalface, to the people at the processing plant, to the transformation and logistics team and beyond to external stakeholders; communication and collaboration are involved across every step of the process.

Despite the importance of collaboration on project outcomes, traditional communication tools in the resources and construction industries tend to focus on facilitating only a subset of the collaborative process, rather than offering a wholistic solution.

Elements of project management including sharing documentation via email, inspection, audits and maintenance, incident and injury management, risk management, training, daily messaging, sharing financials, reporting and stakeholder communications all operate in silos.

According to Australian technology company HardHat's chief executive officer Tim Smith, the traditional approach is to make these elements available to selected individuals and to communicate them across various platforms, causing the collaborative flow to be disjointed.

"It's typical for each member of a project to have their own objectives and cultures, especially when contractors are involved," Mr Smith said.

"However, encouraging a culture of collaboration through greater transparency and communication using modern tools can direct competing motives into one common goal," he said.

"The sharing of risks as well as rewards, creating a sense of trust and strong relationships between team members can improve project delivery immensely."



Collaboration is crucial to the execution of mining and construction projects so, how can our state's major industries ensure it's being done well?

Mr Smith said most leaders were aware of the challenges of project information management and using channels like email or instant messaging apps, where communications become heavily congested.

"It can become near impossible to find the information you're looking for when needing to review the decision-making process and determine why you and your team landed where you landed."

## A wholistic solution

Given the powerful impacts of collaboration on the outcomes of projects and operations,

it makes sense for our state's leading industries to embrace more wholistic digital tools that overcome the limitations of existing systems.

HardHat chief revenue officer David Sinclair said HardHat was such a tool, designed to foster cultures of strong teamwork and open communication.

It is a modern software solution designed to encourage collaboration by improving the sharing of and access to information across an organisation's various departments and data streams.

"HardHat makes project collaboration easy by centralising relevant information and providing access to all interested parties, ensuring projects stay on track and within cost," Mr Sinclair said.

"I've spoken with junior miners who

say it sometimes takes them 10 days to get information they need to progress with a project.

"HardHat's streamlined process helps to prevent the double and triple handling that currently takes place using paper-based systems or delayed reporting."

Mr Sinclair said the software allowed managers to oversee the statuses of multiple projects simultaneously and understand where each of its contractors were at in terms of timelines and costs.

"Having the ability to go back to a client and report to them clearly on spending and time pressures is a great example of how HardHat's central dashboard system improves communication across a project."

With improved communication comes superior safety measures, too.

Mr Sinclair said the ability to prevent double handling and capture and share information in real-time ensured incident reporting was more efficient and effective.

"When it comes to incident reporting, HardHat allows for the person on-site to upload details of the incident instantly through its mobile application, pushing out notifications to the relevant people," he said.

"Through HardHat incident forms can be customised as a digital document

with each section a data point that is uploaded and filed accordingly."

## Strengthening relationships with stakeholders

According to HardHat executive consultant Noor Crookshanks, HardHat doesn't just benefit internal collaboration across projects, it also allows for seamless communication with external stakeholders.

"From a stakeholder perspective, people are interested in the whole business process, whereas historically, prior to social media and mass information sharing across the internet, there was less of a demand for transparency," Mr Crookshanks said.

"There is a growing need to provide more clarity and better-quality information to external stakeholders.

"Instead of waiting to upload quarterly or annual statements to the ASX or your company website with little knowledge of who is actually reading it, HardHat allows an organisation to cultivate relationships with its stakeholders and communicate directly to them via a digital portal.

"Whether that stakeholder group is a government body, community group or shareholder, it allows you to create targeted communications to each group and measure the response or engagement," he said.

## About HardHat

We believe the best businesses run as one. HardHat enables companies to manage information from one place so that teams can work safer, faster and smarter. The HardHat platform powers a connected enterprise by bringing together projects, clients, teams, safety and compliance all within a solution purpose-built for asset & project intensive industries.

Learn more about how HardHat can support project collaboration across your organisation at [www.hardhat.com](http://www.hardhat.com)

**HARDHAT** 





**BUSINESS**NEWS

# Mining

SPECIAL REPORT

## Data & Insights

Showing 6 of 28,061

### State changes tune on electoral reform

votes cast by those in the Mining and Pastoral Region to be ...

### Austmine 2021 Conference and Exhibition: Harnessing Intelligence

Intelligence is a world-leading mining innovation conference which brings together mining leaders to discuss the future ... sustainability across the mining value chain. The conference ... with Australian METS and mining companies leading the globe ...

### Momentum builds for K2fly tailings software solutions

ASX-listed mining software-as-a-service provider ... acquisition of the Decipher for Mining business from Wesfarmers ... 250,000 contract with Evolution Mining for the implementation of ...

### Kairos launches into WA drilling blitz on two fronts

the French Kiss open-cut mine operated by ASX-listed Silver ...

### Si6 goes deep in Botswana

from the WA Department of Mines , Industry Regulations & amp ... programme near the old Mt Morgan mining centre in the south of the ...

### NRW, Pacific Energy win Fortescue work

miner. NRW, through its RCR Mining Technologies subsidiary ... facility at the Cloudbreak mine , which forms part of Fortescue's ...

### Lithium Australia deal set to commercialise processing technology

recovery, helping to reduce mining costs. LieNA's efficient ...