

# Shared Services

In response to the global downturn, the company's Shared Services was required to adapt and revise its structure during the year to better support the GRD businesses going forward.





Satellite dishes on-site at the Tenke Fungurume Project

## People - the foundations of strength

The Shared Services team continue to provide a range of capabilities including finance, human resources, risk management, legal, corporate affairs, information technology and business systems.

GRD Minproc knows the effective management of business and commercial risk is a key element to the ongoing success of the company – a factor that has now become even more relevant in the current financial environment. As a result, GRD Minproc has successfully developed a “risk aware” culture as one of its core attributes.

The company operates comprehensive risk management systems and processes. Whilst new business opportunities and initiation are strongly pursued at all levels within the company, stringent requirements are followed to ensure commitments are only taken and managed on a sound commercial basis. During 2008 the company continued to develop its Balanced Scorecard approach, with strategic outcomes measured against the key areas of economic return, customer, people and culture, systems, innovation and health, safety and environment (HSE). This is a useful tool in aligning business activity with company strategy.

In line with this approach, the company’s Human Resources department has been separated into a People and Culture team based in Perth and regionally based Human Resources teams. This revised structure will enable GRD’s People & Culture

team to focus on the high level strategic direction of human capital and enable the business to continue its excellence in people management via the regional Human Resources teams.

The last quarter of 2008 saw the implementation of a revised Performance Appraisal and Development System to the wider GRD Group. The Performance Appraisal and Development System aims to enhance performance through recognising, developing and supporting our people and therefore maximising their contribution to the group.

GRD Minproc’s commitment to its graduate development programme continued in 2008, with the company actively engaging with students to encourage their development as engineering professionals. This included GRD Minproc’s support of the Chemical and Processing Engineering Club (CPEC) at the University of Western Australia, where a team of company engineers work with student members interested in gaining an insight into the processing aspects of major projects undertaken by the company.

While GRD is a people focused business, it is important that our people have the right tools to get the job done.

*alto*, GRD Minproc’s Project Delivery System, provides a proven suite of integrated services to give our clients added confidence in the timely and efficient completion of their project. *alto* combines the core functions crucial to delivering a

successful project including engineering design, cost management, materials management and contract administration.

Having undertaken further enhancement and optimisation in 2008, *alto* offers integrity and consistency of data, confidence in reports and forecasts, and real time information regardless of where the client or project is located.

# alto

### Project Delivery System

Our employees enjoy reliable secure access to *alto*, whether in the office, at a remote site or when travelling. An innovative and proven investment in technology has enabled rapid access to necessary systems without many of the limitations of a more traditional approach. Our offices in Australia, South Africa, Brazil and Chile have direct entry to *alto*, with remote project locations having the same entry using the network links available. We are currently successfully using satellite links to deliver *alto* into the Democratic Republic of Congo.

A refresh of the GRD Group suite of websites was also undertaken during the year to ensure a consistent and timely flow of communication to all stakeholders. Modifications included updates to the GRD Investors centre, the addition of a careers centre, and a focus on increased functionality across the suite of sites.