



ANNUAL REPORT 2013/2014



THE CHAMBER OF  
MINERALS AND ENERGY  
OF WESTERN AUSTRALIA

## About this report

This report provides an overview of CME's projects and achievements over the twelve month period of April 2013 to March 2014. Our work is structured around five core pillars which encompass the industry's strategy in reaching its vision. These pillars are:

### People

An industry that provides attractive career opportunities, develops people's capacity and enables them to safely meet operational targets.

### Communities

A highly valued and strongly supported member of the community.

CME has a strong presence in regional Western Australia; our work in the following key operating areas is highlighted in this report:

North West  
East and North East  
Mid West  
South West  
Kimberley

### Innovation

A proactive, capable and responsive industry, identifying and implementing solutions to future issues.

### Infrastructure and Planning

Supporting the development of government and industry infrastructure frameworks which facilitate continuous improvement and growth in the resources sector and broader community.

### Natural Resources

An industry that upholds sustainable practices ensuring an ongoing social licence to operate.



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## About CME

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The Chamber of Minerals and Energy of Western Australia (CME) is the peak resources sector representative body in Western Australia, serving as a persuasive industry advocate on issues affecting the resources sector at a local, state and national level.

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The core role of CME is to champion the Western Australian resources sector and assist it in achieving its vision to lead the world in sustainable practice through innovation, and to underpin Australia's position in the global economy.

To achieve this, CME strives to lead policy development on all issues relevant to the resources sector, promote the sector's value to the wider community, represent and advocate the needs of members, and provide a meaningful avenue through which members and stakeholders are able to engage and collaborate effectively.

CME's membership base has never been stronger, with diverse members reflecting the broad economic reach of the resources sector into the Western Australian economy. Accordingly, CME's advocacy and engagement spans a broad range of fields and issues, with the valuable contributions of member companies setting the priorities of CME's agenda.

With the resources sector taking an increasingly important role in the state economy, greater expectations are being placed on the sector to deliver not only economically, but also in safety standards, environmental performance and community engagement. CME will continue to work hand-in-hand with members, alongside all tiers of government and the community to address these challenges and ensure a strong and sustainable sector for the future.

Since its formation in 1901, CME has continued to give members a unified voice, ensuring the priorities of the sector are well understood and its role as a driver of the Western Australian and national economy continues.

“CME has a strong membership base with diverse members reflecting the broad economic reach of the resources sector into the Western Australian economy.”



“CME has continued to provide value for members by addressing issues with key decision makers.”



# President's Report

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Over the past year, my first as CME President, the resources sector has experienced both challenges and change. The overall sentiment across the industry is optimistic, with a view that looks forward to renewed prosperity for the sector.

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CME has continued to provide value for members by working collaboratively through committees, councils and working groups to identify the issues to raise with key decision makers. The contribution from our members shapes our advocacy efforts and directs effective engagement with stakeholders at all levels.

The change in federal government has signalled that policy change at a federal level will ease some of the financial burdens faced by our members and streamline processes and approvals in project development stages. These are important steps to ensure the sector remains internationally competitive. Ensuring the federal leadership understands the issues and challenges that impact upon competitiveness remains a priority for CME.

In Western Australia, the re-elected Barnett government has faced a number of challenges over the year. Western Australia's resources sector continues to drive the growth of the state and the share of the state budget revenue collected from the sector has grown from five per cent to 22 per cent in just ten years.

The downgrading of Western Australia's credit rating last year was cause for concern as the resources sector relies on this strong rating to attract foreign investment and keep down the cost of capital required for major projects. CME will continue to focus on highlighting the importance of policies to assist in returning Western Australia to a AAA credit rating.



CME has represented the Western Australian resources sector internationally again over the past year with travel to Europe and South Africa providing partnership and relationship building opportunities. Along with the Western Australian Premier and many of our members, CME attended Mining Indaba in South Africa in February 2014.

Over this past year I have had many opportunities to participate in CME activities and have appreciated hearing from our members across the state, particularly in our regional areas. CME's regional managers have been working hard to ensure issues impacting on the regions across Western Australia are highlighted.

Key events hosted by CME such as the Surface and Underground Mine Emergency Response Competitions, the Women in Resources Awards, Safety and Health Conference and Annual General Meeting provide opportunities for member and stakeholder engagement along with profiling the activities of the industry to the community.

In this 113th year of CME's history our membership remains strong. We appreciate and thank our members for their participation and support over the past year and look forward to working closely with them again this year. Our shared commitment to growth and prosperity in the industry directs our activities daily and we recognise the time and energy our members invest in CME through committees, working groups and councils. I'd also like to thank CME's Executive Council for their continued support and guidance and CME staff for their dedication in representing the industry.

Brian Reilly  
CME President

# Chief Executive's Report

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CME had a busy year working closely with the re-elected Western Australian Government and working hard in the lead up to the federal election to ensure the views of our members were communicated to a wide range of stakeholders and all levels of government.



Following the change in the federal government at the election in September 2013, CME travelled to Canberra late in the year to meet with some of the key decision makers in the new government. The views of our members were highlighted during these meetings to foster greater understanding about the resources sector and to advocate for policy to support the resources sector's future growth.

CME maintains a focus on renewing the sector's global competitiveness and ensuring members of state and federal parliaments have a comprehensive understanding of policies that impact on prosperity for the sector. CME has been encouraged by the federal government's announcement to repeal the Minerals Resource Rent Tax (MRRT) and the intent of a 'One Stop Shop' for environmental approvals.

These changes reflect the strong advocacy efforts of CME to reduce administrative burdens such as long approvals processes at both state and federal levels, and to remove and reduce taxation costs. CME looks forward to continuing to work with the federal government and stakeholders to ensure commitments made during the election are delivered.

In October, CME launched the *Economic Reach of the Resources Sector* report, the result of a significant project to quantify the flow-on effect of the industry to the Western Australian and Australian economy. The study highlights the resources sector as a stand out economic performer in recent years and shows the sector continues to be a driver of significant income, employment, and community and infrastructure development.

CME launched another important publication, the *Investment in Resources Sector Infrastructure Report* in February 2014. The report highlights the need for future investment in infrastructure to guarantee growth in the resources sector.

Over the course of the year CME hosted a number of visits to members' operations in both regional and metropolitan areas. Senior state and federal government agency heads toured members' sites in the Pilbara in May last year. State government ministers attended a tour of members' metropolitan training facilities to highlight the resources sector's extensive investment in training. Members of the Western Australian media took part in a tour of operations in the Pilbara and CME has also hosted a Pilbara-based tour for federal government ministers. We thank our members for assisting with the coordination of these tours; they provide our stakeholders with a valuable and informative insight into the industry and allow participants to take a first-hand look at operations in both remote and metropolitan locations.

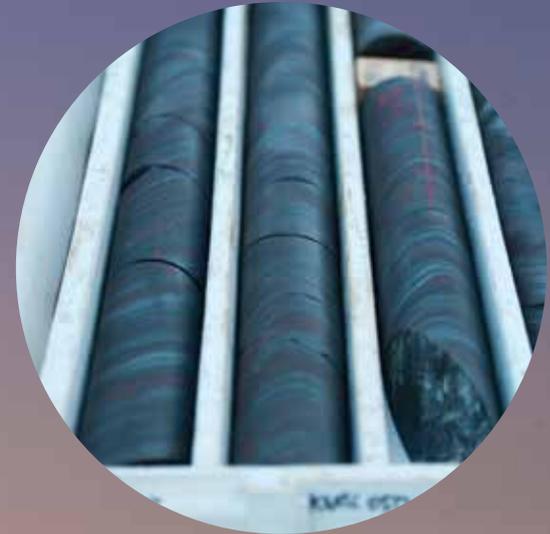
Members and representatives from the industry gathered to celebrate the outstanding contributions and achievements of women in the sector at the Women in Resources Awards in March 2014. CME was delighted to host the awards again and once more I faced the difficult task of judging the high calibre nominees. This event highlights the dedicated advocacy efforts of CME in diversity and I look forward to continued engagement with members and others in the community in my role in the CEOs for Gender Equity Group. It is extremely pleasing to see our member companies have been recognised as world leaders in the employment and professional development of women in mining and resources, and we hope to maintain our place as global leaders in diversity programs.

CME's annual Safety and Health conference was held in April 2013 and attracted international and local experts who shared their experiences with industry professionals over two days of workshops, seminars and forums. The Safety and Health Innovation Awards were presented during the conference, allowing the industry to celebrate the dedicated effort to health and safety in the industry. Our thoughts are with the families and work colleagues of the workers whose lives were tragically lost over the last year in the sector. CME will continue to work with our members to assist in ongoing efforts to ensure all those working in the industry stay safe and well.

This annual report reviews CME's major projects, advocacy efforts, activities and events over the past year, many of which have had outstanding outcomes for our members. All projects undertaken by CME strive to assist and support our members to continue the growth and prosperity of the resources sector.

I would like to thank CME's President, Executive Councillors and members for their leadership and contribution over the past year. The CME team works hard to achieve the best possible outcomes for the industry and always looks to deliver value for membership.

Reg Howard-Smith  
Chief Executive





# Management Committee

George Bauk, Northern Minerals Ltd  
Jeroen Buren, Woodside Energy Ltd  
(from February 2014)

Simon Butterworth, Alcoa of  
Australia Ltd\*

Ross Carroll, Macmahon Contractors  
Pty Ltd\* role shared with Steven  
Keyser, Leighton Contractors Pty Ltd

Graham Ehm, AngloGold Ashanti  
Australia Ltd (until March 2014)

Mike Erickson, AngloGold Ashanti  
Australia Ltd (from February 2014)

Paul Harvey, BHP Billiton Nickel West  
Pty Ltd\*

David Joyce, Rio Tinto (from May 2013)

Greg Lilleyman, Rio Tinto  
(until May 2013)\*

Julius Matthys, BHP Billiton Iron Ore  
(from February 2014)\*

Nev Power, Fortescue Metals Group\*

Brian Reilly, Cameco

Tina Thomas, Woodside Energy Ltd  
(until November 2013)\*

Jimmy Wilson, BHP Billiton Iron Ore  
(until February 2014)\*

# Executive Council

## President

Brian Reilly, Cameco  
(from May 2013)

Greg Lilleyman, Rio Tinto  
(until May 2013)\*

## Vice Presidents

Jimmy Wilson, BHP Billiton Iron Ore  
(until February 2014)\*

Tina Thomas, Woodside Energy Ltd  
(until November 2013)\*

Nev Power, Fortescue Metals Group\*

Graham Ehm, AngloGold Ashanti  
Australia Ltd (until March 2014)

## Councillors

Phil Allsopp, Sinosteel Midwest  
Corporation Limited

Robin Antrobus, ConocoPhillips\*

Wayne Ashworth, Minara Resources  
Pty Ltd (from July 2013)

Peter Bamford, Doray Minerals Limited

George Bauk, Northern Minerals  
Limited

Rod Baxter, Calibre Group Ltd  
(until July 2013)\*

Michael Bisset, Newmont Asia Pacific  
(from September 2013)

Ken Brinsden, Atlas Iron Limited

Jeroen Buren, Woodside Energy Ltd  
(from February 2014)

Simon Butterworth, Alcoa of Australia\*

Dianmin Chen, Norton Goldfields  
Limited\*

Ross Carroll, Macmahon Contractors  
Pty Ltd\*

Jason Cooke, Minara Resources Pty  
Ltd (until July 2013)\*

Jarvis Croome, WesTrac Pty Ltd (from  
March 2014)\*

Stephen Cowle, Newcrest Mining  
Limited\*

Nick Corlis, Flinders Mines Ltd (from  
April 2013)\*

Pim Doorman, BHP Billiton Worsley  
Alumina (until March 2014)\*

Anthony Cribb, Dampier Bunbury  
Pipeline\*

Blair Duncan, BC Iron Limited

Mike Erickson, AngloGold Ashanti  
Australia Ltd (from February 2014)\*

Peter Fairclough, Chevron Australia\*

Scott Faragher, API Joint Venture  
(until July 2013)\*

Mike Ferraro, Doral Pty Ltd\*

John Galvin, Georgiou Group Ltd

Vanessa Guthrie, Toro Energy Limited\*

Dale Harris, Gindalbie Metals  
(from December 2013)

Paul Harvey, BHP Billiton Nickel West  
Pty Ltd\*

David Joyce, Rio Tinto (from May 2013)

Steven Keyser, Leighton Contractors  
Pty Ltd

Graeme Kininmonth, Moly Mines  
Limited (until January 2014)

Sunil Kulwal, Aditya Birla Minerals Ltd  
(Australia)

Libby Lyons, CITIC Pacific Mining  
(until July 2013)\*

Pierre Malan, Minerals and Metals  
Group (MMG)

Julius Matthys, BHP Billiton Iron Ore  
(from February 2014)\*

Colin Moffat, Premier Coal Limited

Tim Netscher, Gindalbie Metals  
(until October 2013)\*

Damien O'Reilly, Thiess Pty Ltd

Paul Ryan, Shell Development  
(Australia) Pty Ltd (from  
November 2013)\*

Peter Stokes, Barmenco\*  
(represented by Daniel Archer)

Mike Sutton, Downer EDI Mining  
(represented by David Way)

Gary Sutherland, Flinders Mine Ltd  
(until April 2013)\*

David Trench, Lanco Resources  
Australia Pty Ltd

Jim Walker, WesTrac Pty Ltd (until  
December 2013)\*

Penny Walsh, Shell Development  
(Australia) (until October 2013)\*

Brian Watt, Newmont Asia Pacific  
(until September 2013)\*

Richard Weston, Gold Fields Australia  
Pty Limited\*

Colin Williams, Cliffs Natural Resources

Peter Winter, API - The Australian  
Premium Iron Joint Venture (from  
July 2013)\*

## Chief Executive

Reg Howard-Smith

## Directors (Ex-officio)

Nicole Roocke

Sarah Hooper

## General Manager Corporate Services (Ex-officio)

Julie Hill

\* Absent in photograph

# Western Australia's Top Commodities



**Iron ore - \$56.4 billion**



**Gold - \$9.0 billion**



**Bauxite / Alumina  
- \$3.9 billion**

(2013-14 financial year, source – Department of Mines and Petroleum: <http://www.dmp.wa.gov.au/1525.aspx>)



# The Year in Review



## People

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The past twelve months has been a busy period for CME listening to members and collaborating with industry to evoke change and development across a number of workplace issues.

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By maintaining our pressure on the state government to pass legislation embodying our members' calls for a risk-based approach, CME continues to help shape the regulatory environment to better suit industry and members' needs.

Although the Western Australian Government opted not to implement national harmonised health and safety laws in January 2013, over the last year CME has continued to work closely with the state government to promote the development of best practice legislation ideally suited to operations in this state. Throughout 2013, CME has been influential in this conversation, promoting the maintenance of mining specific legislation to be implemented alongside a general health and safety act. In January 2014, CME nominated an industry representative to the Department of Mines and Petroleum's (DMP's) Safety Legislation Ministerial Advisory Panel, which will oversee the drafting of new legislation throughout 2014.

CME also plays an active role as a member of the Mining Industry Advisory Council (MIAC), which provides advice to the Minister for Mines and Petroleum about health and safety in the resources industry. Over the last year, CME has leveraged our representation on MIAC to actively promote a risk-based regulatory approach in Western Australia on behalf of members. The development of the MIAC Risk Action Register in the latter part of 2013 is a positive step and will help to focus the activities of the council. Throughout 2014, CME will be able to utilise the Risk Register to highlight the priority risks in industry as identified by our members.

One of the significant achievements of the year has been the development of a new guideline to assist industry to improve tyre handling techniques. CME's Tyre Management Working Group identified the need to update existing guidance material to address significant safety concerns, and CME worked closely with members to identify the hazards and coordinate advice on best practice. In the second half of the year the working group finalised the development of the Tyre Management Guideline and CME presented this to MIAC in December. If approved, the guideline will be available for use by mid-2014.

Over the last 12 months CME facilitated the opportunity for members to directly shape the development of DMP's new risk management training program. CME developed a Risk Management Survey to better assess the training needs of industry across a range of professional levels and invited a wide variety of employees from our member companies to participate. The survey results placed a unique emphasis on core competencies and the importance of senior management in the promotion of risk management training and strength of safety cultures.

WorkCover WA commenced the second stage of the WorkCover Legislative Review in October, releasing a discussion paper outlining a proposal to redraft the Workers' Compensation and Injury Management Act 1981. CME is working closely with WorkCover to represent member views through input to the proposed changes. As always, the intent is to encourage governments to consider members' concerns to avoid any unintended impacts of changes on the industry.

2013 saw the reinvigoration of CME's Radiation Safety Management Network, (formerly the Radiation Safety Group), which has taken a new direction thanks to growing CME member input and collaboration with DMP. New terms of reference were finalised in October 2013 and have been updated to appropriately reflect industry views on radiation safety. CME held a meeting of the network in early 2014 and worked with members to identify priority issues for the coming year.

With fly in-fly out (FIFO) remaining a topic of media and public attention in 2013, CME established the Mental Health Working Group to focus on better understanding the impact of FIFO work on mental health, as well as mental health issues broadly within the resources industry with an emphasis on evidence-based research. CME's working group provides members with a forum to identify and discuss areas where industry can collaborate on mental health issues in the sector and to advance general awareness of mental health to foster proactive and positive approaches.

CME participated in a host of government and community forums examining the nature of FIFO work, advocating that the work practice remains a necessary, popular and essential part of the Western Australian resources workforce. CME continued to push for evidence-based analysis of the FIFO population, highlighting the significant efforts made by member companies to support the FIFO workforce through employee assistance programs, on-site counselling and high standards of facilities in site accommodation.

Boosting education and training opportunities as pathways to employment in the resources sector continues to be a significant focus for CME. As the industry continues its transition from construction to operations and production, CME members are focused on developing highly-skilled engineers and operators. CME has worked with resources-related chambers from other states to promote career pathways, education and training and opportunities into the resources sector and regularly participates in education and careers-related initiatives.

Careers information website People for the Future and teacher curriculum development resource Oresome Resources have both continued to see healthy traffic during the reporting year. A collaborative effort between the state and national chambers to further develop and manage the suite of online resources will drive further traffic and expose more people to the possibilities of careers in the resources sector.

Demonstrating our ongoing commitment to support the training of the Western Australian workforce, CME made a submission to the review of the State Training and Workforce Development Plan and attended the consultative process hosted by the Department of Training and Workforce Development. The submission recognised the strong contribution CME member companies make to the training of Western Australians and the skills profile and future needs of the sector as it transitions from construction to operations and production. In addition, CME recommended the need for government to focus on working with industry to strengthen Indigenous training opportunities, leading to sustainable employment outcomes.

In 2013, CME made a submission to the Independent Review of the Western Australian Vocational Education and Training (VET) sector being conducted by Emeritus Professor Margaret Seares. To give CME members the opportunity to feed their opinions directly into the process, CME hosted an industry roundtable consultation attended by Professor Seares. The written submission called for the Western Australian VET sector to be industry-led and demand-driven, delivering high quality and consistent training outcomes. It also highlighted the need for flexible management by State Training Providers within a managed framework, particularly in regional centres. Based on the feedback of members, CME recommended a need for clear information flow to decision-makers, and the need to collect relevant training information across all industries for stronger policy development.

The Resources Industry Training Council (RITC) is a state government-funded joint venture between CME and the Australian Petroleum Production and Exploration Association (APPEA). The RITC has also made submissions to the national Indigenous Jobs and Training Review and the Independent Review of the VET Sector. The RITC has provided input on behalf of the industry on a number of federal matters including the review of VET standards conducted by the National Skills Standards Council. The Council also participated in the steering committee for the Western Australian State Training Board's crowding out project and state consultations around Vocational Education and Training in schools.

With Indigenous employment and training opportunities a continuing focus, CME took part in the national-level Indigenous Jobs and Training Review chaired by Fortescue Metals Group Chairman Andrew Forrest. CME members have highlighted concerns around the best models for supporting sustainable employment outcomes, the need to define the roles of both government and industry in employment and training programs, as well as the need to remove incentives for 'training for training's sake'.

"...Indigenous employment and training opportunities a continuing focus..."



Forty-three CME member companies participated in CME's Training and Benchmarking Survey, which captured the significant extent of training undertaken in the sector. The survey revealed CME members spent approximately \$470 million on training activities during the financial year ending 30 June 2012, representing about 5.3 per cent of their total payroll. Apprentices and trainees made up around 5 per cent of the workforce of CME member companies. Around 11 per cent of all the CME member companies' apprentices and trainees are of Aboriginal descent and approximately 13 per cent of CME member companies' apprentices and trainees are female.

The proportion of Indigenous apprentices and trainees is a pleasing result, showing CME members investing heavily in growing the pool of Indigenous people employed in the industry. All companies in the survey offered at least one form of nationally-recognised training for their employees, while 85 per cent of CME members employ staff whose role is primarily training, coaching or mentoring. According to the National Centre for Vocational Education Research's VOCSTATS the Western Australia resources sector is training around 9.5 per cent of all of Western Australia's apprentices and trainees.

In October, CME conducted a ministerial tour of members' metropolitan training facilities to demonstrate the resources sector's extensive efforts in training. CME hosted Minister for Mines and Petroleum; Housing, the Hon. Bill Marmion MLA, then Minister for Training and Workforce Development, Water and Forestry, the Hon. Terry Redman MLA; and Deputy Speaker, the Hon. Wendy Duncan MLA. The tour equipped the parliamentarians with an inside knowledge of members' state-of-the-art training facilities and built appreciation for the considerable investment the resources sector makes to train the Western Australian workforce. The tour backed up the findings of CME's Training Benchmarking Survey and provided decision-makers with a visual understanding of the importance of training to the resources sector.

CME made a submission to the federal Department of Immigration and Citizenship during the development of the regulations for the re-introduction of labour market testing for subclass 457 visas, outlining our strong opposition to this policy. As a result of strong opposition by the business community including CME, the new federal government recognised the unnecessary burden of the policy and introduced it as 'light touch' in November 2013; a significant win for industry.





The Western Australian resources sector's transition from construction to production has formed a general theme for much of the RITC's work over the reporting year with the council commissioning a study to examine the skill implications of this transition, both in terms of quantity of skills and also types of skills required. Due to be completed in May 2014, this valuable information will be used to inform industry and

training providers over the coming years, and help to inform the state and federal governments to determine the allocation of public funds for training delivery.

Over the past 12 months, the RITC has continued to advocate on behalf of its constituency for changes to proposed National Occupational Licensing Reforms, in part resulting in the December 2013 agreement of the Council of Australian Governments (COAG) not to proceed with reforms as proposed.

In late 2013, research work examining skill sets within RITC industries was finalised, highlighting that in some cases training in full qualifications may be "over-training", resulting in skills not used by individuals in specific job roles. The RITC continues to work with the Western Australian Department of Training and Workforce Development around policy implications arising from industry's demand for skill sets based training.

Research into the productivity impacts of automation was commissioned during the reporting year, building on earlier work highlighting potential changes in the sector's skills mix and skill requirements associated with increased automation in the resources sector.

The reporting year also saw the RITC advance and update its Industry Workforce Development Plan, reflecting changing circumstances within the RITC industries. A further update is planned for 2014.

Growing the pool of available skilled people for the Western Australian resources industry through increased diversity of the workforce is a key strategy of CME. Underpinning this vision, CME completed the 2013 Diversity Report – a significant member survey, completed by 50 member companies – to understand the composition of the Western Australian resources sector workforce. The survey revealed 19 per cent of the

Western Australian resources sector are women and 4.2 per cent of the workforce are Indigenous.

The Western Australian resources sector employs a higher percentage of female workers than its counterparts in other states across Australia. It also compares favourably to other countries' resources workforces. The Western Australian resources sector also leads the way in Indigenous employment, outstripping the percentage of Indigenous people employed across the wider Western Australian workforce. There was an increase in the percentage of both women and Indigenous people in management and professional roles from the 2011 survey, which reflects the industry's efforts to focus on this area with initiatives such as CME's Indigenous Leadership in the Resources Sector Program showing a positive effect. The survey results will assist to develop strategies to further the employment prospects of under-engaged parts of the workforce.

**"In late 2013, research work examining skill sets within RITC industries was finalised..."**

CME's Women in Resources Awards continues to be a highlight on the CME calendar, celebrating the role played by champions of gender diversity, and professional and trades women across the resources sector in Western Australia. The 2014 breakfast held in March was again the biggest function hosted by CME in the reporting period, hosted by journalist Annabel Crabb and featuring a panel of industry leaders discussing the issue of both men and women contributing to gender diversity. The event attracted more than 60 nominations from across the industry, a reminder of the extraordinary calibre of women in the Western Australian resource sector, and provided CME members the opportunity to recognise excellence in the growing workforce demographic. CME was pleased the recently published Women in Mining UK report showcasing 100 globally inspirational women in mining featured 16 women working in Western Australia, while 10 were former winners or finalists in CME's Women in Resources Awards.

Now in its third year, CME's Indigenous Leadership Program has continued to assist our member companies to develop the leadership capacity of their Indigenous workforces. As part of the program, CME provides scholarships to Indigenous employees within the resources sector who have demonstrated their ongoing leadership potential, to undertake training for their Certificate IV in Frontline Management from the Australian Institute of Management. Through the specially-tailored program, participants gain and develop invaluable leadership skills within a culturally-appropriate learning environment.



## Communities

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Western Australia's resources sector workforce continued to diversify during the reporting year, with CME supporting our member companies to foster employment development and leadership opportunities for all demographics across their workforces.

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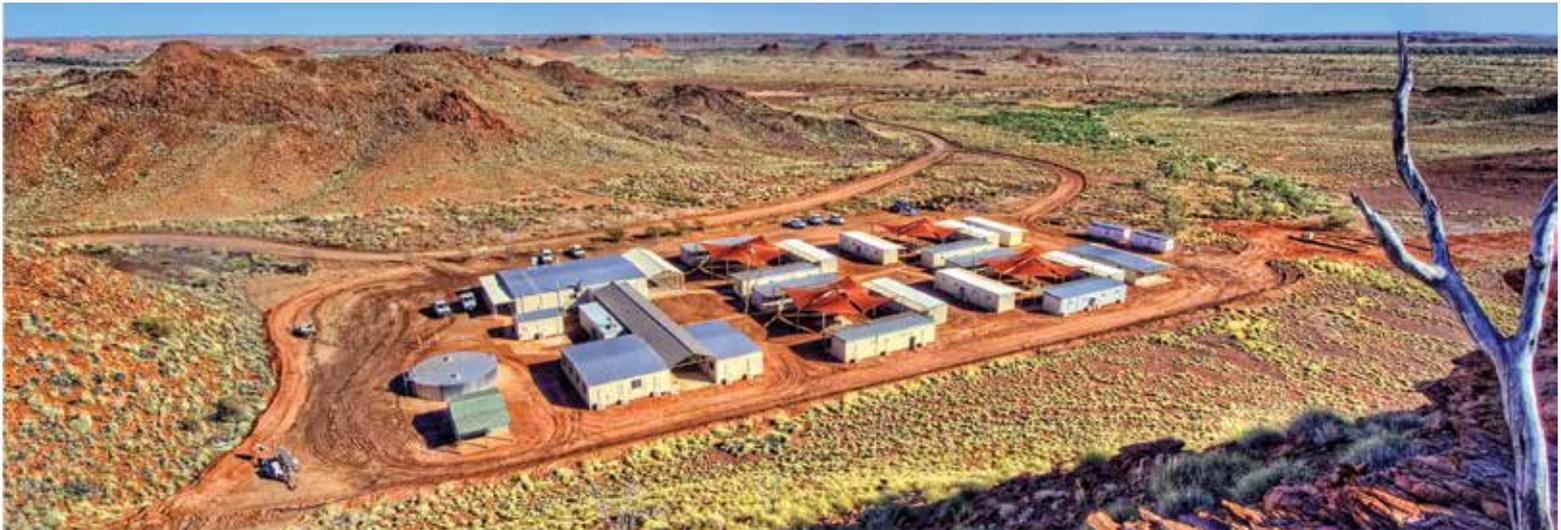
### Kimberley

Strengthening key stakeholder relationships, providing strategic input into planning processes and continuing to deliver tangible outcomes for regional members has been a theme of CME's activities in the Kimberley region over the past year. As part of this, advocating for improved regional infrastructure, promoting business opportunities and multiple and sequential land use, and working towards ensuring our members' ongoing access to a skilled and local workforce have all been issues high on CME's regional agenda.

CME's Kimberley team has invested in key relationships to leverage our members' needs over the reporting year including engaging with a number of organisations across the region. As a member of the Kimberley Workforce Development Alliance, CME contributed to the development of the Kimberley Workforce Development Plan 2014-2017, with input drawing on CME members' industry data to help identify current and future skill requirements.

Throughout the year, CME also engaged with the Kimberley Development Commission to contribute to its blueprint for the Royalties for Regions program. CME's input to this blueprint raised several key issues, including the importance of creating sustainable regional hubs and communities, continued open negotiations around land access and use, sustainable environmental practices, working towards the development of industry-wide technology solutions and ensuring ongoing access to appropriately-skilled workforce.





With an increased state government focus on the Canning Basin, CME is increasing co-operation with APPEA, identifying ways in which the two organisations can work together and leverage respective expertise to provide a consistent industry voice on land access and onshore gas across the Kimberley. To assist in the promotion of emerging opportunities in the Canning Basin, CME presented at the Kimberley Economic Development Forum on the potential development in this area.

Advocacy work to ensure Kimberley-based members have access to an appropriately-skilled workforce into the future has been a major focus for CME over the last year. In August, CME facilitated a workshop on Aboriginal employment and agreement-making in Halls Creek. Participation in the workshop included the Kimberley Regional Council, the Kimberley Training Institute, Halls Creek Shire Council, MG Corporation, KRED, local MP Josie Farrer, CME President Brian Reilly and Chief Executive Reg Howard-Smith. The workshop enabled attendees to develop a stronger understanding of the initiatives available in the Kimberley, and how organisations are increasing Aboriginal employment and conducting agreement-making. In addition, the workshop enabled companies to develop stronger ties with local organisations, and to understand how these strategic linkages can be leveraged to improve Aboriginal employment in resources projects.

In 2013 CME commissioned the development of a resource list of Aboriginal training and employment programs. This list, for use by Kimberley resources companies, details various government programs available in the Kimberley, and their respective local providers. CME will continue to develop this resource throughout 2014, to reflect any changes to the provision of programs in the region.

CME will continue to bring together local stakeholders and government agencies with our Kimberley members to identify opportunities for increased understanding, growth and collaboration. In addition, CME remains committed to promoting an increased focus upon infrastructure so as to meet the requirements of resources project proponents into the future.

From a national perspective, CME's advocacy work promoting the Kimberley region and identifying measures to further grow the resources industry within the region continues, including through CME's contribution to the development of the federal government's *Northern Australia White Paper*, and the Parliamentary Inquiry into the Economic Development of Northern Australia.



## North West

While the Western Australian resources sector continued its transition from construction to production in 2013, the North West region recorded yet another strong year, with CME continuing its work alongside member companies to champion the needs of the region.

Much of CME's work in the region over the past year has focused on working alongside the state government with its Pilbara Cities vision, and promoting the work of member companies to assist in investment in local communities. The vision, announced in 2010, aims to see Karratha and Port Hedland grow into cities of 50,000 people and Newman to 15,000 people by 2035, with other Pilbara towns also developing into sustainable long-term local communities.

With regular engagement through the North West Regional Council (NWRC), CME has witnessed continued growth in exports and the modernisation of the region's infrastructure. Member companies have been instrumental in investing in both hard and social infrastructure, such as the Pilbara Industry's Community Council (PICC) health program, which delivered new medical facilities in Karratha, Newman, Port Hedland and Tom Price.

In the face of mounting cost pressures across the board, Port Hedland still achieved record-high export figures. However the rising cost of doing business in Western Australia has prompted CME to strengthen efforts to ensure the wider community and government bodies understand the issues facing the resources sector, and to encourage the community to seek alternate funding methods beyond the sector.

CME continued to address questions around the role of flexible employment options in the North West community. CME supports FIFO as a necessary component of the sector, ensuring the continued supply of skilled workers meets changing skill and technology demands.

In other work, CME's North West activities focused on local government rate hikes, the support of transient workforce accommodation (TWA) facilities, port reform, aviation matters and environmental offsets.



## Mid West

CME has been working hard throughout the reporting year to ensure the views of our regional members in the Mid West are known by key decision makers.

CME has built on a range of existing programs, including the year's four regional council meetings which attracted a variety of guest speakers ranging from local, state and federal politicians to government agencies. The quarterly meetings engage members in discussing and addressing a range of business-related issues such as roads, charter licensing, ports and workforce development, and allow members the opportunity to provide input into government policy development.

Throughout the year CME focused on planning, preparing and supporting the growth of the Mid West resources industry. CME participated in the Mid West Development Commission's Regional Planning Blueprint, and provided detailed input into three other sub-regional economic development strategies. In addition CME has represented its membership on several key external committees. These include the Mid West Workforce Development Alliance helping to project the region's future workforce and training needs and the Mid West Development Commission Strategic Infrastructure Group, a collaborative committee which brings together government agencies with industry to focus on meeting the region's short and long-term road, rail, water and power infrastructure needs.

CME has also participated in the Murchison Community Aviation Consultation Group to manage the efficient operations of charter and passenger aviation transportation, vital to support the more remote areas of the region, and the Mid West Industry Road Safety Alliance, a collaborative partnership which brings together industry road users with WA Police, Road Wise, Main Roads, Office of Road Safety and local governments across the region to identify and combat key road safety issues.

A key policy-related outcome over the reporting period has been the successful intervention around proposed new radio quiet regulations for the Murchison Square Kilometre Array Telescope. CME took a proactive stance corresponding with the regulator, the Australian Communications and Media Authority, various state and federal government departments, agencies and politicians in order to delay the implementation of the regulations to allow for thorough industry and technical consultation. CME has encouraged the Western Australian Government's effort to ensure all stakeholders are properly consulted and investigation into legislative and other options to strengthen the coexistence regime to deliver balance between radioastronomy and continued industry investment, growth and certainty in the Mid West.

This year saw a rise in exploration activity for a new commodity in the region – shale and tight gas. This also brought with it increased community concern regarding the extraction method of hydraulic fracturing. While the onshore gas industry is in a proof of concept phase in the Mid West, concerns around the safety of hydraulic fracturing have become the focus of significant media attention. CME worked alongside a number of parliamentarians, DMP and APPEA to provide facts around this issue in a combined effort to engage and communicate across the whole community. This has involved a consolidated approach, with CME using all its channels of communication including monthly e-newsletters, attendance at community events, stakeholder engagement and the production of fact sheets, to ensure that incorrect information is addressed.

Since CME's Geraldton office opened in 2012, maintaining industry's relationship with local communities has become central to work in the region and is achieved through a wide range of communication and engagement initiatives, some of which are outlined here.

As part of our commitment to supporting a diverse workforce, in late 2013 CME established an Indigenous Mentors Group in the Mid West to engage with and support mentors working within member companies. The group is already creating positive outcomes for its participants, who come together regularly to share information, best practice and working strategies.

In August, CME attended the Mid West Careers Expo at Durack Institute of Technology, where workshops were held to showcase the People for the Future careers website for over 1500 young people on the many diverse career opportunities available within the mining industry.

CME has continued to build relationships at a grassroots level by connecting key stakeholders directly with on-the-ground activities through facilitating site tours. The highlight of this initiative was a three-day, Non-Government Organisation and Industry Environmental Forum tour in August. While travelling 1000km around the region, participants witnessed cross-sector collaboration and close working partnerships between environmental organisations, local government and industry. These collaborations are contributing to positive research, biodiversity conservation, land management, planning and rehabilitation outcomes in the region. Participants agreed there is real potential to develop, improve and expand on Mid West models in other regions.

Following its introduction last year, CME's Mid West monthly e-newsletter is proving an effective communication tool across a geographically-diverse audience covering 22 different local government areas. In addition, CME's *Mining in the Mid West Regional Advocacy Document* has assisted to highlight the good work being done by CME members through environmental and community relations programs.



“CME has also continued to build relationships at a grassroots level by connecting key stakeholders directly with on-the-ground activities through facilitating site tours.”

“In early 2014, CME was invited to participate in the development of the Goldfields Esperance Regional Blueprint. CME’s involvement in this ongoing planning process aims to ensure members concerns are a key factor in government planning and efforts towards a sustainable future for the region.”



## Eastern and North Eastern Region

Strengthening the voice of the resources sector, prioritising regional plans and celebrating mining's contribution to the community were key themes for CME across the East and North Eastern regions this past year.

Industry has continued to be well-represented through CME involvement in more than 20 committees across the Goldfields. Consultation took place on a range of issues including workforce development, education and training, community services, infrastructure upgrades and biodiversity. Participation in these discussions not only facilitates collaboration on industry matters but also allows for CME to promote the value of the sector to the wider community.

In August, CME's Eastern Regional Council (ERC) focused on tertiary education opportunities in the Goldfields, with presentations from Shadow Minister for Universities and Research Brett Mason and Professor Erkan Topal from the Western Australian School of Mines (WASM). Senator Chris Back and then-Liberal candidate for O'Connor, Rick Wilson, also attended the meeting, which CME seized as an opportunity to foster political awareness on regional education issues which may be factored into future policy-making.

For the last five years, the ERC has been heavily involved in the Goldfields Education Mining and Industry Alliance (GEMIA) to enrich the school curriculum and promote employment in the local resources sector. The program has been delivered to more than 3000 students from more than 20 schools across the Goldfields-Esperance region. In August, CME took part in GEMIA's Girls and Guys Exploring Mining Forum, with students from as far as Norseman, Southern Cross and Leonora travelling to take part. The forum aimed to engage and motivate students to pursue resources-related careers from geology and metallurgy to OHS and underground mining, through guest speakers, engaging hands-on activities and tours of local mine sites and workshops.

Future regional development has been a key focus for CME throughout the reporting year. In the first quarter of 2013, the then Minister for Energy, the Hon. Peter Collier MLC and the then Minister for Transport the Hon. Troy Buswell MLA, travelled to Kalgoorlie to provide an update on general power availability and future growth initiatives. During the state election campaign, both Kalgoorlie and Esperance were visited by senior ministers outlining election commitments to the region, with education facilities, staff retention, and road transport between Perth and Kalgoorlie featuring prominently as key issues advocated by CME.

One of the major projects CME engaged with in 2013 was the development of the Climate Adaptation in Regional Mining Value Chains case study of the Goldfields Esperance Region. The report was developed in association with the ERC, the Goldfields Environmental Management Group and CSIRO. The report represents two years of engagement between industry members and local agencies on the threats and opportunities associated with changing climate conditions. As a result, the report examined the main vulnerabilities for the regional mining chain, considering the availability of scarce resources (principally water and energy), impacts on environment and community, hazards and workforce issues, infrastructure impacts, and mining planning and design, and reviewed potential pathways for regional action.

In early 2014, CME was invited to participate in the development of the Goldfields Esperance Regional Blueprint. CME's involvement in this ongoing planning process aims to ensure members concerns are a key factor in government planning and efforts towards a sustainable future for the region.

Despite volatile market conditions for key commodities and the increased cost of doing business in Western Australia, CME members in the Eastern Region maintained a continued focus on local contribution and investment. Our member companies are very much a part of the region in which they operate. Consequently, CME members continue to actively contribute financial and in-kind support to community projects and initiatives aimed at improving the wider community.

In December, Kalgoorlie again embraced the annual St Barbara's Festival, which recognises the mining and resources sector's commitment and contribution to the community, and incorporates a memorial service to honour lives lost in the mining industry. Underpinning the importance of safety in the industry CME hosted successful Surface and Underground Mine Emergency Response Competitions again in 2013.

# Mines Security Services and Gold Stealing Detection Unit

The Mines Security Services (MSS) was established within CME to manage the agreement between CME and WA Police for the provision of Gold Stealing Detection Unit services in Western Australia. The Gold Stealing Detection Unit (GSDU) is based in Kalgoorlie and has been in operation since 1907.





Up until 2014 the GSDU has been funded through levy contributions from the Western Australian gold industry from MSS member companies, for which membership is conditional upon financial membership of CME.

In 2013 an evaluation was conducted to assess the ongoing need for the GSDU and upon completion of the evaluation both WA Police and CME recognised the importance of the unit to the gold sector. WA Police then worked with CME to ensure continuation of this specialist service, albeit with a new model from which the service has been previously operating.

Key elements of this model include revised funding arrangements and for the GSDU to be relocated to the Kalgoorlie Regional Detectives office, with a new reporting structure that reflects this change in location. In addition, the number of GSDU police officers will be reduced to three, plus one intelligence analyst; additional support will be provided by other regional detectives based in Kalgoorlie as required.

Included in the new model is a revised clearance process and CME has successfully applied to become an accredited Crimtrac clearance broker.

“Amid proposed Western Australian port amalgamations due to come into effect in 2014, CME has also continued to liaise with the Bunbury Port and the CME Bunbury Port Users Group to strengthen communication channels for members concerns to be addressed promptly by the port.”



## South West

Advocating CME member companies' priorities in infrastructure, environmental and education issues has driven the agenda in the South West across the reporting year.

Regional infrastructure and transport issues remained a key priority for CME throughout the reporting year. CME welcomed the release of the state government's *Regional Freight Transport Network Plan* in late 2013 as a positive step forward to ensure the road and rail needs of the resources industry are met ahead of projected industry and population growth. During the year, CME continued to advocate for key infrastructure developments identified as catalysts for future economic development, including the Bunbury Outer Ring Road and the need to connect industrial parks to Bunbury Port through efficient and safe road and rail linkages. As a result, CME has collaborated with local government agencies and organisations to ensure adequate funding is directed to these projects.

Amid proposed Western Australian port amalgamations due to come into effect in 2014, CME has also continued to liaise with the Bunbury Port and CME Bunbury Port Users Group to strengthen communication channels for members concerns to be addressed promptly by the port.

With environmental approval processes continuing to present significant issues for CME members across the Peel region and South West, CME has advocated at a local, state and federal level for reform, to reduce duplication, red tape and timeframes members encounter in environmental approval processes. As part of this advocacy, CME has hosted the South West Environmental Forum throughout the reporting year to represent member companies' views around these issues.

Education and training remained another significant priority for CME. The quarterly South West Industry Training and Education Forum was launched in September and is already proving a success. The forum comprises education providers, ECU South West and the South West Institute of Technology along with CME members to form an education alliance, aiming to ensure adequate training opportunities are provided for young people and prospective employees in the region. With Future Skills WA announcements and education reform across the state, CME is working to represent the views of members to ensure resources sector education is a high priority, encouraging and supporting school leavers and university students to choose careers in resources and sciences contributing to the sector. CME also continues to be part of the South West Workforce Development Alliance.

Late in the reporting year, CME undertook a state-wide community perception survey including the Peel region and the South West, to better understand the way the sector is understood in the community. While the resources sector remains the South West region's largest economic contributor, CME found the role of the sector within the community is not always well-understood by those living in the region. The survey data will assist CME to develop appropriate communication strategies to ensure a greater understanding of the resources sector's environmental performance and economic contribution within the South West community. CME has since hosted a series of regional community relations forums and will continue to do so throughout 2014.

# Innovation

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2013 has seen CME's member companies cement their position as global leaders forging the way ahead with new innovation across technology, occupational health and safety and climate change.

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The federal government's carbon tax policy remained a contentious topic throughout the reporting period. CME actively engaged with both state and federal government through numerous submissions and meetings to advocate for the repeal of the carbon tax, with CME's Carbon Policy and Energy Efficiency Reference Group (CPEERG), contributing to a number of submissions urging the government to repeal the legislation. The new federal government's commitment to repeal the tax with the introduction of the new Senate in July 2014 comes as a win for CME member companies and affirms the effectiveness of CME's advocacy around this issue. While the timing of the repeal remains uncertain, the government's commitment to repeal the tax as soon as politically practicable is a positive signal for CME member companies.

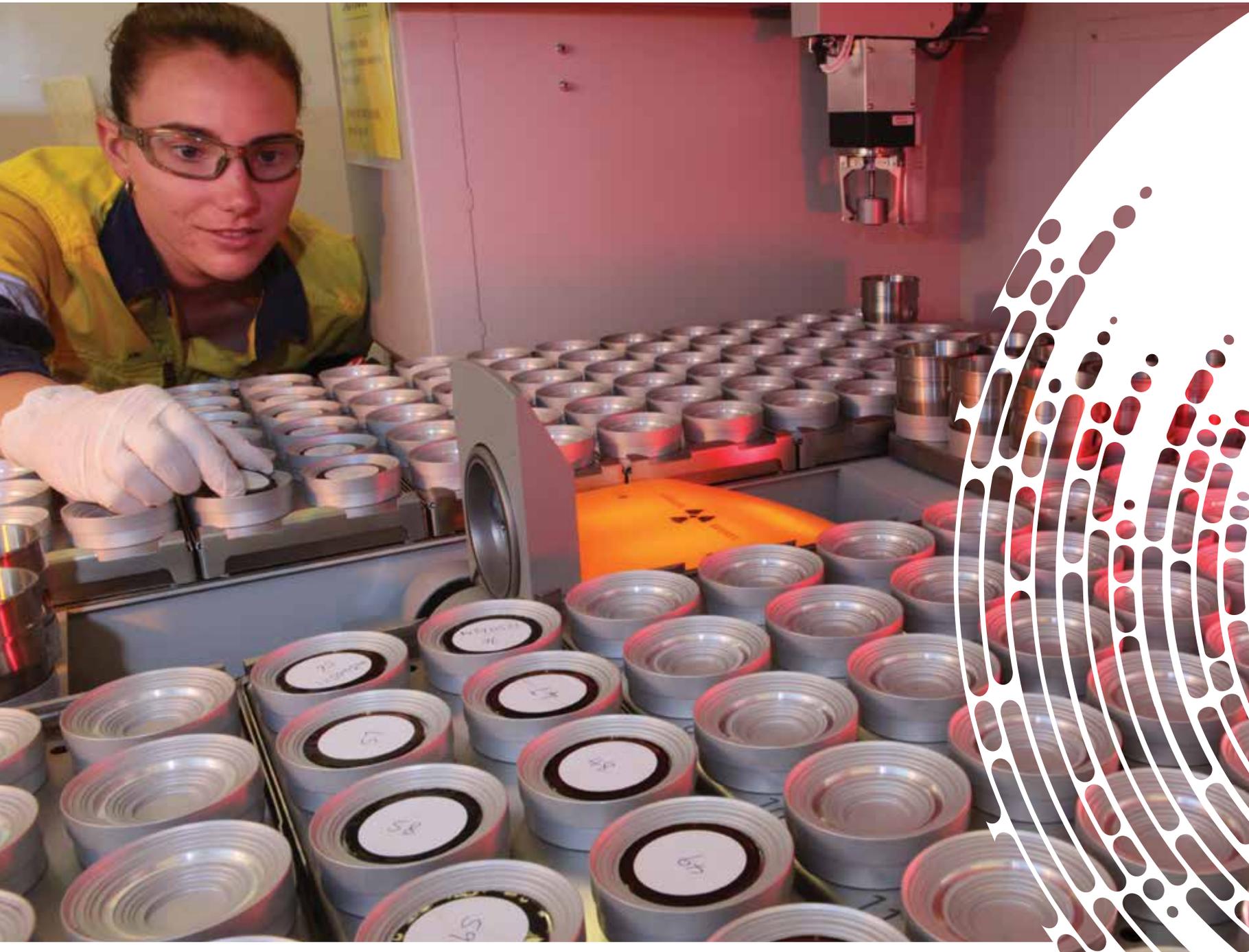
CME's CPEERG has remained active across other avenues throughout the year, and also contributed to significant components of the federal government's Direct Action Plan on climate change and carbon emissions. In addition, CPEERG has proven an invaluable forum to keep CME members up-to-date across carbon-based decisions.

CME has continued celebrating and fostering the development of new innovations in health and safety in the resources sector, with the annual CME Safety and Health Innovation Awards presented at the two day CME Safety and Health Conference in April 2013. The awards celebrate occupational health and safety innovations that contribute to making the resources sector a safer environment across the board, while encouraging members to continue research and development through sharing ideas and best practice.

In November 2013, CME hosted two events led by the Australian Renewable Energy Agency (ARENA); a resources sector renewable energy technology forum and an executive roundtable with members of ARENA's Board. Through these events, CME worked to facilitate learning and information sharing between resources sector companies and renewable energy proponents on the challenges and opportunities for integrating renewable energy generation into resources sector operations.

Research commissioned by Austrade indicates the business case for augmenting conventional generation with renewable energy in mining projects can be strong, particularly for projects with long mine lives and those powered by diesel fired generation. However, despite these opportunities, several challenges have prevented greater uptake of renewable energy in mining operations. Some of these challenges include the substantial opportunity costs of foregone mining production, favouring lower risk conventional generation over renewable energy which may pose reliability and intermittency concerns and renewable energy profiles not matching load profiles for mine sites, which normally maintain 24-hour operations requiring base load power or energy storage. Access to gas fired generation for many mining projects in Western Australia also makes for a more challenging business case.

ARENA's financial support for industrial renewable energy project proposals in off-grid and fringe-of-grid areas aims to assist in overcoming these and other challenges and feedback from ARENA indicates a substantial number of expressions of interest were lodged as a result of the CME hosted events. While overcoming these challenges will take time, CME is pleased to facilitate open and informative discussions and looks forward to continuing to work with ARENA and Austrade in this regard.





# Infrastructure and Planning

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CME has engaged heavily with local, state and federal government to progress a range of issues and policy changes in the planning and provision of infrastructure across WA over the reporting year.

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In early 2013, CME responded to the *State Planning Strategy* developed by the Department of Planning, welcoming the strategy overall as an overarching vision for Western Australia but highlighting the need for the state government to develop an infrastructure implementation plan to achieve its vision.

CME welcomed the release of the *Western Australian Regional Freight Transport Network Plan* in May. The plan outlines the state government's planning, policy and project priorities to ensure the regional transport network operates effectively to 2031. CME facilitated a discussion between the Department of Transport (DoT) and CME's Infrastructure Committee during its drafting and considers the plan a good outcome, making a comprehensive and holistic appraisal of key transport infrastructure needs in all modes of freight transport in Western Australia, including state roads, state-owned rail lines and port authorities. The plan provides industry with an understanding of government views for future expansion and development needs of the state freight network.

CME has worked closely with DoT and the then Minister for Transport, the Hon. Troy Buswell MLA, throughout the reporting year to ensure no adverse impacts arise for the amalgamation of port authorities following the passing of the state government's Ports Legislation Amendment Bill. Coming into effect in mid-2014, the first phase sees the amalgamation of seven port authorities into four regional authorities, with a second phase enabling the transfer of 13 non-port authority ports to the new regional port authorities. Given the importance of ports for exporting resource sector commodities, CME's advocacy has worked to ensure the Amendment Bill does not adversely impact on port users or the facilitation of trade.

CME will continue to engage with members and DoT on the amalgamations throughout 2014. In related port issues, CME actively liaised with a number of government departments and ministerial offices on the introduction of a new Port Improvement Rate (PIR) at Port Hedland, and overarching state government draft policy. This included hosting a series of port policy meetings in October 2013, which are likely to result in significant improvements in the application and governance of a possible PIR.

With the development of the Gas Bulletin Board (GBB) in 2013, CME facilitated a number of meetings with the Independent Market Operator, Public Utilities Office and member companies concerned by the cost model of the GBB. CME supports improved transparency in the gas market however considers the cost recovery model to pay for the administration of the GBB should be improved. Through strong advocacy CME ensured members views were raised throughout the consultation process.

In late 2013, CME reviewed its energy policy position, creating an overarching guiding document to be used to frame future CME responses to energy policy reforms. The policy, endorsed by members, considers improved transparency in energy policy development and implementation, competition in energy markets, security of supply and diversity and investment in infrastructure and technology.

As part of the *2013 State Growth Outlook*, CME forecast resources sector movements at Perth Airport would grow as FIFO roster cycles become shorter with the move into a production phase. CME has used these forecasts to inform the development of a submission to the *Western Australian Draft State Aviation Strategy*. The strategy outlines the vision for Western Australia to have a world-class aviation network and infrastructure that supports and promotes the state's economic and social development. The strategy has been heavily guided by CME's aviation forecasts and position regarding the efficient provision of aviation services and regulation. With the final strategy expected to be released in 2014 this will remain a priority for CME's Infrastructure Committee who will continue to engage with DoT throughout the year to ensure the strategy best reflects the needs of CME member companies.

Complementing the work addressing wider aviation sector issues through the *Draft State Aviation Strategy*, CME has continued to represent member companies' best interests, establishing the Aviation Roundtable in August. The roundtable brought together key industry leaders and service providers including Perth Airport and state and federal regulators and policy makers including the Civil Aviation Safety Authority (CASA), Air Services Australia, the federal Department of Infrastructure and Transport and state Department of Transport, to discuss key issues facing the aviation sector in Western Australia relevant to the resources sector. Key issues identified during the roundtable included information and data sharing, infrastructure and planning, and airspace management and safety. CME will convene a second roundtable in 2014 to identify future actions among key stakeholders.

On behalf of members, CME attended and participated in the Western Australian Parliament's Economics and Industry Standing Committee's inquiry into Floating Liquefied Natural Gas (FLNG) during the reporting year. Working with key members, in particular Shell, Woodside and ConocoPhillips, CME made a submission confirming its stance in support of the new technology as a means to address cost pressures by bringing forward revenue streams and making projects more competitive, particularly for remote gas fields. The outcome of the inquiry report is expected to be released during the first half of 2014.

Examining ways to encourage private sector investment and government frameworks in Western Australia's resources sector infrastructure was a key focus for CME during the reporting year. CME collaborated with PriceWaterhouseCoopers to develop the *Investment in Resource Sector Infrastructure Report* examining how to encourage private investment in the sector and looking into effective ownerships models, such as

Public Private Partnerships (PPPs). The report made a number of recommendations on how member companies and government can work to encourage private sector investment, within a broader context assessing the impact of the loss of Western Australia's AAA credit rating position and the government's position selling and leasing infrastructure to private sector investors. The report was launched in February, by federal Assistant Minister for Infrastructure the Hon. Jamie Briggs MP, and CME will continue to advocate the recommendations of the report throughout the year.

Over the last year CME has engaged with state and federal governments on a range of resources related economics and tax issues, highlighting key concerns and providing recommendations for genuine reform. CME continued to focus on the cost of doing business; ensuring governments both at state and federal level understood the pressures faced by the industry as a consequence of imposed costs and ineffective regulations. The *Economic Reach of the Western Australian Resources Sector* report informed a wide stakeholder base about the broad contributions of the sector to the state and national economies.

The *Economic Reach of the Western Australian Resources Sector* report released in October evaluated the broader contributions the resources sector makes to regional communities, Western Australia and the national economy. The report quantified the extent the Western Australian resources sector has driven income, employment, community and infrastructure growth and development across all levels. The study explored the investment made by resources companies beyond the hiring of local labour, infrastructure and assets needs for mines and discussed significant community investment. The spreading of economic benefits from the resources sector through both direct and indirect channels has made Western Australia the stand out economic performer over recent years.

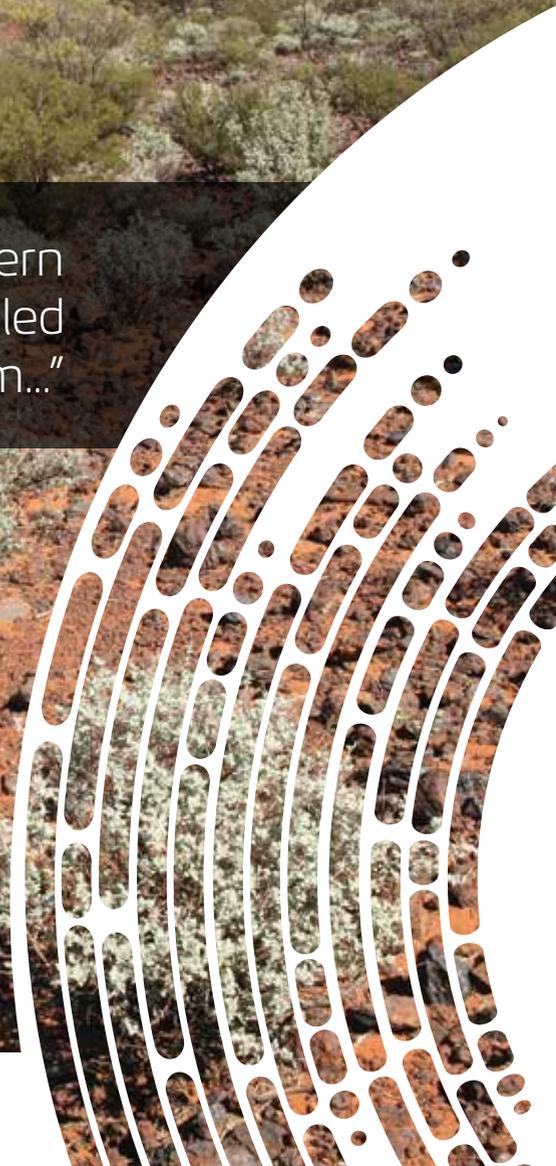
CME continues to be actively engaged in the efforts to reduce the regulatory burden created by duplicative and inefficient policy. CME has articulated members concerns throughout the development and implementation of the federal government's Australian Jobs Act in 2013. Aimed at improving local content in large resources projects, it represents an overly burdensome, overly prescriptive policy which does nothing to further local content opportunities not already in place. The efforts of CME and others have resulted in some reduction to the requirements for Australian Industry Participation Plans. CME will continue to work for the removal of these regulatory burdens in the coming year.



“The Economic Reach of the Western Australian Resources Sector report released in October evaluated the broader contributions the resources sector makes to regional communities, Western Australia and the national economy.”



"CME was heavily involved in the development of Western Australia's Mining Rehabilitation Fund (MRF), a new pooled fund replacing the existing environmental bonds system..."



CME made submissions to both the state and federal governments in advance of elections as well as ahead of both the federal budget in May 2013 and the Western Australian Government budget in August 2013. These submissions ensured the priorities of members were available for key stakeholders in their development of policies for the year ahead.

In July 2012, a three-year local government trial commenced for the application of Gross Rental Valuation (GRV) to mining, petroleum and resources interests. With the trial now half way through, CME has continued to liaise with members to assess the effectiveness of the trial and to relay this feedback to the Department of Local Government, to ensure broad understanding and compliance with the trial. In early 2014, CME commenced a survey of member rates data to assist with evaluations of the trial.

CME's focus for 2013 was on the challenges of doing business in Western Australia and encouraging policy measures such as the Exploration Incentive Scheme at a state level and the Exploration Development Incentive at a federal level to assist in investment in the sector.

The federal Minerals Resources Rent Tax was opposed by CME prior to its implementation and the announcement by the new federal government of its repeal was welcome. CME also welcomed the election commitment of the federal government to repeal the carbon tax. While timing for its repeal remains uncertain, this decision is a positive development for CME members.

The state Mineral Royalty Rate Analysis (MRRRA) review has been a significant issue and will continue to be for CME and its members in 2014. The state government analysis aims to ensure minerals royalties operate fairly and efficiently. CME is working on behalf of members to ensure the best outcome; recommending against any proposed royalty rate rises. In August 2013, the terms of reference requested CME as a key contributor to the industry reference group to represent industry views. Since this time, CME has met regularly with CME's Royalty Working Group and Gold Royalties Working Group to ensure members' views are well understood by government decision makers. CME has also worked with members to obtain and provide data including company cost information for consideration by the state government. The review is expected to continue until December 2014, with CME maintaining a key role throughout the recommendation process.

One of the coalition's key commitments entering into the federal election was to remove duplication between state and federal government legislation. Labelled as a 'one-stop-shop' for federal environment approvals, state and territory governments could conduct assessment and approvals under bilateral agreements. Prior to the federal election in 2013, CME partnered with other state chambers and councils to develop an industry position statement on delivery options for a 'one-stop-shop'. Encouragingly, the federal government has already demonstrated progress in this issue, signing a Memorandum of Understanding with state governments to outline a plan on how to implement this policy.

In response to state-based regulatory reform proceedings, CME instigated a secondary and tertiary approvals reform working group with members to identify areas of regulatory duplication impacting on resources sector projects. While the federal government's 'one-stop-shop' policy addresses primary approvals, CME is working to address further duplications in the secondary and tertiary approval process, to help reduce the regulatory burden facing members.

CME was heavily involved in the development of Western Australia's Mining Rehabilitation Fund (MRF), a new pooled fund replacing the existing environmental bonds system, which commenced in July 2013 with a voluntary 12-month opt-in period. The MRF requires mining and exploration projects operating under the *Mining Act 1978* to make annual contributions based on a percentage of total closure liabilities. From 1 July 2014, participation in the fund becomes compulsory.

Together with members CME has worked closely with the state government to review Western Australia's mining securities system in the development of the MRF. CME has welcomed the fund as a positive outcome for members as the fund will free up significant capital for smaller to mid-tier mining companies during a time when the high cost of business continues to exert pressure on the Western Australia resources sector. Since its introduction, voluntary opt-in uptake has been high, with 350 companies already registering to enter the fund.

# Natural Resources

After a positive year of engaged committee representation, CME has leveraged a host of practical initiatives and realistic outcomes focused on natural resources and land access during the reporting period.



While land access continues to present challenges for CME's exploration-based members, the organisation has worked to achieve positive outcomes in this area for members over the year.

Throughout 2013 and continuing into 2014, CME has engaged heavily with the Department of Water (DoW) regarding its *Securing Western Australia's Water Future* position paper, which outlines the state government's proposed approach to reform Western Australia's water resource legislation. During the reporting year, CME facilitated a number of sessions between CME's Water Issues Group and DoW. In addition, CME represented members as part of DoW's Water Reform Reference Group alongside other industry groups and government agencies to consult on water reform agenda. CME looks forward to open and ongoing communications around the reform agenda continuing into 2014.

During the reporting period, CME worked with members to review DMP's Mine Closure Guidelines. At the time of its implementation in 2011, DMP committed to reviewing the guidelines within two years. In August, CME hosted a workshop alongside member companies and DMP to assess opportunities to amend the guidelines, and subsequently prepared a report identifying key industry issues. CME is hopeful industry views will be incorporated into the review as it is finalised this year.

In collaboration with a number of other Western Australian environmental NGOs, research providers, industry members and stakeholders, CME has continued advocacy work supporting the establishment of a Western Australian Biodiversity Science Institute. A long running priority of CME, the Institute would ensure an effective and coordinated approach to acquiring and interpreting knowledge on Western Australia's immense terrestrial biodiversity. Positive progress throughout 2013 saw the establishment of an interim steering group to establish a governance charter and research framework for the Institute.

Following the state election, CME initiated a review of environmental offsets alongside the government, and developed an industry position paper and agreed to a set of recommendations with government. CME established a working group collaborating with industry members and government representatives to develop a new set of guidelines steer the application of offsets in project approvals. After successfully influencing government, CME is pleased to note the new guidelines mark a significant step forward on past stakeholder guidance on environmental offsets.

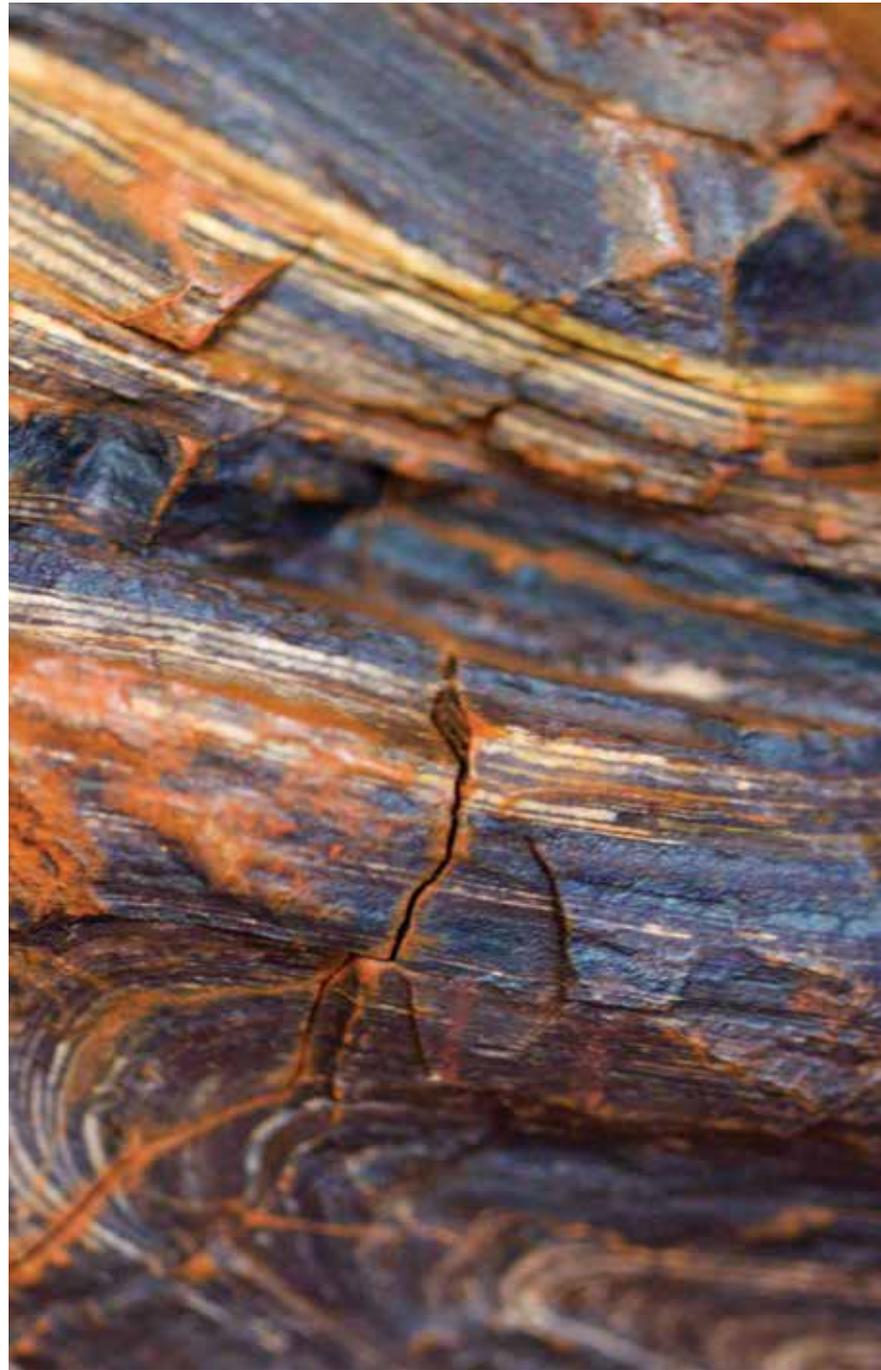
CME members are major stakeholders in Australia's native title system and are committed to working to establish efficient and equitable legislation and processes to provide certainty to all parties. As such, CME participated in the review of proposed amendments to the Native Title Act 1993 over the last year. As part of this consultation process, CME submitted and reiterated the commitment of its members to legislative and policy amendments to the native title regime, following considered and comprehensive stakeholder consultation. This commitment is based on the need for amendments to deliver streamlined, flexible and sustainable outcomes in both the resolution of native title claims and future act negotiations. The transparent and timely resolution of native title matters is essential for the Western Australian resources sector and CME supports genuine considered and sustainable reforms.

During the reporting year, CME made a submission to the Deloitte review into the Roles and Functions of Native Title Organisations, and also provided comment on the Terms of Reference for the Proposed Review of the Native Title Act by the Australian Law Reform Commission. CME will continue to participate in the next stage of the Australian Law Reform Inquiry, which is scheduled for completion by March 2015.

Last year, CME prepared a submission to the Legislative Council of Western Australia's Inquiry into the Implications for Western Australia of Hydraulic Fracturing for Unconventional Gas. As part of its submission, CME noted the strength of current industry regulation, the application of best practice by companies and the potential for multiple and sequential land use. The Inquiry is continuing into 2014 and CME will continue to advocate on behalf of its members on this issue.

CME has worked with other land users including the Western Australian Farmers Federation, Pastoralists and Graziers Association of Western Australia, the Western Australia Tourism Council and Western Australian Local Government Association to identify opportunities for multiple and sequential land use, as well as to minimise perceived land use conflict.

CME continues to monitor the development of proposed legislative amendments, improving processes and procedures regarding land access. Through participation in committees such as the Mining Industry Liaison Committee and the Aboriginal Heritage and Native Title Industry Liaison Committee, CME has provided input into a variety of initiatives. These include efforts to seek efficiencies and improve the operation of the Warden's Court, providing feedback on changes to the administration of the Aboriginal Heritage Act 1972, and involvement in the development of the Aboriginal Heritage Electronic Lodgement System.





# Public Comment

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CME has provided a voice on a range of issues relevant to members across the state and national stage over the reporting period.

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CME took an active role in keeping members well-informed of key developments during the two election campaigns in 2013. CME provided regular updates on policy announcements relevant to the resources sector, politicians' visits and significant events occurring during both the state and federal election campaigns. In addition, CME issued members with regular updates regarding policy statements, announcements and the resulting implications for the resources sector.

During the state election campaign, CME welcomed the launch of the Liberal Party's resources policy, including exploration incentives, an online approval tracking database and a new biodiversity online database, all of which will benefit the sector. In addition, the Premier's decision to rule out the inclusion of Western Australia's resources sector in the new Building Construction Industry Training Fund, exempting the sector from the new levy, was a positive outcome on the back of CME's proactive advocacy in the lead-up to the state election.

The federal election saw the coalition commit to an Exploration Development Incentive which will enable investors in exploration companies to receive tax credits, a policy CME warmly welcomed as a constructive means to boost exploration for future miners.

Following each of the elections, CME hosted Public Affairs Roundtables to discuss the election results and policy implications for the sector, both of which were well received by members. Participants in the post-state election forum were briefed on key issues by a senior political reporter from *The West Australian*, as well as an experienced election analyst, while former federal ministers Ian Campbell and Chris Evans provided their insights on the outcome of the federal election and, in particular, managing legislation through the new Senate. The state and federal budgets generated plenty of industry interest, with CME keeping members informed of all relevant impacts.



“CME has continued to have a strong presence within the media, with regular opinion pieces in *The West Australian’s* business pages and monthly contributions to regional publications...”

Throughout the year, much of CME’s advocacy focused on Canberra, particularly the abolition of the MRRT and Carbon Tax. CME had a strong voice in the national and state media, calling for a reduction in duplication of environmental approvals. Following CME’s strong advocacy, the new federal government has committed to streamlining burdensome environmental approval processes under the Environment Protection and Biodiversity Conservation Act 1999.

While fly in-fly out related issues dominated media headlines throughout 2012, in 2013 substantial media commentary focused on the sector going from ‘boom to bust’ as the Western Australian resources sector transitions from construction to production. CME has worked to combat misperceptions around this natural cycle of resources projects, with commentary focused on informing the public of the benefits of the production phase including the resultant long-term sustainable jobs, rising export volumes, increased shareholder returns and increased royalties to government.

As part of CME’s commitment to fostering strong relationships with the Western Australian media, 2013 saw CME lead a highly successful familiarisation tour in the Pilbara. As part of the tour, CME escorted media representatives from major news outlets to key member operations in Port Hedland and Karratha, assisting to generate a greater understanding of the sector among journalists and their media organisations.

CME has continued to have a strong presence within the media, with regular opinion pieces in *The West Australian’s* business pages and monthly contributions to regional publications including *The Geraldton Guardian*, *The South West Times* and *The Kalgoorlie Miner*, as well as contributions to other regional publications and industry journals. In addition, CME’s strong radio profile has continued throughout the year. CME’s publications, the quarterly *WA Resources and Economics Reports*, *State Growth Outlook*, and *Economic Reach of the Resources Sector* were developed with valuable input from members and also built media attention to the priorities of our members and sector.

The world of social media has continued to enable CME to gain a greater presence across several communication platforms. Pleasingly, the CME Twitter profile @CMEWA has gathered more followers over the past year, and LinkedIn has proven to be a valuable tool for publicising new publications, reports and media releases.

In the latter half of the reporting year, CME undertook a public perception survey across Western Australia, to better understand the resources sector’s standing in the community. CME is pleased to report the survey found the resources sector’s contribution to the economy is widely recognised and welcomed by the vast majority of Western Australians. However industry faces the ongoing challenge of ensuring its social and environmental contributions are equally understood by the public.

# 2013 Submissions



April

**Australian Jobs Act** to the federal Department of Innovation, Industry, Science, and Research and Senate Standing Committee on Economics.

**Standards** for the Regulation of Vocational Education and Training (VET) to the National Skill Standards Council.

**Review** of the Environment Protection and Biodiversity Conservation Act Amendment Bill 2013 to the Senate Standing Committee on Environment and Communications.



May

**Review** of potential restructure to the Western Australian Department of Water to the Public Sector Commission.

**Tailings** Storage Facility Code of Practice to the Western Australian Department of Mines and Petroleum.

**Energy** Efficiency Opportunities Program Discussion Paper on proposed changes to regulations to the federal Department of Resources, Energy and Tourism.



June

**Updated** RALI MS32 Murchison Radio quiet zone / Square Kilometre Array to the Australian Communications and Media Authority.

**Magnetite** royalty rebate draft guidelines to the Western Australian Department of Mines and Petroleum.

**Policies** and guidelines review – Identifying Opportunities to Reduce the Cost of Doing Business in WA to the Western Australian Department of Mines and Petroleum.

**Review** of Native Title Act by Australian Law Reform Commission Terms of Reference to the Australian Law Reform Commission.



July

**Pilbara** regional water supply strategy to the WA Department of Water.

**Draft** recommendations on Non-Financial Barriers to Exploration to the Productivity Commission.

**Reforming** Support Services for the Australian Apprenticeships System to the federal Department of Innovation, Industry, Science and Research; and Skills Connect.

**Apprenticeship** Support Services Reform to the federal Department of Innovation, Industry, Science, and Research.

# 2013 Submissions



## August

**Pre-election** submission to federal ministry and shadow ministers.

**Abandoned** Mines Policy Scope of Works to the Western Australian Department of Mines and Petroleum.

**Skilling** WA Review to the Western Australian Department of Training and Workforce Development.

**Draft** Legislation to implement an early move to emissions trading to the Department of Innovation, Industry, Science, and Research.

**Economics** and Industry Standing Committee inquiry into implications for Western Australia of floating LNG operations to the Western Australian Legislative Assembly.

**Compliance** and Enforcement policy for the state Department of Water.

**Labour** Market Testing for Subclass 457 Visa Consultation to the federal Department of Immigration and Citizenship.

## September

**Draft** discussion paper on Major Project Development Assessment Processes to the Productivity Commission.

**Transient** Work Accommodation to the Shire of Roebourne.

**Consultation** Paper on the Proposed Amendments to the Mining Legislation to the WA Department of Mines and Petroleum.





## October



**Inquiry** into Micro-Economic Reform in Western Australia – Improving the Efficiency and Performance of the State’s Economy submitted to the Economic Regulation Authority.

**Inquiry** into the Implications for Western Australia of Hydraulic Fracturing for Unconventional Gas to the Western Australian Legislative Council Standing Committee on Environmental and Public Affairs.

**Petroleum** and Geothermal Energy Legislation Amendment Bill 2013 to the Western Australian Legislative Council Standing Committee on Legislation.

**Review** of the Roles and Functions of Native Title Representative Bodies to Deloitte Access Economics on behalf of the federal Department of Families, Housing, Community Services and Indigenous Affairs.

**Feedback** on proposed exemptions of water supply licensing requirements to the state Department of Water.

**Feedback** on information presented in second private sector market participant workshop for Verve Energy and Synergy to the WA Department of Finance.

**Manufacturing** Skills Australia Environmental Scan to Manufacturing Skills Australia.

**Comments** on Port Improvement Rate Policy to the Western Australian Department of Transport.

**Exposure** Draft on the Mineral Resource Rent Tax Repeal and other Measures Bill 2013 to federal Treasury.

# 2013 Submissions



## November

**State** Minerals Royalty Rate Analysis to the Western Australian Department of State Development.

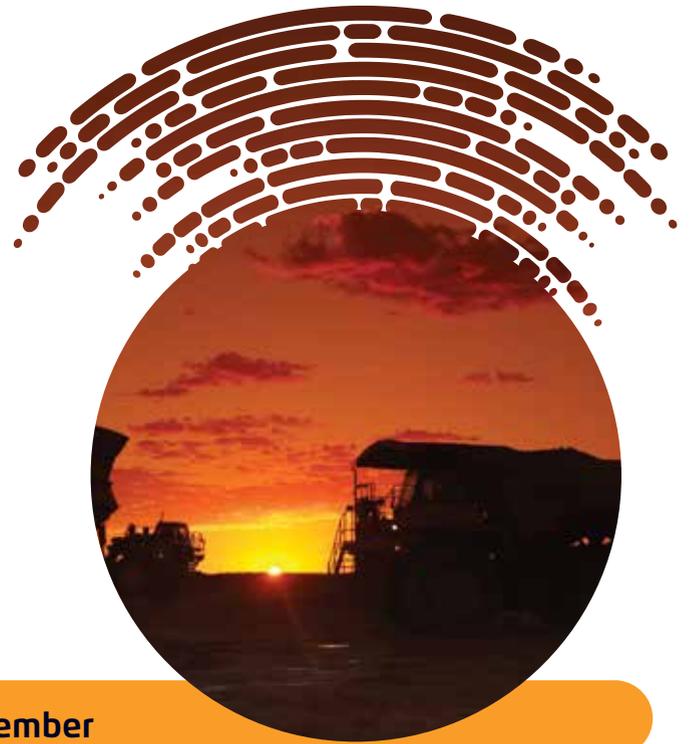
**Carbon** Tax Repeal Legislation to the federal Department of Environment.

**Industry** Visioning Document to the Kimberley Development Commission.

**Emissions** Reduction Fund Terms of Reference to the federal Department of Environment.

**PortLink** to the Department of Transport

**Exposure** Draft on the Mineral Resource Rent Tax Repeal and other Measures Bill 2013 to the federal Senate Standing Committee on Economics.



## December

**Seares** Review of the Vocational Education and Training Sector in Western Australia to the Independent Review for the Western Australian Minister for Training and Workforce Development.

**Forrest** Review into Indigenous jobs and Training to the Department of Prime Minister and Cabinet.

**Draft** State Aviation Strategy to the Western Australian Department of Transport.

**Water** Reform Position Paper to the state Department of Water.

**Planning** Reform discussion paper phase two to the Western Australian Department of Planning.

**Inquiry** into Public Infrastructure to the Productivity Commission.

**Discussion** paper on Improving the Efficiency and Productivity of the State to the state Economic Regulation Authority.

# 2014 Submissions

## January

**Guidelines** for Preparing Mine Closure Plans – Review submitted to the WA Department of Mines and Petroleum and the Office of the Environmental Protection Authority.



## February / March

**Oakajee** Narngulu Infrastructure Corridor Draft Alignment Definition Report to the Western Australian Department of Planning.

**Federal** Pre-Budget Submission to federal Treasury.

**State** Pre-Budget Submission to the Western Australian Government.

**Australian** Jobs Act 2013 Discussion Paper to the federal Department of Industry.

**South** West Regional Blueprint to the South West Development Commission.

**Review** of Workers' Compensation and Injury Management Act 1981 submitted to WorkCover WA.

**Energy** White Paper - Issues Paper submitted to the federal Department of Industry.

**Statutory** Penalty Review submitted to the Western Australian Department of Mines and Petroleum.

**Inquiry** into the Development of Northern Australia submitted to the federal House of Representatives Joint Select Committee on Northern Australia.

**Emission** Reduction Fund - Green Paper submitted to the federal Department of Environment.

**Review** of the Contaminated Sites Act 2003 - Discussion Paper submitted to the Western Australian Department of Environment Regulation.

**Offsets** Guidelines submitted to the Western Australian Office of the Environmental Protection Authority.

**Cost** of Doing Business Amendments Cost Impact submitted to the Western Australian Department of Mines and Petroleum.

# Events and Activities

(April 2013-March 2014)

2013



## April

- CME Safety and Health Conference and Innovation Awards
- Annual General Meeting and Business Lunch hosted by Kevin Cowan President, TSX Markets and Group Head of Equities TMX Group.

## May

- Goldfields Surface Mine Emergency Response Competition
- Pilbara tour with federal and state government heads of agencies.

## July

- Executive Council dinner with state government heads of agencies
- Native Title and Aboriginal Heritage Policy Launch.

## September

- Diverse Boardroom sundowner held in partnership with Women in Mining and Resources WA (WIMWA).

## October

- Launch of the *Economic Reach of the Western Australian Resources Sector* by the Hon Bill Marmion MLA
- Executive Council dinner with state government heads of agencies and guest Professor Gary Banks AO FASSA Dean/CEO of the Australia and New Zealand School of Government (ANZSOG) and former head of the Productivity Commission
- Annual WA Resources Overview held in partnership with CEDA
- Member networking lunch South West.



2014

## October (continued)

- Member Sundowner with the Fremantle Dockers' General Manager Strategic Projects, Brad Paatsch
- Metropolitan tour of members' training facilities with the Hon. Bill Marmion MLA, the Hon. Terry Redman MLA and Wendy Duncan MLA.

## November

- Underground Mine Emergency Response Competition
- Pilbara tour with representatives of the Western Australian media
- Remote Renewables Technical Forum and sundowner held in partnership with ARENA
- Opportunities and Risks for Renewable Energy event and sundowner held in partnership with ARENA.

## December

- CME Christmas Celebration with the Hon Bill Marmion MLA and the Hon Mark McGowan MLA.

## February

- Launch of the Investment in Resources Sector Infrastructure Report with Assistant Minister Jamie Briggs
- Pilbara tour with Senator the Hon. Mathias Cormann and Assistant Minister for Infrastructure and Regional Development the Hon. Jamie Briggs MP.

## March

- Women in Resources Awards presentation breakfast hosted by Annabel Crabb.

# Our Members

## Ordinary Members

ABM Resources NL  
 Aditya Birla Minerals Ltd (Australia)  
 Alacer Gold Corp.  
 Alcoa of Australia Ltd  
 Alinta Energy Pty Ltd  
 Alkane Resources Ltd  
 AngloGold Ashanti Australia Ltd  
 API - The Australian Premium  
 Iron Joint Venture  
 Atlas Iron Limited  
 Barmenco Limited  
 Barrick (Australia Pacific) Limited  
 Bauxite Resources Ltd  
 BC Iron Limited  
 BHP Billiton Iron Ore  
 BHP Billiton Limited -  
 Aluminium & Nickel  
 BHP Billiton Petroleum Pty Ltd  
 BHP Billiton Worsley Alumina  
 Buru Energy Limited  
 Byrnescut Australia Pty Ltd  
 Calibre Group Ltd  
 Cameco Australia Pty Ltd  
 Chevron Australia  
 CITIC Pacific Mining  
 Cliffs Natural Resources  
 Clough Limited - Engineering  
 & Construction  
 ConocoPhillips  
 Cristal Mining Australia Limited  
 DBNGP (WA) Nominees Pty Ltd  
 Doral Minerals Sands Pty Ltd  
 Doray Minerals Limited  
 Downer EDI Mining  
 Emeco International Pty Ltd  
 ERM Power Ltd  
 Evolution Mining  
 First Quantum Minerals Australia Nickel  
 Pty Ltd  
 Flinders Mines Ltd

FMR Investments Pty Ltd  
 Focus Minerals Limited  
 Fortescue Metals Group Limited  
 Galaxy Resources Ltd  
 Georgiou Group Pty Ltd  
 Gindalbie Metals Ltd  
 GMK Exploration Pty Ltd  
 (Reed Resources Ltd)  
 Gold Fields Australia Pty Ltd  
 Grange Resources Limited  
 GWR Group Ltd  
 Iluka Resources Limited  
 Independence Group NL  
 Integra Mining Limited  
 Kalgoorlie Consolidated Gold Mines  
 Pty Ltd (KCGM)  
 Kentor Gold Ltd  
 Kimberley Diamond Company NL  
 Kingsgate Consolidated Ltd  
 t/as Challenger Gold Operations Pty Ltd  
 La Mancha Resources Australia Pty Ltd  
 Lanco Resources Australia Pty Ltd  
 Leighton Contractors Pty Ltd  
 Lynas Corporation Ltd - Mount Weld  
 Mining Pty Ltd  
 Macmahon Contractors Pty Ltd  
 MacPhersons Resources Limited  
 McConnell Dowell  
 Constructors (Australia)  
 Metals X Limited  
 Minara Resources Ltd  
 Mincor Resources NL  
 Mineralogy Pty Ltd  
 Minerals and Metals Group (MMG) -  
 Golden Grove  
 Minjar Gold Pty Ltd  
 Mitsubishi Development Pty Ltd  
 Moly Mines Limited  
 Monadelphous Group Limited  
 Mount Gibson Iron Limited  
 Mount Magnet South NL

Navigator Resources Limited  
 Newcrest Mining Limited  
 Newmont Asia Pacific  
 Northern Minerals Ltd  
 Northern Star Resources Ltd  
 Norton Gold Fields Ltd  
 NRW Holdings Ltd  
 Oakajee Port and Rail  
 Onslow Salt Pty Ltd  
 Orica Limited  
 Paladin Energy Ltd  
 Panoramic Resources Limited  
 Premier Coal Limited  
 Ramelius Resources Ltd  
 RCR Tomlinson Limited  
 Regis Resources Ltd  
 Rey Resources Ltd  
 Rio Tinto Limited  
 Rosslyn Hill Mining Limited  
 Saracen Mineral Holdings Limited  
 Shark Bay Resources Pty Ltd  
 Shell Development (Australia)  
 Pty Ltd  
 Sinosteel Midwest  
 Corporation Limited  
 St Barbara Limited  
 Talison Lithium Limited  
 Tanami Gold NL  
 Thiess Pty Ltd  
 Todd Minerals and Coal  
 Top Iron Pty Ltd  
 Toro Energy Limited  
 Total E&P Australia  
 TransAlta Energy (Australia) Pty Ltd  
 Tronox Management Pty Ltd  
 Vector Resources Ltd  
 Western Power  
 WesTrac Pty Ltd  
 Woodside Energy Ltd  
 Yara Pilbara Fertilisers Pty Ltd.

**Associate Members**

Accenture Australia  
 AECOM Australia Pty Ltd  
 Allens  
 Alliance Airlines  
 Analytical Reference  
 Laboratory (WA)  
 Arup  
 Ashurst  
 ATCO Australia Pty Ltd  
 Aurecon Australia Pty Ltd  
 Australian Cultural Heritage  
 Management Pty Ltd  
 Auzcorp Pty Ltd  
 Balance Resources  
 Bis Industries Limited  
 Bluewaters Power  
 Brookfield Rail Pty Ltd  
 Bunbury Electrical Service Contracting  
 Pty Ltd  
 Bunbury Port Authority  
 Central Institute of Technology  
 Clayton Utz  
 Clifford Chance  
 Climate Change Response Pty Ltd  
 Cobham Aviation  
 Services Australia  
 Coffey International  
 Corrs Chambers Westgarth  
 CPC Engineering Pty Ltd  
 Creating Communities  
 CSIRO Minerals Down  
 Under Flagship  
 Curtin University  
 Deloitte Touche Tohmatsu  
 DLA Piper Australia  
 Durack Institute of Technology  
 Dynamiq Pty Ltd  
 Economics Consulting  
 Services Pty Ltd  
 Edith Cowan University  
 Energy Developments Ltd

EnerNOC  
 ERGT Australia  
 Ernst and Young  
 Esperance Ports - Sea and Land  
 Fremantle Ports  
 Fulton Hogan Construction Pty Ltd  
 Geraldton Port Authority  
 GHD Pty Ltd  
 Goldfields Institute of Technology  
 Goldfields Land and Sea Council  
 GR Engineering Services Limited  
 Hatch Pty Ltd  
 Herbert Smith Freehills  
 HNZ (Australia) Pty Ltd  
 IBM Australia Ltd  
 Jackson McDonald Lawyers  
 Jacobs Engineering Group Inc.  
 Jepsens International (Aust)  
 Pty Ltd  
 JMJ Associates  
 Kellogg Brown and Root Pty Ltd  
 King & Wood Mallesons  
 Klohn Crippen Berger  
 KPMG  
 Lavan Legal  
 Link Health Pty Ltd  
 Litmus Group Pty Ltd  
 McGarry Associates  
 McKinsey & Co  
 Mid West Development Commission  
 (MWDC)  
 Mintox Media  
 Mitsui Iron Ore Development  
 Pty Ltd  
 MMT Mining Services  
 MMWG Group  
 North West Shelf Australia  
 LNG Pty Ltd  
 North West Shelf Gas Pty Ltd  
 Nous Group

Orontide Group Limited  
 Overflow Industrial Pty Ltd  
 Parsons Brinckerhoff Australia  
 Pty Ltd  
 Peak3 Pty Ltd  
 People Solutions Australasia  
 Pty Ltd  
 Perth Airport Pty Ltd  
 Pilbara Access  
 PricewaterhouseCoopers  
 Qantas Airways Limited  
 Raw Hire  
 Rayner Consulting  
 Regional Development Council  
 Santos Ltd  
 Satterley Property Group  
 SCF Group Pty Ltd  
 Sinclair Knight Merz (SKM)  
 Skill Hire WA Pty Ltd  
 Skippers Aviation Pty Ltd  
 SolarReserve LLC  
 SRA Information Technology  
 Stochastic Simulation Ltd  
 Strategen Environmental Consultants  
 Pty Ltd  
 Sustainability Future Growth  
 Telstra Corporation Ltd - Enterprise &  
 Government  
 Terra Rosa Cultural  
 Resource Management  
 Thales  
 The MAC Services Group  
 The Perth Mint  
 The University of Western Australia -  
 Energy and Minerals Institute  
 Thejo Australia Pty Ltd  
 Toxfree Solutions Ltd  
 Umwelt (Australia) Pty Ltd  
 URS Australia Pty Ltd  
 Verifact Pty Ltd  
 Virgin Australia Regional Airlines

Vix Technology  
 Water Corporation  
 WorleyParsons  
 Yamatji Marlpa Aboriginal Corporation  
 Yancheper Beach Joint Venture  
 Pty Ltd.

As at December 2013

# CME Team

Name	Title
Valentina Barbera	Senior Assistant Accountant
Helen Beamish *	Mines Security Services Data Entry Clerk
Shannon Burdeu	Manager Economics and Tax
Bruce Campbell-Fraser	Manager Media and Public Affairs
Susan Cull	Senior Policy Advisor People Strategies
Katherine Flower *	Manager Mid West
Benjamin Hammer	Policy Advisor Infrastructure
Nigel Haywood	Manager Resources Industry Training Council
Ingrid Hebron	Manager Land Access and Kimberley
Julie Hill	General Manager Corporate Services
Emmanuel Hondros	Manager People Strategies
Sarah Hooper	Director
Reg Howard-Smith	Chief Executive
Ethan James	Policy Advisor Land Access
Adrienne LaBombard	Manager Workplace Health and Safety
Kate Montgomery	Receptionist
Rochelle Morris	Executive Assistant
Kane Moyle	Manager Environment
Anne Owen	Coordinator Events and Communications
Holly Phillips *	Manager Eastern Region
Elizabeth Robertson *	Policy Advisor Economics and Tax
Nicole Roocke	Director
Jennifer Rumbles	Policy Advisor People Strategies
Renae Soutar	Executive Assistant to Chief Executive
Denise Spalding *	Mines Security Services Administration Assistant
Mandy Stewart	Policy Advisor Workplace Health and Safety
Erin van Noort *	Manager South West
Amanda Walker	Manager Membership and Business Development
Andrew Winter	Manager Infrastructure
William (Chub) Witham	Manager North West.

\* Absent in photograph





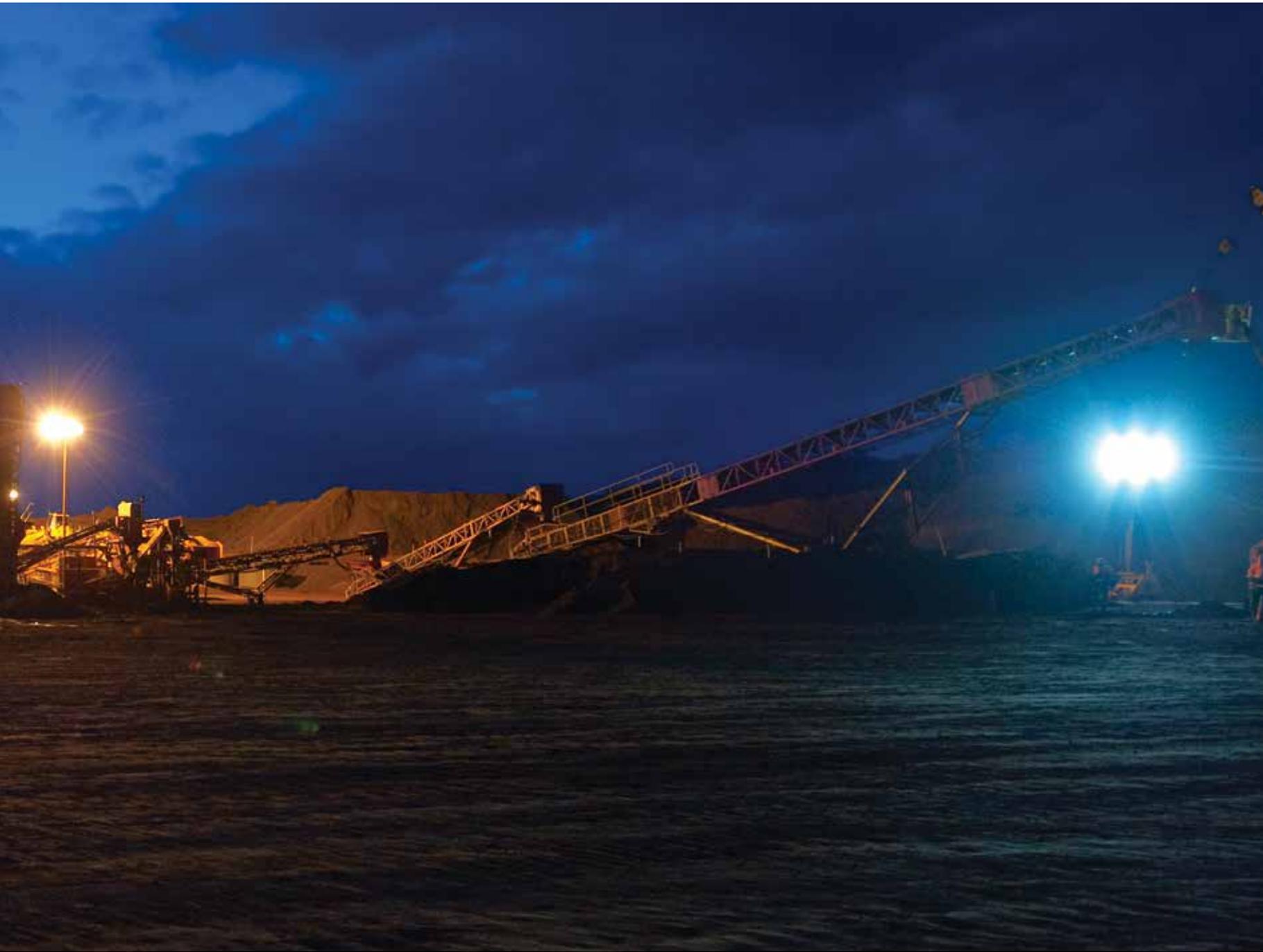
**CME's Management Team**

(From left to right) Julie Hill (General Manager Corporate Services), Reg Howard-Smith (Chief Executive), Nicole Roocke (Director) and Sarah Hooper (Director).

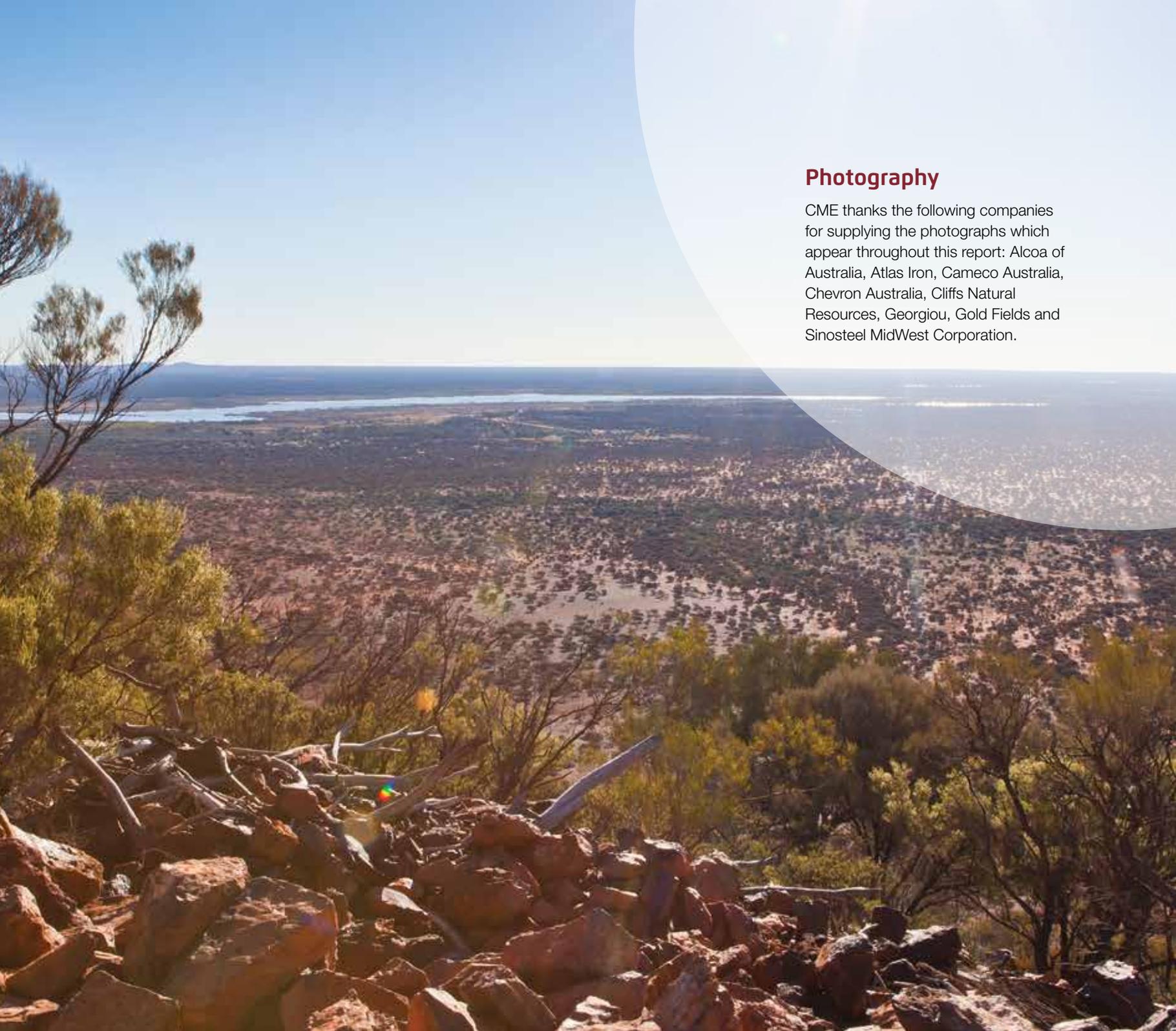


# Financial Summary

The Special Purpose Financial Report for The Chamber of Minerals and Energy of Western Australia for the financial year ending 31 December 2013 has been made available to members at the Annual General Meeting on Tuesday 29 April 2014 in accordance with CME's constitution and the Association Incorporation Act 1987. The financial report is also available for member companies upon request.







## Photography

CME thanks the following companies for supplying the photographs which appear throughout this report: Alcoa of Australia, Atlas Iron, Cameco Australia, Chevron Australia, Cliffs Natural Resources, Georgiou, Gold Fields and Sinosteel MidWest Corporation.

