



BisConnect

Diversity and growth at Bis

Welcome to the third edition of BisConnect for 2018. I hope you had a safe, enjoyable holiday period and that you've had a productive start to the new year.

Here at Bis the momentum that built throughout 2017 and culminated in our recapitalisation and a new Board of Directors is continuing. These changes will enable stronger growth over the coming years. We've started 2018 strongly in this regard, with the award of a second Indonesian contract at Gunung Bara Utama (GBU) in East Kalimantan. You can read more about this new project in the following pages.

The new board members bring deep international experience and capability to our Company, and I look forward to working with them to grow our proud company over the next year.

The month of March includes International Women's Day and Harmony Day. The overarching themes of Diversity and Inclusion are principles which we are committed to at Bis. We do not pay them lip-service and are prepared to be judged by what we do.

Having employees with diverse backgrounds and experiences helps us to best solve complex and difficult problems. As we celebrate International Women's Day, I'm proud to reflect on the positive impact our talented Bis women are having across our business.

The benefits of gender diversity are clear to me. It's fair but it also makes good sense.

Teams with different perspectives, ideas, and life experiences, are better at problem solving and deliver stronger business results. Our customers are increasingly diverse, and so are we.

As CEO I am committed to better diversity in our workplace, and as the father of a young daughter I want to ensure she has the chance to realise all her hopes and dreams, no matter what they are. This is a value we hold for all our Bis people, regardless of whether they are men or women.

Inclusion lies at the heart of why we established this alumni. I strongly believe leaving a company should not mean being cut off. Staying in touch with former colleagues and being updated on developments within the business that you helped shape is of great mutual benefit to Bis and our valued former employees.

Let's stay connected and I look forward to catching up with you in 2018.

"At Bis, our different backgrounds, experiences and perspectives make our company stronger"



Brad Rogers
CEO

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Aiming for Gender Equality

This month we had the opportunity to participate in International Women's Day. It is a day that is important to Bis as we are constantly working on initiatives across our business to improve our diversity and inclusion performance. We have recently recruited a number of female apprentices and are looking to create more opportunities for women company-wide.



The 2018 theme for the International Women's Day campaign is #PressforProgress. The hashtag is a giveaway to share stories across social media that will encourage friends, family and colleagues to think, act and be gender inclusive. At Bis we used social media forums to celebrate the contribution our female employees made across our business.

We also encouraged our teams to share with us what they were doing to celebrate this important day for women, which included some teams making commitments to gender parity.

The next day Bis was proud to host a table at the Chamber of Minerals and Energy's Women in Resources event. The Women in Resources Australia (WIRA) recognises both individuals and organisations that encourage and deliver attractive career opportunities for women. WIRA continues to shine a spotlight on the many achievements and contributions of women in the resources sector and we congratulate all of the finalists and the category winners.

Develop a Girl, Change a Community

At Bis we believe that every child has the right to equal opportunities to schooling no matter their race, religion or gender.

This February, Bis formed an exciting and rewarding corporate partnership with Girls Academy in Gunnedah to support Aboriginal girls to stay in school. Girls Academy is Australia's leading provider of in-school programs for Aboriginal and Torres Strait Islander girls.

Our CEO, Brad Rogers said the company was "proud to partner with Girls Academy, which helps thousands of Aboriginal girls overcome some of the common barriers which keep them from attending school".

"At Bis, we foster an inclusive culture which embraces difference. We also provide a range of opportunities in our business for women and Indigenous Australians to build a career in the mining industry," he said.

Girls Academy is the brainchild of basketball legend and Olympian Ricky Grace, with the organisation now providing programs in more than 40 schools across Australia.

"Our aspirational funding model includes one third from the business community and partners like Bis are vital to the work we do," Ricky said.



Bis Wins Big



Bis has won a major award for mining, equipment, technology and services (METS) exports.

February was a big month for Bis with us taking home a major award for mining, equipment, technology and services (METS) exports. We won Australian Mining Monthly's METS Exporter of the Year 2018 Award, which recognises a METS provider that has the most significant export win by value or technological solution during the year.

For our CEO Brad Rogers the award win was "great recognition of how Bis drives productivity breakthroughs in the resources supply-chain for our customers."

The judges for the prestigious award honoured Bis for our innovative haulage solution at the Tabang coal mine in East Kalimantan. We exported Australian designed technology in the form of the bespoke high horsepower T1250 trucks with four high capacity dedicated off road trailers, assembling these on site in Tabang. This fleet complements the existing and proprietary dual powered road trains that are already operating at the Tabang mine site.

Bis' Indonesian adventure isn't over yet! We have recently won a second long-term contract in Indonesia and will be providing load and haul services to the Gunung Bara Utama (GBU) mine for at least the next five-years, with site mobilisation from March 2018.

"Australia is an outward looking, export focussed nation and those qualities are alive and well at Bis. We are committed and driven to sharing our smart solutions with customers in markets beyond Australia," Brad said.



ALUMNI PROFILE



Carole Campbell

Carrying on the Bis Values

Carole Campbell is doing things differently now. The former Treasurer and Company Secretary at Bis is building a career based on diverse interests.

"My current position is a little unusual. I'm taking on a number of different roles. I'm a Non-Executive Director of the Sydney Film Festival, a position I've held for the last six years, and soon I'm going to be joining the Governing Council of the Australian Film Television and Radio School (AFTRS). On top of that I provide financial advice to a number of high growth and emerging technology businesses."

"My last full time role was as a Group Business and Finance Director for Merivale (a Sydney based property and hospitality group). I was with them until mid-last year, and then I left to follow my goal of building a portfolio of roles."

A chartered accountant by trade, Carole started at Bis in August 2006 and stayed for 4.5 years. Her role during that time was to represent Bis to a large group of international bankers and investors and regularly take them to see many of our sites.

"Bis was an easy company to represent because it was a great company."

This travel also provided Carole with some of her most memorable moments at Bis.

"Having worked in the city all my life I found flying into Murrin Murrin for the first time and visiting the Newlands open cut coal mine truly amazing. I also used to enjoy organising the "paddle pop runs" in the North Sydney office in January each year."

Something else that has stuck with Carole since her days at Bis is the core value of Zero Harm. She has "never worked in an environment where there was such a strong commitment to safety" and continues to live by it in all aspects of her personal and work life.

Carole says "No one who works at Bis can leave without the takeaway of a genuine focus on Zero Harm -to employees, to the environment and to the community. In my role I attended many Board and Management meetings and every meeting always began with a detailed discussion about Zero Harm initiatives. It was the number one priority."

Looking back at her time with Bis there is great fondness about the connections she made there. Carole made lifelong friendships and professional connections during her time with the company and has welcomed the creation of an alumni as a great way to reconnect with the business and former colleagues.

"I think the alumni is a fantastic initiative from Bis, especially for people who are specialists in Mining and Industrial Services. Just because you've left Bis it doesn't necessarily mean you wouldn't work for them again in the future. I'm very proud of my work at Bis, I look back on my time there with affection, and so it's really nice to hear about what the company and my former colleagues are up to."

And what is Carole's biggest interest at Bis?

"The most exciting development, for me personally, is Brad Rogers' leadership on Diversity and Inclusion. I've been able to watch this progress through LinkedIn and other social media channels over the last 12 months and I genuinely believe that a diverse workforce results in better decision making in all areas of the business - financially, commercially, customer service, you name it.

It challenges ideas, brings fresh thinking and approaches to the workforce and leads to improvements. With the rapid changes in technology that we've already seen, and certainly are expecting to see in the next ten years, it is so important that a company and its employees are excited and challenged by change, and don't avoid it.

It's not just about women - it's good for every employee. Everyone should get used to practices being challenged; it ends up making everyone more adaptable and resilient. This is a really exciting time for Bis."

"I genuinely believe that a diverse workforce results in better decision making in all areas of the business - financially, commercially, customer service etc."

Fast Facts Underground



No.1

SUPPLIER OF UNDERGROUND
HIRE EQUIPMENT IN AUSTRALIA

20%

LEADING THE WAY IN
GENDER DIVERSITY WITH
OVER 20% FEMALE
REPRESENTATION

24/7

CUSTOMER SUPPORT

350+

MACHINES IN HIRE FLEET

40+

CUSTOMERS IN NSW AND QLD



40+

LONGWALL RELOCATION
PROJECTS PER YEAR



30+

FIELD SERVICE TECHNICIANS

My Bis – Meet Mark Doyle

Hi, my name is Mark and I am the General Manager of Underground & Site Services. We provide the critical equipment that keeps mines operating plus the skilled people to maintain them.

I have been with Bis for almost 12 years and I have always worked in Underground. I started out as the Maintenance Manager with the big picture view of growing the business. Within 12 months I became the Profit Centre Manager, 2 years after that I moved up to General Manager of Underground and then shortly after that we added Site Services to the role. My story at Bis is a good news story and I'm not alone. The career path at Bis is focused and you'll find that a lot of our Account and Operations Managers came up through the ranks in the company.

Leadership is very important to Bis and I spend a lot of my time coaching and mentoring my team. I encourage them to bring me solutions not just the problems so that we can fix the issues together. I don't micromanage my team, instead I make sure that I have skilled people around me that know their job and do it well.

We use the Lean Methodology in Underground, which is based off the 5 S's: Sort, Set in order, Shine, Standardise and Sustain. It's all about minimising waste in the form of inefficiency. We spend roughly 10-25% of our time running new initiatives to reduce waste from the business, and we get a 70% improvement any time we run a project. As an example, we did a Lean project on the way we set up our workshop and equipment. As a result, every work bay now has a designated work area where you land the machine – so that whatever you need to do, you don't need to reposition the machine. We also have designated storage bays and tools so that the most common tools are easily accessible at your work station.

We have also made the deliberate decision to diversify our business and workplace by promoting what used to be considered as non-traditional opportunities for women and actively recruiting them. We had a woman in administration put her hand up and apply for a role in maintenance – she's now a Trades Assistant. We also have two female apprentices and a female 'tradie' working at the facility. It's a bit sad but women in workshops aren't something that people expect to see. We have had people that have joined Bis congratulate us on having that diversity on our sites.



One thing I am most proud of is our work with the disabled community. We have employed people with intellectual disabilities to take on cleaning roles around site. We work with Maxwell Recruitment Agency to make sure that they feel empowered in the work that they do and that they enjoy it. Now that we have opened a new and larger site in Tomago we will have the capacity to provide more opportunities as part of this initiative.

My other passion at work is strategy. To me, the job of a leader is to look forward to what the business will look like in 3-5 years' time. I half joke "What are we going to look like when we grow up?" I've done that for the last ten years and we've taken the business from earning revenues of \$20 million to \$120 million.

When I'm not at work I like to spend most of my time with family – and my Mustang! I always wanted a Mustang so I bought one and supercharged it. You could say this was my mid-life crisis moment. I drive it to and from work every day and it puts a big smile on my face. I have two grown kids – both at university. One is studying Psychology, which should get interesting if she writes her thesis on me!

I am also a big foodie. I love to cook. The kitchen is my go-to place and I'm always whipping up one of my signature dishes. I do a great paella, a black bean mussels dish and I can usually convince people that don't like oysters otherwise. Last year I spent 10 months in Tabang and almost every night I cooked for the expat team. We had a lot of barbecues – it was a bit of home in the middle of the Indonesian jungle.

It was a great experience and my only regret – I couldn't take the Mustang!

Join the Bis Alumni

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🌐 BISINDUSTRIES.COM/PEOPLE/BIS-CONNECT