THE FQM WAY
OUR COMPANY AND OUR PEOPLE
The rapid growth of this company over the last 15 years is down to the resourcefulness, talent and conviction of people like you.

If you’re driven to succeed, to do better and achieve more, then you’re doing things ‘the FQM way’ and helping to make this company one of the fastest growing mining businesses in the world.
The reasons for our success

People often ask me how we’ve done it. Grown annual revenue to almost three billion dollars in less than two decades and made successes of mines that others have walked away from. Hard work, of course. But more than that, we’ve pushed ourselves to be Bolder, Smarter and Driven in everything we do.

Before FQM I was an engineering consultant, working on a whole range of projects. Whilst every project was different, I found the same skills were needed again and again. The discipline to explore all options. The insight to see an opportunity. The enthusiasm to make it work.

My ambition for this company was building a team of people motivated to apply the same discipline, insight and enthusiasm to mining. A team that would seize every opportunity that came its way.

What’s resulted is a culture at First Quantum where determination is respected and supported. All employees are encouraged to think for themselves. Every person in every role is trusted to do their job because of their skills and experience.

The same is true whether you’re a mechanical engineer focused on the operations of a crusher, or a general manager responsible for the overall output of a mine. Because, quite simply, every single person, whether they work pit side, plant side, in finance, training or sales, is expected to use their head to achieve the best and fastest results.

For our company to be as successful in the next two decades, our FQM behaviours – Bolder, Smarter and Driven – must define how each and every one of us works and achieves our goals. Determination cannot be left to the few. It’s something we all must share.

Philip K. R. Pascall
Chairman & CEO

To help us achieve the FQM Way, we have developed the FQM behaviours. They’re the way we’ve become the business we are and how we will continue to be successful.
We acquired Bwana Mkubwa in Zambia, a tailings facility. We were one of the first private mining companies to operate in Zambia again after the country’s copper assets were nationalised in the late 1960s. Production began in 1998.

We discovered the Lonshi deposit in the Democratic Republic of the Congo (DRC). By August 2001 the mine was operational. Feed from Lonshi went across the border to Bwana Mkubwa, greatly extending Bwana Mkubwa’s operational life.

We acquired 80% of the Kansanshi copper prospect. Bought from a subsidiary of Phelps Dodge Corporation and cost over 25 million dollars. We have since made it the eighth largest copper mine in the world.

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Commercial production began at Kansanshi. The same year we delivered 70,000 tonnes of copper. By 2008 output had more than tripled to 240,000 tonnes.

We achieved commercial production at MCM. Up to 15% of the copper concentrate from MCM is sent to South Africa where its value is increased through blending.

We acquired commercial production at MCM. It was the company that owned the Kenisa nickel and copper prospect within the Arctic Circle in Finland. The same year we curtailed open pit mining operations at the Lonshi copper mine in the DRC.

We acquired Scandanavian Minerals Limited. It was a mine BHP Billiton found technically challenging. This year we also acquired Antares Minerals, the company holding the 100%-owned Haquira copper project, high in the mountains in southern Peru.

We acquired the Ravensthorpe nickel project in Australia. Ore processing will begin at Kenisa in 2012. The flotation tanks at this site are built in huge sheds to protect them from the harsh winters. At Ravensthorpe early production ramp-up has exceeded analysts’ expectations.

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**OUR COMPANY AROUND THE WORLD**

In Zambia, Mauritania, Australia, Finland and Peru the climates and national characteristics differ greatly, ensuring each of our operations have their own identities too. Yet across every site the same FQM behaviours are expected with investment being made in people and their skills.

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**Kansanshi**

**Copper-gold mine, Zambia**

Commercial production began at Kansanshi in 2005. Today it’s one of the world’s top 10 copper mines responsible for 32% of Zambia’s copper output. With growth expected to continue at a high rate, investment in the skills and management capabilities of the workforce at Kansanshi is a priority.

Barnabas Ngambi

Trainee Metallurgist, KMP

Following his studies at the Copperbelt University, Barnabas Ngambi has pushed himself to learn as much as possible about the technology and processes in place at Kansanshi. He likes the fact Kansanshi is an informal place with little bureaucracy.

Jeanar Ilunga

Student – Heavy Equipment Repair, Kansanshi

Jeanar Ilunga was originally employed by FQM as a cleaner. She successfully applied to the company’s learnership programme in September 2010 and the same month became an apprentice attending theory classes at college. Now in her second year, Jeanar greatly appreciates the opportunities FQM has provided for development, comparing her life now with how it began selling mushrooms at the side of the road.

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**Our Future Targets**

In 2014 the aim is for our Zambian Sentinel project to become operational in 2014. It’s one of three deposits that form Trident and one of the first copper mines to be established in the Western side of the Copperbelt.

The new smelter we’re building in Zambia will produce 300,000 tonnes per year through treatment of concentrate from Sentinel (67%) and Kansanshi (33%).

Our Haquira mine in Peru is expected to become operational by late 2016. The aim is for this major copper deposit to rapidly become one of the biggest producers of copper worldwide.

1 million tonnes of total copper production. That’s what we could be delivering by 2017.

Kansanshi likely to contribute 300,000 tonnes to FQM’s output by 2013. However, by 2015 our production capacity is expected to increase to 400,000 tonnes.

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**The FQM Way – Our Company Around The World**

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In the last two years the level of on-the-job technical training has increased significantly to ensure every employee has the knowledge they need to manage the equipment they’re responsible for. At the same time, courses for supervisors and superintendents are helping to ensure high quality people management skills are also in place.
Sydney Maidah
Mechanics Assistant, Kansanshi

Sydney Maidah started his career at FQM as a Trainee at Lonshi and later relocated to Kansanshi. He believes the strong focus on development at FQM appeals to all employees and has personally gained skills in fitting and operating heavy equipment, component re-build and mechanics. He is participating in the Trade Test programme to become a qualified mechanic.

Kelsey Crook
Geologist, Ravensthorpe

Kelsey joined FQM through the International Graduate Programme and is currently based at Ravensthorpe. She loves the level of responsibility already placed on her shoulders, the projects she’s exposed to and the emphasis on graduates pushing themselves. Kelsey has no fixed career destination in mind quite yet but anticipates working with a broad range of FQM people.

Mohamed Mahmoud
Operator, MCM

Mohamed Mahmoud transferred to mining from working in the MCM Club. Through on-the-job training he’s learnt the necessary skills to become a multi skilled operator. His skills include excavation, grading, managing a dump truck and handling dozers. He’s set himself the target of becoming a pit supervisor.

GLOBAL OPERATIONAL MAP
MCM
Copper-gold mine, Mauritania
Our mine in Mauritania has been operational since 2006. In September 2011 we opened a new training facility, creating workshops and lecture rooms where employees can up-skill for roles we need them to fill. Operators are being taught a range of on-the-job skills. They also receive training on how to consistently achieve production targets and work safely.

A number of other initiatives are also taking place to increase the level of skills available to us in Mauritania. A relationship is being built with the oldest school of mining in Morocco, with the aim of new talent feeding from the school into MCM. We also support a bursary that sends local Mauritanian students to study overseas. The goal is for them to bring mining skills back to their home country.

Ravensthorpe
Nickel-cobalt mine, Australia
We acquired Ravensthorpe in 2010 and have already begun to see results. We have around 500 people in place and have been able to combine the skills and experience of the local workforce with those of other nationalities. People are coming from Ireland, Canada, South Africa, Indonesia and the Philippines to help make a success of this site.

Our International Graduate Programme operates at Ravensthorpe. It’s bringing great, fresh new talent into the business. As FQM’s reputation grows – with the local community and within Western Australia – our ability to attract and retain the best people, who fit with FQM’s culture, will further increase.

Kevitsa
Nickel-copper-PGE mine, Finland
Kevitsa is located in the very north of Finland, in Lapland, 130 km within the Arctic Circle. The workforce is growing quickly, with many employees transferring from other industries to become part of FQM. A broad search for talent will ensure Kevitsa is ready to be fully operational by the end of 2012.

New recruits from other industries undergo transformation training to educate them on the specifics of mining they need to know. Yet we also see great potential to harness employees’ different experiences so that they bring new thinking to the development and operation of this mine.

Haquira
Copper project, Peru
Haquira is one of the world’s major undeveloped copper deposits, positioned high in the mountains. We’re in the early stages of turning the side of a mountain into an operating mine, assessing the infrastructure that’s needed and determining where the skilled labour will come from to make it a success.

With almost all four of our other sites fully operational we have plenty of knowledge to inform the design and build of Haquira. But of course each new day is bringing new developments and we’re gaining a fuller picture of the individual characteristics of the site.

The FQM Way – Our Company Around the World

Mane Allaly
Commercial, MCM
Mane Allaly attributes his professional development to working on projects outside of his comfort zone and the interaction he’s had with an external coach. New challenges have exposed him to different colleagues and environments, ensuring both his skills and knowledge have grown. Whilst his coach has helped him to see challenges through other people’s eyes.

Joseph Kasaji
Treatment Superintendent, KMP
Joseph Kasaji has a wide range of responsibilities including managing and training his crew and looking after special projects. When asked what he likes most about FQM he’s quick to answer “it’s the opportunities people are given to take on big challenges and the fact you can use your skills without fear of getting it wrong. Your willingness to try in what’s respected most.”
A growing company holds many exciting prospects. You may have joined FQM for this very reason. But with growth, particularly rapid growth like ours, come big challenges. We need brilliant employees at all levels to tackle them head on.

Tackling things head on – being Bolder, Smarter and Driven – has been key to FQM’s phenomenal growth. To ensure we achieve many more successes every employee needs to take personal responsibility for improving their skills and abilities.

Your manager is here to support you but you must take the initiative to suggest projects you’d like to work on, peers you’d like to work with, courses you’d like to participate in, and on-the-job training you’d benefit from.

At each site, as well as Group-wide, a number of programmes have been created to help employees grow their skills and abilities and to make sure FQM develops and retains its best talent.

On-the-job training
At every site, opportunities exist for employees to learn on-the-job, from peers sharing their skills and managers passing theirs on. Employees must be determined to acquire all of the hands-on, practical knowledge they need to do their job fully and make progress in their roles.

Our training centres help coordinate on the job training. They have a responsibility for up-skilling employees to fill the roles needed at their operation. However it’s the initiative of employees, of managers and supervisors that ensures on-the-job training takes place every day. We are all potential guides and mentors to each other.

Technical training
Learning on-the-job from our peers and seniors is a powerful way to improve our skills but employees also need specific training on the individual pieces of technology and machinery they use. They should participate in the latest training every time a piece of technology or machinery is updated or replaced.

At Kansanshi a training programme has evolved which brings suppliers on site as trainers. Crews get to ask questions of the people who know the machinery best. Practical examples are used to help the learning process.

Jonas Nzima
Instrumentation Supervisor, KMP
Jonas is involved in process controls for the whole of Kansanshi, supporting the technical people in his crew when needed. He loves the rate at which FQM is expanding and describes the future as being very bright. That’s largely because FQM embraces new technology and Jonas recognises that exposure to the latest technology can only boost his own and his crew’s careers.

Nathan Thula Mbulo
Trainee Electrical Engineer, KMP
Nathan Thula Mbulo studied at the University of Cape Town with the financial support of FQM. Since university he’s worked in nine different departments at Kansanshi and values the hands-on training he’s received from peers and seniors even more than his university education. He really promotes learning from others, suggesting people approach different supervisors for new challenges and projects.

Supervisor training at Kansanshi
In total, 60 supervisors have participated in the people management training programme in place at Kansanshi. The programme addresses the basic skills required to supervise the activities of others, giving supervisors a full understanding of the responsibilities connected to their role.

Kansanshi has also developed new Performance Review training with 192 supervisors due to attend.
FQM was formed 15 years ago and managers and supervisors at every site will be taking part in our newly developed 15+ programmes. Part of the FQM Management Academy, these programmes have been specifically designed for our business as it enters the next phase of its growth. Participants are trained on leadership and the FQM Way. They are also given concrete skills and clear personal actions to help them develop their management capabilities and team’s performance. Real case studies of current issues on site are used throughout the training to help participants embed what they learn.

Quantum programme
An important aspect of all managers’ work is continuous improvement. The Quantum programme provides people with guidance on how to approach improvement from a structured and measured perspective. It uses a problem solving approach and shows how to implement a set of improvements that directly impact the operating efficiency of the site.

Mike Christie
Exploration Director

Usually focused on other people’s development, Mike Christie’s boss reminded him to keep broadening his own mind and sent him on the Oxford Advanced Management and Leadership programme. Mike says the course made him think hard about how FQM fits into society and how he must be a catalyst for change, growth and success in the company.

Med Bouya Ould Embedda
Operator, MCM

Med Bouya Ould Embedda has developed a range of operator skills through on-the-job training in the pit. He started as a hose pipe transporter in the mining water truck, was trained to drive and manage a dump truck, and since has gained the necessary skills to be an excavator, rock breaker and loader.

James Mwale
Exploration Manager, Kansanshi

James Mwale took part in the FQM Quantum programme at Kansanshi that teaches a method for getting to the root causes of a problem. He enjoyed the theoretical side of the course but also thrived on the opportunity it gave to mix with people from other departments. Hearing other people’s perspectives opened his mind to how differently people can see things.

Camborne School of Mines
Over the last two years a firm relationship has been established between FQM and the Camborne School of Mining, in Exeter, England. FQM sponsors eight employees each year to study at Camborne and increase their knowledge of the industry.

FQM employees currently studying at Camborne are of several different nationalities. Each of them has shown the aptitude and interest for learning about the mining industry as a whole, to enhance the specialist knowledge they already hold.

A recent development is the creation of a new post at the University which FQM is sponsoring. It is the post of Professor of Mining Education. The person in the post is there to determine how talented people can be attracted to the mining industry across the world. This might entail converting them from other traditions to mining specialisms and also extending the training of local communities.

FQM is also working with the Finnish Government in their effort to address the lack of mining education in Finland. We are working with the University of Applied Sciences in Rovaniemi to develop a new mining school and make Lapland the hub of mining education in Finland.
Across FQM managers have responsibility for identifying people who have the potential to make a major contribution to this business. At all times, employees should be proving their capacity to be Bolder, Smarter and Driven and their ability to consistently hit performance targets. The talent review process recognises the employees that do and provides them with opportunities to develop their skills and experiences further, on different projects, in new environments, working with more senior people and by being given challenges they haven’t tackled before.

For more information about development and training, speak to your manager or HR department.
USING OUR HEADS FOR HEALTH AND SAFETY

In many companies, health and safety management has gained a reputation for being process-driven and paperwork heavy. At FQM we try to strike a balance between managing the risks involved in mining, whilst at the same time enabling people to do their jobs without endless checks and procedures.

We’ve implemented an approach that puts thinking first and paperwork second. Each operation is free to run its own systems and methodologies as long as they achieve the necessary goals. They’re trusted to do their jobs.

Whilst there is some standardisation across the Group – for example in meeting certain industry standards – we prioritise helping our people make effective decisions about health and safety.

This involves providing employees with light theory about health and safety and very clear practical examples. It also involves knowledge sharing about incidents across the Group enabling everyone to learn from what’s occurred.

The recording of near misses has become a priority activity, as near misses can reveal the need for a preventative measure as much as an actual incident can. In 2009, 15-20 near misses were reported each month, now the number ranges between 700 and 900. This demonstrates a major increase in alertness amongst employees to potential hazards.

Leadership training – through our 15+ programmes – is an important part of ensuring employees understand health and safety risks and are made accountable for managing them. Also our induction process is used with all new employees and is tailored to each specific site. From the basic induction video employees move on to job-specific health and safety training.

The FQM behaviours – Bolder, Smarter and Driven – apply to health and safety just as they do to every other field of work in the business. We can all be Smarter about the way we do things, finding a better way to prevent health and safety incidents.

We can also all be Bolder in reporting near misses and potential hazards so everyone learns about them, issues are minimised and rarely occur. Vitaly we must all be Driven to prevent incidents and injuries.

Because the safety of everyone is – and always will be – imperative.

The FQM Way – using our heads for health and safety

Simon Jones
Technical Assistant

Simon Jones works on special projects and has valuable experience of every FQM site. Since joining the company he’s taken the initiative to seek out projects where his skills are needed and managed a range of site projects on top of his main job. He firmly believes that FQM managers will guide your career path but ultimately your development is down to you.

Jenni Pratt
Occupational Hygiene Technician Trainee, Ravensthorpe

Jenni Pratt greatly appreciates the opportunity FQM has given her to do more with her career. The company helped her progress from an admin role in a recruitment firm into a trainee position within the health and safety team at Ravensthorpe. She’s determined to learn as much as possible and take her knowledge out to people on the plant to ensure their safety at work.
DEVELOPING EVERY DAY

Top tip 1
All around us every day, there are opportunities for everyone to learn more. Don’t stay in your own area, go and find out what others are doing.

Top tip 2
Put in some extra time outside of work hours to supplement your knowledge. It could be a new language, new technical skills or improvement process that you can then share with others.

Top tip 3
Managers should spot the interests employees have and point them in the direction of additional reading or peers who can increase their knowledge on the subject.

Top tip 4
Employees at any level of the organisation can highlight a particular need they have for technical training or professional skills development, which a manager should respond to with suggestions of learning and training opportunities.

Top tip 5
Managers can share career stories with employees to show them how others have made progress through the organisation and what personal development approaches they took.

Top tip 6
Arrange for knowledge sharing sessions to take place at which experts in the company, or consultants or suppliers, share their specialist know-how.

Top tip 7
Create a library where materials can be shared or swapped. Ask employees to report back on material they’ve been reading.

Top tip 8
Make sure personal development initiatives are discussed at employee review meetings and when a person steps into a new role. This will build confidence and encourage a culture of personal development.

Gerald Muluka
Mechanics Assistant, Kansanshi

Gerald Muluka began his career at FQM as a fuel attendant at Kansanshi and now works in the component workshop reconditioning everything from engines to hydraulic pumps. To consolidate three years of extensive on-the-job training, Gerald will soon be sitting the Trade Test, a government endorsed examination, to become a fully qualified mechanic.

Nevissa Abderahhmane
Finance IGP, Zambia

Nevissa Abderahhmane joined FQM in Mauritania as part of the international Graduate Programme. Participants in the programme are encouraged to think independently and develop their own path within the business. Nevissa enjoys this autonomy and seeks out the tasks that motivate her most and will extend the scope of her role.

THE FQM WAY

Results Driven
We have a “can do” attitude focused on getting results. We use our initiative to identify opportunities and seize them.

Flexible and responsive
To be nimble enough to adapt to changing and challenging environments we have a flat structure which ensures that every person counts.

Future and growth focused
We take opportunities to develop and improve our people and technology, and focus on profitable growth.

Cost effective
We promote cost effectiveness and maximise our efficiency.

Streamlined
We keep our policies and processes streamlined and focused on results.
FQM
INTERNATIONAL GRADUATE PROGRAMME
BE DETERMINED AND YOU’LL SUCCEED

FQM has grown from a small mineral operation in Zambia into a multinational mining business in less than two decades. This phenomenal growth is down to FQM people who’ve strived to be Bolder, Smarter and Driven in everything they do. As a future leader of this business exactly the same determination is expected of you.

Before FQM I was an engineering consultant, working on a whole range of projects. Whilst every project was different, I found the same skills were needed again and again. The discipline to explore all options. The insight to see an opportunity. The enthusiasm to make it work.

My ambition for FQM was building a team of people motivated to apply the same discipline, insight and enthusiasm to mining. What’s resulted is a culture at First Quantum where determination is respected and supported and all employees are expected to use their heads to achieve the best and fastest results.

Looking ahead, as we continue to expand our operations in Zambia, Australia, Finland, Mauritania and Peru, this business needs a pipeline of future leaders who can apply their minds to continuously improving what we do.

Our International Graduate Programme, on which you’re embarking, was established to build this pipeline.

We know you’re a graduate with the technical knowledge we need but most importantly we think you possess the right attitude. We expect you to quickly convert the theory you’ve learned into practical skills, to demonstrate an aptitude for managing large projects and teams, and to take the initiative in your own development. Those who are determined will go far in this business.

I welcome you to the FQM team. I look forward to hearing about your progress, will embrace your success and reward you for being Bolder, Smarter and Driven in everything you do.

Philip K. R. Pascall
Chairman & CEO
Christina Burns  
Safety advisor, Ravensthorpe

I had a series of fly-in fly-out roles in mining companies in Western Australia before I decided to join FQM in 2010. The senior management of this company is really committed to managing health and safety but they’re up for doing it completely differently to the process driven, admin heavy approaches of other companies I’ve worked at. I think FQM’s approach to health and safety is entrepreneurial and really enabling. Our health and safety team is given the opportunity to put new ideas into practice.

Simon Jones  
Technical assistant, FQM Exploration

I travelled loads during my first two years at FQM, visiting every operation and witnessing the progression of really varied projects. It’s been quite a mad existence, going from one place to the next, and I’ve had to be really flexible to take advantage of all the opportunities on offer. But as a result, aged 27, I’m now Technical Assistant to Mike Christie, the head geologist across the whole of FQM. If you’d told me a few years ago that I’d have had this exposure so soon, I wouldn’t have believed you. I’m lucky enough to regularly experience all of our sites first hand.

Rudi Badenhorst  
General Manager, Ravensthorpe

I like to describe myself at FQM’s first employee. I’m a metallurgist by training and helped build Bwana Mkukka, FQM’s first site in 1996. I then went on to build our open pit mine in the DRC completely from scratch. Since December 2009 I’ve been General Manager of Ravensthorpe, the mine BHP walked away from and I’m proud to say we’ve increased production with only 500 people. The best thing though is the mix of people from completely different cultures. Interesting thinking happens when you get really diverse teams.

Mike Christie  
Exploration Director

I’m FQM’s senior geologist responsible for geological technical direction across all of our operations. Which means my team is scattered all over the world, often in very remote locations. It would be easy to let them stay where they are but I like to get them to travel, mix them in with other disciplines and make sure they’re always learning. Managers at FQM are pretty good at letting their employees go off to experience different parts of the company. Our business will be better off if we do it even more.

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EXCITING, DIVERSE – REAL RESPONSIBILITIES

We’re not a company that offers graduates rigid career paths, highly structured training plans and clear sight of the next three years of their lives. We give you the freedom to try new things, experience of diverse operations and the chance to go in at the deep end with big responsibilities.

It may feel strange to hear it said about a company with almost $3 billion of revenue on its balance sheet but FQM is an entrepreneurial business. It’s a term usually associated with a young, energetic and responsive business that’s prepared to take risks on new ideas. But in the mining industry, that’s exactly what we are.

You’ve joined the business after 16 years of hyper-growth and at the beginning of a period we expect to deliver a similar level of growth again. We’ve got to keep on being responsive, spotting opportunities and taking calculated risks to make sure we achieve our goals.

This puts participants on our International Graduate Programme in an incredibly exciting situation. You have the opportunity to experience operations in Zambia, Mauritania, Finland, Australia and Peru, where you can directly contribute to increased production.

You have the chance to work with people within different specialisms who can richly enhance the practical application of your degree studies.

You will also have contact with leaders of this business, many of whom have been with the company from the start and are committed to helping you progress your careers.

It is hoped that participants on the International Graduate Programme will be the future leaders of this business. Very quickly you’ll be given management responsibilities. Our appraisal process will determine how well you’ve delivered what was required.

The management skills we’re looking for are leadership and communication, planning and controlling, resource decision-making, knowledge-sharing, and day-to-day supervision of teams.

Making the most of the environment you’re entering will develop your skills and capabilities immensely. You’ll undoubtedly gain technical knowledge from project assignments and colleagues but you’ll also gain the maturity of an international business person who is adept at integrating themselves into new cultural situations and managing diverse project teams.

The demands on you will be great. You need to be a self-starter, driven to make the most of every opportunity that’s offered and proactive about seeking out more opportunities. You must aim to learn from others, on-the-job as much as from formal training programmes, and be energetic and enthused about each new placement you venture in to.
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By August 2001 the mine was operational. Feed from Lonsi went across the border to Bwana Mkubwa, greatly extending Bwana Mkubwa’s operational life.

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2017
1 million tonnes of total copper production. That’s what we could be delivering by 2017.
Thomas Moore
International Graduate Programme 2011
I graduated from the Camborne School of Mines, part of the University of Exeter in the UK. My experience so far of the graduate programme is completely different from the initial plan. Fairly soon after I joined, the chief technical manager of the geotechnics department at Kansanshi left the business. I was selected to step in. I respect FQM for being open-minded enough to let me take on the role. It’s given me great exposure and a massive career boost. I’m not sure what else can live up to the amazing experience.

Majda Saidi
International Graduate Programme 2011
I joined FQM after completing a first degree in metallurgical engineering and an MSc in financial management. I’m focusing on finance now but hope the mix of knowledge I’ve got will help me understand all aspects of this business. When I first joined, I entered the finance team at Kansanshi. I’ve enjoyed it so much I’m not sure I want my next placement! At Kansanshi I’ve been given responsibilities that I know other companies wouldn’t give me so soon. You can create your own brief here and big opportunities open up when you do.

Masa Lulanga
International Graduate Programme 2011
Working with people from over 25 countries is one of the things I’ve enjoyed most at FQM. I’ve had the chance to work with amazingly diverse and resourceful teams and it’s really shaped my development. People are encouraged to be themselves here, to innovate and create customized solutions and there’s a really big emphasis on being resourceful. Plus we’re told to never stop learning. But there’s always something else you can learn here. My confidence has doubled with everything I’ve already learned.
From the first operation you join at FQM you’ll move on to experience some very different sites, each with their own distinctive physical traits and goals. Some you will witness as they ramp up production and others as they begin to reach their peak.

**Haquira**
Copper project, Peru

Haquira is one of the world’s major underdeveloped copper deposits, positioned high in the mountains. We’re in the early stages of turning the side of a mountain into an operating mine, assessing the infrastructure and sourcing the skilled labour it needs.

**MCM**
Copper-gold mine, Mauritania

Our mine in Mauritania has been operational since 2006. In September 2011 we opened a new training facility, creating workshops and lecture rooms where employees can up-skill for the roles we need them to fill.

**Kansanshi**
Copper-gold mine in Zambia

Commercial production began at Kansanshi in 2005. Today it’s one of the world’s top 10 copper mines responsible for 32% of Zambia’s copper output. With growth expected to continue at a high rate, investment in the skills and management capabilities of the workforce at Kansanshi is a priority.

**Kevitsa**
Nickel-copper-PGE mine, Finland

Kevitsa is located in the very north of Finland, in Lapland, 130 km within the Arctic Circle. The workforce is growing quickly through a broad search that includes recruiting from other industries. The mine will be fully operational by the end of 2012.

**Ravensthorpe**
Nickel-cobalt mine, Australia

We acquired Ravensthorpe in 2010 and have already begun to see results. There are around 500 people in place, a mixture of the local workforce and those who’ve relocated from Ireland, Canada, South Africa, Indonesia and the Philippines.
Nevissa Abderrahmane
international graduate programme 2011
I’m a Mauritanian finance graduate but I joined FOM in Zambia as part of the international graduate programme. Relocating to another country, as well as experiencing an Anglo Saxon business culture for the first time, was something FOM enabled me to do. I was hired into a finance position but since being here the roles I’ve pursued have been pretty broad. I want exposure to as much as possible and the graduate programme is flexible enough to let me have it. I’ve learnt an amazing amount here already.

Joshua Nyoni
International Graduate Programme 2011
The International Graduate Programme has enhanced my technical skills and exposed me to work with cutting edge systems and processes in the field of electrical and electronics engineering. In addition the programme is flexible, offers international experience and puts me in charge of my own career development. Most importantly, it has helped me build my leadership skills in my discipline and accelerated my career progression.
YOUR JOURNEY AS A GRADUATE

Once selected for FQM’s International Graduate Programme participants embark upon a journey, experiencing every aspect of the business before focusing on their core discipline and taking up project assignments. We reward excellent performance with additional exposure, bigger demands and greater responsibility.

Throughout your time on our International Graduate Programme we’ll be monitoring how you’ve sharpened your technical knowledge, grown your management skills and increased your insight into our business and the mining industry as a whole.

We’ve created a five-phase development path. It gives you broad exposure to the business, focused attention on a core discipline and the experience of several project assignments.

Our programme operates on flexible timescales, subject to the speed at which you’re developing but running to a maximum of three years. The time you take to pass through each phase heavily depends on how proactive you are at putting yourself forward for openings that arise.

An important part of your journey is on-the job development. All around us every day, there are ways for all of us to learn more. Your personal development depends on you seeking out these opportunities and speaking up about wanting to gain additional knowledge. We don’t want you stay in your own department.

You should find time to go and discover what others are doing. Discuss how they’ve made progress through FQM and the approaches to personal development they’ve taken.

Your insight into our business will grow significantly as a result of personal initiatives like these and your enthusiasm for learning won’t be missed by your managers who are looking for evidence of this trait.

We really recommend speaking to graduates who joined FQM in 2011. They will testify that waiting around to be offered opportunities won’t fast track your development at FQM. You have to take the initiative. Be confident about your capabilities and what you can bring to a role. Share your ideas for how things can be done differently and improved. Most importantly, show your determination for getting results.

At the end of the programme a panel of senior managers assess your overall performance and where in the business your capabilities are best placed.
**Simon Webber**
International Graduate Programme 2011

For the past year I've worked for Kansanshi Mine and FQM Roads, which has included being Superintendent in the plant for civil works, running a department of over 100 people and working in the mineral lab on a real mix of projects. I've learnt a lot but I've also shared a lot and felt free to question conventional wisdoms along the way. First Quantum has encouraged me to try new things and learn from any mistakes. They've also helped me fill the gaps in my knowledge and develop into a better engineer.

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**Jack Garman**
International Graduate Programme 2011

I'm a geology graduate from Oxford University. I liked the sound of FQM before I joined because of the fast track development it promised and opportunities for international travel in the first year. My first placement was the exploration department at MCM where I've had to get used to the fly-in fly-out existence. In my first year I've had amazing exposure to projects and senior people. This company honestly does want graduates to voice their ideas.
YOUR SUPPORT NETWORK

Participants in our International Graduate Programme are well-educated and capable people whom we expect to take control of their own development. However support is provided through a network of people who ensure the right resources and guidance are available at every stage.

Graduates have regular personal contact with a mentor and coach and are aided with practical support from a number of departments whose task it is to nurture and place talent within our business. Close collaboration within your network ensures your journey through the programme is as smooth as possible.

Particularly during times of change, as you exit one department or project to join a different one in a new location, your network will be a consistent and familiar source of advice.

Read the letter from Ian McDermott, the external coach who works with every graduate when they join our programme. Ian has a deep understanding of FQM to assist your understanding of specific issues but is separate enough to help you see the bigger picture too. You will have the opportunity to regularly speak with him by telephone, wherever you are in the world, for your first few months at FQM.
ABOUT COACHING

As a coach I have worked with a lot of graduates in a lot of companies. My take on FQM? It’s unusual because genuinely entrepreneurial. Those FQM Behaviours - Bolder, Smarter, Driven – aren’t just behaviours: they’re a mindset.

You’ll be treated as an adult from the outset. That means you’ll be doing things which in many companies you wouldn’t be entrusted with for perhaps another decade. But this also means you’ll be thrown in at the deep end and will need to learn certain corporate/life skills - like how to get a yes out of the organisation and not just expect things to be made right for you; like developing the resilience to bounce back when you don’t feel you’ve been heard; like having the confidence to find your voice and take initiatives.

You learning how to handle yourself is as much a part of this programme as the formal professional training you’ll be receiving. And this is where coaching can really deliver.

In any working life there will always be numerous activities and demands competing for your attention. It’s way too easy for the urgent to take precedence over the important. People function more effectively when they can prioritise. To do this they need to be able to step back and get clear about what is really important.

Coaching is a process which can help you do this. It’s not about giving advice. As your coach I won’t be telling you what to do. Certainly I’m happy to share my experience. But above all I want to find out what you think and to give you new tools to function more effectively.

The most useful coaching is regular, consistent and ongoing. Because it’s regular you get into the habit of having time where you quite deliberately step back from the drama of the day and take stock. Because it’s consistent you know you can rely on having this time to actually think. Because it’s ongoing you get into the habit of stepping back and getting clear about what really matters. In this way you learn not to get lost in the detail. You can still zoom in as appropriate but you also know how to focus on the big picture and think strategically.

If you want to get on in this company being able to do this is going to be crucial. But frankly it’s even more important than that. These are the skills you will need if you want to be in charge of your own life.

I’m looking forward to getting started.

Ian McDermott
THE FQM WAY

The FQM Way is a set of behaviours that help us achieve our goals as a business. They define how we work and the way we manage others. We use them to assess performance and leadership potential.

FQM is a very different kind of mining company. Wherever we can we cut back policy, procedure and bureaucratic methods that impede performance and focus instead on promoting the behaviours – Bolder, Smarter and Driven – that enhance it.

Participants in our International Graduate Programme are expected to live the FQM way in everything they do. Whether addressing the efficiency of a process, reallocating resources in their team, or defining the milestones of a project plan, their performance is assessed against the standards the FQM Way sets.

Decisions like these are the kind you’ll be responsible for making every day. You’ll be trusted to make more of them as your experience at FQM grows. The FQM Way gives you the freedom to make decisions. Embracing it will build your confidence and enable your progress.

Apply the FQM Way to your personal development as much as you do day-to-day decision-making. Use the FQM Way on the projects you’re asked to lead and those where you’re part of the team. Watch how the leaders of our business demonstrate the FQM Way again and again and encourage their teams to do so as well.

The FQM Way is central to our business, not a nice aside we refer to once in a while. To be a future leader of this business, the FQM Way must be second nature: an integral part of who you are and what you do.
THE ROLE OF YOUR PERFORMANCE REVIEW

We operate a bi-annual appraisal process for our graduates. It’s designed to help you meet your potential, deepen your skills and take on greater responsibilities. You’re rewarded for the value of your contribution to this business.

Making a contribution to this business means taking action, solving problems, being efficient, motivating others, raising standards, taking responsibility for health, safety and the environment, and increasing the profit the company makes. It also means living the FQM Way, being Bolder Smarter and Driven in everything you do.

Your performance against these measures is monitored on an on-going basis and every six months your manager will invite you to take part in a formal performance review.

Performance reviews should be frank and constructive discussions about your targets, achievements and areas for development. You are expected to prepare for them, bringing examples of successful projects and goals that you’ve reached. Explain to your manager what you’ve achieved and the contributions you’ve made to team success.

Think about how you’ve met or exceeded expected standards, been diligent, paid attention to detail and strived to be the best. Present examples of how you’ve reacted quickly to demands, been thorough and quick in completing tasks and enabled fast and effective completion of projects by others.

Your achievements will be rated by your manager on a scale of 1-5 and will determine the targets you’re set for the six months ahead, as well as opportunities for career and personal development.

Those who do more, go further and achieve results will be valued most and rewarded in line with their contribution to our company’s success.
HEALTH AND SAFETY FIRST AND FOREMOST

A fundamental part of your development at FQM is health and safety management. You have a responsibility like every other employee to manage the risks we face in mining. FQM’s approach encourages people to use their heads. We limit lengthy processes and paperwork that slow action down.

You may not think health and safety has got anything to do with your role, particularly if you never go near an operating pit, but it absolutely is. A healthy and safe working environment is something we all help to create and maintaining a culture where that’s taken seriously is everyone’s job.

At FQM we’ve got a way of doing things that puts thinking first and paperwork second. Each operation is free to run its own health and safety systems and processes but they have to achieve the necessary goals.

Everyone is trusted to do their jobs without constant scrutiny and form filing – something typical of health and safety management in other mining companies. But we do have some standardisation across the Group – for example in meeting certain industry standards. Yet in general we prioritise training FQM people to make effective health and safety decisions.

We provide employees with light theory and very clear practical examples. We also share knowledge about incidents across the Group enabling everyone to learn from what’s occurred.

The recording of near misses has become a priority activity, as near misses can reveal the need for a preventative measure as much as an actual incident can. In 2009, 15-20 near misses were reported each month, now the number ranges between 700 and 900. We’re proud of that. It demonstrates a major increase in employee alertness to potential hazards.

Leadership training for our Supervisors and Superintendents – through our 15+ programmes – is an important part of ensuring employees understand health and safety risks and are made accountable for managing them. In addition, the induction process all new employees, including graduates, participate in, is tailored to the specific site they join. Following on from the basic induction video you’ll receive specific on-the-job health and safety training.

The FQM Way – Bolder, Smarter and Driven – is applicable to health and safety just as it is in every other field of work in the business. We can all be Bolder in reporting near misses and potential hazards so everyone learns about them and they rarely recur.

We can also all be Smarter about the way we do things, finding a better way to prevent health and safety incidents. Vitally we all have to be Driven to prevent incidents and injuries. Because the safety of everyone is – and always will be – imperative. Don’t ever forget this.
THE RAPID GROWTH OF THIS COMPANY OVER THE LAST 15 YEARS IS DOWN TO THE RESOURCEFULNESS, TALENT AND CONVICTION OF PEOPLE LIKE YOU.

IF YOU’RE DRIVEN TO SUCCEED, TO DO BETTER AND ACHIEVE MORE, THEN YOU’RE DOING THINGS ‘THE FQM WAY’ AND HELPING TO MAKE THIS COMPANY ONE OF THE FASTEST GROWING MINING BUSINESSES IN THE WORLD.