

Sustainability Report 2019

People

Key Performance Indicators (KPIs)*

General KPIs			
Headcount	2017	2018	2019
Total SDJ Headcount	282	309	467
ORE Corporate Headcount ¹	11	16	16
Diversity & Inclusion	2017	2018	2019
Women on the ORE Board	13%	13%	13%
Women in ORE executive roles ²	0%	14,3%	9,1%
Women in SDJ senior management roles ³	25%	18%	22%
Local Community Employment	39%	45%	39%
Engagement	2017	2018	2019
Response rate to the Employment Engagement Survey ⁴	59%	53%	-
Engagement Score on Employment Engagement Survey	99%	99%	-

* Sales de Jujuy exclusively, unless stated otherwise.

¹ These figures do not relate to SDJ data and are provided for indicative reference only.

² "Executive" refers to members of the ORE Leadership Team. These figures do not relate to SDJ data and are provided for indicative reference only. Percentage change from 2018 to 2019 due to increase in size of Executive Team.

³ "Senior Management" is defined as SDJ General Manager and direct SDJ reports.

⁴ An Engagement Survey was not conducted in 2019. This was to avoid survey fatigue given that a Cultural Review, involving extensive employee engagement, was undertaken in 2019.

NOTE: ORE Total Workforce breakdown (including ORE and BRX) can be found in ORE's Corporate Governance Statement

Performance Data

Workforce Data			
Total Workforce	2017	2018	2019
Total SDJ Headcount	282	309	467
ORE Corporate	11	16	16
Workforce Breakdown	2017	2018	2019
Activity	2017	2018	2019
Operations	282	293	425
Expansion	-	16	42
Contract type	2017	2018	2019
Full Time Contract	282	309	467
- Permanent	278	289	422
- Fixed Term	4	20	45
Part Time / Casual	0	0	0
Employment category	2017	2018	2019
Executives ¹			2
Managers	8	11	16
Middle Management	67	92	105
Operators	207	206	344
Gender	2017	2018	2019
Men	239	263	396
Women	43	46	71
Region	2017	2018	2019
Local ²	142	138	180
Regional ³	76	88	146
National	60	77	129

International	4	6	12
Age	2017	2018	2019
<30	119	96	163
30-50	140	193	268
>50	23	20	36

¹ Executive figures indicate SDJ employees involved in ORE Executive Meetings. For all workforce calculations they are considered SDJ Management.

² Local refers to employees from the 10 local communities

³ Regional refers to employees from the Province of Jujuy (excluding 10 local communities)

Diversity & Inclusion			
GENDER DIVERSITY			
Women in Workforce (% by contract type)	2017	2018	2019
Full Time Contract	15,2%	14,9%	15,2%
- Permanent	14,4%	13,8%	13,5%
- Fixed Term	75,0%	30,0%	31,1%
Part Time / Casual	0	0	0
Total Female Employees	43	46	71
Women in Workforce (% by employment category)	2017	2018	2019
Executives ¹			0%
Managers	25,0%	18,2%	22,2%
Middle Management	20,9%	15,2%	16,2%
Operators	5,3%	14,6%	14,5%
CULTURAL DIVERSITY			
Local Community Employees (% by contract type)	2017	2018	2019
Full Time Contract	39,4%	44,7%	38,5%
- Permanent	39,9%	47,8%	40,5%
- Fixed Term	0%	0%	20,0%
Part Time / Casual	0	0	0
Total Local Community Employees	111	138	180
Local Community Employees (% by employment category)	2017	2018	2019
Executives	0%	0%	0%
Managers	0%	0%	0%
Middle Management	31,3%	5,4%	4,8%
Operators	58,5%	64,6%	50,9%
PARENTAL LEAVE			
Parental Leave	2017	2018	2019
Employees Eligible for Parental Leave	13	24	22
- Male	8	22	19
- Female	5	2	3
Employees that Took Parental Leave	13	24	22
- Male	8	22	19
- Female	5	2	3
Parental Leave Return Rate	2017	2018	2019
Returned from Parental Leave	13	24	22
- Male	8	22	19
- Female	5	2	3
Left following Parental Leave	0	0	0
- Male	0	0	0
- Female	0	0	0
Return Rate (6 months)	100%	100%	100%
Retention Rate (12 months)	100%	100%	100%

¹ Executive figures indicate SDJ employees involved in ORE Executive Meetings. For all calculations they are considered SDJ Management, not Executive.

Compensation			
Employee Compensation	2017	2018	2019
Total compensation paid to employees/payroll, including benefits	\$14.460.451	\$15.314.652	\$15.143.414
Executive Employee Ratio	2017	2018	2019
Ratio of annual total compensation for highest paid individual in the country to the median annual total compensation for all employees in the country	5,04	4,78	5,98
Ratio of percentage increase in annual total compensation for the organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees	1,19	0,68	0,43
Gender Salary Ratio	2017	2018	2019
Senior Managers	1	0,91	0,86
Middle Managers	0,96	0,97	0,89
Operators	0,92	0,92	1,03
Ratio Total Employees	0,96	0,93	0,93

Turnover			
Headcount	2017	2018	2019
Number of Employees	282	309	467
Turnover Rates	2017	2018	2019
Overall turnover rate ¹	10,3%	13,3%	7,3%
Voluntary turnover rate	7,4%	6,5%	5,1%
Involuntary termination rate	2,8%	6,8%	2,1%
¹ Includes all types of turnover, including restructuring.			
Turnover by Gender*	2017	2018	2019
Male	NA	9,1%	5,8%
<i>Voluntary turnover rate</i>	NA	5,5%	4,1%
<i>Involuntary termination rate</i>	NA	3,6%	1,7%
Female	NA	4,2%	1,5%
<i>Voluntary turnover rate</i>	NA	2,9%	1,1%
<i>Involuntary termination rate</i>	NA	1,3%	0,4%
Turnover by Region*	2017	2018	2019
Local ¹	NA	1,9%	1,7%
Regional ²	NA	5,5%	1,9%
National	NA	5,5%	2,8%
International	NA	0,3%	0,9%
Turnover by Age*	2017	2018	2019
<30	NA	8,7%	1,3%
30-50	NA	4,2%	5,4%
>50	NA	0,3%	0,6%

* Breakdown of turnover data not available for FY17

¹ Local refers to employees from the 10 local communities

² Regional refers to employees from the Province of Jujuy (excluding 10 local communities)

New Hires			
New Hires	2017	2018	2019
Total New Hires	42	63	175
Hire rate*	14,9%	20,4%	37,5%
New Hires by Gender	2017	2018	2019
Male hires	40	47	147
Male hire rate	14,2%	15,2%	31,5%
Female hires	2	16	28
Female hire rate	0,7%	5,2%	6,0%

New Hires by Region	2017	2018	2019
Local hires ¹	27	18	51
Local hire rate	9,6%	5,8%	10,9%
Regional hires ²	6	23	55
Regional hire rate	2,1%	7,4%	11,8%
National hires	8	21	62
National hire rate	2,8%	6,8%	13,3%
International hires	1	1	7
International hire rate	0,4%	0,3%	1,5%
New Hires by Age	2017	2018	2019
Number of hires <30	24	17	66
<30 hire rate	8,5%	5,5%	14,1%
Number of hires 30-50	16	44	97
30-50 hire rate	5,7%	14,2%	20,8%
Number of hires >50	2	2	12
>50 hire rate	0,7%	0,6%	2,6%

Percentage of new hires in the total onboard head count; regular employees only.

¹ Local refers to employees from the 10 local communities

² Regional refers to employees from the Province of Jujuy (excluding 10 local communities)

Employee Engagement			
Employee Engagement Survey	2017	2018	2019
Response rate to the Employment Engagement Survey	59%	53%	-
Engagement Score on Employment Engagement Survey ¹	99%	99%	-

Note: Engagement Survey was not conducted in 2019 to avoid survey fatigue: a Cultural Review, involving extensive employee engagement, was undertaken in 2019.

¹The Engagement Index is a composite that averages scores measured from three aspects: "Engaged," "Enabled," and "Energized."

Freedom of Association and Collective Bargaining			
	2017	2018	2019
Percentage of workers covered by Collective Bargaining Agreements	40%	36%	41%

Learning and Development			
Training and Education¹	2017	2018	2019
Hours of training for all employees	NA	NA	12.951
Average training hours per employee	NA	NA	27,73
Total investment in training (USD)	NA	NA	\$ 83.333
Average investment per employee (USD)	NA	NA	\$ 178
Total training courses	NA	NA	48
Training and Education (by gender)			
Male employees total training hours	NA	NA	11.076
Average training hours per male employee	NA	NA	27,97
Female employees total training hours	NA	NA	1.875
Average training hours per female employee	NA	NA	26,41
Performance Reviews	2017	2018	2019
Percentage of employees who have received a formal performance evaluation	100%	100%	100%
Overall achievement of stated objectives ²	100%	100%	82%
Achievement of stated objectives (by employment category)			
Executive ³	NA	NA	NA
Senior Management	100%	100%	67%
Middle Management	100%	100%	73%
Operators	100%	100%	75%
Stated objectives achieved (by gender)			
Male	100%	100%	74%
Female	100%	100%	72%

¹ New methodology for tracking and measuring employee training hours implemented in 2019. All data shown is for the period from January to June 2019 only.

² In FY19 there were changes to the performance objectives process, defining more targeted and challenging organizational and individual objectives.

³ Executive positions are held at ORE level – not applicable for SDJ.