



MACARTHUR COAL
LIMITED

2010 APEC Women Leaders Network Meeting

From High Heels to Safety Boots

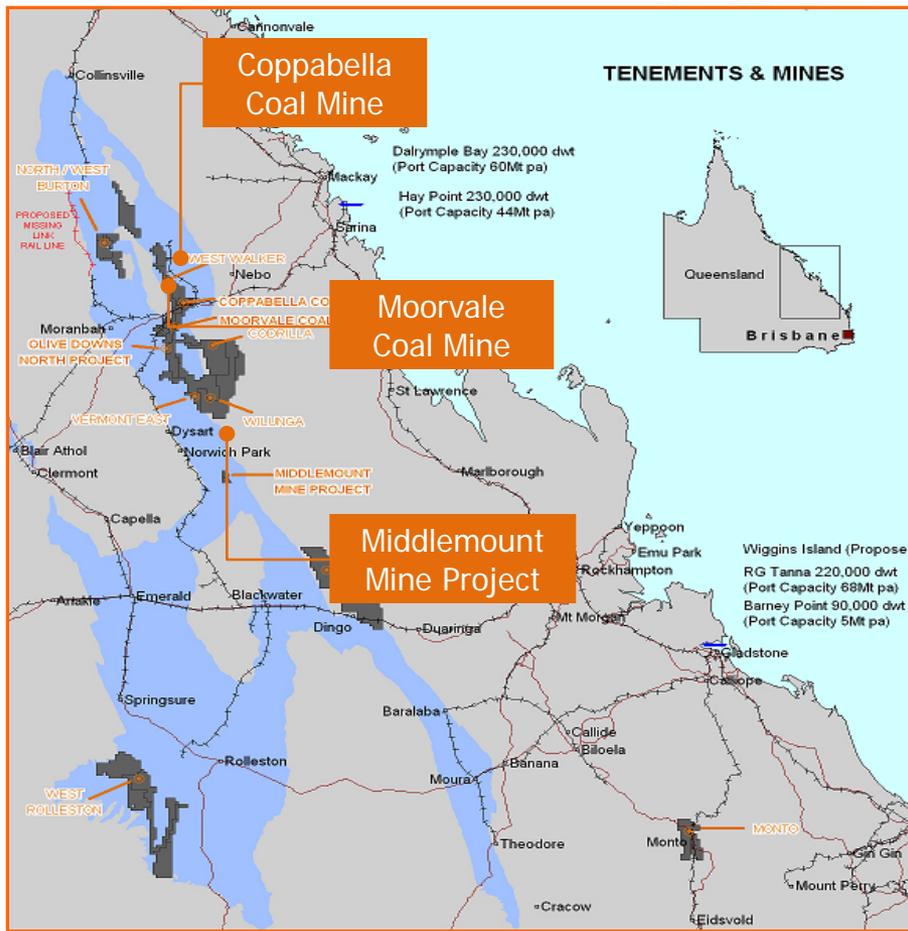
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20 September 2010

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Macarthur Coal – Who are we?



- Public listing of Macarthur Coal on ASX: 5 July 2001
- Market capitalisation: A\$3bn
- Macarthur Coal owns a 73.3% interest in the Coppabella Mine and the Moorvale Mine through the Coppabella & Moorvale Joint Venture (CMJV)
- Installed production capacity of 7.9Mtpa (100% basis) or 5.8Mtpa Macarthur Coal share
- Developing the Middlemount Mine to produce up to 4Mtpa
- Largest LV PCI producer in the world for the seaborne market
- Extensive portfolio of other growth opportunities

Starting out

- Bachelor of Business Degree – Accounting major, Law minor
- Chartered Accountant (CA)
- Chartered Secretary (CS)
- More than 18 years of commercial experience
- More than 12 years working with Macarthur Coal and related entities (CEO, CFO and CFO / Company Secretary of MCCM)
- Chief Executive Officer/Managing Director of Macarthur Coal Ltd
- Queensland Resources Council President
- Committee member of Queensland University of Technology (QUT) Faculty of Business Executive Dean's CEO Strategy Group
- Trustee of the Queensland Museum Foundation

My Experience: Being a woman in Business

- There are many options and there are places where there is little distinction between men and women
- Need to lead by example irrespective of gender or age
- Be recognised for our contribution and our performance
- Diversity needs to be driven and promoted from the top with the support of human resources



International comparison of percentages of women Executive Managers

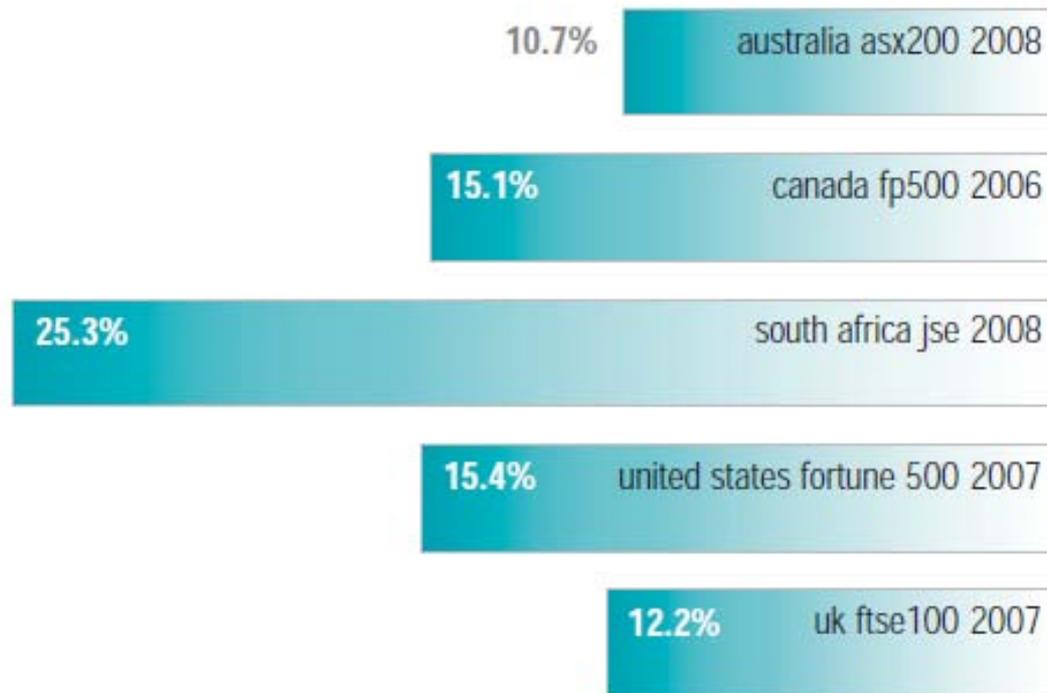


figure 8 executive managers who are women

Source: EOWA Australian Census of Women in Leadership 2008

Gender Diversity: Listed Companies

- In 2007, 80% of Fortune 500 boards included at least one woman
- In 2008, of the ASX Top 200 companies:
 - 54% had women on the executive team
 - 10.7% had women in executive leadership roles
 - 49% had a woman director on the Board
- Women leaders in the ASX500 include: 225 directors (7.1%), 10 chairman, 13 CEOs and 45 CFO positions
- We are improving - 25% of ASX Top 200 board appointees were female (vs 5% in 2009) for the first 7 months of this calendar year

(source: Reibey Institute)

Gender Diversity: The Merits

- A 2008 McKinsey study shows that companies with the most gender diverse management teams have an average EBIT 48% higher than their industry norms.
- It's not that women are inherently more talented than men or skills, but it seems those companies which identify and promote female talent into leadership roles have culture that enable them to recognise talent in any form and make good use of it.
(source:CEW paper)
- Supporting reasons for greater women representation:
 - Different perspectives and styles to business situations
 - Access to a greater labour market pool
 - Women are consumers
 - Social reasons

Reasons for lack of women in leadership

Barriers to women in leadership and/or Board roles are:

- Work / life balance choices
- Access to childcare
- Flexible hours – as a business generally needs full time CEO/executives
- Smaller pool to select with few women in line management executive roles
- The net is not cast wide enough in recruitment
- The selection criteria is not transparent or consistent.

Is one woman on a Board or a team sufficient?



- Research shows that one is not enough - women need to be present in sufficient numbers at senior levels to drive cultural change
- Solo women on boards can feel isolated and marginalised especially if odd one out - just like they can and do on a mine site!
- Work is being done to increase the numbers of women on Boards in Australia:
 - Australian Government have advised that Government Boards should comprise of at least 40% women, within 5 years
 - Various listed companies are announcing that they will increase women in management and under represented roles [Woolworths, Origin Energy]

More Women on Boards?

- **Mandatory level of female board membership. Should it be legislated?**
 - The new proposed ASX rules for women on boards on the "if not why not" premise requires companies to monitor achievement against gender objectives set by the Board across various levels of the organization
 - AICD ASX200 Chairman's mentoring women director roles is a great initiative
- **But what is the situation in the private sector?**
 - Recent Survey found that women accounted for only around 11% of owners and managers of the surveyed businesses
 - Women appear to be increasingly prominent in new business ventures.

(Source: MGI Australian Family and Private business Survey 2010 conducted by RMIT University)

- **Greater women representation starts at Board level, and needs to be driven from the top in organisations and become reality**

Case Study: Queensland Resources Council Women in Mining

- Queensland Resources Council (QRC) member companies reflect women working in the sector increased to 14% for 2008-09 from 11.3% in 2007-08.
- Over the last 3 years to 2008/09, the proportion of women increased significantly (albeit off a low base):
 - 400% (from 22 to 110) for executive & senior management roles
 - 62% for engineering roles
 - 59% for geologists
 - 275% for trades people
 - 207% for operation and production employees



Gender diversity at Macarthur Coal



2010 Macarthur Coal EOWA Report

- Macarthur Coal has 7 females in Senior Management Positions
 - 1/7 Board
 - 1/6 Executive Leadership Group
 - 7/27 Business Performance Group
- Overall percentage of women in Macarthur Coal work force is **21%**
- We currently employ a total 75 female staff (full time) across our Corporate office, Coppabella and Moorvale mine sites
- 20 being Truck Operators at Coppabella



Conclusion

As women leaders we need to:

- Lead by example
- Provide leadership by supporting our people to deliver results
- Continue to learn and grow
- Take initiative & create opportunities
- Embrace change

