

Freeport-McMoRan POWERED BY COPPER

Repeat Callers: Chronic Complainers or the Forgotten

October 2018

FCX
NYSE
ICMM
International Council on Mining & Metals

Freeport-McMoRan Overview POWERED BY COPPER

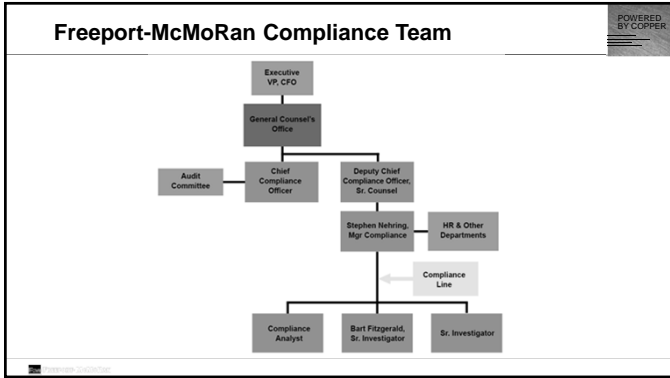
- **Leading international mining company with headquarters in Phoenix, Arizona**
- **Operates large, long-lived, geographically diverse assets**
 - Significant proven and probable reserves of copper, gold and molybdenum
 - World's largest publicly traded copper producer
- **25,200 employees and 28,000 contractors worldwide**
 - As of December 31,2017

www.fcx.com

Freeport-McMoRan Mining Operations POWERED BY COPPER

Legend:
 Copper (Cu)
 Gold (Au)
 Molybdenum (Mo)


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Introduction

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- Chronic Callers
 - Repeat callers: “chronic complainers” or the “forgotten”
 - How do we address repeat callers' complaints in a timely and professional way?
 - Are we Ernestine?




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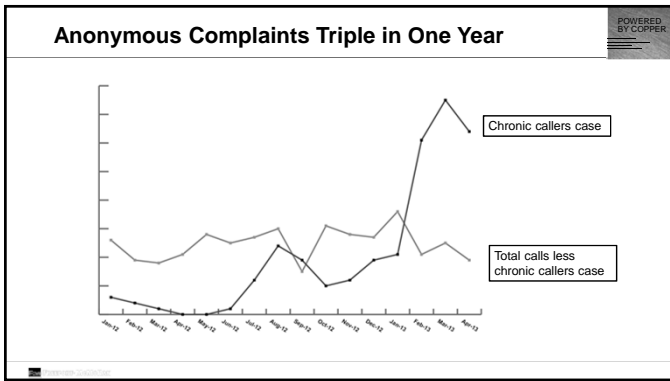
Scenario – Let's “Whac-a-Mole”

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- The Anonymous Abuser
 - Remember *Whac-a-Mole* at the arcade?
 - Do we get rid of repeat complainers as quickly as possible?
 - Sometimes we would like repeat complainers to simply stop calling!
 - A sense of abusing system
 - Other employees felt harassed by allegations



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Round Table:

What would you recommend in a similar situation?

How do you investigate numerous calls from similar subjects?

FULLPORT McMoran

What We Learned

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- How we moved forward
 - Sometimes exigent circumstances require aggressive actions
 - We changed the process
 - Callers from designated locations and with specific allegation types were required to provide their name and phone number
 - It all stopped after two calls

Scenario – “The Boomerang Effect”

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- “You’re harassing me”
 - Multiple complaints to hotline in 2016-2017
 - Threats of violence and harassment by coworkers
 - 15 witnesses interviewed
 - Nothing substantiated
 - Wanted to know why individuals were not fired
 - Claimed HR and Compliance harassed and retaliated because of the complaint
 - Employee complains during close out, “you’re harassing me”



What We Learned

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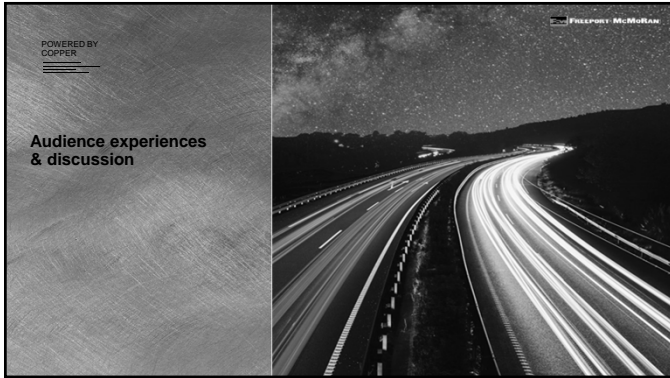
- Investigations were not documented very well by supervisors or HR
 - Complainant kept repeating allegations during each call
- It is helpful to use 1-on-1 close outs with complainants
 - Complainants can generalize and confuse the facts
- It may be beneficial to have a second person/witness during interviews and close outs

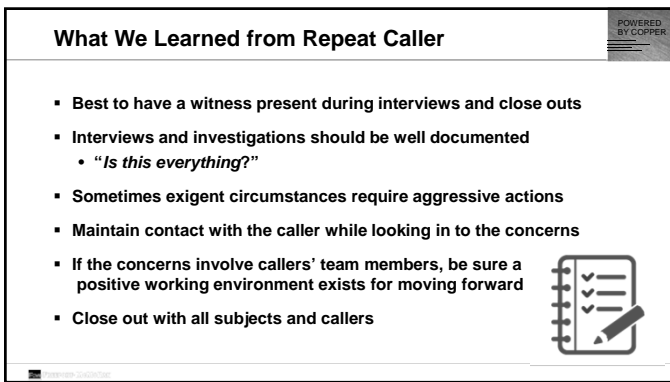
Scenario – “It’s just Bob”

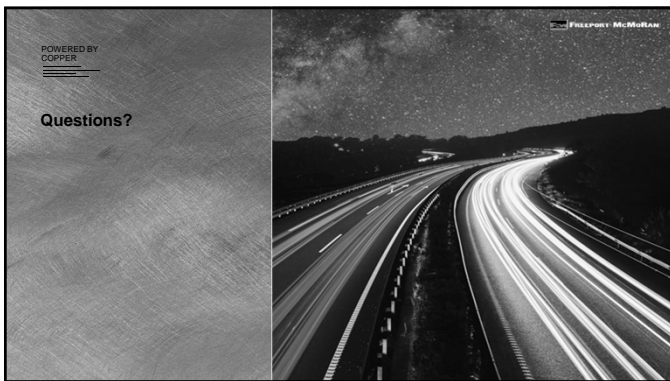
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- Bob was sure he was being targeted by supervisors
 - 16 hotline complaints over a 3-year period
 - Offered a written letter to his superintendent with 40 concerns about the department
- The attitude seemed dismissive – “It’s just Bob”
- Very emotional close out









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Thank you!

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