# Mining IT Benchmark Overview

April 2025

# About the Benchmark

Abela Advisory are Mining and IT Benchmarking Specialists and have delivered their comprehensive benchmark service to several industries including Mining, Local Government, and Education. The Mining IT benchmark is comprehensive, with ~45 pages of content covering the following domains:

- ✓ Financial Analysis
- ✓ Team structure and sizing
- ✓ Cyber Security
- ✓ IT Strategy
- ✓ Application satisfaction

The Financial Year 2024 Mining IT Benchmark was delivered for ten mid-tier mining companies, incorporating 600+ schools and approximately 250,000 students.

Abela Advisory offer the opportunity for Mining Companies to submit their data and obtain a personalised report comparing their organisation with peers.
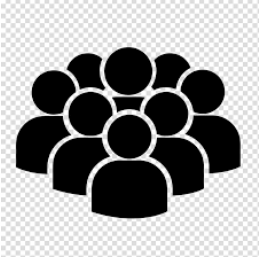
**Testimonial**

The IT Benchmark Report has been invaluable in stimulating conversations with the executives at OceanaGold regarding the opportunities to capture value from IT and identify the key improvement opportunities. The polished, easy to read format means I can share the content of the report with a variety of stakeholders across the business without having to 'simplify' the report at all. I would strongly recommend undertaking a similar benchmarking exercise with your peer organisation, to gain insight on how to move forward with effective, value-add IT.

**Steve VandenBerg**
**Senior Vice President – Digital Technology**
**OceanaGold Corporation**

# Participant Snapshot

Employee counts ranged from a low of 160, in the case of a fully outsourced miner through to 11,000. The average employee headcount of participants is ~3,100. Most participants are primarily owner-operators. Seven of the nine participants are self-contained organisations, and two are regional subsidiaries of global companies with some services delivered globally.

FY24 revenue ranged from AUD $660M to AUD $5.3B, with average revenue of AUD $2.6B.
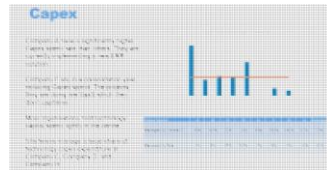
A range of commodities are mined by participants, with primary commodities including Gold, Iron, Nickel, Zinc and Mineral Sands. One participant operates across a range of commodities and identifies as diversified, and most have at least one secondary commodity such as Copper or Cobalt. Two participants identify as Open Pit miners, two as Underground, and the remainder as hybrid.

Most participants operate multiple mine sites, ranging from three sites to seven sites. Two participants are single site operations. The average number of sites per participant is four.

# IT Spend Metrics

The comprehensive Spend Metrics will enable you to slice and dice the numbers from every angle.

Compare IT spend as a percent of revenue to peers and to global benchmarks, including Opex Spend, Total Spend, Project Spend, and Cost Element allocation. Understand financial decisions including site versus central spend, capital deployment, and allocation across cost elements.

Explore differences in innovation by comparing Budget Allocation to Run | Grow | Transform activities and understand the insourcing versus outsourcing dynamics of your peers.

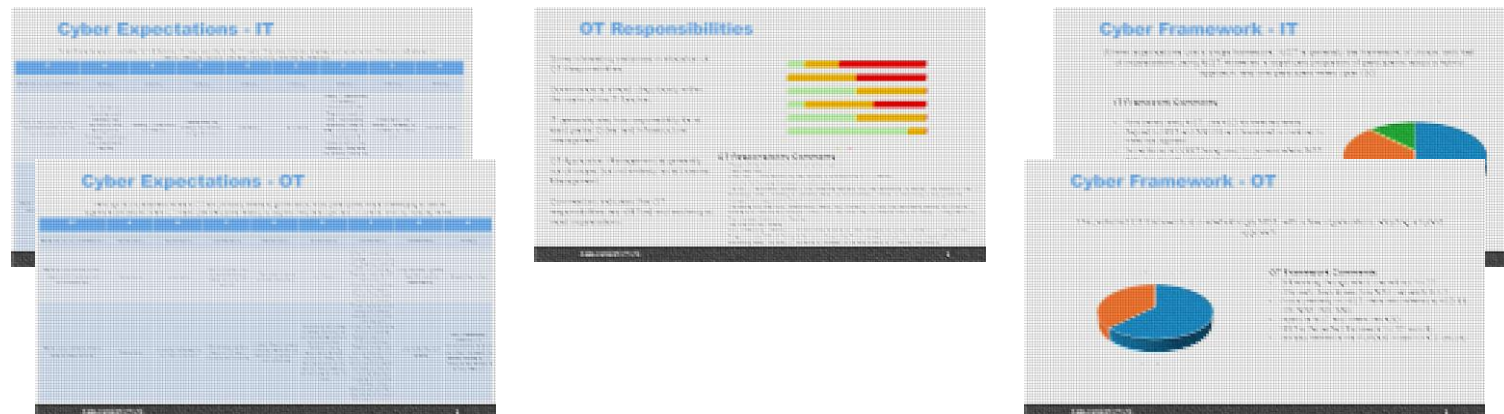The report contains many other spend metrics including cloud usage and device support metrics.

# IT Organisation

Discover how IT teams compare and the different approaches that have been taken to build IT departments.

What is the diversity of your IT team compared to technology companies and the mining industry more broadly?

How big are IT teams in absolute terms, and as a percentage of the total company headcount? How do these metrics change for large or small organisations?

To what extent do organisations in-source or out-source, and what is the structure and makeup of their teams?
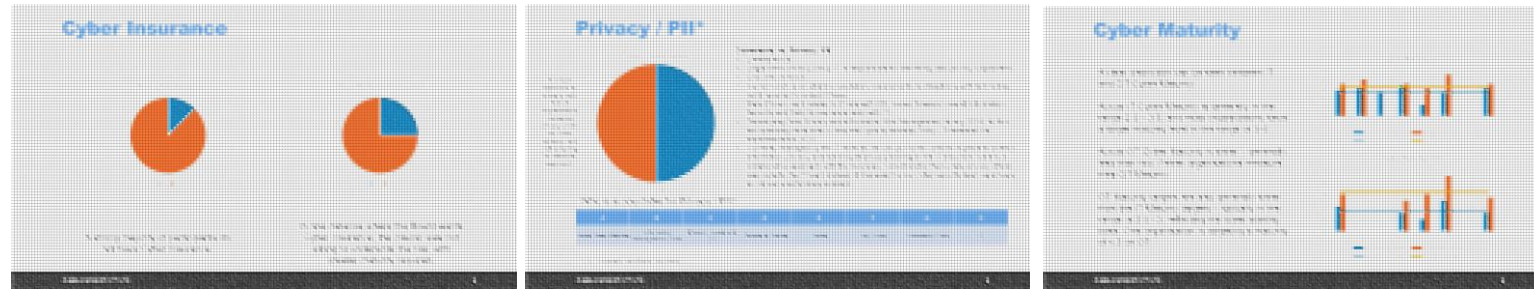
# Cyber Security

The benchmark shares rich information about the approach that participants are taking within the ever-evolving realm of cyber security.

This includes insights about the cyber frameworks that have been adopted, their current maturity, and the maturity levels are they targeting. The survey considers cyber security through the lens of both IT and OT (Operational Technology).

In addition to quantitative metrics, the benchmark provides qualitative insights into the expectations of the board, how well-equipped participants are to meet these expectations, how responsibilities are allocated for OT, and approaches to Cyber Insurance and Data Privacy.
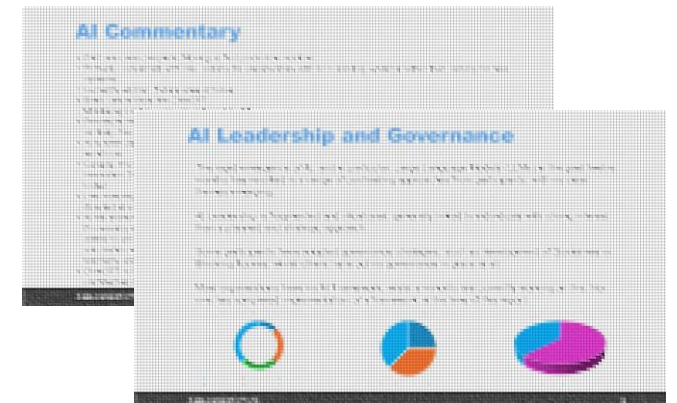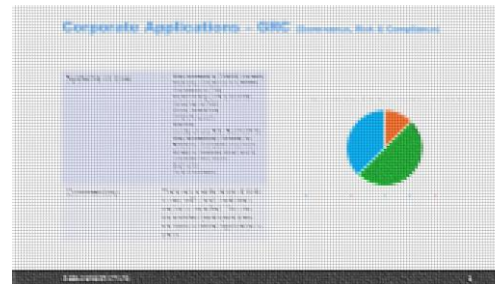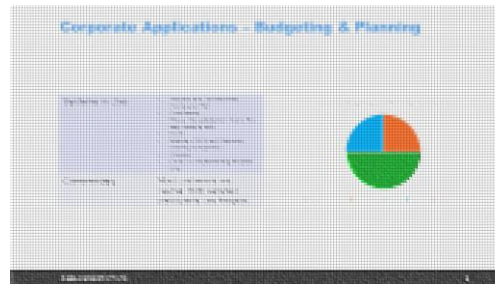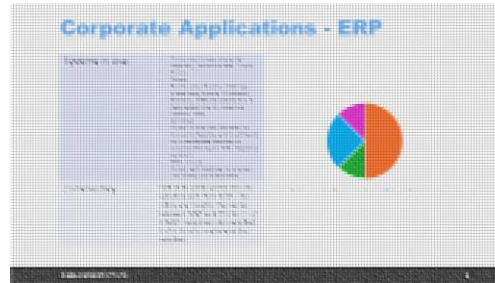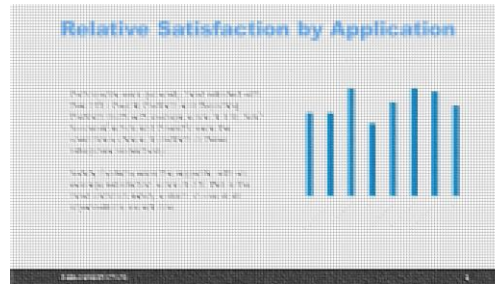
# IT Strategy

The benchmark includes detailed insights into the approach to develop and implement IT Strategy, including ownership of the digital strategy, how far ahead your peers plan, the top priorities this year and in 3 years.

There is also a strong focus on the rapidly emerging field of AI, including data about who is leading AI, what governance has been adopted, the focus areas for AI, and where business benefits are expected to accrue.

In addition to metrics and numbers, the benchmark also includes verbatim commentary from CIO participants, providing clear insights into thought processes and approaches of participating organisations.

# Corporate Applications



The Solution Satisfaction section of the benchmark report provides a detailed insight into the solutions used by your peers across ~20 categories. The benchmark reveals the solutions that have the highest levels of satisfaction and the ones that rate poorly.

Categories of applications reviewed include ERP, Budgeting & Planning, GRC, HR / Payroll, Safety, Document Management, Reporting, and Data Platform.

# Consultant Profile

**Peter Abela – Consulting CIO**

Peter has over 30 years of experience in technology leadership, most recently as CIO of an ASX100 international mining organization. He has led large teams in delivering game-changing technology strategies and solutions, with a focus on identifying and delivering business improvements. Peter has deep experience across all facets of the technology suite and has led the integration of numerous acquisitions, divestments, ERP and payroll implementations, digital solutions, and cyber improvement roadmaps.

Peter is a polished communicator and regularly presents to the board and C-suite. He can articulate technology opportunities, business case value, and risk management strategies in a clear and compelling manner. Peter has strong commercial experience, having led the negotiation and implementation of contracts worth hundreds of millions of dollars. His experience spans numerous sectors, including mining, financial services, logistics, fast moving consumer goods, manufacturing, and private equity.

# Want more?

All up, the 2024 Mining IT Benchmark contains more than 150 metrics, laid out across more than forty pages of insightful, graphical content backed by in-depth analysis. Participants receive a personalised debrief, and the data collection process is streamlined and efficient.

If you'd like to learn more about the Benchmark or would like the opportunity to submit your organisation's data in order to obtain your own personalised report to see how your organisation compares, contact Peter@AbelaAdvisory.com.

And if you're from another industry and would like to discuss running a benchmark within your own field, we can help there too.