



# Diversity and Inclusion in the Western Australian Resources Sector



**CME**  
The Chamber of Minerals & Energy  
of Western Australia



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## **ACKNOWLEDGEMENT OF COUNTRY**

We respectfully acknowledge the Traditional Custodians of the lands on which we live, travel and operate throughout Western Australia. We acknowledge their enduring connection to the lands, waterways and communities and pay our respects to Elders past, present, and emerging.



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# Diversity & Inclusion Report 2021 Survey Snapshot

WOMEN'S WORKFORCE  
REPRESENTATION

**21.5%**

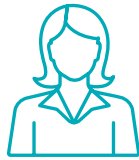
ABORIGINAL AND  
TORRES STRAIT  
ISLANDER PEOPLES

**5.2%**



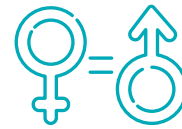
WOMEN IN BOARD ROLES

**24.4%**



WOMEN IN MANAGEMENT ROLES

**20.7%**



GENDER PAY GAP

**16.5%**



ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES IN MANAGEMENT POSITIONS

**0.9%**



ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES IN APPRENTICESHIPS AND TRAINEESHIPS

**18.3%**



RECRUITMENT POLICIES AND STRATEGIES TO SUPPORT ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES

**59.0%**

## KEY HIGHLIGHTS FROM THE REPORT

WOMEN IN PROFESSIONAL ROLES

**29.9%**

Increase in ~8%

WOMEN IN TECHNICIAN AND TRADE ROLES

**11.4%**

WOMEN IN PART-TIME EMPLOYMENT

**11.5%**



Further integration of policies and strategies which seek to increase the diversity and inclusion of the workplace with respect to people with disability, people with diverse sexualities and genders, culturally and linguistically diverse people, people with caring responsibilities, and youth and mature aged people.

# Foreword







## REBECCA TOMKINSON

CEO, The Chamber of Minerals and Energy of Western Australia



*The WA mining and resources sector is committed to growing diverse and inclusive environments that encourage all of our workers to be their full selves and chase their dreams.*

***Diversity makes organisations more productive, more socially responsible and more innovative.***

The Chamber of Minerals and Energy of Western Australia (CME) conducts a biennial *Diversity in the Western Australia Resources Sector Survey* (the Diversity Survey) to measure the progress of diversity and inclusivity within Western Australia's (WA) resources sector.

The Diversity Survey collects and analyses workforce data from participating WA resources sector organisations. The data collected from the Diversity Survey is used towards the biennial *Diversity & Inclusion Report* (the Report). The Report covers 2021 workforce data. The findings from the Diversity Survey offers both a benchmark for individual companies and a longitudinal record for industry, demonstrating the impact of the policies, strategies and leadership in place to deliver on industry's commitment to a truly diverse sector. CME would like to thank all surveyed organisations for their participation.

Previously, a focus on diversity has been synonymous with increasing the participation of women and Aboriginal and Torres Strait Islander peoples in the workplace. This definition has matured over time, with the parameters of diversity extending to include a broader range of categories. We acknowledge industry's commitment to championing diversity in all its forms and providing more people with the opportunity for a safe, inclusive and innovative career in the WA resources sector. Not all forms of diversity are, or can be, captured by workforce data, so the Report includes a range of case studies from the sector. These case studies highlight the ways that companies have sought to broaden the diversity of their workforce and create more inclusive work environments.

WA's resources sector is one of most innovative and competitive in the world. In an environment where workforce participation is at historically high levels, attracting and retaining talented people from all demographics is vital to ensure that industry can continue to deliver on its ambitious program of activity. Further, fostering a work environment and company culture where all people can freely share their knowledge, experiences and opinions allows companies to benefit from alternate viewpoints.

CME and our member companies are committed to continuing this journey to grow and promote diversity and inclusion within our workforce. While the Report shows progress, continued investment in evidence-based approaches, and a commitment to implementing new initiatives in response to feedback and advice from diverse populations, will be essential to achieve our goals. Between now and the next survey, the WA resources sector and individual organisations will be working to further improve the diversity of their workforce.

# Importance of Diversity & Inclusion



*Courtesy of Thiess*

Workplace diversity and inclusion drives creativity, psychosocial safety, strategic resilience, and innovative solutions.<sup>1</sup> Diversity presents the opportunity for companies and organisations to leverage strengths through the differences that exist between people working within an organisation.<sup>2</sup> Increased diversity enhances critical thinking, problem solving and has been shown to increase the attractiveness of companies and organisations to potential business partners, employees, and society as a whole.<sup>3</sup>

The WA resources sector strives to foster a positive, safe and inclusive work environment for all and to ensure that the diversity of our workforce is reflective of our community. It also remains committed to the continued implementation of actionable strategies to influence positive change, including a shift in the focus from recruitment to retention of diverse talent.

The COVID-19 pandemic introduced additional barriers to equality, as the public health measures that kept our community safe disproportionately impacted women and other minority groups. Despite these ongoing disruptive challenges, it remains the sector's priority to increase the diversity of age, gender, sexual orientation, nationality, ethnicity, language, education, religion, socioeconomic status, and disability among its workforce.

## ELLE FARRIS

Corporate Council at Newmont Australia and Outstanding Young Women in Resources 2022



**“** We live in an ever-growing, ever-changing world with people from diverse backgrounds and cultures. The resources sector should reflect this diversity. Beyond the fundamental value of equality, diversity is important because it fosters an environment where everyone can feel comfortable bringing their whole self to work without fear of persecution or discrimination. In addition, diverse workforces create diverse experiences, diverse skillsets, and diverse thinking which in turn helps facilitate more productive, innovative, and creative businesses.

*Without diversity, you will never achieve inclusion and without inclusion, you will only ever have injustice and inequality. This is why diversity of all aspects is so important - not only gender but ethnicity, sexuality, disability, where you come from. The resources sector offers a diverse range of experiences and professions which means anyone and everyone can gain from what it has to offer. No one should be excluded, it's as simple as that.*

**Women belong in all places where decisions are made...it shouldn't be that women are the exception.**

1 Cletus, H. E., Mahmood, N. A., Umar, A., & Ibrahim, A. D. (2018). Prospects and challenges of workplace diversity in modern day organizations: A critical review. *HOLISTICA-Journal of Business and Public Administration*, 9(2), 35-52.

2 Ibid.

3 Ibid.



# Power of Inclusive Language

Inclusive language helps to ensure that all people are referenced appropriately and feel included in everyday conversations. By using inclusive language, we demonstrate that a person is seen and valued within an organisation.

As the WA resources sector becomes increasingly diverse, inclusive language is a powerful lever to demonstrate respect for each other, and those within our broader community.

## DIVERSITY

Diversity refers to the mix of people in an organisation and differences in relation to their social and political identities. By committing to a culture of diversity in the workplace, organisations create an environment which encourages thought and change. A diverse workforce provides insights that may be especially valuable in tackling complex and ambiguous problems.<sup>4</sup>

## GENDER

Gender refers to the way a person feels, presents, and is recognised within the community. Gender is a social construct associated with learned behaviours, while sex is biologically determined. Gender and sex are not binary, and a person's sex and gender may not be the same.<sup>5</sup>

## EQUITY

Equity refers to fair treatment of all people, so that the norm, practices, and policies in place ensure identity is not predictive of opportunities or workplace outcomes.<sup>6</sup>

## EQUALITY

Equality affirms that all people are born free and equal. Equality presupposes that all people have the same rights, deserve the same level of respect, and have the right to be treated equally.<sup>7</sup>

## ALLYSHIP

Allyship refers to stepping up to support people who identify in another group (this can refer to any category of diversity). An ally provides support, creates opportunities, speaks up when they see negative behaviours, and seeks to amplify and lift others up.

## INTERSECTIONALITY

Intersectionality refers to the interlocking framework for understanding a person's identity which can expose them to overlapping forms of discrimination and marginalisation.<sup>8</sup> Acknowledging intersecting identities (based on, for example, a combination of social class, race, ethnicity, sexual orientation, religion, or age) can assist us to better understand how people can have different experiences, despite having the same identify in one category of diversity.

<sup>4</sup> Diversity Council of Australia. (2022). *Diversity & Inclusion Explained*.

<sup>5</sup> Australian Government. (2013). *Guidelines on the Recognition of Sex and Gender*.

<sup>6</sup> McKinsey & Company (2022). *What is diversity, equity and inclusion?*

<sup>7</sup> Australian Government, Attorney-General's Department. *Rights of equality and non-discrimination*.

<sup>8</sup> Victorian Government (2018). *Everybody Matters. Inclusion and Equity Statement*.



## LAURA ALLEN

Onshore Installation Manager (OIM) Pluto LNG Park at Woodside and WIRA 2021 Winner - Outstanding Operator /Technician/Trade Woman in Resources

“ Over the years, I underestimated the need and want for visibility in the resources sector. Growing up, I never really knew what it meant as my experiences of visibility had been a bit of a paradox, which I feel resonates with a lot of the LGBTQ community. We're either labelled “too loud and proud” or the other side of the coin is that we're overlooked and lack visibility, people haven't wanted to see us. Over the last few years, I've learnt to embrace visibility, and the empowering movement it can bring to myself and allies. It opens up our world to allow everyone to bring their best, brightest and most amazing versions of themselves and bring people together. I was blown away during an on-boarding session I hosted for my site where a conversation was opened up between 25 construction and maintenance workers, one that my younger self only dared to dream of – a visible symbol, a Progress Pride Flag, at the entrance to site, to let everyone know we are inclusive, we are a safe space.

**Parents spoke of their LGBTQ identifying children and the pride they felt to be working at a site that visibly demonstrates inclusion and allyship.**



## NIGEL BARLEY

Operator Fixed Plant Control Room – South32 Worsley Alumina

“ Joining the resources sector from outside the industry can be a daunting experience and as our industry welcomes more diversity into our operations, we can consider our role in making our new colleagues feel welcome.

Language plays such an important role in how we all show up to work every day. From start-of-shift briefs to check-ins in the crib room, we each have an opportunity to choose language that makes everyone feel a part of the team. Taking the time to get to know our colleagues, their backgrounds and their stories will help us make inclusive language a part of how we work.

*Inclusive language is the simplest tool we all carry to make our colleagues feel welcome.*

# The Diversity Survey: Methodology

## OVERVIEW

The Report presents findings from workforce data from the 2020/21 Financial Year which was collected between September 2021 and March 2022. The overall survey snapshot was aggregated with the national dataset through a sharing agreement with the Workplace Gender Equality Agency (WGEA) to provide an overall snapshot of WA. The Report also includes contemporary case studies from participating member companies compiled between September and December 2022.



Courtesy of Thies

## SURVEY POPULATION

Information presented in the Report should be interpreted in the context of the difference between the target population and study population; the target population being the WA resources sector, and the survey population being those businesses in the WA resources sector who responded to the Diversity Survey.

While both populations have expanded over time, the data collected has not been tested for representativeness or corrected for the relative sample size.

## DATA COLLECTION

The Diversity Survey collected information on quantitative and qualitative measures provided by WA resources sector organisations, with a focus on employment and engagement initiatives.

The quantitative data was based on employment numbers for the following classification:

- Gender
- Indigenous status
- Employment status - Full-Time/Part-time
- Occupation Type

Qualitative information was collected on the strategies and policies that companies have in place to increase the representation of women and Aboriginal and Torres Strait Islander peoples, as well as people with diverse sexualities and genders, people with disability, culturally and linguistically diversity people, young or mature aged people, and people with caring responsibilities, within the workplace.

The Report comprises of data from 41 companies within the WA resources sector. This includes companies within the categories of mineral production, contractors, exploration, oil and gas, service companies and energy generation. This accounts for 48% of the WA resources sector workforce.

## COMPARISON WITH PRIOR YEAR DATA

The Report is the sixth of its kind released. Prior year data is referenced throughout the Report to show a relative comparison within the resources sector; however, is not representative on the expansion of industry. The Report supplements the data collected through the Diversity Survey with industry initiatives which have been used to show the implementation of strategies and policies to target diversity within the sector.

## TERMINOLOGY

The Diversity Survey used specific terminology to align with the WGEA reporting requirements. This decision was made to provide a convenient option to participating companies when contributing workforce data. However, CME has updated the language used throughout the Report in the interest of using more inclusive terminology. This includes the use of:

- **'WOMEN' INSTEAD OF 'FEMALE' AND 'MEN' INSTEAD OF 'MALE'**

Female is the scientific term that refers to the 'sex' of the person, this includes reproductive organs, hormones, and chromosomes. Women is term that covers the gender identity of the person, a social and cultural concept about who a person feels themselves to be.<sup>9</sup>

- **'ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES' INSTEAD OF 'INDIGENOUS'**

Using Aboriginal and Torres Strait Islander is most often considered best practice and inclusive of the cultural and identities across Australia and should be accompanied by 'peoples' in the plural.<sup>10</sup> CME notes that a number of companies that operate internationally utilise the term 'Indigenous peoples' in recognising the term refers to more than one group and consists of an array of different nations each with their own culture, language, beliefs and practices. In these situations, we have respected the language used for relevant case studies.

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<sup>9</sup> Australian Bureau of Statistics. (2020). *Standard for Sex, Gender, Variations of Sex Characteristics and Sexual Orientation Variables, 2020*.  
<sup>10</sup> Reconciliation Australia. *RAP Drafting Resource – Demonstrating inclusive and Respectful Language*.



# WA Resources Sector Workforce

PARTICIPATING RESOURCES SECTOR ORGANISATION



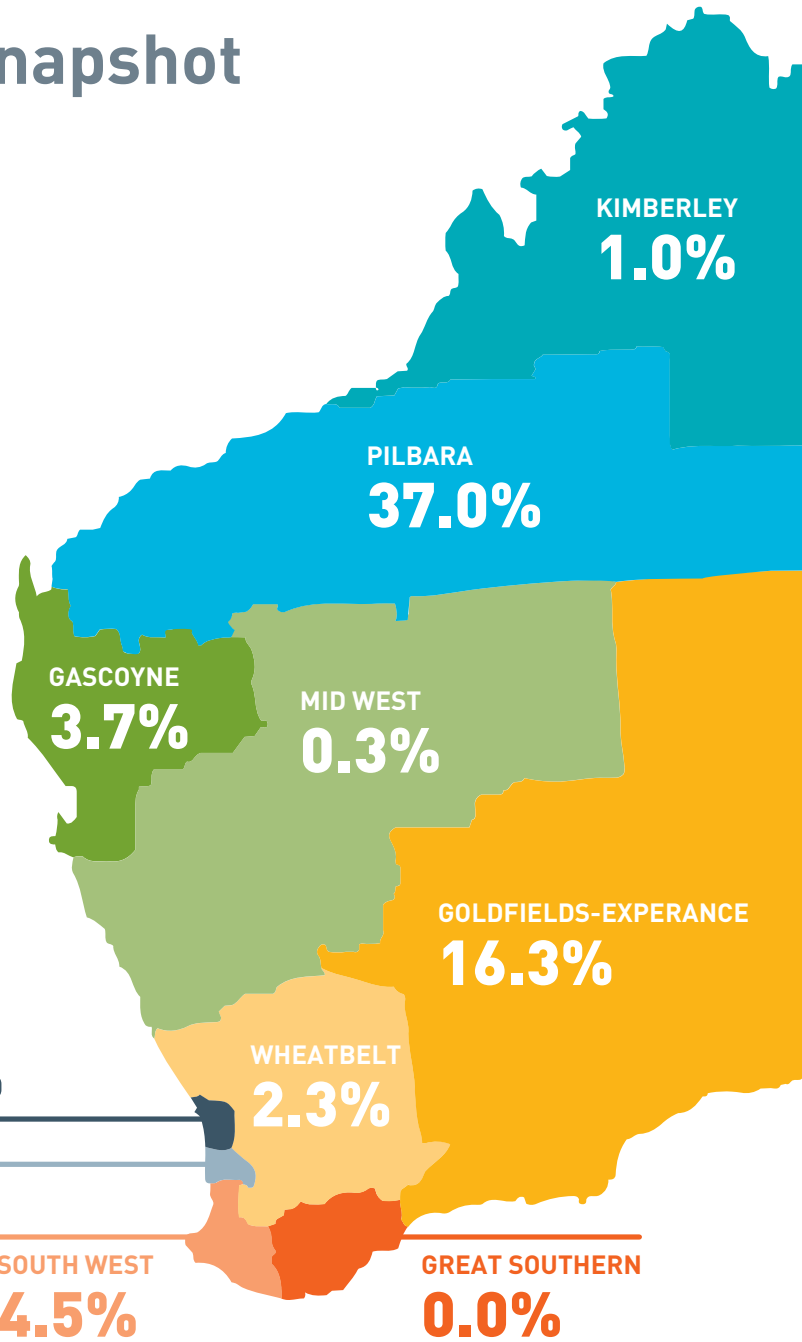
*Courtesy of Thierss*

# Workforce Survey Snapshot

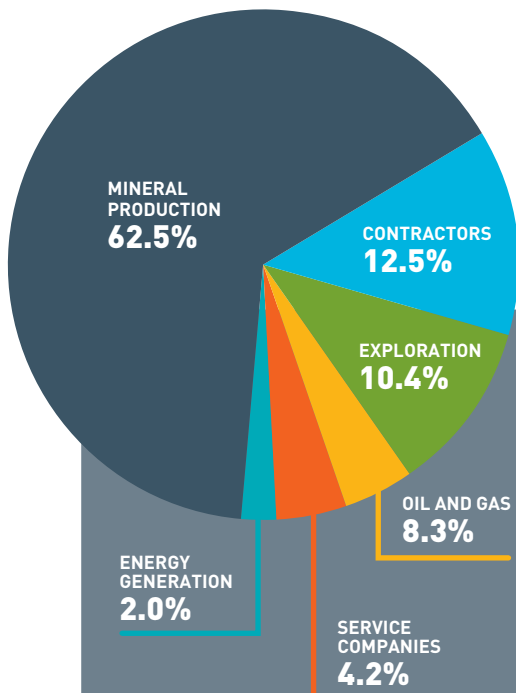
## GEOGRAPHICAL DISTRIBUTION OF THE WA RESOURCES SECTOR WORKFORCE

### SURVEY PARTICIPANTS

- 41 WA RESOURCES SECTOR ORGANISATIONS
- 74,964 EMPLOYEES
- ~50% WA RESOURCES SECTOR WORKFORCE<sup>11</sup>



### OF THE SURVEYED ORGANISATIONS:



### INDUSTRY PARTICIPATION IN DIVERSITY SURVEY

41 WA resources sector organisations provided data for the survey. Unless otherwise referenced, this dataset informed all statistics in the Report.

For the purposes of the Report, the results of the surveyed organisations will be referred to as the *WA resources sector*. All participant information reflects the WA-based operations and personnel.

<sup>11</sup> Department of Mines, Industry Regulation and Safety, Government of Western Australia. (2021). *Western Australia Mineral and Petroleum Statistics Digest 2020-21*.

NUMBER OF INDIVIDUALS EMPLOYED  
BY THE WA RESOURCES SECTOR<sup>12</sup>

**156,324**

TOTAL DIRECT ECONOMIC CONTRIBUTION  
TO AUSTRALIA (56 MEMBER COMPANIES<sup>13</sup>)

**\$100.46 BILLION**

## Gender



## Aboriginal and Torres Strait Islander peoples



## Women's Employment: Part time vs. Full time



## Employment of Aboriginal and Torres Strait Islander peoples



## Gender Pay Gap



<sup>12</sup> Department of Mines, Industry Regulation and Safety, Government of Western Australia, *2021-22 Economic indicators resources data*.

<sup>13</sup> The Chamber of Minerals and Energy of WA. (2021). *Economic Contribution Fact Sheet 2021/22*.



# Workforce: WA Resources Sector and Development Areas

The WA resources sector underpins our State and national economies, with continued investment delivering economic growth, and significant employment opportunities right across our State. A record 157,704 on site personnel (an increase of 12.7% since the pandemic in 2020) during 2021-22 driven by positive terms of trade and expanding productive capacity.<sup>14</sup>

Contributions from the WA resources sector have supported a wide variety of businesses and government entities across the local and national economy. An analysis of 56 companies within the WA resources sector has found that the State's mining, oil and gas, energy and contractor industry have directly contributed \$100.46 billion to Australian's economy in 2020-21.<sup>15</sup>

The economic value of the resources sector within the State accounts for 2020-21 was 44% (\$27.4 billion) of gross fixed capital formation and 47% (\$169.6 billion) of WA's gross State product.<sup>16</sup> Mining contributed more than \$421 billion in mineral and energy export value in 2021-22, with 54 per cent of this value comprising of exports from WA.<sup>17</sup> The value of royalties received from the sector totalled over \$11 billion in 2021-22, accounting for 27 per cent of WA's general government revenue.<sup>18</sup>

In addition to Government public reporting disclosures, the resources sector delivers economic dividends into the communities in which they operate through shared infrastructure and community and local supply chain investments. For example, data collected from just 56 of CME's member companies demonstrated they directly supported 1,114 community organisations and 18,782 Australian businesses.<sup>19</sup>

The WA resources sector comprises of 21.5% women, while the broader WA workforce participation rate of women sits at 46.4%.<sup>20</sup> Although women's participation in the WA resources sector can be viewed as comparatively low, this figure is 1.3% higher than CME's 2019 Report and 4.5% higher than the national resources sector rate of 17%.<sup>21</sup> Industry has shown a clear commitment to increasing diversity within our sector, and this positive trend suggests that the initiatives introduced by the sector have had an influence in women's participation.

The participation of Aboriginal and Torres Strait Islander peoples in the WA resources sector has risen 0.5% since 2019, now sitting at 5.2% at 3,879 employees. By contrast, the employment figure of Aboriginal and Torres Strait Islander people in the broader WA workforce sits at 1.6%.<sup>22</sup>

When compared to previous data, the participation of Aboriginal and Torres Strait Islander peoples has fluctuated, reaching a height of 5.5% in 2015, rising by 1.1% since 2013.<sup>23</sup> In analysing these trends, consideration is required to the relative size of the target and survey population indicates an increase in Aboriginal and Torres Strait Islander peoples in the overall WA resources sector workforce.

Findings from the Diversity Survey indicate that 11.5% of all women in the WA resources sector are employed under part-time arrangements. Recognising the positive relationship between flexible arrangements and improved workforce participation, particularly of women, the WA resources sector has implemented a range of flexible work practices. These initiatives include a variety of roster options, special shift operations, job-sharing, family-friendly childcare availability and access to support options.

14 Government of Western Australia. Department of Mines, Industry Regulation and Safety. *Western Australian Mineral and Petroleum Statistic Digest 2021-22*.

15 The Chamber of Minerals and Energy of WA (2022). *Economic contribution factsheet 2020/21*.

16 Government of Western Australia, Department of Jobs, Tourism, Science and Innovation. *Western Australia Economic Profile – May 2022. The Economy*.

17 Government of Western Australia. Department of Mines, Industry Regulation and Safety. *2021-22 Economic indicators resources data*.

18 Government of Western Australia. Department of Treasury. *2021-22 Annual report on State finances*.

19 The Chamber of Minerals and Energy of WA. (2022). *Economic contribution factsheet 2020/21*.

20 Australian Bureau of Statistics (2021). *Labour Force, Australia*.

21 Australian Bureau of Statistics. (2022). *Gender Indicators*.

22 The Chamber of Minerals and Energy of WA (2013). *Diversity in Western Australian Resources Sector Report*.

23 The Chamber of Minerals and Energy of WA. (2013). *Diversity in Western Australian Resources Sector Report*.

# WA Resources Sector by Occupation



**Other** includes Warehouse workers, Store workers, Labourers, Trades assistants, Cleaners and Hospitality workers. **Professionals** include Design, Engineering, Science, Environmental, Health, Safety, ICT, Legal, Business, HR, and Marketing professionals. **Managers** include CEO/head of business, key management personnel, other executives/general managers, senior managers, and other managers including Superintendents

There are a range of occupation types within the WA resources sector as indicated in the graph above.

The largest increase has been in the 'Other occupation' category. The increased demand for cleaners and hospitality workers (which falls within 'other') may have been influenced by industry's response to the COVID-19 pandemic, requiring additional resources to ensure a safe work environment on site. Technicians and trade occupations continue to make up the largest proportion of the WA resources sector workforce. This indicates a continued demand for those roles to support production, shut downs and maintenance as part of the expansion of mines and associated infrastructure.

# Our Commitment to Diversity & Inclusion



# Australia's Commitment to Diversity and Inclusion

Australia's National Resources Workforce Strategy, aligned with the Workforce Diversification and Inclusion Strategy 2021-2025 (the Strategy), provides a forward-looking plan to help connect people with the skills and opportunities needed for a rewarding career in the resources sector.<sup>24 25</sup> These strategies identify a series of partnership objectives aligned with industry to seize opportunities, boost workforce participation, and improve education outcomes to meet the skills needs of the future.

Aligned with the WA resources sector objectives within the Strategy, the following measures were announced as part of the 2022-23 October Federal Budget:

- **NATIONAL STRATEGY TO ACHIEVE GENDER EQUITY:** Additional \$3.1 million to support independent economic equality taskforce and provide support across government for implementation of gender responsive budgeting and gender impact assessment.
- **WOMEN'S SAFETY AND CONSENT EDUCATION:** \$39.6 million to meet demand for the escaping violence payment, with \$25 million to trial innovative response to address the behaviours of perpetrators of domestic violence. In addition, Consent and Respectful Relationship education funding of \$65.3 million was budgeted to invest in respectful relationship education to help prevent gender-based violence and keep children safe.
- **FAMILY AND DOMESTIC VIOLENCE:** \$3.4 million to support the development and delivery of implementing of 10 days of paid family and domestic violence (FDV) leave. Additional funding of \$3 million towards national family violence prevention legal services for First Nations communities.
- **FLEXIBLE WORK ARRANGEMENT:** \$531.6 million boost to parental leave (with \$619.3 million per year ongoing) to enhance security, and flexibility for shared care arrangements. Further funding of \$8.9 million boost to comply with a carer friendly workplace to assist employers to develop and adopt practices to support caring responsibilities to enter and remain in the workplace.
- **CHEAPER CHILDCARE AND SUBSIDY:** \$73 million to strengthen payment integrity and accuracy of Childcare Subsidy Program. In addition, \$4.7 billion was budgeted to deliver cheaper childcare to ease the cost of living for families in attempt to reduce barriers to greater workforce participation.
- **DISABILITY EMPLOYMENT PROGRAM:** \$19.4 million to extend Disability Employment services program to support people with disability to find ongoing employment.
- **LEADERSHIP IN STEM:** \$5.8 million to support women in science, technology, engineering, and mathematics (STEM) through the Women in STEM and Entrepreneurship program, and to undertake an independent review of existing STEM programs. On 24 November 2022, the Pathway to Diversity in STEM review panel was appointed and the terms of reference released.<sup>26</sup>

Additionally, the State Government is also making investments to support diversity outcomes. The following measures were announced as part of the 2022-23 WA State Budget:<sup>27</sup>

- **FAMILY AND DOMESTIC VIOLENCE:** \$34.4 million to a range of family and domestic violence prevention and support measures. This investment contributes towards FDV response teams, coordinated response services, sexual violence sector, one stop FDV hub and projects to help address FDV in Kimberley – Derby Family Violence Service and Change Em Ways Kimberley Project.
- **ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES:** More than \$600 million has been committed to strengthen services and deliver positive outcomes for Aboriginal people and communities. Within this, \$16.6 million in earlier intervention services into regional areas, including Aboriginal Support Services and Family Support Networks. In addition to this, \$11.7 million to extend the Kimberley Schools Project to keep young people engaged with the education system.
- **PEOPLE WITH DISABILITY:** \$95.7 million to support West Australians with disability.

24 Australian Government. Department of Industry, Science, Energy and Resources. (2021). *Australia's National Resources Workforce Strategy*.

25 Government of Western Australia. Department of Training and Workforce Development. (2021). *Workforce Diversification and Inclusion Strategy 2021-2025*.

26 Australian Government. (2022). *Budget October 2022-23: Building a better Future*.

27 Government of Western Australia. (2022). *WA State Budget 2022-23: Stronger, Safer Communities*.





# The Chamber of Minerals and Energy Commitment to Diversity and Inclusion

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## DIVERSITY AND INCLUSION REFERENCE GROUP

CME's Diversity and Inclusion Group (DIRG) comprises representatives from CME member organisations. The group meets throughout the year to share evidence-informed best practice to improve organisational diversity and provide input into associated CME policy and advocacy, and industry initiatives. Since its inception in 2010, DIRG has been responsible for launching the WA Women in Resources Awards (WIRA), the Diversity Survey, and the Inspiring Girls Careers Forum. The Diversity Survey has been used to inform the Report and the establishment of greater strategies to broaden diversity continually.

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## WOMEN IN RESOURCES AWARDS (WIRA)

The Women in Resources Awards (WIRA) is an annual WA-based event hosted by the CME. WIRA provides the opportunity to showcase women in the WA resources sector and highlight the growing importance the sector places on developing and implementing innovative strategies to support increasing diversity in the sector. Each year industry celebrates the success of women in the industry and the achievements that make them leaders for future generations.



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## INSPIRING GIRLS CAREERS FORUM

Launched in 2014, CME's Inspiring Girls Careers Forum is a career event showcasing the resources sector to secondary school students. The event raises awareness of the WA resources sector and promotes the diverse range of opportunities which the resources sector offers. Attendees hear from guest speakers about their workplace, participate in hands-on resource related activities and speed careering sessions.

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## DIGITAL TECHNOLOGIES LEARNING PROGRAM

The Digital Technologies Program facilitated by CME helps schools deliver educational activities aligned with the State and National Digital Technologies curriculum. With a focus on a series of mining and resources challenges split into two categories (Automation and Data Science), students are challenged to connect with hands on learning and real-world examples of obstacles faced by today's sector which can be applicable to other industry sectors. For example, programming and coding robots to monitor coral reefs, and exploring the diversity of Western Australia including the Pilbara from Ningaloo Reef to the Great Sandy Desert. Currently, the program has been implemented in 20 schools in the Pilbara, with more than 19 schools ready to commence in the South West Region before a state-wide rollout.

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## SAFE AND RESPECTFUL BEHAVIOURS WORKING GROUP

In June 2021, CME formed the Safe and Respectful Behaviours (SARB) Working Group to share knowledge between industry members and lead policy development on a number of high-priority projects in addressing workplace sexual harassment. Noting the findings of the Australian Human Rights Commission's Respect@Work: Sexual Harassment National Inquiry Report 2020 (the Respect@Work Report) and following discussions at CME's Sharing Safety Lessons Learnt Forum in June 2021, industry agreed to take a joint approach, creating the SARB Working Group. The SARB Working Group includes representatives from over 40 CME member companies from workplace health and safety and people functions.

The SARB Working Group meets monthly and regularly invites subject matter experts to share key developments in the management of workplace behaviours.<sup>28</sup>

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28 Australian Human Rights Commission. [2020]. [Respect@Work: Sexual Harassment National Inquiry Report](#).



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## FAMILY AND DOMESTIC VIOLENCE INDUSTRY COLLABORATION

CME facilitates a member-led industry-collaboration to advocate against Family and Domestic Violence (FDV) in collaborating on evidence-informed best practice of policies to support people who are affected within the WA resources sector.

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## REPRESENTATION ON EXTERNAL COMMITTEES AND ADVISORY GROUPS

CME participates in a range of State and national committees and groups which contribute to the discussion around workplace diversity in the resources sector. The CME Health, Safety and People team identify opportunities for collaborations and share proactive analysis with key stakeholders in addressing workplace issues faced by industry employees.

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## RESOURCES INDUSTRY TRAINING COUNCIL (RITC)

The Resources Industry Training Council (RITC) is a joint venture between CME and the Australian Petroleum Production and Exploration Association (APPEA). The primary purpose of the RITC is to engage with the industry sectors it represents and gather intelligence on industry developments, workforce needs and strategies. Key focus areas involve: providing intelligence on supply and demand of WA workforce; training and upskilling of new and existing employees, including providing technologies-enabled opportunities; attracting diverse pipeline of talent into the industry; and supporting the roll out of the Verisafe competency framework. Additionally, RITC has worked alongside Department of Training and Workforce Development to develop the Year 9 Career Taster Program and Drillers Offsider Job Ready Program.

### JOHN GALVIN

Executive Vice President Asia and Pacific, Clough and Chair of CME Diversity and Inclusion Reference Group



*It is generally well acknowledged and understood that diversity and inclusion is not only morally right but also when achieved drives better business outcomes across many key metrics, including financial.*

*I have had the privilege to chair the CME Diversity and Inclusion Reference Group (DIRG) for a period of approximately seven years. Over this time, I have seen not only an increased understanding from our members, but also strong visible commitments to embracing and actively promoting broader diversity across the sector. Only with broader diversity, in all its forms, do we truly achieve better inclusion and understanding.*

*I would like to acknowledge the many leaders in the sector, at all levels within their organisations, who step outside of their comfort zone to promote diversity of all types. The annual Women in Resources Awards, whilst focused primarily of gender diversity, are a clear demonstration of the incredible leaders in the sector who tirelessly promote a more diverse and inclusive sector.*

***Lastly, I would like to acknowledge my fellow DIRG members, including our deputy chair Chantelle Thom, many of whom have worked and advocated in the group for longer than I have been involved. I look forward to continuing the journey with these amazing people.***



# Gender Diversity

WOMEN'S WORKFORCE PARTICIPATION  
IN THE WA RESOURCES SECTOR

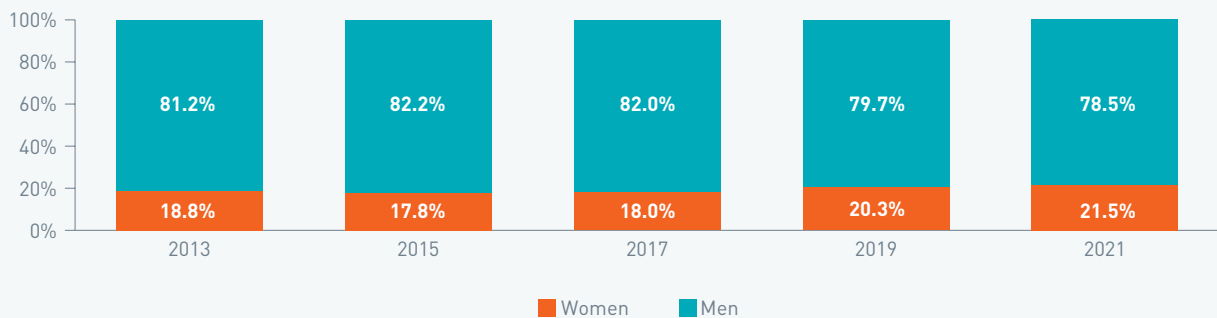


Courtesy of Thies

# Gender Diversity within the WA Resources Sector

Our industry continues to explore additional avenues to promote gender equity, and the figures below show that women’s participation within the WA resources sector has remained on a consistent positive trend over recent years.

## WOMEN AND MEN’S PARTICIPATION IN THE WA RESOURCES SECTOR OVER TIME



### MADELINE DEPPELER

Prelude FLNG – Lead Terminal Technician Shell Australia and WIRA 2022 Winner:  
Outstanding Operator/Technician /Trade Women in Resources



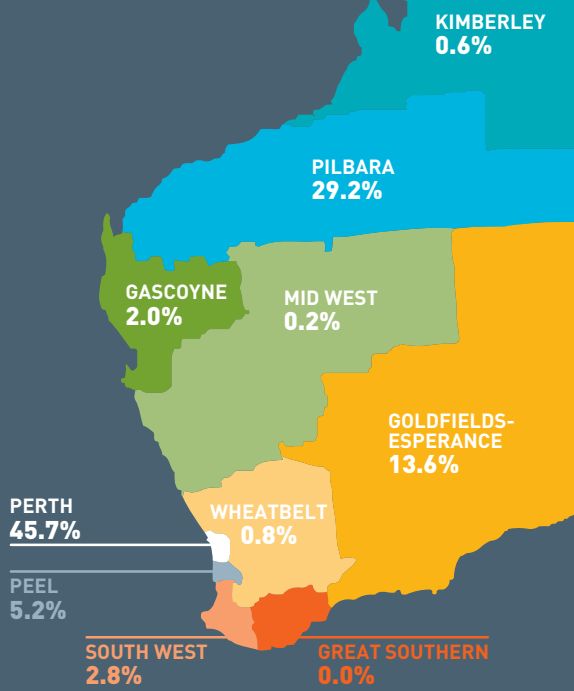
“ I’m one of the 21 women in Australia to have achieved my Master Class I certificate, this allows me to sail as Captain on any size vessel anywhere in the world. I spent many of my years at sea looking up to the handful of women who had achieved this before me as my inspiration. Now being one of those women I hope to assist in inspiring the next generation of young girls coming into industry.

Madeline is currently employed as a lead Terminal Technician at Shell’s Prelude floating LNG project, where she describes being part of the team taking the first cargo import as a career highlight. She mentors women both formally and informally about their experiences and challenges as a female in shipping and raises awareness about the impact of COVID on people working at sea.

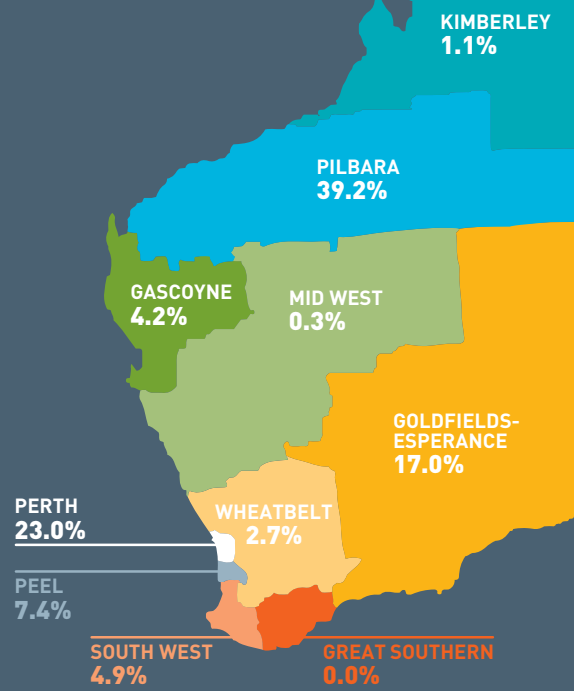
***The landscape for women in resources is so rapidly changing and improving. Every day, barriers are being broken. I’m so proud to know that with each hurdle we (as an industry) overcome, we are paving the way for the women who follow us.***

# Gender Distribution across WA Regions

GEOGRAPHIC DISTRIBUTION OF WOMEN



GEOGRAPHIC DISTRIBUTION OF MEN



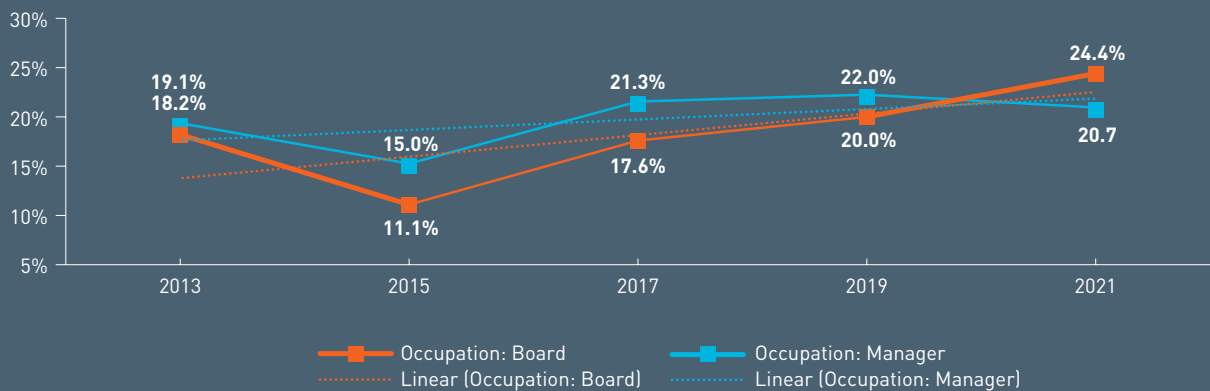




# Women in Leadership within the WA Resources Sector

Women are underrepresented in key decision-making roles across almost all industries in the Australian workforce, inclusive of the resources sector.<sup>29</sup> According to the WGEA dataset, women made up half of employees in WA; however, women comprise only 33% of board members and 32.5% of management personnel in 2020-2021.<sup>30</sup> In comparison, women in the WA resources sector comprise of 24.4% of board members and 20.7% of management personnel in 2021. Whilst the resources sector is making significant progress, evidenced by the positive trend line, women's representation in leadership continues to be an area in need of continuous improvement.

**WOMEN'S PARTICIPATION IN BOARD AND MANAGEMENT ROLES OVER TIME**

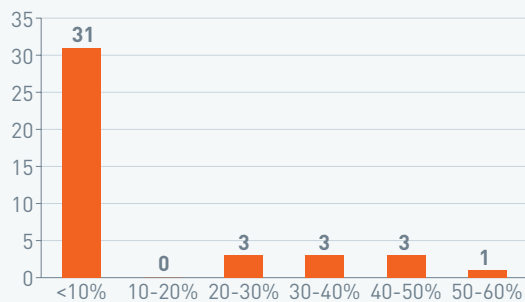


<sup>29</sup> Workplace Gender Equality Agency. (2022). *Women in Leadership*.

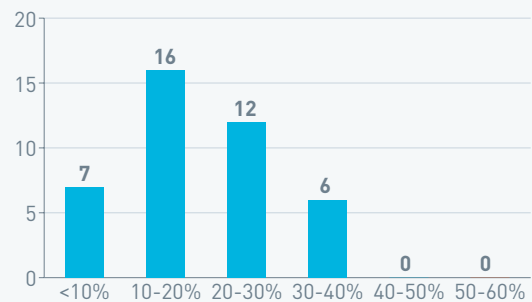
<sup>30</sup> Ibid.

# Women in Leadership: Board and Management

**DISTRIBUTION OF THE WA RESOURCES SECTOR BY WOMEN IN BOARD POSITIONS**



**DISTRIBUTION OF THE WA RESOURCES SECTOR BY WOMEN IN MANAGEMENT POSITIONS**



While the overall participation rate of women on boards has increased, the distribution of board participation within the vast majority of the boards in the WA resources sector are comprised of more than 90% men. The distribution of women in management positions has remained similar to previous years, ranging between 10-30% of all managerial positions.

Industry’s commitment to increase the participation of women in management and board positions has grown over time. This increased representation of women provides the opportunity for policies to be informed by diverse leadership, promoting greater gender equality.



## MARIE BOURGOIN

*Vice President – Warehouse, Inventory, Logistics & Property, BHP and WIRA 2022 Winner - Women in Resources Champion Award*

“ Being the first female General Manager in Newman Operations, my experience at work was no different that it would have been for a male counterpart. However, the challenges of being a mother of three very young children in a demanding job and a small community were real. This triggered my passion and my commitment to drive change in the community for all working parents, aspiring to improve access to health, childcare, and a better education.

With nearly 15 years in the mining and resources sector, Marie has a consistent passion for supporting diversity and inclusion in the workplace. She has led significant change through a culture of care, respect, and inclusion, pioneering training initiatives to support workforce education on respectful behaviours, supporting pathway programs for Aboriginal and Torres Strait Islander community into BHP and sponsoring a flexible workspace with a creche. During her tenure in Newman, Marie has helped significantly increase women’s participation in operations, overseeing a residential and gender balance lead team and an increase in women’s leadership representation from 14 to 19 per cent from 2019 to 2021.

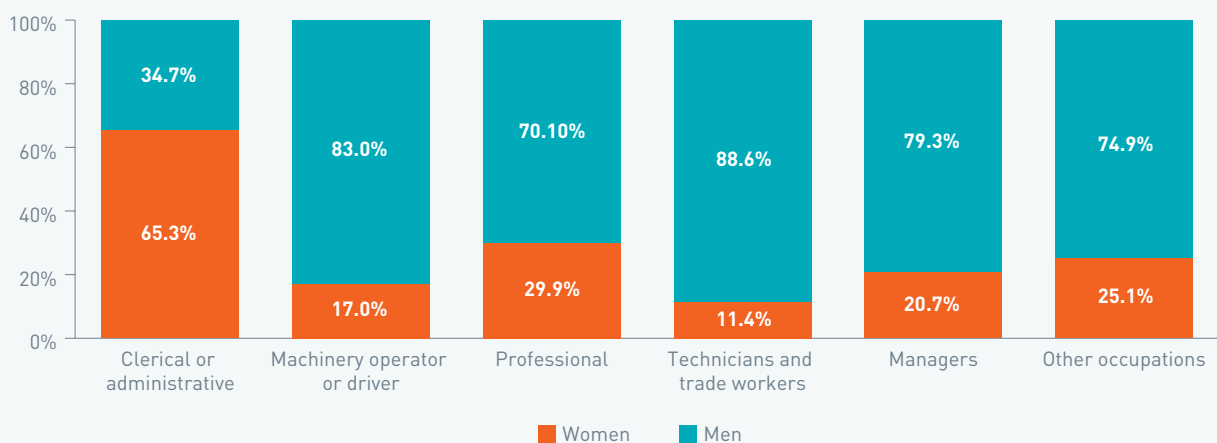
***Diversity and inclusion comes with removing any unconscious bias and barriers that come in the way of representing our community within our workplace. This is a critical foundation for BHP to contribute to building a better world.***





## Occupations held by Women within the WA Resources Sector

WOMEN AND MEN'S PARTICIPATION BY OCCUPATION TYPE

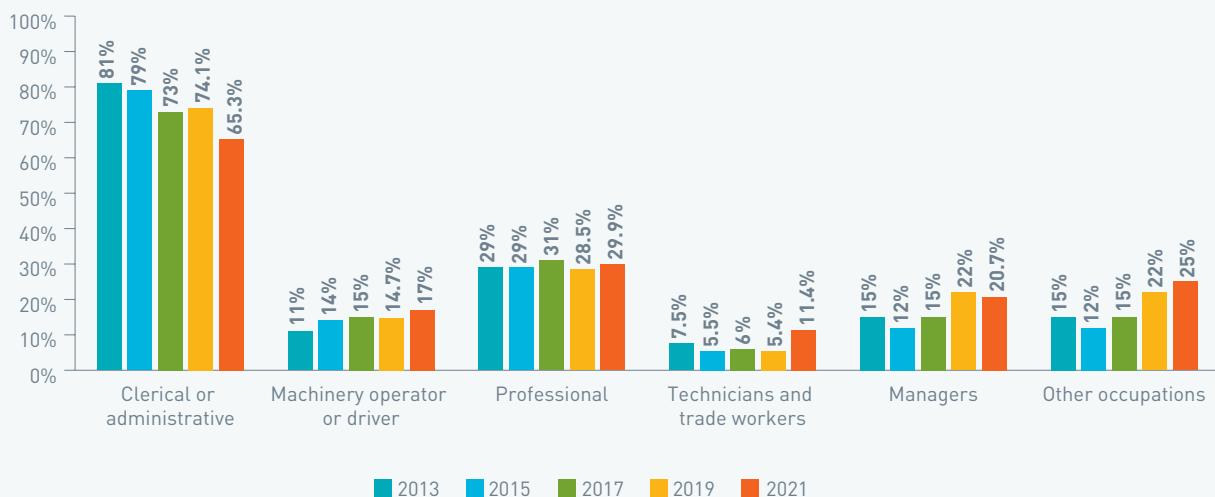




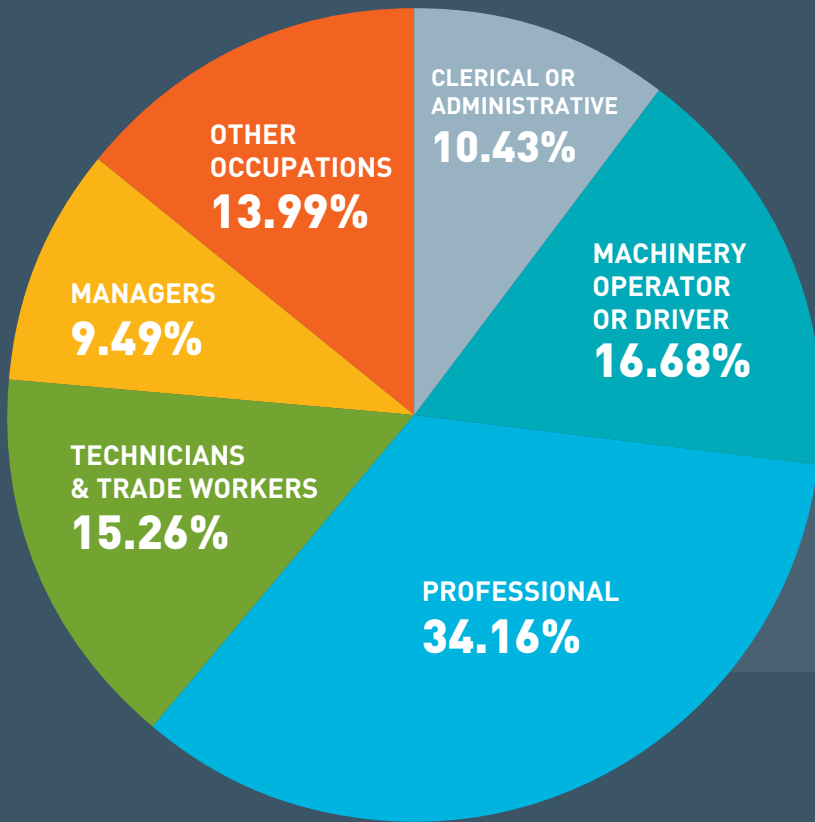


Women’s representation across occupation types within the WA resources sector remains varied with significantly higher proportion of women in ‘clerical or administrative’ occupations (65.3%) compared to occupations such as ‘technicians and trade workers’ (11.4%) and ‘machinery operator or driver’ (17%). However, 2021 continues the trend of increasing women’s participation in more male-dominated occupations, and an increase in the participation of men in more women-dominated occupations. This trend may be linked to the increased use of targeted role advertising accompanied by training pathways aimed at women. These training pathways target women entering the workforce or seeking to retrain and are strengthened by policies and leadership to support their recruitment, retention and advancement.

### WOMEN’S PARTICIPATION BY OCCUPATION OVER TIME



# Workforce Participation by Occupation



**WOMEN'S PARTICIPATION  
IN THE WA RESOURCES  
INDUSTRY**

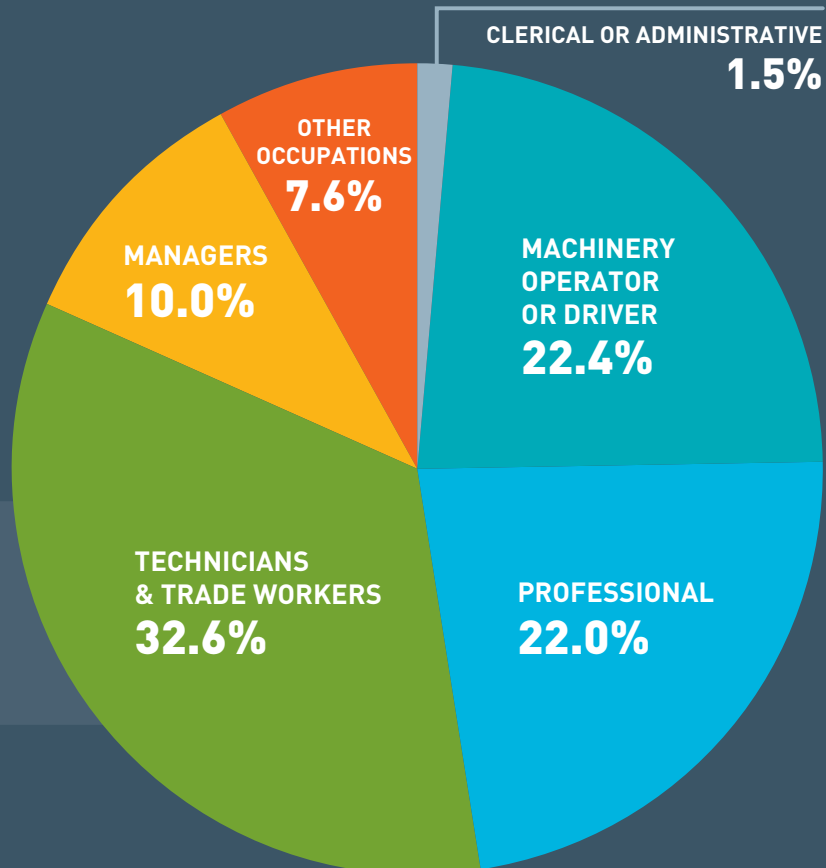
**21.5%**

**PROPORTION OF  
WOMEN'S WORKFORCE  
BY OCCUPATION**

**MEN'S PARTICIPATION  
IN THE WA RESOURCES  
INDUSTRY**

**78.5%**

**PROPORTION OF  
MEN'S WORKFORCE BY  
OCCUPATION**



Based on the gendered distribution against occupation, there is greater representation of women in the WA resources sector in professional roles (34.16%) in comparison to men, who represent a greater proportion in the technician and trade worker category (32.6%).

It is interesting to note the shift in occupation for women, with a greater percentage of women in machinery operator roles (16.68%) and technical trade work (15.26%) in comparison to clerical or administrative roles (10.43%). Further, the proportion of women in technician and trade roles (15.26%) has grown significantly since the previous Report (9.1%).<sup>31</sup>

This increase has occurred in a context of ongoing and significant investment by the industry to encourage young women to pursue trade career pathways and subjects in science, technology, engineering, and mathematics (STEM).

Overall, there have been meaningful advancements for the WA resources sector in raising awareness and visibility of women in a variety of careers within the workforce, supported by targeted workplace initiatives.

## POOJA HARIA

Production Superintendent, Fortescue Metal Group and WIRA 2021 Winner – Outstanding Young Women in Resources



**“** *I wanted to push myself further and gain experience in a frontline leadership role. Fortunately, an opportunity was available as a maintenance supervisor at Cloudbreak Ore Processing Facility (OPF). This was by far the most challenging role but also the most rewarding role I have ever had. The support I received from my leaders at Fortescue was exceptional. It allowed me to learn in a safe environment and excel my knowledge about frontline leadership roles.*

Pooja Haria was born in Nairobi, Kenya. Growing up in Kenya had many challenges, no more so than gaining an education. Pooja grew up understanding formal schooling was important for her to obtain a better life for her and her family, but also difficult to obtain financially. Pooja's passion for science, technology, engineering and mathematics (STEM) began in her early years of high school. Pooja identified that an engineering career would allow her to continue taking on leadership roles, extra-curricular activities in her community and inspire others. Pooja completed her Bachelors in Mechanical Engineering with Honours from Victoria University in Melbourne and started working as a graduate engineer at Rio Tinto's bauxite mine in Weipa, Queensland. In 2020, she moved to Western Australia and joined Fortescue Metals Group as Reliability Engineer at the Solomon Mine.

***When I started working in the mining industry, I realized the opportunities available, the wealth of knowledge and experience I would attain and by being open and saying yes it would help me grow. I've had several setbacks throughout my life and career, but it's important to find the strength not to give up and continue to push forward.***

31 The Chamber of Minerals and Energy of WA. (2019). *Diversity and Inclusion Report*.





Courtesy of BHP

## Training Pathways for Women

### BHP: FUTUREFIT ACADEMY

BHP has the goal of achieving gender equality by the end of financial year 2025. But with less than 2% of women in maintenance roles in 2019, the BHP FutureFit Academy training program was established to train women and other under-represented groups for non-traditional roles.

Core to the program are state-of-the-art training centres located in Mackay, Queensland, Perth, Western Australia and a satellite academy on-site at Newman, Western Australia. The Mackay and Perth academies opened in March 2020 and the Newman academy opened in October 2022.

The program participants are from diverse backgrounds and communities. Over 20% identify as Aboriginal or Torres Strait Islander and the average age is over 30, enabling mid-career opportunities. Over 40% are from regional and rural areas. Additionally, over 83% are women, achieved by:

- Tailoring the program for new-to-industry people through a holistic curriculum
- Managing inclusion and diversity as the norm
- Adapting training delivery options to meet individual learning styles and needs
- Changing tooling and equipment at the Academies to better meet the needs of a diverse workforce. Some of these changes are being rolled out across BHP's sites, which will have a positive impact on all employees long-term.

The Academies provide immersive training experiences for learners, using the most up-to-date teaching methods, nationally recognised curricula, real-life workshops, and virtual and extended reality technology. All training is conducted in the centres, ensuring learners receive robust and supportive training in a safe and welcoming environment.

**This marks the first step in their employment as maintenance and production professionals. Upon graduation, they are deployed to a team at one of BHP's Australia-based operations.**





Courtesy of Pilbara Ports Authority

## PILBARA PORTS AUTHORITY: MARINE CADETSHIPS

Pilbara Ports Authority developed its Youth Training Strategy to increase opportunities for young people based in the Pilbara to gain exposure to the ports and maritime industries. Pilbara Ports Authority offers traineeships, apprenticeships, graduate positions and marine cadetships that launch young locals into exciting and rewarding careers.

The Marine Cadet Program, launched in 2017, was the first of its kind in Australia. It creates a pipeline of talent to help address the declining number of experienced Australian mariners. Mariners hold skills and knowledge that take a considerable time to develop. The skills and knowledge are not only in demand at sea; they are also in demand throughout Australian ports.

The program supports cadets with a fully mentored pathway, offering sea and land-based training and experience to attain a Deck Watch Keeper qualification. The emphasis is on mentorship with world-class mariners, providing the cadets with invaluable knowledge and insights into a career at sea.

**The program has been successful in providing an alternative career pathway to young locals and raising the profile of careers in the maritime industry more broadly.**

# Flexibility: Affordability, Accessibility and Availability

## BHP IN PARTNERSHIP WITH NGALA FAMILY DAY CARE SERVICES

BHP and Ngala Family Day Care Service have recently renewed their long-term partnership to support the provision of high quality, affordable childcare for people working in regional Western Australia.

The alliance will see BHP invest in family day care across the Pilbara. The investment will be used to fit out homes with the appropriate equipment for a family day care service, and to train up to eight family day care educators. In addition to the funding, BHP is making some residential properties in Port Hedland and Newman available for the family day care initiative.

The current lack of quality childcare options in the regions has a big impact on recruitment and staff retention. It is also recognised as a significant barrier to increasing women's participation in the resources sector. It is hoped that continuing the partnership between BHP and Ngala will have a positive impact on these issues.

The new family day care educators will be employed by Ngala Family Day Care Service, who will oversee the running and management of each centre. Ngala Family Day Care Service provides home-based childcare in regional areas of Western Australia. The service employs qualified educators to work from their homes, where they provide care for young babies through to pre-teens.

**The Family Day Care initiative is just one of many initiatives currently being delivered to address the lack of availability of childcare in regional WA. BHP continues to invest in the regions, with social investment in the Pilbara alone exceeding \$40 million a year over the past two years.**







## ROY HILL: KEEPING FAMILIES CONNECTED

As part of efforts to support people at all stages of their lives, including those with family responsibilities, Roy Hill has implemented a range of initiatives. In recognition of the importance of maintaining strong family connections and the unique challenges FIFO life can sometimes bring, Roy Hill have made its camps as close to a home away from home and invested heavily in high-speed, quality internet connectivity to ensure its employees can maintain important connections with their loved ones.

The company's family site visits are one of the biggest highlights on the Roy Hill calendar and provide a unique opportunity for families to experience the FIFO lifestyle and get a better idea of the life their loved ones have while at work. Roy Hill employees and their families are flown to site for the day and provided with tours of our mine, port, rail and village. The trips help keep loved ones connected and grow their understanding of the Roy Hill experience. It's also a great way for families to get to know one another and build support networks.

In collaboration with children's author Kiara Ellis, Roy Hill have co-developed a parenting resource, specifically tailored to help educate little minds about FIFO life at Roy Hill. Kiara's successful book *FIFO and Me* has been customised to teach children

about a typical working day at the Roy Hill mine and life at the Roy Hill village, where their parents stay while they are away from home. The easy-to-read book is a fun rhyming story, using simplistic language to help little minds understand mining, FIFO life and working at Roy Hill.

The Roy Hill Family & Partner's Association is dedicated to enhancing and enriching the lives of Roy Hill employees and their families and organises free and heavily discounted events and activities throughout the year. Activities such as whale watching, free family movies during school holidays, Adventure World family days, mini-golf and ice-skating bring families together and recognise the importance of maintaining strong family ties. Roy Hill recognises Christmas is a time to be with loved ones and has invested significantly in creating an equitable roster system which ensures it's employees can only ever work a maximum of three Christmas days in a row. For their site-based people working on Christmas Day, they offer a chartered flight to bring families to the company's mine and Port Hedland sites for Christmas lunch with their loved ones.

**Many of these initiatives have been personally driven by Roy Hill's Executive Chairman and have made the company an employer of choice, helping with productivity, recruitment and retention of its valued people.**

## Women's Safety

The health and safety of our people, including their physical and psychological safety, is the number one priority of the WA resources sector. The issue of workplace sexual harassment in our industry has been brought into sharper focus over the past two years following the release of the Respect@Work Report.<sup>32</sup> More recently, concerning reports involving instances of sexual assault and harassment were the focus of a WA State Parliamentary *Inquiry into sexual harassment against women in the FIFO mining industry (the Inquiry)*.<sup>33</sup> CME acknowledges the courage of the people who came forward to either give evidence or provide submissions to the Inquiry with their experiences of sexual harassment or assault.

We also thank the Committee for its efforts in the course of the Inquiry and the publication of the Report 2: *'Enough is Enough' Sexual harassment against women in the FIFO mining industry* (the Enough is Enough Report).

Industry recognises the critical role that diversity, and a more equitable balance of genders in the resources sector's workforce, plays in addressing power imbalances, gendered biases, and sexual harassment. As highlighted in the Enough is Enough Report, *"'adding more women' to the mix is not enough to remedy cultural problems, mining companies need to improve the gender balance in their workplaces. Part of this must include greater effort to increase women's workforce participation, with specific focus on site-level supervisor and management positions"*.<sup>34</sup>

CME and our members consider all instances of sexual assault and harassment unacceptable in any context and are committed to eliminating these behaviours from our workplaces. As employers of more than 157,000 personnel, this obligation is taken very seriously. The WA resources sector is taking active steps to address these issues while instituting best practice within workplaces to ensure a safe and inclusive environment for all workers.

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<sup>32</sup> Australian Human Rights Commission. (2020). *Respect@Work: Sexual Harassment National Inquiry Report*.

<sup>33</sup> Parliament of Western Australia. (2021). *An Inquiry into sexual harassment against women in the FIFO mining industry*.

<sup>34</sup> Parliament of Western Australia, Community Development and Justice Standing Committee. (2022). *Enough is Enough: Sexual harassment against women in the FIFO mining industry*.



**CME's Safe and Respectful Behaviours (SARB) Working Group is leading policy development on high-priority responses including:**

## **INDUSTRY CODE AND IMPLEMENTATION FRAMEWORK**

CME and its members adopted the national Industry Code on Eliminating Sexual Harassment (the Code), developed by the Minerals Council of Australia.<sup>35</sup> In addition, CME has developed WA Resources Sector Implementation Framework (the Implementation Framework) to operationalise the features of the Code and consolidate industry-wide action.<sup>36</sup>

The management of workplace behaviours is a complex and multifaceted area, requiring a suite of controls to be implemented. The varying size and nature of resources sector operations, spanning exploration, construction, production, and closure, mean that there is no 'one-size-fits-all' approach to workplace behaviours. Taking a safety approach, the Implementation Framework includes a set of practical tools on work, health and safety controls, including considerations across prevention, risk mitigation, response, and recovery to drive the adoption of best practice management of workplace behaviour-related hazards and risks.

## **INDUSTRY ALCOHOL GUIDELINE AND INDUSTRY EXPECTATIONS**

The Industry Alcohol Guideline reflects the WA resources sector's long-standing commitment to best practice for both physical and psychological safety in the workforce and addresses alcohol consumption in employer owned and operated accommodation facilities.<sup>37</sup> The Industry Alcohol Guideline reinforces the importance of encouraging a culture of moderation. This includes the introduction of measures that both directly and indirectly reduce the risk from alcohol.

While the introduced four-drink limit over a 24-hour period and the availability of alternative drink options is a component of this, other strategies such as education on risky drinking and the effect on health and social wellbeing also address culture.

The Industry Guideline is supported by the Industry Expectations for Work-Adjacent Settings, which provide a commitment by industry to support safe and respectful behaviours in work-related environments, such as staff social events or conferences.<sup>38</sup> Work-adjacent settings are places, activities and events where a person is present in connection with their employment.<sup>39</sup>

## **TRAINING AND PEER-SUPPORT**

Resourceful Mind is a peer-support program collectively developed and launched through CME's partnership with Lifeline WA.<sup>40</sup> Under the Resourceful Mind program, Lifeline WA has developed two specialist skills training sessions on the topics of sexual harassment and sexual assault, in partnership with the Sexual Assault Resource Centre (SARC). These training sessions have been developed to improve workforce literacy on the issue, provide information on specific supports that are available and how they can be improved in the peer support environment. In this context, individuals are provided with information and tools that may be used when supporting someone who discloses an experience of sexual harassment or assault. The training sessions have been adapted to be delivered outside of the Resourceful Mind program, allowing it to reach the wider resources sector workforce.

35 Minerals Council of Australia. (2021). *Industry Code on Eliminating Sexual Harassment*.

36 The Chamber of Minerals and Energy of WA. (2022). *Implementation Framework: Eliminating Sexual Harassment in the WA Resources Sector*.

37 The Chamber of Minerals and Energy of WA. (2022). *Industry Alcohol Guideline*.

38 The Chamber of Minerals and Energy of WA. (2022). *Safe and Respectful Behaviours and Work-Adjacent Settings – Industry Expectations*.

39 Ibid.

40 Lifeline WA. (2022). *Resourceful Mind Program*.



CME Women in Resources Awards

## RESPECTFUL BEHAVIOURS CAMPAIGN – COMPASS GROUP

### Winner of Women in Resources Awards 2022 – Outstanding Company Initiative

*“Sexual harassment and discrimination will never be tolerated or accepted in any sector that we are part of.”*

Over the past 2 years, Compass Group Australia has been taking active steps in examining what does and does not work when it comes to shifting behaviours. This has helped us identify broader corrective actions and uncover the root causes and ‘the why’ that lead to incidents – enabling us to provide better support and take action to make real, cultural and sustainable change.

As we share our learnings and experiences more broadly, we have been collaborating with others in the industry to address the collective community in residential environments such as mining villages. To date, we have seen a shift in the industry, with many leaders looking to collaborate with us and participate in initiatives to eliminate sexual harassment and discrimination in the resources sector.

With an aim to create long-term impactful change surrounding the respectful behaviours within the resources sector, Compass Group Australia has worked alongside various member companies such as BHP, Gold Fields, AngloGold Ashanti and Roy Hill, to develop key initiatives to foster a culture change in their own ‘Respectful Behaviours’ campaigns.

Compass Group Australia has developed a set of materials and resources as part of our ‘Respectful Behaviours’ campaign with key messaging, programs and programs developed, which include personal safety plans, ‘Ask for Angela’ campaign, Allies and Bystander Training Module, risk profiling and our ‘Got your Back’ peer support program. These materials have been put together by Compass Group Australia for companies to use and adapt to suit their internal training and awareness programs. Where possible, companies are welcome to rebrand or update the documents to apply to their workplaces.

With the global climate and industry changing, Compass Group Australia is evolving our Respectful Behaviours campaign into a broader program that will encompass mental health, psychosocial risk and inappropriate and unreasonable behaviours (bullying, harassment, workplace violence and SASH, aligning all to our Compass Group Values.

Acknowledging that these standards are all closely aligned, we have stood up an internal taskforce with subject matter experts, crossing all sectors of the business to redesign our organisational response and training to ensure an end-to-end holistic view.

**Focusing from onboarding and selection process all the way through to incident recording, reporting, and tracking, the task force captures all the work and initiatives within the organisation, simplifying and sending a clear message on acceptable behaviours and driving a further cultural change from within.**

## PROGRAMMED: DOMESTIC AND FAMILY VIOLENCE POLICY

A zero-harm policy at work and at home has been a long-standing commitment by Programmed through its Domestic and Family Violence Policy. Through the incorporation of an organisation wide policy against Domestic and Family Violence, Programmed is committed to providing an inclusive workplace, where its employees (both internal and on-hired labour supplied) are supported when they need it the most. The policy aims to empower employees find their way out of an abusive situation by supporting with accommodation and some key tools necessary to gain independence as well as accessible support options that support ongoing employment.

The importance of providing accessible options can be a key facilitator for employees to take active steps out of their abusive environments and prioritise their health and well-being. Programmed has developed internal and external support options available to its employees which provides confidentiality, respect, and independence for those who are experiencing domestic and family violence.

**Embedded in the workplace culture, Programmed encourages anyone who finds themselves in a situation of domestic or family violence to seek support using their trained Emergency Care contacts who will be able to offer emergency funds or accommodation, Domestic and Family Violence Leave assistance and Employee Assistance Programs (EAP).**

### CHANTELLE THOM

General Manager – People and Culture (Acting) at Rio Tinto and Chair of CME Family and Domestic Violence Industry Collaboration



“ Responding to and preventing family and domestic violence is a critical priority. As one of the largest employers in Australia, the resources industry must play an integral and influential role in the community to be part of the solution.

*Family and domestic violence is 100% preventable. First and foremost, this work is about caring for and supporting our people and ensuring we have safe, inclusive and respectful environments for our people and communities.*

*I have deep gratitude for the many passionate people in our sector who are advocating for change, including those who are members of the FDV Industry Collaboration Group. I acknowledge and thank the many organisations that have a policy and package of support for those impacted by family and domestic violence. This is integral in both supporting those experiencing violence, but also extending to those who use violence. Those who choose to use violence need to be held accountable, but also need to know they will be supported to get help and stop the cycle of abuse. This is what is needed to truly be part of the solution, and I am proud of the open conversations and sharing that happens through the FDV Collaboration Group that enables organisations to continue to develop their response to family and domestic violence.*

***It is an honour and a privilege to be the DIRG Deputy Chair and be part of these important conversations and enable the sector to act. There is no doubt that we have a significant role to play – as an industry, as an organisation, as individuals – to support people impacted and ultimately prevent family and domestic violence.***



# Aboriginal & Torres Strait Islander Peoples

WORKFORCE REPRESENTATION WITHIN  
THE WA RESOURCES SECTOR



Courtesy of Thiers

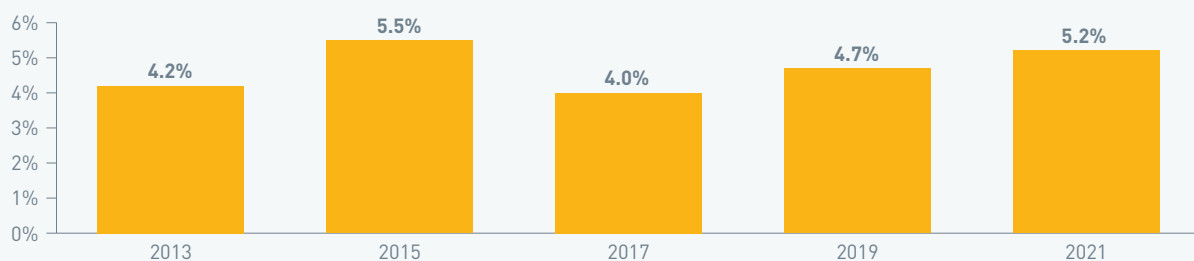


# Aboriginal and Torres Strait Islander Peoples within the WA Resources Sector

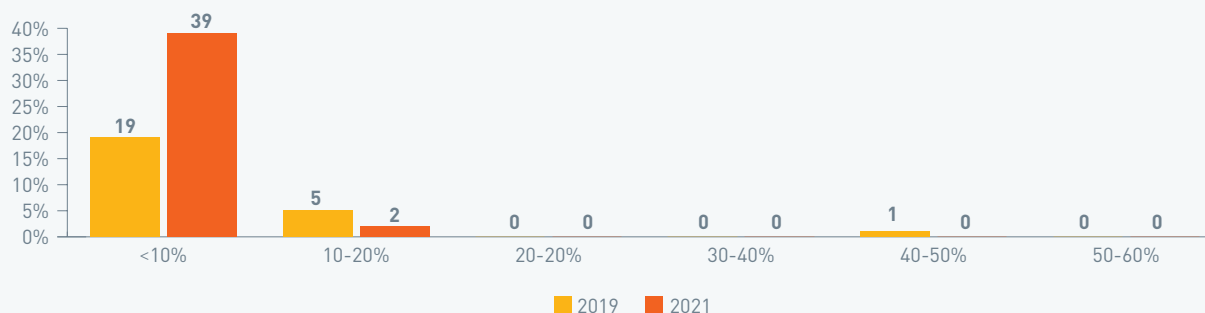
The WA resources sector has a longstanding commitment to the engagement and participation of Aboriginal and Torres Strait Islander peoples, promoted through both consultation with communities and representation within the workforce. The resources sector continues to develop innovative and holistic initiatives to successfully drive its representation of Aboriginal and Torres Strait Islander peoples within the resources sector; however, continual improvements in these strategies are required to effectively engage and retain Aboriginal and Torres Strait Islander employees.

The employment of Aboriginal and Torres Strait Islander peoples within the WA resources sector has been on a positive trend since 2017. Additionally, despite the 2021 figure being lower than 2015 (5.5%), the relative size of the target and survey population suggests the number of Aboriginal and Torres Strait Islander peoples represented within the sector has increased significantly. Of particular note is the 48% increase in organisations who have reported having at least 10% Aboriginal and Torres Strait Islander employees, in comparison to 2019. This suggests a consistent approach by the broader WA resources sector towards improving the representation of Aboriginal and Torres Strait Islander peoples in their workforce.

**ABORIGINAL AND TORRES STRAIT ISLANDER WORKFORCE PARTICIPATION OVER TIME**

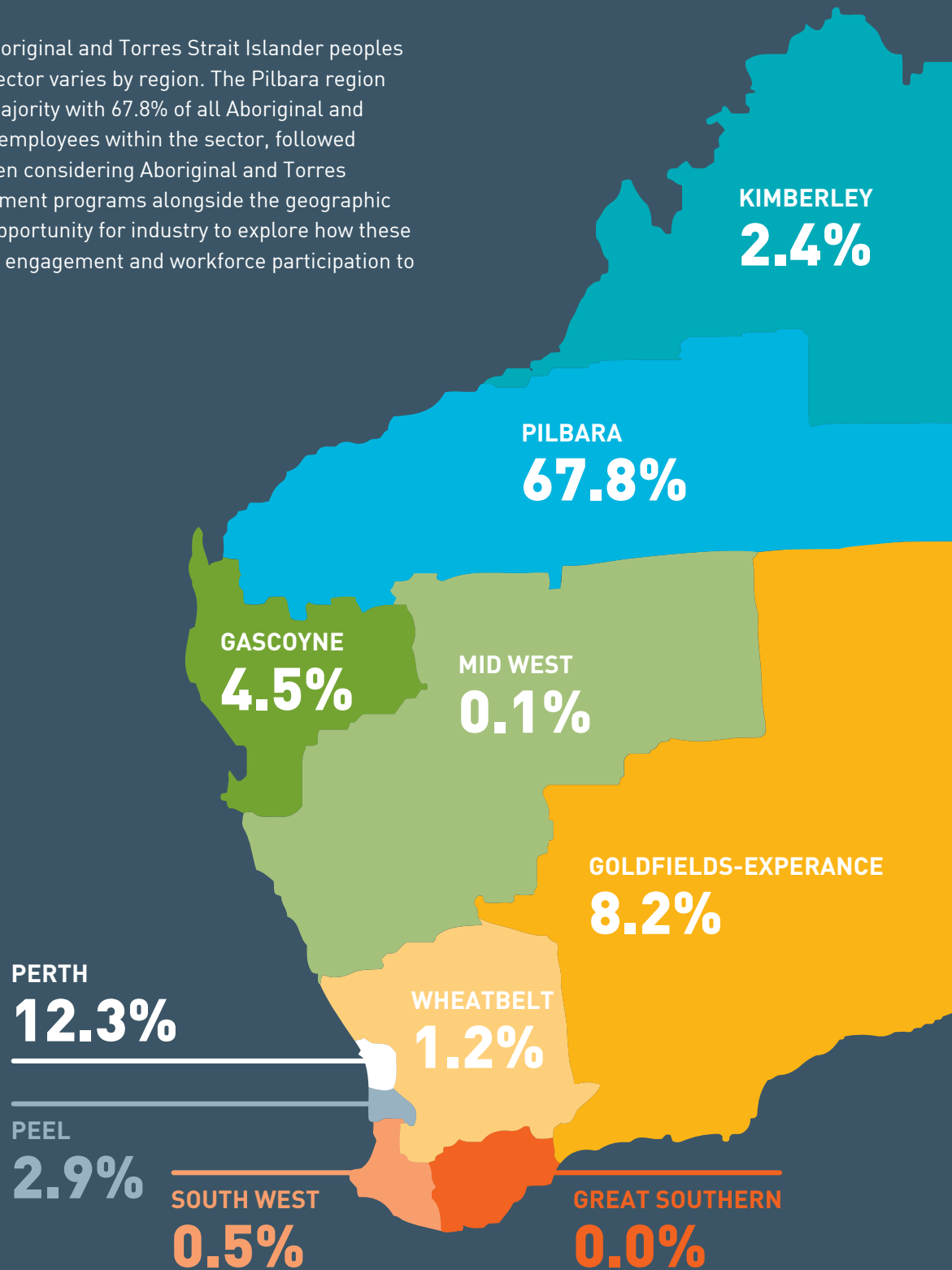


**TIMELINE COMPARISON ON THE DISTRIBUTION OF ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES WITHIN THE OVERALL WA RESOURCES SECTOR WORKFORCE**



# Geographic Distribution of Aboriginal and Torres Strait Islander Employees

The participation of Aboriginal and Torres Strait Islander peoples in the WA resources sector varies by region. The Pilbara region accounts for a large majority with 67.8% of all Aboriginal and Torres Strait Islander employees within the sector, followed by Perth at 12.3%. When considering Aboriginal and Torres Strait Islander engagement programs alongside the geographic distribution, there is opportunity for industry to explore how these initiatives can improve engagement and workforce participation to other WA regions.





## NORTHERN MINERALS: TRAINING TO WORK PROGRAM

From the very first meeting with Traditional Owners, Aboriginal employment has been a priority for Northern Minerals and the Jaru Community. Realising that a traditional recruitment process creates many barriers of entry, Northern Minerals partnered with Wunan foundation to deliver a unique Training 2 Work Program at their Browns Range Heavy Rare Earth mine and processing facility with the inaugural program launching in August 2021.

The program was designed to equip participants with the skills required to pursue a competitive career within and beyond the mining industry. Six local Aboriginal people were selected from a large group of applicants and exposed to a realistic work experience by living and training at Browns Range over a three-week period. The purpose-built training room at the process plant was utilised

to full effect, with participants completing tours and work experience in various departments while completing a TAFE course and practical skills workshops within the training room. Health, wellbeing and safety was the major focus, with the current Aboriginal staff playing a large role in the training. By living at camp, the participants learnt the skills necessary to live away from home and built lasting relationships with staff members.

The training was a great success, with all six students completing the course and being offered positions with either Northern Minerals or its contractors at site with ongoing support provided after commencement. Family members and community elders attended the graduation ceremony to celebrate the achievements of the group.

**Future programs will be led by the lessons learnt during this training with the hope of increasing Aboriginal employment at Browns Range for many years to come.**



## Aboriginal and Torres Strait Islander Peoples in Leadership Roles within the WA Resources Sector

Aboriginal and Torres Strait Islander employees account for 0.9% of all leadership roles within the WA resources sector.

The WA resources sector has focused its efforts on employee retention and professional development. Despite this investment, and the broader success in regards to increases in the participation of Aboriginal and Torres Strait Island peoples in the WA resources sector workforce, there continues to be limited progress in relation to increasing the proportion of Aboriginal and Torres Strait Islander peoples in leadership roles. With only a slight positive trend over the past decade, there remains opportunity to increase representation of Aboriginal and Torres Strait Islander peoples in leadership roles within the WA resources sector. To enhance the progress made by our sector, continuous efforts to invest in professional development can help facilitate increased representation of Aboriginal and Torres Strait Islander peoples in management roles.

## RIOINSPIRE PROGRAM - EMERGING INDIGENOUS EXECUTIVE LEADERS PROGRAM (EIELP)

Rio Tinto is proud to have partnered with the Australian Graduate School of Management (AGSM) at the University of New South Wales (UNSW) to deliver the RioInspire program.

RioInspire is a globally recognised program that focuses on developing executive-ready Aboriginal and Torres Strait Islander future leaders who will have an influential role in shaping the future, not only our business and Indigenous Australia, but all of Australia. This partnership has enabled us to tailor the RioInspire program specifically for Rio Tinto Aboriginal and Torres Strait Islander leaders. RioInspire incorporates Rio Tinto's ways of working, including our values and business priorities. Upon completion, participants will receive an AGSM Certificate of Executive Management Development. This program is available to Aboriginal and Torres Strait Islander employees who are developing managers in the business.

**The second round of the program is currently in progress.**

### CHRISTOPHER CHRISTIE

Manager, Studies Delivery – Iron Ore

**“** I strongly feel that Aboriginal and Torres Strait Islander peoples need a fair, equitable and reasonable voice at higher level tables within businesses. Without these voices, companies are missing out on the benefits of diverse thinking from one of the world's oldest living cultures. This course has helped us, as a group of Aboriginal and Torres Strait Islander leaders within Rio Tinto, build confidence in our abilities and start to strongly consider pathways to become one of those senior leaders with a voice at the table.

**While the higher education credentials are essential, the opportunity to network with a cohort of incredible Aboriginal and Torres Strait Islander leaders from across Australia has been the highlight for me. This course has helped me create important and deep connections with my peers, and I know that we can lean on each other in the future. We are stronger together.**



Courtesy of Rio Tinto

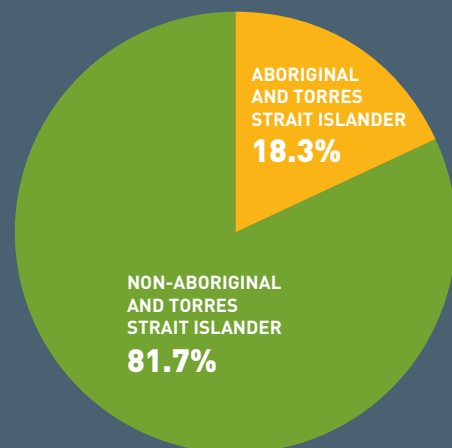
# Aboriginal and Torres Strait Islander Trainees and Apprentices within the WA Resources Sector

Aboriginal and Torres Strait Islander peoples represent 18.3% of all trainees and apprentices in the WA resources sector.

The Department of Training and Workforce Development's latest annual report indicates there has been a record number of Vocational Education Training (VET) enrolments, with a 23% increase in enrolments for Aboriginal and Torres Strait Islander students. As part of the sector's commitment to increase Aboriginal and Torres Strait Islander workforce participation, employers continue to explore strategies such as:

- Mentorship with Aboriginal and Torres Strait Islander leaders to build connections and influence pathways within the sector.
- Culturally appropriate network of support such as Elder's support in planning of policies and programs.
- Partnerships with Aboriginal and Torres Strait Islander communities to seek input in the development of apprenticeship programs.

**ABORIGINAL AND TORRES STRAIT ISLANDER TRAINEES AND APPRENTICES**



41 Government of Western Australia, Department of Training and Workforce Development. *Annual Report 2021-22*.





*Courtesy of Newmont*

## **NEWMONT: GNAALA WORK READY PROGRAM**

The Gnaala Work Ready Employment program is a bespoke, entry-level employment program at Newmont Boddington for people from the Gnaala Karla Booja region. Participants undertake a 12-week training program before moving into permanent roles. The tailored program is both theory and practical based to equip the trainees with the tickets, licenses and experience they need to transition into a permanent role within the Boddington operation. As such, the trainees move into Process and Mine Maintenance, Mining Operations and Site Services in roles such as Trade Assistant, Pit Technicians, Admin Trainees and Blast Hole Labourers.

The program is focused on long-term, sustainable employment opportunities and career pathways for Aboriginal employees, and as a result, making a positive impact on our communities. To be eligible to apply, applicants must be descendants or Traditional Owners of the Gnaala Karla Booja regions or Noongar People.

**This year has proven to be another successful year with eight women and three men selected for Newmont's 2022 intake. Some previous trainees have successfully acquired apprenticeships or have transitioned into roles as Mining Operators.**

# Planning for Equal Opportunity for Aboriginal and Torres Strait Islander Peoples

The WA resources sector actively engages and consults with Aboriginal and Torres Strait Islander peoples and communities. The sector recognises the cultural, spiritual, and physical connections that Aboriginal and Torres Strait Islander peoples have with land, water, plants and animals which drives a commitment to continual learning in partnership with these communities. While the resources sector has seen gradual increases in the portion of Aboriginal and Torres Strait Islander employees, an emphasis on retention will continue to be a primary focus, detailed in a section below.

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## RECRUITMENT POLICIES AND STRATEGIES OF ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES

Significant efforts within the WA resources sector have influenced the number of Aboriginal and Torres Strait Islander peoples, with greater recognition of supporting policies and strategies to target recruitment which factor in the diverse needs and requirements of communities. Companies in the WA resources sector have incorporated strategies and policies to support Aboriginal and Torres Strait Islander workforce participation, with 59% of surveyed organisations having a recruitment policy or strategy in place. This is an increase of 25% since the previous survey in 2019 (34%).

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## RETENTION POLICIES AND STRATEGIES OF ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES

Studies suggest that a culturally competent workforce, culturally appropriate support mechanisms (e.g. mentoring and flexible work arrangements) and access to professional development opportunities remain key retention factors.<sup>42</sup> To ensure Aboriginal and Torres Strait Islander trainees and apprentices are supported within their roles in the workforce, employers have pivoted their focus to improving retention strategies. These may include favouring a system which supports opportunities for growth within an organisation along with engagements with Aboriginal communities in the regions.<sup>43</sup>

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## RECONCILIATION ACTION PLAN

Reconciliation Action Plans (RAPs) influence an organisation's ability to take meaningful action in advancing reconciliation with Aboriginal and Torres Strait Islander Peoples.<sup>44</sup> Reconciliation Australia defines and measures reconciliation through five dimensions; race relations, equality and equity, institutional integrity, unity and historical acceptance.<sup>45</sup> The RAP's are based around the core pillars of relationships, respect and opportunities, with four types to allow for continuous development of reconciliation commitments (Reflect, Innovate, Stretch and Elevate).<sup>46</sup>

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42 Parmenter, J., & Barnes, R. (2021). Factors supporting indigenous employee retention in the Australian mining industry: A case study of the Pilbara region. *The Extractive Industries and Society*, 8(1), 423-433.

43 Caron, J., Asselin, H., & Beaudoin, J. M. (2019). Attitudes and behaviors of mining sector employers towards the Indigenous workforce. *Resources policy*, 61, 108-117.

44 Reconciliation Australia. [Reconciliation Action Plan](#).

45 Ibid.

46 Ibid.



Courtesy of Thies

## THIESS: RECONCILIATION ACTION PLAN

Thiess has been a Reconciliation Action Plan (RAP) organisation for 11 years. Their successive RAPs are underpinned by their vision – everyone matters always, with their approach informed by their purpose to create lasting value. For Thiess, this means fostering authentic, long-term relationships with Aboriginal and Torres Strait Islander peoples in the communities where they live and work.

Thiess' Stretch 2021 Reconciliation Action Plan (RAP) prioritised employment and supply chain participation, cultural safety and proactive community engagement based on the principle of free, prior and informed consent.

In 2021, Thiess achieved 19.81% Indigenous employment participation, driven by a focus on pathway and pipeline programs at all levels. These included apprenticeships and traineeships direct or through community partnerships, including the Clontarf Foundation and Traditional Owners, technical roles through Thiess' scholarship programs, vacation programs in partnership with CareerTrackers, and graduate programs.

Thiess focused on ensuring a culturally safe and respectful workplace to support retention. They did this by rolling out a three-staged cultural learning framework for all employees, taking part in key cultural events and reviewing HR policies and processes.

Thiess prioritised Indigenous participation in its supply chain, understanding the increased sustainable impact those businesses have on employment outcomes and community development for Indigenous communities.

Through early engagement to build relationships, identifying scope of opportunities, breaking down packages of work to match supplier capabilities or objectives, and negotiating commercial terms that enable capability growth, Thiess was able to direct 45.77% of influenceable spend to local Indigenous businesses across its Australia West operations.

In 2021, Thiess reviewed its progress and consulted with its team and local community stakeholders through surveys and ongoing conversations. While there had been some good successes and pockets of excellence in the Australia West region, Thiess decided to consolidate and refocus its efforts to guide its day-to-day actions directly.

These lessons and opportunities for change informed Thiess' decision to move forward with a focused Innovate RAP. It grounded its RAP vision to enable reconciliation through its decisions and actions every day, strengthening the foundations that make up its reconciliation efforts.

**Thiess is committed to playing a greater part in contributing to real and meaningful change. They aim to make a positive impact across the five dimensions of reconciliation by embedding its new RAP vision into everyday work processes. Its focus is to:**

- **Operate where free, prior, and informed consent has been obtained**
- **Reduce the impact its operations have to the lands of Traditional Owners and Custodians**
- **Contribute to sustaining relationships throughout its tenure; and**
- **Support its people to contribute to the reconciliation journey as a business, community and nation**



# Enriching Diversity & Inclusion within the WA Resources Sector



*Courtesy of Clough*

# Enriching Diversity and Inclusion within the WA resources sector

A workforce that is reflective of the broader community is a key priority within the WA resources sector. Although there have been strides to encourage employment of all people in leadership and non-traditional roles, participation rates are not reflective of our broader community. To break this threshold, companies are taking measures to further drive increased diversity, inclusion, and equality.

## LEADERSHIP

Diverse leadership and representation in key decision-making roles allows for company initiatives and policies to be relevant to the broader workforce. Representation on boards is slowly becoming more diverse, encouraging active voices from senior leadership to influence change in issues impacting all employees.

## MENTORSHIP

Mentorship continues to be a vital link between training programmes and employee retention. For example, mentorship inside an industry-specific training program with a well-designed curriculum has a substantial positive impact on employee retention.<sup>47</sup> Aside from employee retention, mentorship provides employees with support, access to those in senior positions, and an additional pathway for professional development and goals.<sup>48</sup>

## WORK-LIFE INTEGRATION

Acknowledging the burden of unpaid work, particularly on women and carers, tailored work arrangements that integrate flexible choices are a known strategy to increase the opportunities for the participation of employees in the workforce. The importance of flexibility is not limited to women and carers; it also presents an opportunity for the WA resources sector to prioritise better work-life arrangements for the health, safety and wellbeing of all employees.

## TRAINING AND EDUCATION

Education and training pipelines are essential to preparing all people for the modern workplace. Increasingly, companies are recognising the importance of ensuring all people, including those with disability, people with diverse sexualities and genders, culturally and linguistically diverse people, and youth and mature aged people are encouraged to train for occupations that inspire them and have a pathway to enter the workforce. These opportunities cannot be a 'one size fits all' approach and may be required to be tailored to suit the needs of the workforce within a specific organisation or team.

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<sup>47</sup> Lipumbu, S. (2022). The influence of Career Development Practices in Employee Retention in the Mining Industry in Namibia. *International Journal of Research and Innovation in Social Science*.

<sup>48</sup> Blaique, L., & Pinnington, A. H. (2022). Occupational commitment of women working in SET: The impact of coping self-efficacy and mentoring. *Human Resource Management Journal*, 32(3), 555-583.

## Targeted Action to Improve Diversity and Inclusion

A number of companies within the WA resources sector are adopting frameworks, such as the Intersectionality-Based Policy Analysis (IBPA), to harness the lived experiences and perspectives of their employees when reviewing or developing policies. The IBPA framework provides a semi structured approach to analysing the impact, or potential impact, of policies on people. It is particularly beneficial for analysing the impact of policies on people from diverse, disadvantaged and minority populations, who are more likely to be excluded from decision-making and leadership positions which generally limits their contribution to shaping policy. By encouraging a multifactorial approach, frameworks like the IBPA can support an organisation to recognise and address barriers that contribute to varied workplace experiences, including in relation to recruitment and retention.<sup>49</sup>

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<sup>49</sup> Hankivsky, O., Grace, D., Hunting, G., Giesbrecht, M., Fridkin, A., Rudrum, S., ... & Clark, N. (2014). An intersectionality-based policy analysis framework: critical reflections on a methodology for advancing equity. *International journal for equity in health*, 13(1), 1-16.



## DESCRIPTIVE & TRANSFORMATIVE OVERARCHING QUESTIONS OF INTERSECTIONALITY-BASED POLICY ANALYSIS



# People with Disability

15% of WA resources sector organisations reported having policies or strategies that specifically recognise and address the needs of people with disability.

Of the 2.1 million people with disability of working age in Australia, just over half are in the labour force (53.7%).<sup>50</sup> As the resources sector is the second largest employer in WA, increasing the participation of people with disability both increases the availability of talent within the sector, and enables people to secure employment and gain transferable skills that support them to move within industry and throughout the broader workforce.

Disability inclusion practices can include leader-led commitments to drive behavioural change, and management level policies and practices to recruit, support and retain people with disability.<sup>51</sup> Constructing a Disability, Access and Inclusion Plan (DAIP), in collaboration with people with disability and other subject matter experts, can support an organisation to identify and invest in amendments or accommodations within a role, event or facility to ensure that, to the greatest extent possible, independence, opportunity and participation in the workplace are promoted.<sup>52</sup>

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<sup>50</sup> Workplace Gender Equality Agency. *Gender Equality and intersecting forms of diversity*.

<sup>51</sup> Chan, F., Tansey, T. N., Iwanaga, K., Bezyak, J., Wehman, P., Phillips, B. N., ... & Anderson, C. (2021). Company characteristics, disability inclusion practices, and employment of people with disabilities in the post COVID-19 job economy: A cross sectional survey study. *Journal of Occupational Rehabilitation*, 31, 463-473.

<sup>52</sup> Department of Health, Government of Western Australia. (2020). *Disability Access and Inclusion Plan 2020-2025*.



Nigel Barley – South32 Worsley Alumina

## SOUTH32 PARTNERSHIP WITH FORREST PERSONNEL: INCLUSION AT WORSLEY

South32's Worsley Alumina has partnered with Forrest Personnel to enhance inclusivity in the workplace through identifying meaningful employment opportunities for people with health conditions, disability or injury by recognising their abilities. Contractors from Forrest Personnel deliver services on site at the Worsley Refinery and Mine by providing support with housekeeping, administrative and gardening roles.

Worsley Alumina is guided by partner organisations, Disability Employment Services (DES) and National Disability Insurance Scheme (NDIS) to help ensure that its facilities are up to standard and address any barriers to accessibility. Specialist traineeships are also in place to provide adequate support in upskilling individuals to perform their roles.

With employees now supporting a wide range of roles across the Refinery and Mine Operations, there is considerable value in this partnership, which aligns with Worsley Alumina's culture of care, inclusivity, and diversity.

After suffering a workplace accident prior to joining South32, Nigel Barley was left paralysed from the waist down. The incident led him to take up hand-cycling and, among other achievements, Nigel won a silver medal at the 2012 London Paralympics and cycled 4,437km from Perth to Sydney.

Nigel now works as part of the South32 Crusher Control team at Worsley Alumina in Western Australia and regularly shares his powerful message about workplace safety.

**South32 is committed to creating an inclusive and diverse workplace which reflects the communities where it works, and is free from all forms of discrimination, bullying and harassment. This includes finding ways to include individuals with disabilities who we can support to contribute to our success.**

### NIGEL BARLEY

Operator Fixed Plant Control Room – South32 Worsley Alumina



*I definitely loved the support, camaraderie and challenge in taking on the traineeship. Starting out in Pit Control and moving to the Crusher Control team as someone without mining experience was tough, but I also had great support from my leaders and my team to learn quickly and now really enjoy my role at South32.*

As someone new to mining, Nigel found the experience both challenging and rewarding.



# People of Diverse Sexualities and Gender

**25% of surveyed WA resources sector organisations reported having policies or strategies that specifically recognise and address the needs of people of diverse sexualities and genders.**

According to Workplace Gender Equality Agency (WGEA), people of diverse sexualities and genders, which include people who identify as LGBTQIA+ (lesbian, gay, bisexual, transgender, queer people and other sexuality and gender diverse people and communities), are likely to report lower levels of inclusion in the workplace.<sup>53</sup>

The experiences LGBTQIA+ people vary dramatically, and very few organisations measure the representation of people of diverse sexualities and genders within their workforce.

Over the years, the WA resources sector has established a range of network groups which provide opportunities for people with diverse sexualities and genders to work alongside key decision and policy makers to address issues they face, and allyship training to promote the use of inclusive language and behaviours in the workplace. Historically these strategies have been predominantly targeted at gay and lesbian employees, but this has more recently expanded to actively include broader categories of diversity associated with gender and sexuality.

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<sup>53</sup> Workplace Gender Equality Agency. *Gender Equality and intersecting forms of diversity*.



## ALCOA: EMPLOYEES AT ALCOA FOR GAY AND LESBIAN EQUALITY (EAGLE)

Alcoa’s commitment to creating a diverse and welcoming workplace is supported through its active employee resource groups, including Employees at Alcoa for Gay, Lesbian [Bisexual and Transgender] Equality (EAGLE).

EAGLE acts as a platform for employees to share information and resources, access support and engage in allyship opportunities. EAGLE allies organise events and learning sessions throughout the year and lead celebrations for Pride Week, Wear it Purple and Pride Parade with the aim of promoting awareness and broadening perspectives.

The EAGLE Inclusion group focuses on three categories: Allyship, Education and Influence:

- **ALLYSHIP:** An ally identified by EAGLE members may be a person who may or may not identify as LGBT+ but supports and promotes equality in a variety of way such as being an open listener, inclusive, confronting your own prejudice and supporting your LGBT+ friends, colleagues and family against discrimination.
- **EDUCATION:** Awareness opportunities, celebrations and sponsors of annual Pride Week and other days throughout the year to drive awareness. Creating videos and branding material including training and webinars to share best practices across regions to broaden employee education.
- **INFLUENCE:** Advocating for research, inclusive policies, and support for employees’ personal journey, along with sharing community learning and building global team and strategy.

**In 2021, Alcoa was acknowledged as a Silver Tier Employer and leading resources company under the Australian Workplace Equality Index, the national benchmark for LGBT+ workplace inclusion.**

### MARK HODGSON

EAGLE lead and Wagerup Alumina Refinery acting Operations Manager – Alcoa

“EAGLE makes a difference by keeping LGBT+ inclusion on the agenda, and I know it makes a difference to the lives of our employees, their friends and families. Working each day with respect for our colleagues makes us a stronger company and propels us on our journey to reinvent the aluminium industry for a sustainable future.

Mark Hodgson is a proactive, visible champion of the group and its ongoing initiatives.





Courtesy of AngloGold Ashanti

## ANGLOGOLD ASHANTI – PEOPLE ARE OUR PRIDE

The Our Pride LGBTQI+ Ally Network at AngloGold Ashanti Australia was created in 2021. AngloGold Ashanti Australia (AGAA) is seeking to create a safe, affirming environment where people can bring their whole self to work. Our Pride Allies play an active role in promoting inclusion by being a visible, trusted support source for the LGBTQI+ community as well as building connections between people both within, and outside of, the LGBTQI+ community. Allies are empowered to engage in positive conversations and behaviours regarding dignity, respect, inclusion and diversity throughout AGAA workplaces.

Throughout the year, the Our Pride Ally Network celebrates significant days that highlight the importance of inclusion and recognize the contributions and challenges of individuals who identify as diverse in their gender or sexual orientation. During Wear It Purple Day in 2022, over 230 employees expressed solidarity by wearing purple high-visibility shirts.

An important aspect of becoming an Our Pride Ally is training designed to increase awareness of the LGBTQI+ demographic and help people to be more confident in calling out language and behaviours that are disrespectful. The formation of the network has also led to the revision of company policies that make outcomes more inclusive for all, for example AGAA's genderless parental leave policy.

### BREANNEN CONWAY

Senior Mine Geologist, Tropicana Gold Mine

“LGBTQI+ inclusion means that I can live my best life without holding back on who I am or compromising a part of myself in fear that I won't be accepted or treated fairly in the workplace.”

### NICOLLE BRITLAND

Senior Advisor: Environment Approvals and Closure, Perth

“Allies hold a space for those who mightn't typically 'fit'. For people that identify as part of the LGBTQI+ community, although this does not wholly define them as a person, they are firstly acknowledged and secondly accepted for who they are.”

### MIKE ERICKSON

Senior Vice President: Australia

“Inclusion to me is a culture in which all people can come to work, feel comfortable and confident to be themselves. In that culture people feel valued and importantly, add value. The LGBTQI+ community in AngloGold Ashanti is a wonderful example of the power of inclusion. I am proud to be an Our Pride Ally.”





# People from Culturally and Linguistically Diverse Backgrounds

20% of WA resources sector organisations reported having policies or strategies that specifically recognise and address the needs of people from culturally and linguistically diverse (CaLD) backgrounds.

The Australian Bureau of Statistics (ABS) reports that more than 300 languages are spoken in homes across Australia, and nearly half of all Australians have been born overseas or have at least one parent born overseas. The WA Office of Multicultural Interests reports higher rates of unemployment and underemployment among people from CaLD backgrounds.<sup>54</sup>

Developing an inclusive workforce environment for people from CaLD backgrounds requires recognition of the diversity within the term CaLD and may include strategies such as: education on cultural practices and communicating in culturally appropriate ways (including culturally safe approaches to interviewing); regularly reviewing policies and practices to eliminate systemic discrimination, racism or inequality; encouraging staff to self-identify as having a CaLD background and facilitating network groups who can facilitate reviews of policies and strategies; and extending beyond the workplace and connecting with people and organisations throughout the CaLD sector.

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<sup>54</sup> Government of Western Australia. Department of Local Government, Sport and Cultural Industries. (2021). *Western Australians from Culturally and Linguistically Diverse Backgrounds: A Profile*.

## WOODSIDE: CULTURAL AND LINGUISTICALLY DIVERSITY (CALD) NETWORK GROUP

In 2021, Woodside added Cultural Background and Faith as a diversity focus area under their Inclusion and Diversity Strategy 2021-2025. This additional focus recognised the existing cultural diversity within the Australian and global workforce as well as the McKinsey longitudinal studies and “Delivering through diversity” report that demonstrated that organisations with culturally diverse leadership teams perform better.

While access to paid religious leave and prayer rooms were in place prior to 2021, further improvements have included the establishment and funding of an employee-led network group CALD (Cultural and Linguistic Diversity), introduction of flexible public holidays to help people celebrate days of significance that are important to them that fall outside the WA and Australian gazetted public holidays plus education and events.

The CALD group provides an opportunity for internal networking, support and advocacy as well as providing education through storytelling and sharing information and resources with the wider organisation.

The United Nations International Day for the Elimination of Racial Discrimination (known as Harmony Day in Australia which is held on 21 March annually) is now an established date of significance that is recognised in the Woodside Energy calendar with activities and education to raise awareness occurring across the globe on this day, led by CALD.

In June 2022, Woodside added Ethnicity and Race as an additional focus area, recognising the importance of making more effort towards anti-racism and improving racial equality globally. This is captured in the Inclusion and Diversity Policy. A relatively new topic in the Australian context to have as a diversity focus area; it is supported by Diversity Council Australia’s latest research which was released during 2022 about the importance of deliberately working on anti-racism and racial equity to remove barriers to inclusion which many people face in Australian workplaces; particularly individuals who may identify as having a cultural background which is different to the dominant culture.

Woodside has included commitments in its Inclusion and Diversity Policy to ensure gender and cultural diversity on the Board, including representation of ethnic minorities.

**In 2021, Woodside conducted an Inclusive Workplace Survey, which included capturing information on the felt level of belonging in the workplace and comparing this to demographic information that aligned with the diversity focus areas listed in the strategy, including cultural diversity. This data will continue to be monitored on an annual basis.**

### KAY-LYN TAN

Project Engineer and co-chair of CALD



*Working in an organisation that celebrates cultural diversity as well as making deliberate steps towards improving awareness and understanding of racism and anti-racism in the workplace supports CALD employees in being heard and valued.*



# Youth and Mature Aged

15% of surveyed organisations reported having policies or strategies that specifically recognise and address youth or mature age employees.

The WA resources sector recognises the need to support people of all ages, including young and mature aged people. The increased demand within the Australian labour market has seen a substantial increase in the aged workforce.<sup>55</sup> The participation of older women in the Australian workforce increased from 3% to 11% between 2001 and 2021.<sup>56</sup> Evidence suggests that there is a more holistic understanding of the concept of age; however, the intersection of age and gender remains under-researched.<sup>57</sup> While there remains limited research to adequately align policies within the WA resources sector to other industry sectors, this uptick of older women in the Australian workforce indicates an opportunity to exploring how gender-neutral age policies and practices may be applied to the resources sector.

In addition to mature aged individuals, young people transitioning from full-time education to full-time work has become increasingly uncertain.<sup>58</sup> With Australia currently experiencing the lowest unemployment rate in 50 years, studies suggest employers should consider implementing workplace strategies that are inclusive of unique values and characteristics.<sup>59</sup> In recent years, the expansion of the WA resources sector has facilitated opportunities and programs for trainees and graduates to explore and gain necessary skills to enter the sector. These have been evident in a range of industry-developed training programs which promote diversity and provision of flexible working arrangements.

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55 Australian Institute of Health and Welfare. (2021). *Older Australians, Employment and Work*.

56 Ibid.

57 Aaltio, I., Salminen, H. M., & Koponen, S. (2014). Ageing employees and human resource management—evidence of gender-sensitivity? *Equality, Diversity and Inclusion: An International Journal*.

58 Diversity Council of Australia. (2018). *Young People and the future of the workforce*.

59 Ibid.



## ANGLOGOLD ASHANTI: FLEXIBLE WORKING ARRANGEMENTS

Creating an environment where every team member is able to show up at work feeling supported and well equipped, mentally and physically, so that they can bring their best self, and whole self, to work is important at AngloGold Ashanti Australia (AGAA).

AGAA recognises that flexibility is a key element in creating this type of environment, so flexible work requests are open to anyone across the business. Wellbeing and psychological safety are, in part, affected by our work-life balance, and it is therefore important that the company creates an environment that encourages conversations about what employees need in order for them to thrive.

The organisation is on a flexible work journey. Taking learnings from the COVID-19 pandemic, which dramatically altered the way in which work is viewed, AGAA is focused on innovative role design, with the business committed to “making more roles more accessible to more people”.

The company recognises that its employees need to feel safe to discuss what flexibility looks like for them, and that flexibility can be tailored to suit the individual so that work is both meaningful and engaging.

For Adele Gardiner (Senior Specialist Mining: BI and Commercial) and her partner Ryan Ecclestone (Senior Manager of Strategic Mine Planning Ghana and Tanzania) their flexible working arrangement enables them to work from their home base in Bunbury and look after their two young daughters.

Adele has been with AGAA for 12 years, starting out as a vacation student and then a graduate before working FIFO at the Sunrise Dam Gold Mine for seven years, Geita in Tanzania for two years and for the past three years at the Tropicana Gold Mine.

She is currently working on a part-time basis, two days one week and three days the alternate week with the occasional trip to site.

Ryan has worked with the company for 12 years, beginning at Sunrise Dam before making the move to Geita in Tanzania as Technical Services Manager. He is now with the Ghana and Tanzania Business Unit.

**Ryan’s role is based on work in Tanzania and Ghana, and his working arrangement has enabled him to work from home, taking into consideration the Australia-Africa time zone differences, with four one-month long trips a year to Ghana and Tanzania.**

### RYAN ECCLESTONE

Senior Manager of Strategic Mine Planning Ghana and Tanzania – AngloGold Ashanti



*The flexibility allows us to live where we would like to in Australia with family support, care for our young family without the need for day care, all the while still enjoying the challenging work the gold mining industry offers us both.*

# People with Caring Responsibilities

People with caring responsibilities include those who care for children or adults with disability, mental illness, chronic illness, or those who care for young children or those aged and/or frail. Considering many employees may have caring responsibilities at different stages of their lives, employers remain aware and supportive in addressing policies and strategies which complement caring responsibilities.

This is particularly apparent in women who are disproportionately carer based on WGEA data which suggests 12.3% of all women in Australia identify as a carer, and women represent 7 out of 10 primary carers (71.8%).<sup>60</sup> Acknowledging the barriers to employment for people with caring responsibilities, carers are less likely to work in a full-time capacity, work in less flexible industries and are more likely to take leave, reduce work hours or stop working altogether.<sup>61</sup> The WA resources sector has made inroads towards greater flexibility. For some organisations, this involves taking the perspective that all roles can be made flexible in some way.

## SOUTH32: SPECIAL SHIFT FOR FRONTLINE OPERATIONS

South32 has partnered with Diversity Australia to develop an inclusion roadmap as part of its commitment to increasing women's representation in the workforce.

Through this work, changes to rosters at Worsley Alumina's Boddington Mine have been made to attract and retain women in both operational and professional roles. For example, mobile equipment operation roles were identified as an introductory pathway for shorter rosters to accommodate school hours to attract stay-at-home parents who are traditionally under-represented in regional and remote workforces. The shorter rosters are generally between 9am-2.30pm to provide an inclusive career option for anyone with caring responsibilities.

Maintaining flexibility in workforce design means that parents and carers can work within school hours and South32 can recruit a diverse talent to the mining sector.

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<sup>60</sup> Workplace Gender Equality Agency. [Gender Equality and caring.](#)

<sup>61</sup> Workplace Gender Equality Agency. [Gender Equality and intersecting forms of diversity.](#)



# Diversity & Inclusion: Way Forward

COLLECTIVE INDUSTRY ACTION



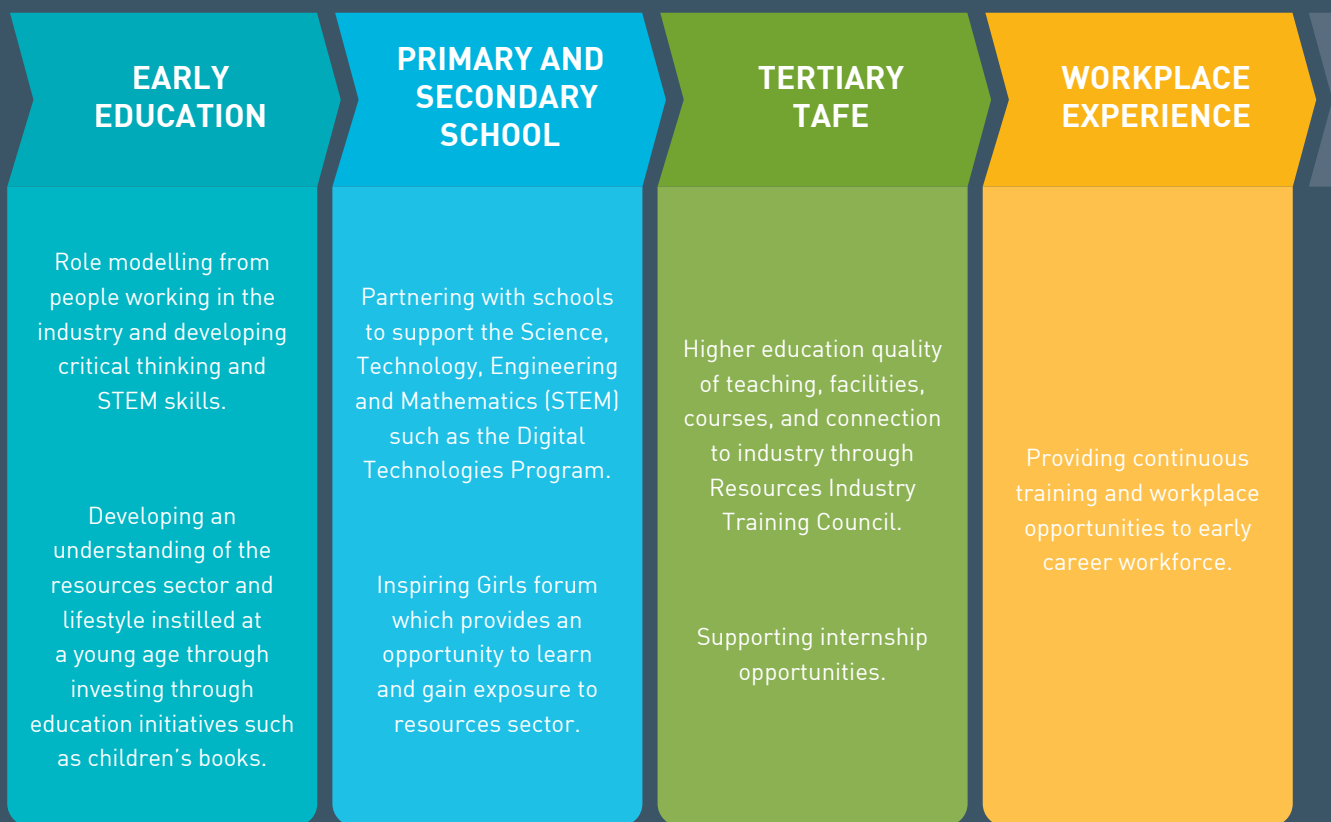
*Courtesy of Northern Star Resources Limited*

# Corporate Social Responsibility vs. Impactful Social Change

## PAVING THE WAY FOR THE NEXT GENERATION

The WA resources sector has an active commitment to embracing and enhancing diversity and inclusion within its workforce. While the focus on corporate social responsibility is often discussed in the context of workforce diversity and inclusion, the WA resources sector continues to take a holistic approach towards impactful social change, beyond recruitment and retention strategies through initiatives that support both its workforce and community. The timeline model of sustainability provides organisations with example focus areas to improve the diversity of talent at each phase, with opportunities to discuss and re-configure decisions to enhance business models.

### TIMELINE MODEL OF SUSTAINABILITY: A HOLISTIC APPROACH



## EARLY CAREER

Supporting graduate or traineeship programs.

Educating the workforce on diversity and cultural awareness workshops.

## MID-CAREER

Supporting D&I policy through leader-led initiatives.

Lifelong learning, re-skilling, upskilling and articulation.

## EXPERT PRACTICE / LEADERSHIP

Facilitating mentorship for early-mid career professionals within the resources sector.

Contributing to strategies which facilitate diverse policies to address the needs beyond retention and embedded into workplace practice.

Collective decision making to ensure voice of employees all levels are heard.

## RETIREMENT

Mentoring young professionals.

Engaging as a guest speaker at events to support women and other diverse talents entering the field.



The Chamber of Minerals and Energy of Western Australia is the peak resources sector representative body in Western Australia. We are a member-funded not-for-profit organisation representing the views and the needs of members.

CME leads policy development on issues impacting the sector, promotes the value of the sector to the community, and provides an avenue through which members and stakeholders collaborate.



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