Gender issues in closure and transitions: Planning using a social value approach

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Potential impacts on women and girls from poorly planned transitions:

- Inadequate inclusion in workforce and community transitions and retraining programs
- Exacerbation of inequality in workforce demographics and wages
- Increased social and personal safety issues
- Reduced access to health and other social services
- Education, childcare and health disadvantages
- Flow on impacts on female employment in other industries
- Exacerbation of intersectional disadvantages, eg: for indigenous women and those from lower socio-economic backgrounds
Workforce gender balance and inclusion through mine life

Balanced workforce:
- Aspirational goal for gender balance [40/40/20] across BHP by 2025- now at 30%
- Targets for indigenous participation reflective of the communities we operate in

Removing barriers & structural inequality
- Balanced hiring and promotion
- Developing pipelines for leadership and technical areas with lower participation
- Apprenticeships, traineeships and supervisor development programs
- Addressing gender pay inequality

Enabling strategies for inclusion
- Communication strategies
- Flexible work and parental leave provisions
- Mentoring and leadership development programs
- Inclusion and respectful behaviours training
- Resilience training and mental wellness strategy
- Improving infrastructure and facilities to support diversity and inclusion
- Design of work and use of technology to make jobs safer and more accessible to all
Defining the Social Value Approach

Social license

• Focused on meeting legal, regulatory and ethical requirements

• Maintaining the relationships and achieving the social, economic performance necessary to maintain permission to operate from stakeholders

• Shorter-term approach
  o Significant focus on social/community investment, to make a contributions to adjacent communities

Social value

• Goes beyond legal, regulatory and ethical requirements

• Proactively identifying opportunities to build and strengthen relationships that help create meaningful and long-lasting change, beyond our operations.

• Long-term, more holistic approach
  o Working with others to solve problems and co-design plans for the future
  o Considering the long-term social, environmental and economic outcomes in all decisions and actions
Applying Social Value to Mine Closure and Transitions

Requires collaboration between industry, government and community:

– Industry and Workforce:
  • Connect people who are involved in closure and transition planning and execution with the purpose
  • Build resilience within the workforce

– Government:
  • Legislation that enables best practice, collaboration and innovation based on longer term social value
  • Social safety net policy frameworks and support services

– Community:
  • Establish consultative groups that are representative of the community profile (eg include women, indigenous people, youth)
  • Integration of community investment decisions with post mining land uses and industries

Approach to collaboration:

– Plan for closure and transitions early in mine life cycles and keep these plans live
– Establish and maintain trust and transparency through open and frequent communication
– Set a vision together and co-design post-mining land use and regional economic opportunities
– Facilitation that ensures all voices are heard and valued
– Culturally and psychologically safe approach
– Apply innovative thinking and consider future risks and opportunities of the community and region

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Community Collaboration in rehabilitation

Approach in Action:

- Co-design: community engagement in determining post-mining land use
- Governance and Transparency: Build trust and share information, establish inclusive and collaborative governance processes
- Environmental outcomes: Rehabilitation, Biodiversity impacts including endangered species, Ecological research
- Social and community outcomes: Education, Eco-tourism, Repurposing land and infrastructure facilities for alternative industries and employment opportunities
- Future focus: Innovation and flexibility to adapt to future needs and changes
Key Themes of the Smart Transformation Readiness Report:
1. Change is inevitable, however transitions can be managed;
2. Skills drive economic and social prosperity;
3. Access to quality work is essential;
4. Place-based leadership creates stronger regions;
5. Lifelong learning and skills attainment underpin Queensland’s future.
Training and Future Skills Partnerships

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Summary

Key Principles

- Create an inclusive and gender-balanced workforce
- Build resilience, skills and capabilities to prepare workforce and communities for transitions
- Build trust through transparency and open communication
- Collaborate with industry, government and communities to co-design post-mining land uses and economic regional opportunities
- Ensure equal representation and inclusive processes throughout this collaboration
- Apply innovative thinking to build social value into the future
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