BHP
Gender issues in closure and transitions: Planning using a social value approach
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Mine closure and transition impacts on women and girls

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
  - 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
  - Working with others to solve problems and co-design plans for the future
  - Considering the long-term social, environmental and economic outcomes in all decisions and actions

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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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Example: Smart Transformation Advisory Council Process

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.

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Training and Future Skills Partnerships

BMA, TAFE QUEENSLAND AND COUNTRIUNIVERSITY LAUNCH NEW PARTNERSHIP

BMA announces $5m STEM program for QLD schools
Further Examples: 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
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
References

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