

BHP

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

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January 2024



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 35%
- 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

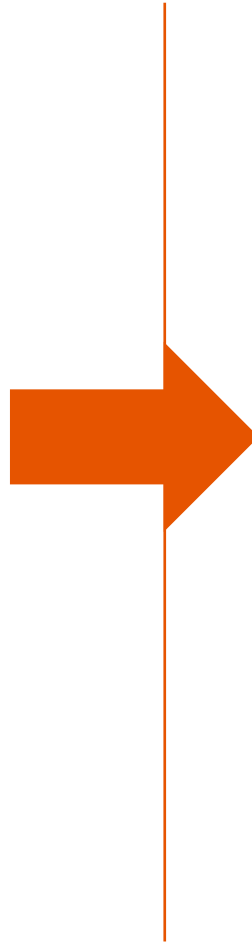
- Flexible work and parental leave provisions
- Mentoring and leadership development programs
- Inclusion and respectful behaviours training
- Resilience training and mental wellness strategy
- Improving infrastructure and facilities to support diversity and inclusion
- Design of work and use of technology 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

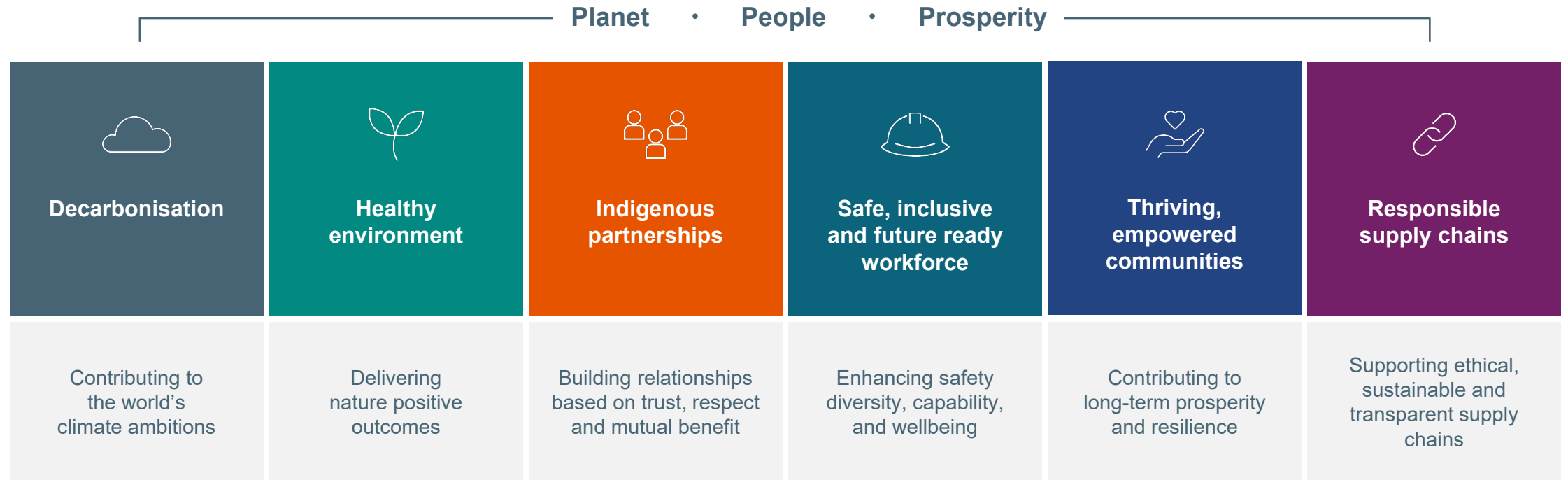


Social value

- Beyond social licence and regulatory compliance
- Positive contribution to people and planet, with a focus on proactive, meaningful opportunities
- 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

BHP's Social Value Pillars

Targets and goals set for each pillar, aligned with the 2030 Sustainable Development Goals



Social value is essential to shareholder value

Applying Social Value to Closure and Transitions

Requires collaboration between industry, government and community:

- Industry and Workforce:
 - Build understanding and capability in integrating closure and social value creation
 - Build resilience within the workforce and local communities
- Government:
 - Develop legislation that can enable leading 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-closure 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 regular communication
- Set a vision together and co-design for post-closure land uses, local and regional economic opportunities
- Facilitation that ensures all voices are heard and valued, using a culturally and psychologically safe approach
- Apply innovative and collaborative thinking
- Consider future and long-term threats and opportunities of the community and region

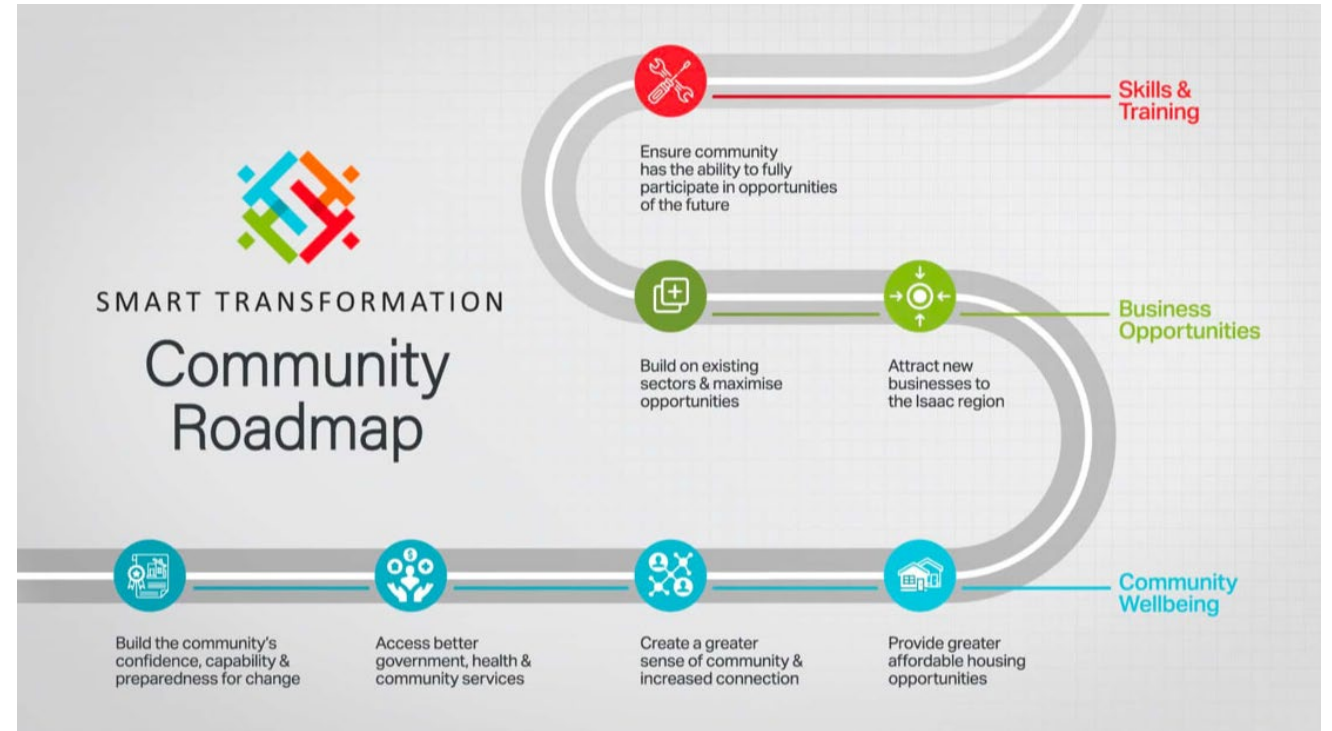
Community Collaboration in rehabilitation



Approach in Action:

- Collaboration: community engagement in determining post-closure land uses
- Governance and Transparency: Build trust and share information, establish inclusive and collaborative governance processes
- Environmental outcomes: Rehabilitation, Manage 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, providing natural and culturally appropriate environments
- Future focus: Innovation and flexibility to adapt to future needs and changes

Smart Transformation Advisory Council Process



www.smartransformation.com.au

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

BMA announces \$5m STEM program for QLD schools

© February 26, 2020 News



The BHP Mitsubishi Alliance (BMA) has formed a \$5m partnership with schools throughout Queensland's Bowen Basin to help boost technology-related education.

Students from Moranbah State School Dr Anthony Lynham – Qld Minister for Natural Resources, Mines & Energy James Palmer – BMA Asset President Shannon Fentiman – Qld Minister for Training & Skills Development Students from Moranbah East State School



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 on post-closure land uses and economic regional opportunities
- Ensure equal representation and inclusive processes throughout
- Apply innovative thinking to build long term social value



BHP

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