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

- **Decarbonisation**: Contributing to the world’s climate ambitions
- **Healthy environment**: Delivering nature positive outcomes
- **Indigenous partnerships**: Building relationships based on trust, respect and mutual benefit
- **Safe, inclusive and future ready workforce**: Enhancing safety diversity, capability, and wellbeing
- **Thriving, empowered communities**: Contributing to long-term prosperity and resilience
- **Responsible supply chains**: Supporting ethical, sustainable and transparent supply chains

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
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

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 Or-Antony Lynham – Qld Minister for Natural Resources, Mines & Energy James Palmer – BMA Asset President Shannon Feltmate – Qld Minister for Training & Skills Development Students from Moranbah East State School

Gender Issues in closure and transitions: planning using a social value approach
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
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