

Diversity and Inclusion in the Western Australian Resources Sector

The Chamber of Minerals and Energy of WA



Diversity and Inclusion in the Western Australian Resources Sector



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.

Contents

Diversity and inclusion report: 2023 highlights	7
Foreword	9
Harnessing the power of diversity	11
Inclusive language	12
The economic and social contribution of the Western Australian resources sector	15
The diversity survey methodology	16
Western Australia's resources sector workforce	17
Western Australia's resources sector by occupation	20
Diversity and inclusion policy framework	22
Our commitment to diversity and inclusion	26
Gender diversity	30
Aboriginal and Torres Strait Islander peoples' participation	42
How the WA resources sector is driving diversity and inclusion	46
Expanding diversity and inclusion in the Western Australian resources sector	50
Embracing the future of diversity and inclusion	62



Courtesy of AngloGold Ashanti Australia

Diversity and inclusion report: 2023 highlights

Women

24.8% OF THE OVERALL
WORKFORCE – AN INCREASE OF **3.3%**
OR **5,347** JOBS SINCE 2021
THE LARGEST INCREASE IN THE PAST TEN YEARS



WOMEN IN BOARD ROLES
32.8%
AN INCREASE OF **8.4%**
SINCE 2021



WOMEN IN
MANAGEMENT ROLES
23.5%
AN INCREASE OF **2.8%**
SINCE 2021



WOMEN IN MACHINERY
OPERATOR & DRIVER ROLES
21.4%
AN INCREASE OF **4.4%**
SINCE 2021

Aboriginal and Torres Strait Islander peoples

5.6% OF THE OVERALL
WORKFORCE – AN INCREASE OF **0.4%**
OR **948** JOBS SINCE 2021

3.0% IN MANAGEMENT ROLES
– AN INCREASE OF **2.1%** SINCE 2021

Rebecca Tomkinson

CEO, The Chamber of Minerals and Energy of Western Australia



“ Of the 10,000-plus jobs that women have taken up in the resources industry in the past 10 years, more than half have been created in the past two years, effectively doubling women's participation in that time. This is a big achievement and demonstrates the impact of actionable strategies in accelerating women's participation.



Courtesy of AngloGold Ashanti Australia

Foreword

The Chamber of Minerals and Energy of Western Australia (CME) is proud to release its seventh Diversity and Inclusion Report (the Report).

Every two years CME conducts a 'Diversity in the Western Australian (WA) Resources Sector Survey' to collect workforce data from our member organisations. The data collected is analysed and used to create the Diversity and Inclusion Report. This offers a benchmark for individual companies to track progress and a longitudinal record demonstrating the impact of policies, strategies and leadership in place to deliver on the WA resources sector's commitment to growing diverse and inclusive workplaces. This Report presents workforce data collected in 2023.

The meaning of diversity is continually evolving and not all forms of diversity can be effectively captured by workforce data. Hence, this Report also includes a range of case studies highlighting some of the initiatives that companies have implemented to grow the diversity of their workforce and in doing so create more inclusive work environments. Sharing case studies through this Report provides an opportunity to share good practice by showcasing the ways the resources sector is continuously working towards enhanced diversity and inclusivity.

CME would like to thank its member companies for their ongoing participation in the Diversity Survey and our Diversity and Inclusion Reference Group for their contribution to the development of this Report.

Based on the survey data, over the last ten years we have seen women's participation grow from 19 per cent in 2013 to 24.8 per cent in 2023. This significant growth of 5.8 per cent represents over 10,000 jobs that women have taken up in the resources industry. Moreover, of this growth, more than half these jobs have been created in the past two years, effectively doubling women's participation in that time. This is a big achievement and demonstrates the impact of actionable strategies leading to such a significant acceleration in women's participation.

The participation of Aboriginal and Torres Strait Islander peoples continues to grow and currently sits at 5.6 per cent, which is an impressive figure considering the overall population share of Aboriginal and Torres Strait Islander peoples in WA is 3.3 per cent.¹ There has also been a significant increase in the numbers of Aboriginal and Torres Strait Islander peoples in management positions, growing from 0.9 per cent in 2021 to 3 per cent in 2023.

While this Report shows significant progress – particularly with respect to women's overall participation and representation at Board level, and the representation of Aboriginal and Torres Strait Islander peoples at management level – our work is far from complete. CME and our member companies remain committed to this journey to grow and promote diversity and inclusion within our workforce through continued investment in evidence-based approaches, sharing lessons learned and implementing new initiatives.

The growth in diversity in the composition of the resources sector workforce is itself a sign of the success and continued investment of our member companies in creating workplace cultures and identities that are open and welcoming to people from a range of backgrounds, genders, races, abilities and nationalities.

¹ [*Western Australia: Aboriginal and Torres Strait Islander population summary | Australian Bureau of Statistics \(abs.gov.au\)*](#)



Harnessing the power of diversity

The resources sector demonstrates a strong commitment to championing the cause of diversity and inclusion, and has long recognised the advantages of diversity in creating more effective, safe and productive workplaces. This encompasses diversity of age, of gender, sexual orientation, nationality, ethnicity, language, education, religion, socio-economic status and disability. Diversity is a form of social and cultural capital which, when leveraged, greatly enhances the quality of a workplace's practices and culture. A workplace that welcomes and celebrates diversity will have higher levels of innovation, creativity, psychosocial safety, productivity, employee attraction and retention and economic outcomes.

WA's resources sector is a dynamic and future-focused industry and one of most the innovative and competitive in the world. This is why it is committed to harnessing the power of diversity. Fostering work environments and company cultures where all people can freely share their knowledge, experiences and opinions allows companies to benefit from alternate viewpoints to drive innovation.

This is particularly relevant in the contemporary resources sector, which is undergoing a profound process of transformation in the context of decarbonisation and energy transition, and its commitment to enhancing and maintaining strong environmental, social and governance (ESG) credentials. 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 this ambitious program of activity.

This Report showcases how the resources industry sets an example for other industries in terms of how to proactively establish a culture of diversity and inclusion and harness the power of diversity to achieve positive social, cultural and economic outcomes.

Eliza Dennis

Process Engineer – Crux, Shell Australia
Winner of the 2024 Outstanding Young Woman in Resources Award



I'm proud to work for an industry that has such a focus on diversity, equity and inclusion, but I strongly believe that there is still a long way to go. Maintaining a focus on this by ensuring the right conversations are being publicly held by our leaders, and ensuring support systems are systematically in place for continuous improvement, is a small part of that journey. In particular, by ensuring that those who are up against intersecting systems of disadvantage based on gender, race, ethnicity, sexual orientation and disabilities, have the space to show up to their workplace both physically and psychologically safe.

Equally, it's important to acknowledge that all too often diversity, equity and inclusion conversations can become unintentionally polarising. When in fact, it impacts all of us, often in ways we may not even realise. Creating a space in which everyone's individual stories and truths can be shared equally, and safely, is very powerful.



Inclusive language

Principles of inclusive language²

Context matters

The language we use is informed and shaped by the time, place and circumstances (context) in which you use it. Language that may be acceptable outside of work can be non-inclusive at work. Sometimes people use informal, slang or colloquial terms outside of work that may be non-inclusive, and therefore not appropriate in a work context.

Avoid generalisations and assumptions

Expressing received and untested ideas about people can have the effect of repeating popular and often negative assumptions about different social groups. This perpetuates stereotypes that exist in society. It is important not to make uninformed assumptions about people's identities, experiences or preferences, and use language that acknowledges the complexity of diversity and respects individual differences, rather than reducing these differences to stereotypes.

Focus on the person

Focus on the person first, rather than any demographic group they belong to. Only refer to an individual's age, cultural background, gender, sexuality, race or other differentiating characteristic if it is relevant to the context, and using respectful and informed language.

² The following information has been synthesised from the Conscious and Inclusive Language Guide for 2024: <https://research.com/education/conscious-and-inclusive-language-guide#:~:text=Use%20language%20that%20acknowledges%20diversity,instead%20of%20%E2%80%9Cdisabled%20person.%22>; and the Diversity Council of Australia's [WordsAtWork - Building inclusion through the power of language \(dca.org.au\)](https://www.dca.org.au/words-at-work)

Keep an open mind

Being inclusive means being curious, engaged and open to learning about difference and developing more sophisticated ideas about what it means to be human. Similarly, it also means continually updating what you believe to be 'normal, respectful and appropriate' in language and action. No one can be perfect all the time – but we can always be open to new knowledge.

If in doubt about pronouns and terminology, ask

Use the pronouns and terms that people use to refer to themselves, even if they differ from traditional gender or other norms. If you are not sure what terminology someone prefers, just ask the person.

Be mindful of power dynamics

As part of considering your context, be alert to any power imbalances or inequalities that pertain to your workplace situation. Consider how your language might work to either reinforce or challenge existing power structures and inequalities. We should always aim to use language that is empowering and positive, as this contributes to an inclusive and supportive workplace culture.

Rebecca Darby

Senior Inclusion, Diversity and Equity Business Partner, AngloGold Ashanti Australia



Language is a powerful tool and can have significant impact, both positive and negative. The way we speak to, and about, each other is one of the most evident expressions of our workplace culture. Inclusive language enables everyone to feel valued and respected and can help create a safe, inclusive, and equitable workplace. Promoting inclusive language is not about the 'gotcha' moment, or shaming people as they are learning and inevitably misstep. It is about equipping our people with knowledge and awareness so that they can self-reflect, and use the correct and respectful language that matches their good intentions.

Vivienne Chan

Lead Process Engineer, Chevron Australia
Winner of the 2024 Women in Resources Champion Award



Being female and an ethnic minority, growing up in Perth presented many school, societal and work challenges. At the time, female engineers made up less than 25% of the university intake and there was a lack of advocacy for women in the resources sector; there were simply no role models women could turn to for career advice. Thankfully, I had very supportive supervisors who advocated for me, helping me to overcome barriers.

I have been fortunate to have experienced an incredible variety of opportunities, supporting many different projects through all phases, from concept, design, commissioning, to operations in a combination of individual contributor and process engineering lead roles. Common to all of them was that as a female, I was in the minority. I found I had to work twice as hard to overcome gender bias and prove myself for the roles for which I was appointed. My experiences focused my desires and made me passionate about giving back and supporting the growth of women in the industry. I am striving to remove barriers to make it easier for all women to be successful.

When we embrace diversity and authenticity; and feel that everyone's voices are heard, we build an inclusive and harmonious culture which is paramount to the success of any organisation.

Relevant terminology

Diversity³

Diversity refers to the various types of people in an organisation, and differences in relation to their social identities, which will include a range of variables including; gender, age, race, religion and sexual orientation. It also includes an infinite range of individual unique characteristics and experiences, such as communication style, career path, life experience, educational background, geographic location, income level, marital status, parental status and other variables that influence personal perspectives. 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.

Gender⁴

Gender identity is your sense of whether you are a man, woman, nonbinary, gender fluid or a combination of one or more of these identities. It's part of your sense of self. It's how you understand who you are and how you interact with others. For many people their understanding of who they are, their gender identity, will match their sex. This is called being cisgender (pronounced sis-gender). It's important to remember that there is more to gender than just being a 'man' or 'woman'. Some people understand their gender as being a combination of both man or woman, or neither. These people might choose to identify as gender diverse or non-binary. There are many words people choose to describe their gender identity.

Equity⁵

Equity refers to fair treatment of all people, so that the norms, practices, and policies in place ensure identity is not predictive of opportunities or workplace outcomes.

Equality⁶

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.

Allyship⁷

Allyship refers to those actions, behaviours and practices a person might use to show support for and advocate with others, most especially individuals who are marginalised and disadvantaged.

Intersectionality⁸

Intersectionality refers to the ways in which different aspects of a person's identity can expose them to overlapping forms of discrimination and marginalisation. Acknowledging the intersectionality of identity (based on, for example, a combination of race, ethnicity, sexual orientation, religion and age) can assist us to better understand how people can have different experiences, despite having the same identity in one category of diversity.

³ <https://www.vic.gov.au/dpc-diversity-and-inclusion-strategy-2019-2021/what-do-we-mean-diversity-and-inclusion>

⁴ <https://headspace.org.au/explore-topics/for-young-people/gender-identity>

⁵ <https://www.mckinsey.com/featured-insights/mckinsey-explainers/what-is-diversity-equity-and-inclusion>

⁶ <https://www.ag.gov.au/rights-and-protections/human-rights-and-anti-discrimination/human-rights-scrutiny/public-sector-guidance-sheets/rights-equality-and-non-discrimination>

⁷ <https://www.ccl.org/articles/leading-effectively/articles/what-is-allyship-your-questions-answered>

⁸ <https://www.vic.gov.au/understanding-intersectionality>



Courtesy of Clough

The economic and social contribution of the Western Australian resources sector

In 2022/2023, the WA resources sector accounted for 47 per cent of WA's economic activity, 91 per cent of goods exports and 47 per cent of capital expenditure. The sector also contributed 33 per cent of the WA Government's general revenue, supporting the provision of public goods and services such as doctors and nurses, teachers and police.⁹ At the national level, in 2022/2023 the WA resources sector contributed \$132 billion in direct payments to employees, businesses, community organisations and governments nationally, which constitutes 9 per cent of national GDP, and 20 per cent of Australia's corporate income tax receipts.¹⁰

The resources sector also delivers considerable economic benefits to the communities where they operate, by providing jobs, and supporting local suppliers and not-for-profit community organisations.

Unique survey data from CME members combined with third party modelling finds that the WA resources sector supports 3 in 10 jobs in our state. This significant contribution to employment also extends to the regions, with our sector supporting one in two jobs in the Pilbara, around one in three jobs in the Goldfields-Esperance and Peel regions, and one in six jobs in the South West. The WA resources sector also directly supports 15,508 local businesses, 1,312 community organisations and 76 local governments.¹¹

⁹ [2022-23-CME-Factsheet-WA-economy.pdf \(cmewa.com.au\)](#)

¹⁰ [2022-23-CME-Factsheet-AU-economy.pdf \(cmewa.com.au\)](#)

¹¹ CMEWA, [2022-23 Economic Contribution Factsheets](#)

The diversity survey methodology

This Report presents workforce data collected via the 2023 Diversity Survey. The data was also supplemented by the national gender pay gap dataset which is mandatory reporting collected by the Workplace Gender Equality Agency (WGEA).¹² This Report also presents contemporary case studies to showcase a variety of initiatives CME member companies have implemented to support diversity and inclusivity in their workplaces.

Survey population

Information presented in this Report should be interpreted in the context of the difference between the target population and survey population: the target population being CME members from the WA resources sector, and the survey population being those CME members who responded to the 2023 Diversity Survey. Unless otherwise referenced this Report presents the data from the survey population. The data collected has not been tested for representativeness of the overall target population or corrected for the relative sample size.

Data collection

The 2023 Diversity Survey collected quantitative and qualitative data from the survey population, with a focus on employment and engagement of underrepresented groups in the WA resources sector. The quantitative data includes information about industry workforce according to the following factors:

- Gender
- Indigenous status
- Employment status - Full-time/Part-time
- Occupation type
- Workplace location by postcode

The qualitative information includes the strategies and policies that companies have in place to increase the representation within the workforce of women and Aboriginal and Torres Strait Islander peoples, as well as people of diverse sexualities and genders, neurodiverse individuals, culturally and linguistically diversity people and people with caring responsibilities.

Comparison with data from prior years

This Report is the seventh of its kind released by CME. Data from prior reports is referenced throughout to provide a relative comparison and longitudinal study of the growth of diversity and inclusion in the WA resources sector.

Terminology

The Diversity Survey uses specific terminology to align with the WGEA reporting requirements. 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 or male is the scientific term that refers to the ‘sex’ of the person, this includes reproductive organs, hormones, and chromosomes. Woman or man is the term that covers the gender identity of the person, a social and cultural concept about who a person feels themselves to be.¹³
- **‘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 identities across Australia, and should be accompanied by ‘peoples’ in the plural.¹⁴

¹² The Workplace Gender Equality Act 2012 (Cth) requires non-public sector employers that employ 100 or more employees in total to register for the Gender Equality Reporting program and submit data to the WGEA annually.

¹³ Australian Bureau of Statistics. (2020). *Standard for Sex, Gender, Variations of Sex Characteristics and Sexual Orientation Variables, 2020*

¹⁴ Reconciliation Australia: *RAP Drafting Resource – Demonstrating inclusive and Respectful Language*

Western Australia's resources sector workforce

PARTICIPATING RESOURCES SECTOR ORGANISATIONS

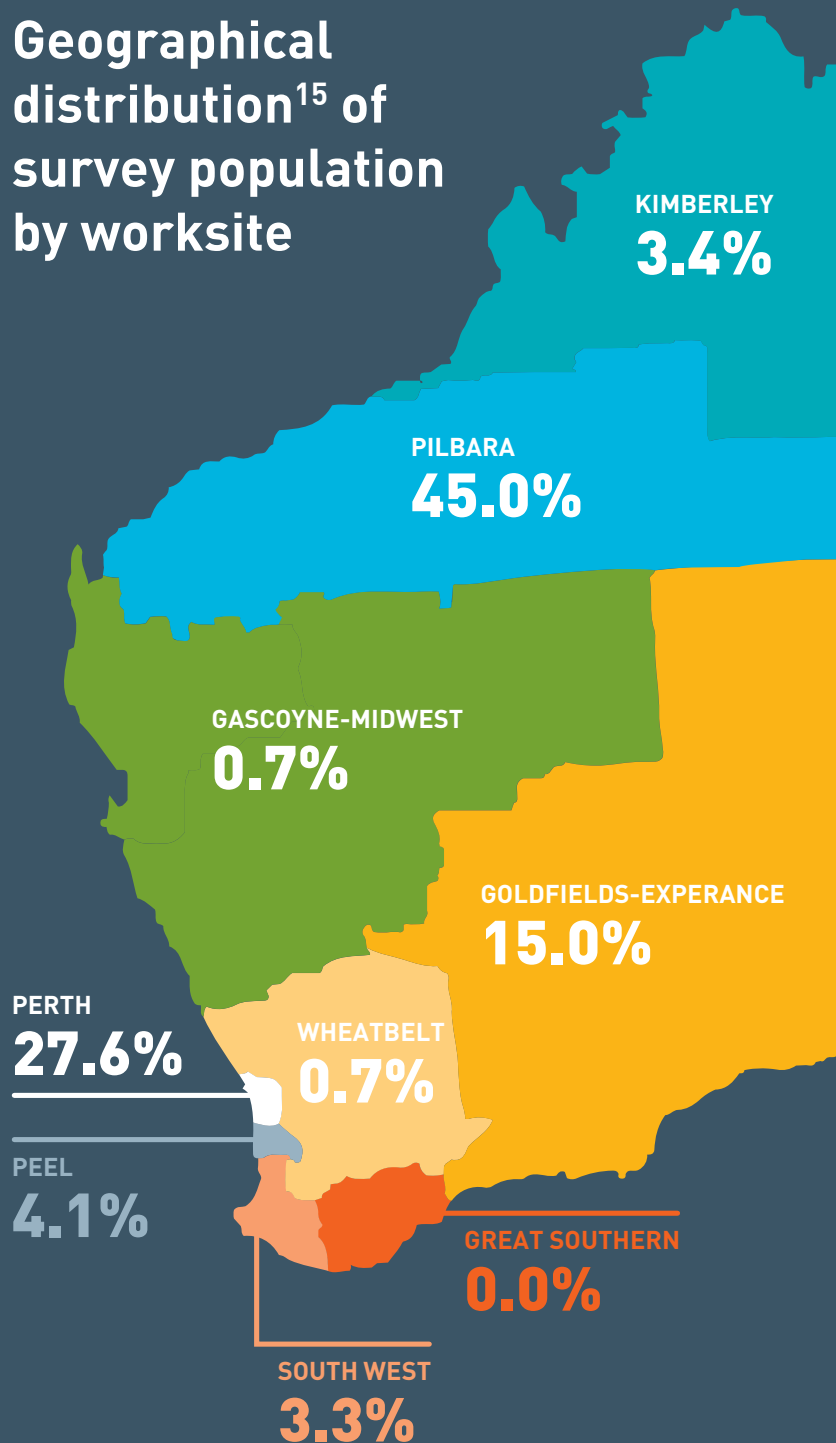
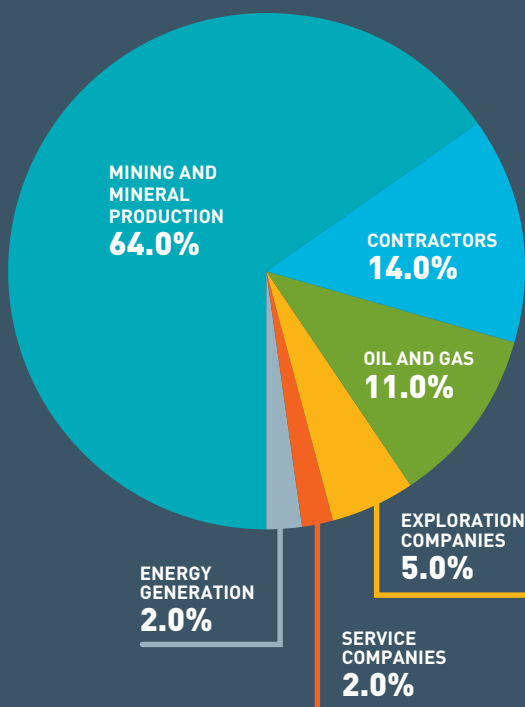
Survey participants

36 RESOURCES SECTOR ORGANISATIONS

86,551 EMPLOYEES IN TOTAL

Geographical distribution¹⁵ of survey population by worksite

Industry breakdown



¹⁵ Last year's distribution: Gascoyne-Midwest 2021 - 4%; Kimberley 2021 - 1.0%; Peel 2021 - 6.9%; Pilbara 2021 - 37%; South West 2021 - 4.5%; Goldfields-Esperance 2021 - 16.3%; Wheatbelt 2021 - 2.3%; Perth 2021 - 28.1%

Workforce breakdown

86,551 NUMBER OF INDIVIDUALS SURVEYED

Gender



Aboriginal and Torres Strait Islander peoples



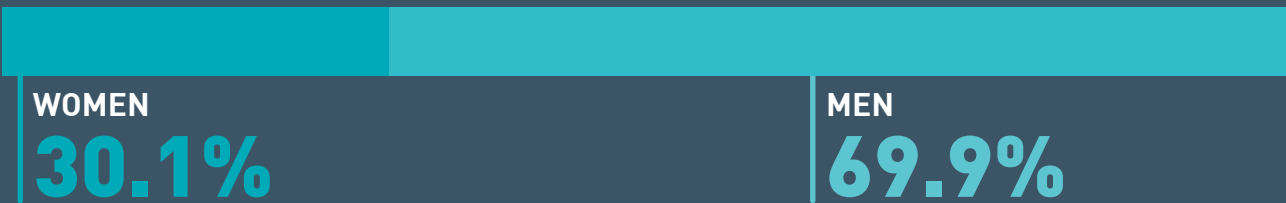
Women’s employment



Men’s employment



Aboriginal employment



Gender pay gap (Median Total Remuneration)



The workforce surveyed comprises 24.8 per cent women, an increase of 3.3 percentage points since the previous reporting period – which is the largest increase in women’s participation over a reporting period in the last ten years. This is an increase in 5,347 jobs in the last reporting period alone. This figure of 24.8 per cent may be compared to the broader Western Australian workforce employment rate for women of 46.5 per cent,¹⁶ and the national resources sector participation rate for women, reported by WGEA, of 22 per cent.¹⁷ It should be noted that the survey figures are based upon only a limited sample of 36 CME member companies, and that the actual total number of jobs occupied by women in the WA resources sector is likely much higher.

The WA resources sector has implemented a range of policies and initiatives to increase and enhance women’s participation in the industry. 76 per cent of companies that responded to the survey reported having in place a specific policy that recognises and seeks to address the issue of gender diversity and inclusion.

The participation of Aboriginal and Torres Strait Islander peoples is similarly on an upward trajectory. Participation has grown by 1.5 per cent from 4.1 per cent in 2013 to 5.6 per cent in 2023. Since the last survey in 2021, participation has grown from 5.2 per cent to 5.6 per cent. This represents over 948 jobs in real terms. The figure also compares favourably with the national Indigenous participation rate for the resources sector of 3.7 per cent.¹⁸

3 per cent of management positions are held by Aboriginal and Torres Strait Islander peoples according to the 2023 survey. This signals significant growth in comparison to prior figures of 0.9 per cent in 2021 and 0.5 per cent in both 2019 and 2017.

69 per cent of companies reported having in place policies to specifically address Indigenous diversity and inclusion.

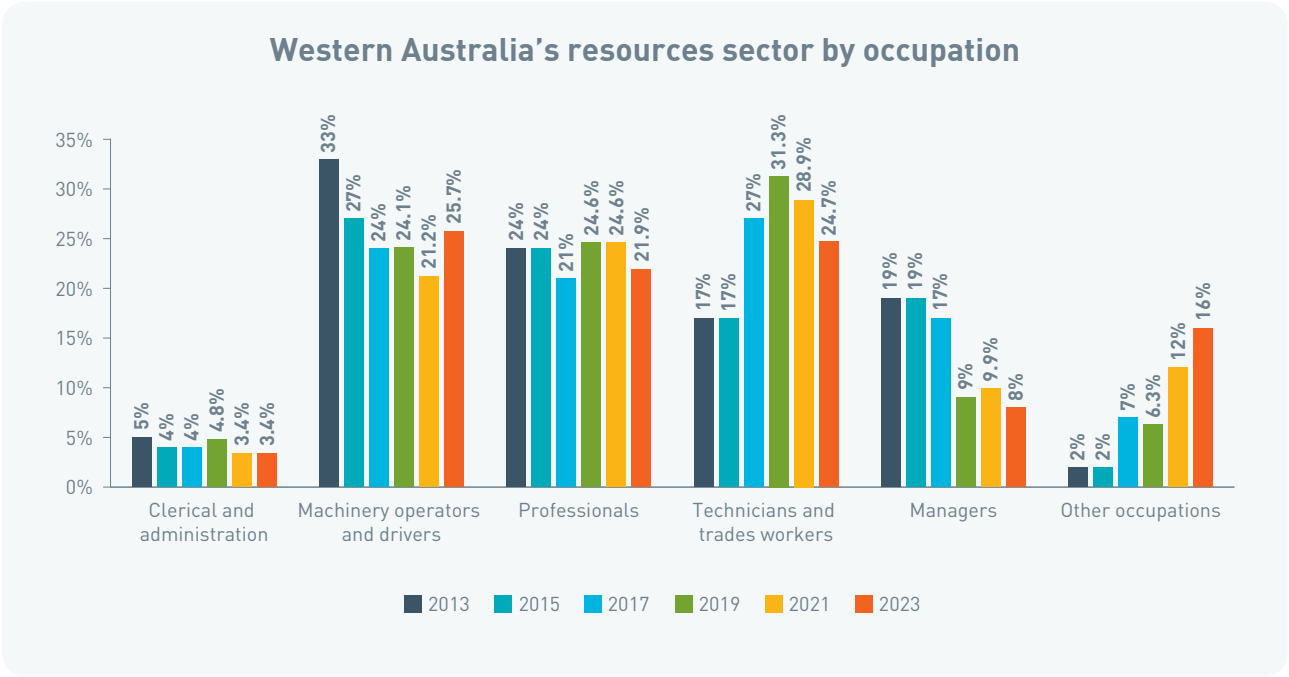
¹⁶ Australian Bureau of Statistics (December 2023), *Labour Force Australia*

¹⁷ WGEA Gender Equity Scorecard, November 2023

¹⁸ Australia’s National Resources Workforce Strategy: https://www.industry.gov.au/sites/default/files/2021-02/australias_national_resources_workforce_strategy.pdf



Western Australia's resources sector by occupation



There is a wide range of occupational categories within the WA resources sector workforce.

The areas of highest growth for the last survey period are Machinery Operators and Drivers (21.2 - 25.7 per cent) and Other (12.0 - 16.0 per cent). The Other category includes Warehouse Workers, Store Workers, Labourers, Trades Assistants, Cleaners and Hospitality Workers. The growth in the Other category may be attributed to the increased demand for cleaners and hospitality workers in a post-COVID context, where there is a heightened focus on environmental health and hygiene.

The significant growth in Machinery Operators and Drivers might be attributed to new and expanding projects in iron ore (Iron Bridge, Onslow and Western Range), which are all machinery intensive operations.



Courtesy of AngloGold Ashanti Australia

Diversity and inclusion policy framework

The national policy environment

Australia's National Resources Workforce Strategy

Australia's National Resources Workforce Strategy provides a plan for expanding the resources sector's diversity and inclusion profile at the national level. Its strategic outcomes are: 'Improving opportunities, participation and quality.' Amongst the action items under "participation" are:

- Attract skilled migrants who make a significant contribution to the Australian resources sector, and fill positions where no Australian workers are available.
- Provide opportunities, particularly for women and Aboriginal and Torres Strait Islander peoples, to engage with resources careers.
- Promote science, technology, engineering, and mathematics (STEM) study to female students in resource-rich regions, and raise the profile of women leaders in resources careers as part of the \$14.5 million to extend Women in STEM programs and in conjunction with the Women in STEM Ambassador.
- Boost participation and retention of Aboriginal and Torres Strait Islander peoples in resources careers (\$68 million through the Indigenous Advancement Strategy, \$30 million Indigenous STEM Education Project).¹⁹

2024/2025 Federal Budget

The 2024/25 Federal Budget contains a Women's Budget Statement which "outlines key measures to advance gender equality in Australia, focusing on achieving economic equality, ending violence against women, increasing women's representation in leadership and decision-making, and improving women's health and wellbeing."²⁰

- The *Leaving Violence Program* – \$925.2 million over five years to permanently establish financial support, safety assessments and support pathway referrals to those escaping violence.
- The *Building Women's Careers Program* – investment of \$55.6 million to create structural and cultural change in male-dominated workplaces so more women pursue careers in key high demand industries.
- \$15.0 million over the years from 2024–25 is being provided for information and education activities to provide migrant workers with accurate and appropriate information about workplace safeguards, protections and compliance measures related to migration laws. This will empower migrant women, who are over-represented in insecure work, to report allegations of worker exploitation without fear of reprisals.
- The Government is providing \$1.1 billion over four years from 2024–25 and \$0.6 billion per year from 2028–29 to pay superannuation on Government-funded Paid Parental Leave (PPL) for births or adoptions on or after 1 July 2025.

¹⁹ <https://www.industry.gov.au/publications/australias-national-resources-workforce-strategy>

²⁰ <https://budget.gov.au/content/womens-statement/download/womens-budget-statement-2024-25.pdf>

Working for Women

On 7 March 2024 the Australian Government announced its strategy for gender equality. *Working for Women: A Strategy for Gender Equality* outlines where the Government will focus its efforts over the next decade to achieve its vision – an Australia where people are safe, treated with respect, have choices and access to resources and equal outcomes no matter their gender.

It identifies five priority areas for action needed to reach the Strategy's vision: gender-based violence, unpaid and paid care, economic equality and security, health, and leadership, representation and decision-making.²¹

Workplace Gender Equality Agency

Amendments to the *Workplace Gender Equality Act 2012* in 2023 require employers to report their gender pay gap data. In February 2024, WGEA published, for the first time, the gender pay gaps for private sector employers with 100 or more employees. This decision to publish employer gender pay gaps is a considerable motivator for change, bringing greater transparency and accountability. In early 2025, WGEA will publish Australian Government employer gender pay gaps.

Closing the Gap²²

The Australian Government is also committed to strengthening efforts to work in partnership with First Nations peoples to make progress on Closing the Gap and improve life outcomes for Aboriginal and Torres Strait Islander Australians.

As part of its Closing the Gap strategy in early 2024 the Government announced a range of specific measures including:

- \$707 million investment in the new Remote Jobs and Economic Development program to create 3000 jobs in remote communities.
- Establishing a National Commissioner for Aboriginal and Torres Strait Islander Children and Young People to address the number of children in out of home care and in youth detention.
- Continue funding for the Justice Policy Partnership to address the high rates of incarceration of First Nations adults and young people.

Also announced in the recent federal budget for 2024/2025, the Government will provide \$110.0 million over four years from 2024–25 (and \$11.0 million per year ongoing) to accelerate action against the National Agreement on Closing the Gap Priority Reforms in the Education portfolio and extend programs supporting education outcomes.

²¹ *Working for Women: A Strategy for Gender Equality* | PM&C (pmc.gov.au)

²² Federal Budget 2024-25 | [Budget Paper No.2](#)

The state policy environment

2024/2025 WA State Budget measures²³

The recent State Budget delivered a range of measures aligned with the priority action areas of Stronger Together: WA's Plan for Gender Equality 2020-2030.

Safety and justice

An allocation of \$96 million for prevention of family and domestic violence, bringing total investment to \$422 million since 2021. This includes:

- \$54 million to expand operations of Family and Domestic Violence (FDV) Response Teams, including moving to a seven days per week operation.
- \$14 million for a new FDV One-Stop Hub in the CBD.
- \$6 million for workforce development.
- \$585,000 to develop legislative reforms to criminalise coercive control.

Health and wellbeing

- \$173 million in additional funding for the Bunbury Regional Hospital redevelopment, which includes new and expanded maternity, birthing and neonatal services.
- \$16 million State investment into the Early Years Partnership, with a further \$19 million from the Minderoo Foundation, supporting initiatives that deliver better outcomes for children in the critical early stages of child development.
- Additional funding to bring the 75-bed Cockburn Mental Health Clinic formerly operated by Bethesda into the public mental health system, which will initially include two floors for a dedicated women's mental health facility, focused on eating disorder services.

Economic independence

- \$46 million to extend the payment of superannuation on unpaid parental leave from 12 to 24 weeks, for all Western Australian public sector employees.
- Record funding for the Women's Grants for a Stronger Future Program, with a \$1.4 million boost over 2023-24 and 2024-25.
- In 2023-24, 57 organisations received funding for projects promoting gender equality.

²³ 2024-25 Western Australia State Budget | Supporting WA women (ourstatebudget.wa.gov.au)

2024-2025 State Budget measures for Aboriginal and Torres Strait Islander peoples²⁴

CME also welcomed commitments in the recent WA State Budget to measures to support and engage Aboriginal and Torres Strait Islander communities. These include:

- \$73 million for Plan for Our Parks initiatives supporting Aboriginal land use agreements with Native Title holders.
- Creating job opportunities on our major road projects, with more than 250 local Aboriginal workers engaged on the new Fitzroy River Bridge project, and 109 Aboriginal graduates through the Yaka Dandjoo employment program, which provided training and work placements on the Bunbury Outer Ring Road project.
- \$9 million for Jobs and Skills Centres Aboriginal support funding, the Aboriginal Business Capability Building Program and financial counselling services delivered by Aboriginal Community Controlled Organisations.
- \$16 million for the Early Years Partnership to improve wellbeing and school readiness for children aged up to four in communities including Derby and Bidyadanga.
- \$8 million for the Driver Access and Equity Program supporting employment and economic opportunities through better access to vehicle licence training.

Stronger Together: WA's Plan for Gender Equality 2020-2030²⁵

Stronger Together: WA's Plan for Gender Equality, Western Australia's first plan to achieve a gender equal community, provides a framework for coordinated action by Government, business, organisations and individuals with practical steps to advance gender equality over the next 10 years.

Stronger Together is being delivered through four Action Plans and will respond to current and emerging priorities in Western Australia. The Second Action Plan 2021-2025 is building on advances made by Government in the initial phase of delivery and includes actions across the four priority action areas of Stronger Together:

Safety and Justice

Health and Wellbeing

Leadership

Economic Independence

CME is represented on the Stronger Together Implementation Group which is a collaboration incorporating government, industry and peak bodies to drive the implementation of key measures and initiatives to pursue the goals of the plan for gender equality.

²⁴ [2024-25 Western Australia State Budget | Aboriginal wellbeing \(ourstatebudget.wa.gov.au\)](#)

²⁵ [Stronger Together - WA's Plan for Gender Equality \(www.wa.gov.au\)](#)

Our commitment to diversity and inclusion

CME's initiatives

Diversity and Inclusion Reference Group

CME's Diversity and Inclusion Group (DIRG) is composed of diversity and inclusion representatives from CME member organisations. The group meets regularly to share knowledge and good practices to improve organisational diversity and provide input into associated CME policy and advocacy and industry initiatives. DIRG was first convened in 2010, and has spearheaded landmark CME events and initiatives such as the Western Australian Women in Resources Awards (WIRA), the Diversity and Inclusion Survey and Report, and the Inspiring Girls Careers Forum. The DIRG seeks to continually drive the diversity and inclusion agenda and to support an expansion of programs and initiatives into broader and emergent areas of diversity, including culturally and linguistically diverse cohorts (CALD), LGBTQIA+, persons of diverse ability, persons with caring responsibilities and neurodiverse individuals.

John Galvin
Chair, DIRG



For the last decade, both as a member and for a substantial period as Chair of the CME Diversity and Inclusion Reference Group (DIRG), I have had the privilege of working with many people from our member companies who have been tireless in driving for change. Our member organisations, and their personnel, have embraced the need for positive change in the diversity and inclusion space and have used their collective passion to make a real difference.

For more than ten years, CME's biennial Diversity and Inclusion Report has highlighted both the advances in diversity and inclusion metrics and unfortunately, occasional decreases in these metrics. Notwithstanding any setbacks, our members have been true to their collective commitment for positive change. This is clearly evidenced in this year's report. Not only is there an increase in all metrics, there are significant step changes in most metrics well beyond what we have seen in past years.

It is difficult, if not impossible, to clearly attribute these advances to any specific initiatives or programs. My view is that these exciting improvements are the outcome of multiple initiatives and programs and more importantly a uniform cultural commitment across all of our members to improvement in the diversity and inclusion space. Without the appropriate culture there cannot be change and the results in this year's report clearly highlight that the culture is driving us in the right direction. The journey continues; however, it is worth looking where we have come from and celebrating our successes to date. This year's results are certainly worthy of that celebration.

I would like to acknowledge the amazing team at CME who do so much of the heavy lifting. The skill and passion of the team is a credit to both CME and themselves. I would also like to acknowledge and thank 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.

Lastly to our members who have made these changes possible I would extend my gratitude and my compliments on their unwavering commitment to make not only our sector but also our society a fairer, more balanced and more inclusive space.

Women in Resources Awards

The Women in Resources Awards (WIRA) is an annual event hosted by CME since 2009. WIRA showcases women in the WA resources sector and celebrates how women are building new and varied career pathways in the sector, and how companies are becoming increasingly innovative in their responsiveness of work design to the needs of women from a diverse range of backgrounds, including CALD and Aboriginal and Torres Strait Islander backgrounds. WIRA champions the achievement of women in the industry which plays a pivotal role in shaping the future of the industry for emerging generations.

The categories and winners for the 2024 WIRA Awards are:

- Outstanding Operator/Technician/Trade Woman Award – Dianne Deegan, INPEX
- Women in Resources Technological Innovation Award – Evelyn Ng, Callidus Group
- Outstanding Young Woman in Resources Award – Eliza Dennis, Shell Australia
- Outstanding Woman in Resources Award – Josie Fourie, Woodside Energy
- Women in Resources Champion Award – Vivienne Chan, Chevron Australia
- Outstanding Company Initiative Award – Monadelphous, Crane Operations Pathway Traineeship Program
- People's Choice Award – Lily Meneghel, Roy Hill



Pictured (L-R): Eliza Dennis, Vivienne Chan, Dianne Deegan, Evelyn Ng, Lily Meneghel and Josie Fourie



Inspiring Girls Careers Forum

Inspiring Girls Careers Forum

Launched in 2014, CME's Inspiring Girls Careers Forum is a unique careers event designed to showcase the resources industry to female secondary school students and to inspire them to follow in the footsteps of women who have achieved great personal and career success in the resources sector.

The 2024 event was held on 31st July at Optus Stadium where over 200 high school students and their teachers were joined by 80 representatives from resources sector companies. The event highlighted the benefits of working in the sector and the careers available, and their accessibility for women from a range of backgrounds via a variety of pathways.

Digital Technologies Learning Program

The CME Digital Technologies Program helps schools deliver educational activities aligned with the State and National Digital Technologies curriculum requirements. The program is delivered as a partnership between CME member companies and curriculum design experts Grok Academy, and is supported by the WA Government to provide students with a fun and engaging way to build essential STEM skills for their future.



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 the resources sector, as well as other industry sectors. Co-developed by curriculum and industry subject matter experts, challenge content includes programming and coding robots to navigate sites, using data for monitoring and decision making, as well as showcasing a range of careers and pathways into the sector.

Currently, 80 schools are supported by CME members to participate, with more than 3,500 unique students enrolled in at least one or more challenge, including 55 per cent female, 13 per cent First Nation and 96 per cent non-metropolitan school students. Animated characters within the Data Science Challenges reflect on the Department of Education Multicultural Plan 2021-2025, and are indicative of the families and students who live in Western Australia's regional and remote communities. It is hoped the characters will help students identify themselves in the program, and inspire students to consider STEM pathways in their future.

Psychosocial Safety Working Group

In June 2021, CME formed the Safe and Respectful Behaviours Working Group (SARB) to lead work on a number of priority projects. The initial focus of SARB was to inform an industry response to reporting of workplace sexual harassment and assault, but has since widened to consider behavioural dynamics and workplace culture more broadly. SARB developed the Supporting Safe and Respectful Workplaces – Industry Actions document in July 2023 which was designed to share examples of good practice in this space. This proactive response embodies industry's commitment to eliminating sexual assault and harassment in the workplace, and a drive to build the capacity of CME members to meaningfully address these issues and collectively lift the standard through industry-wide initiatives.

In early 2024, CME's Workplace Health and Safety Standing Committee resolved to merge the SARB and Mental Health Working Group into a new Psychosocial Safety Working Group. This decision signals an important next step in the evolution of the sector's work in this space, bringing discussion of these important matters into a single cross-disciplinary forum with a dedicated focus on fostering work environments that are psychologically safe for all.

Family and Domestic Violence Industry Collaboration (FDV-IC)

CME facilitates a member-led industry-collaboration to advocate against Family and Domestic Violence (FDV). This forum enables industry to collaborate on evidence-informed best practice policies and initiatives to support people who are affected by FDV within the WA resources sector. The objectives of the group are to:

- Form a common, clear, consistent message as an industry focused on addressing gender-based and family violence.
- Engage in actions to create a visible collective response to violence in the domestic sphere.
- Leverage from this group to collaborate with a range of relevant stakeholders – including the Department of Communities and the Centre for Women's Safety and Wellbeing – with CME playing a coordinating role in facilitating an industry-wide response to family and domestic violence.

In 2023 the FDV-IC coordinated the involvement of more than 100 CME members and staff in the 33rd March Against Domestic and Family Violence through the Perth CBD, an event organised by the Centre for Women's Safety and Wellbeing.

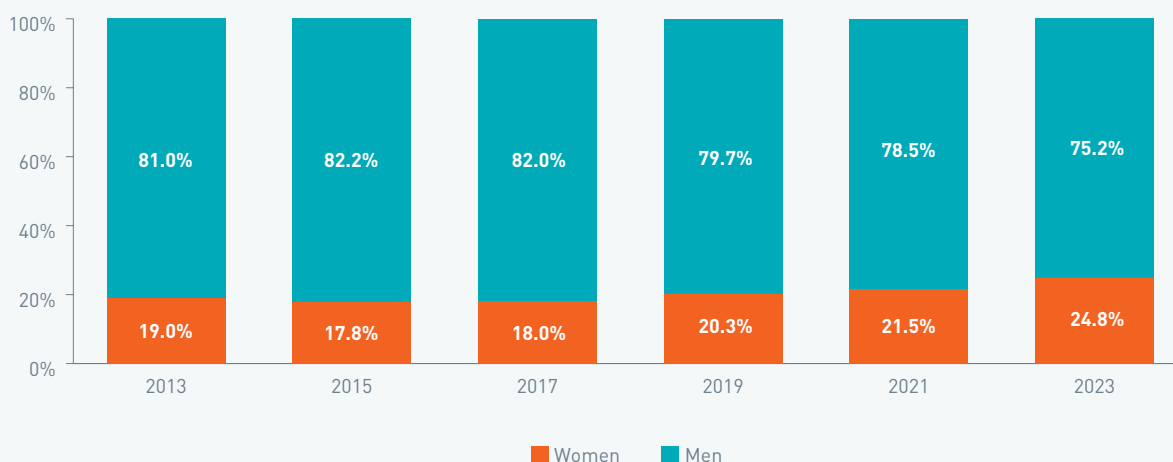


March Against Domestic and Family Violence

Gender diversity

The WA resources sector continues to implement initiatives to promote gender equity which has led to an increase in women's participation in the industry over time.

Women and men's participation in the WA resources sector over time



In 2023, the survey population comprises 24.8 per cent women, an increase of 3.3 percentage points since the previous reporting period in 2021. **This is the largest increase in women's participation to occur in the past ten years of diversity survey results.** This is an increase in 5,347 jobs in the last reporting period alone, while according to historical survey data there has been an increase of around 10,000 women in resources sector jobs since 2013. This means that half of the indicative growth in women's participation of the last ten years has occurred in the past two years. As mentioned previously, as the survey data only encompasses a fraction of the total WA resources sector workforce, the total number of jobs occupied by women in the WA resources sector is likely to be higher.

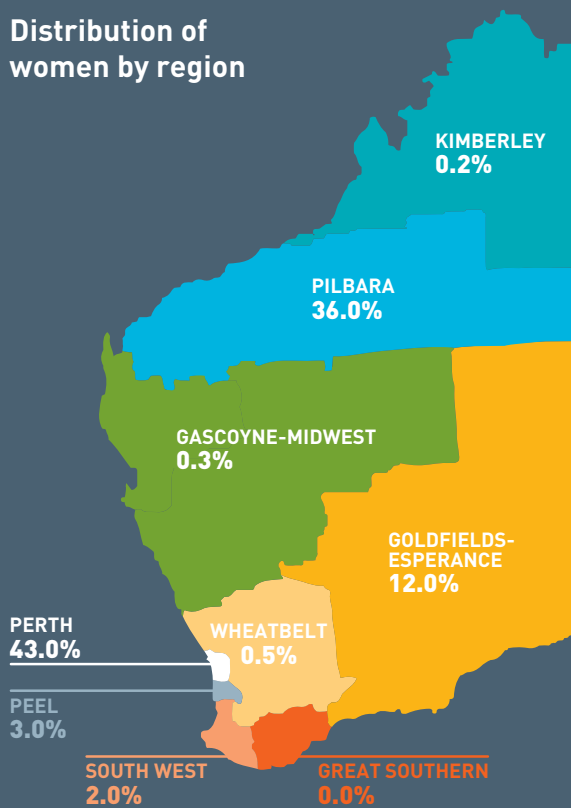
76 per cent of survey respondents reported having a specific policy or strategy in place that recognises and addresses the issue of gender diversity and inclusion.

The 2023 survey records the largest increase in women's participation to occur in the past ten years, an increase of 3.3 percentage points or 5,347 jobs, which is around half of the overall growth of 10,000 jobs that has occurred in women's participation since 2013.

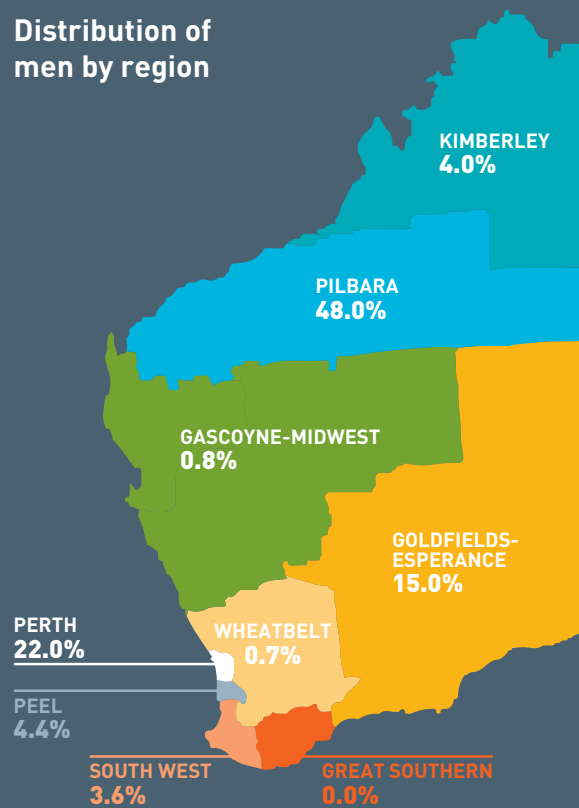


Distribution of women and men by region (by worksite)

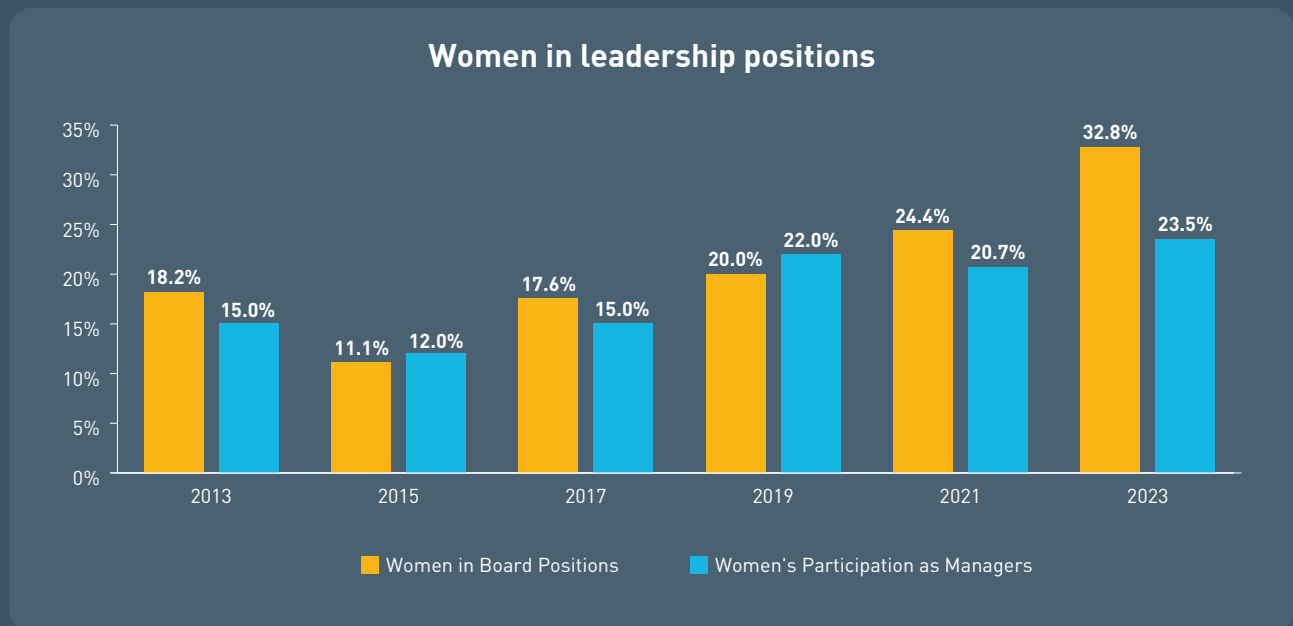
Distribution of women by region



Distribution of men by region



Women in leadership positions



Women in board positions

The latest survey of CME members has shown a significant increase in women representing companies at the board level. The proportion of women in board positions has risen by 8.4 percentage points from 2021 to 2023, from 24.4 per cent to 32.8 per cent, almost doubling the growth rate of the previous period (2019-2021, 4.4 per cent). This is consistent with the global acceleration of women's participation rate in the resources sector as a whole.

Women's participation as managers

Women's representation at management level is also increased by 2.8 percentage points in the latest survey, from 20.7 per cent in 2021 to 23.5 per cent in 2023. This reverses a downward movement in 2019-2021 from 22 per cent to 20.7 per cent.

This shows that while there is still considerable work to do to achieve gender parity in leadership roles in the WA resources sector, the current trajectory of growth in diversification evidences the effective impact that gender-positive policies and initiatives are having upon women's participation at the board, executive and management levels.

The 2023 survey shows a significant increase of women in Board and management positions: management positions increased from 20.7 per cent in 2021 to 23.5 per cent in 2023; Board roles increased by 24.4 per cent to 32.8 per cent in 2023. This will drive even further inclusion and retention of women in the resources industry.

Josie Fourie

Head of Wells for Woodside Energy

Winner of the 2024 Outstanding Woman in Resources Award

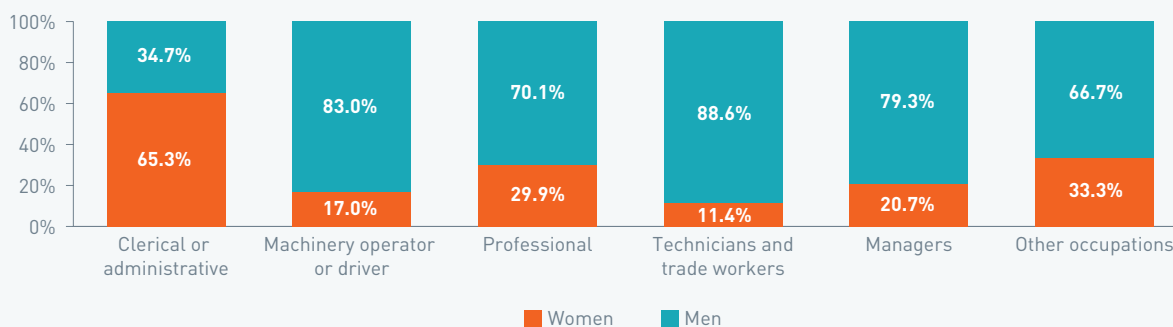


“For me, inclusion means that all voices can be heard and each person is able to work to the best of their ability. My own experience has made me realise that one of the most important aspects of leadership is to create an environment that allows as many different people as possible to succeed. I have seen how diverse teams tend to perform better due to the creativity and alternative perspectives that naturally come from a wider range of people. Diverse teams where everyone can contribute will be essential if we are to successfully navigate our industry through the energy transition.

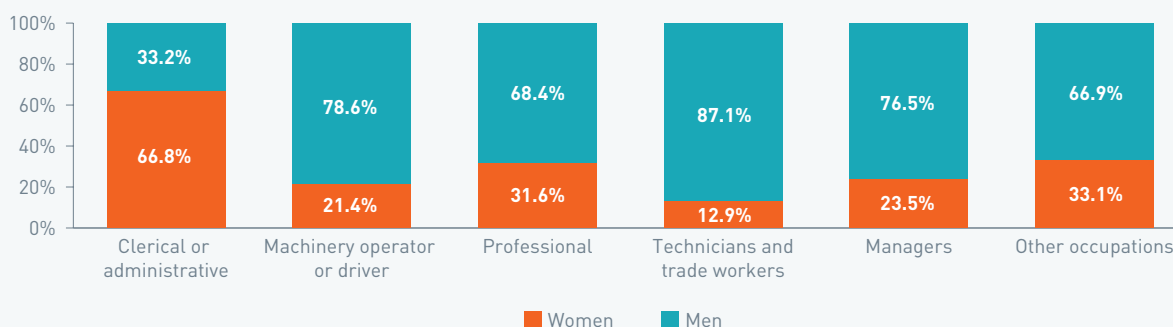
Occupations held by women in the Western Australian resources sector

The following graphs show the breakdown of occupations according to gender. The proportion of women Machinery Operators and Drivers has grown significantly over the past two years from 17 per cent to 21.4 per cent, women as Professionals has grown from 29.9 per cent to 31.6 per cent, Technicians and Trade Workers has grown from 11.4 per cent to 12.9 per cent, and women as Managers has grown from 20.7 per cent to 23.5 per cent. Apart from other occupations, women's participation has grown across the whole spectrum of occupations in the resources sector in the last two years.

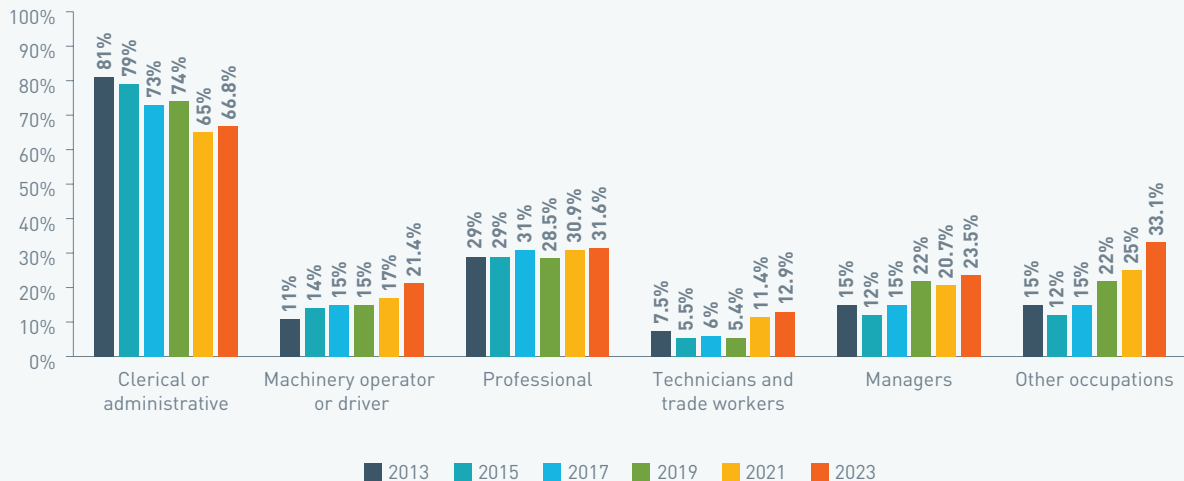
Occupation by gender (2021)



Occupation by gender (2023)

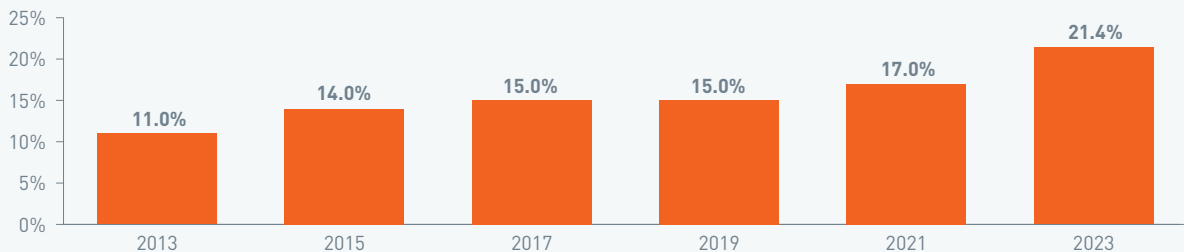


Women's occupations over time



The growth in women's representation as machinery operators and drivers is particularly noteworthy, increasing 4.4 percentage points (from 17 per cent in 2021 to 21.4% in 2023), almost doubling the growth rate of the previous survey in 2021 (2.3 per cent). The steady and accelerating increase of women's participation in a variety of roles across the resources sector workforce demonstrates that the initiatives rolled out in recent years to increase awareness of the viable career pathways for women in the industry are bearing significant and productive results.

Women's participation as machinery operators and drivers



Evelyn Ng

Group Manager Materials and Innovation, Callidus Group
Winner of the 2024 Women in Resources Technological Innovation Award



I am honoured to receive the WIRA for Technological Innovation. This recognition highlights the undeniable importance of diversity and inclusion in propelling innovation and excellence in the resources sector. By embracing diverse perspectives, the resource sector fosters a more inclusive environment and unlocks new opportunities for growth and development. It challenges us to understand a problem or challenge from different angles, enhances knowledge, and drives progress. This understanding also allows us to connect more meaningfully, strengthening relationships and fostering empathy. It is inspiring to see our sector championing these values, and I am deeply proud to be part of an industry that recognises the value of diversity and inclusion and strives to create a more equitable future for all.



Courtesy of Mineral Resources Limited

How the Western Australian resources sector is supporting women's participation

Inspire Program – Mineral Resources Limited (MinRes)

The Inspire Program launched in August 2022 as a career resiliency program designed for aspiring and emerging female leaders. It encompasses six full-day career resiliency workshops spanning a period of six months. Each workshop focuses on topics such as personal branding, career currency and cultivating professional networks. MinRes executives and Hon Julie Bishop are invited to share their career journeys, offering guidance and insights.

Following the initial pilot program, 33 per cent of the 14 participants were promoted to leadership positions within six months of the program's conclusion. Female workforce participation at MinRes increased from 17.4 per cent in FY21 to 22.2 per cent in FY23. Additionally, the representation of female managers has grown significantly since FY21, growing from 8.5 per cent to 15.1 per cent in FY23. Furthermore, in FY23, female promotions represented 26 per cent of all internal promotions during the reporting period, a 3 per cent increase from the previous year.

Since the program's commencement in August 2022, it has successfully delivered five cohorts, benefiting a total of 69 MinRes employees, with an 88 per cent employee retention rate following program completion. Originally designed for aspiring and emerging female leaders, the Inspire program has since expanded to include a mixed-gender cohort, aiming to provide career resilience and leadership development opportunities to both female and male aspiring leaders.



In 2024, MinRes will continue to deliver the program, with two cohorts commencing in January 2024. To improve female representation in leadership roles at site, one cohort has been specifically tailored to support aspiring and emerging female leaders based on site. 16 on-site female operators are participating in this cohort, alongside 17 mixed-gender professionals based at the head office who are participating in the mixed-gender cohort.

The Inspire Program has also branched out to include professional mentoring circles for female managers and executives led by Hon Julie Bishop. The sessions are delivered over lunch at MinRes HQ in small groups and are 90 minutes in duration. Participants receive valuable career and professional guidance as Julie generously shares her expertise and experiences with the group. The program has since expanded to include mixed-gender sessions led by Mark McGowan. The program will continue to evolve as the gender disparity landscape changes to continue driving meaningful change.

“ Being involved in the Inspire Program gave me the opportunity to dedicate time to my personal and professional development in a safe, respectful, and open environment. The structured program allowed for participants to collaborate and strengthen their networks while equipping us with practical tools to become dynamic and trusted leaders. This program brings benefits, just through the act of gathering with motivated, like-minded peers under the guidance of a professional holds so much value. With the pace of MinRes, and industry growth, I took away many useful tools to use amongst our workgroups.

“ I can confidently say that participating in the MinRes Inspire Program was a profoundly positive experience for me. Bringing together a diverse group of talented women in leadership roles from various parts of our organisation provided invaluable support for our personal and professional growth. Programs like this have a significant impact, not just on individuals, but on the business and the wider industry. When women are supported and empowered to become better, stronger, and more authentic leaders, it contributes to a more diverse and inclusive workplace. This leads to better decision-making, increased innovation, and improved business performance. Ultimately, it benefits the entire industry by setting a higher standard for leadership and fostering a culture of equality and opportunity.

Thriving Futures Early Childhood Education and Care Program – BHP

The critical shortage of available Early Childhood Education and Care (ECEC) in regional communities has consistently been identified as a constraint in attracting and retaining residential staff in the Pilbara.

In addition to continuing the nationally recognised Thriving Futures partnership with Child Australia, creating, and upskilling educators and improving the quality and availability of ECEC services in our regions, BHP has recently entered into a new five-year partnership with YMCA WA to ease the strain, and set a new standard for childcare in the region.

The new partnership will see BHP continue to invest in ECEC across regional WA in the years to come, to help make a difference to families in regional towns like Newman and Port Hedland.

The new partnership will support the Newman YMCA WA Early Learning Centre (ELC) to recruit additional staff through financial incentives and residential housing with the aim to triple their enrolments by February 2024. In Port Hedland, through additional support from Thriving Futures, funding will be provided to the Hedland YMCA WA ELC to increase their enrolments to the maximum capacity and reduce their reliance on temporary staff.

The YMCA WA team will leverage BHP's partnership with the Child Australia Thriving Futures program for support with recruitment strategies and workforce development in both Hedland and Newman. The Thriving Futures program works to improve outcomes for children by recruiting, training, and focusing on retaining a qualified, sustainable early-learning workforce. The initiative is also strengthening professional practices giving children access to high quality early learning opportunities.

In addition to the workforce stream, Thriving Futures will continue to offer the Educator Recognition Program (ERP). The ERP is a comprehensive initiative designed to elevate the professional status of the ECEC workforce, who play a pivotal role in nurturing and educating children.

The YMCA ECEC initiative is just one of many initiatives supported by BHP to address the lack of availability of ECEC in regional WA. In FY2023, BHP's total community development expenditure in WA was \$518.1 million and while the numbers are significant, it's the outcomes to the community that matter most.

Courtesy of BHP



Journey to become an endorsed Menopause Friendly Employer – AngloGold Ashanti Australia



In August 2023 AngloGold Ashanti Australia (AGAA) partnered with Menopause Friendly Australia and committed to becoming a Menopause Friendly Employer. Beginning this journey is another step in AGAA's ongoing commitment to creating an inclusive workplace that is physically and psychologically safe for all, where everyone can thrive.

AGAA believes that valuing its people means providing them with the right support through all stages of life. From a global study, 83 per cent of women reported lost productivity due to menopause, while 67 per cent have reported a concern about the impact menopause has had on their mental health. Furthermore, menopause contributes to the gender pay

gap and reduces the representation of women in leadership with women retiring 7.4 years earlier than men, often at the height of their careers, due to menopause. As there are more people experiencing menopause at work than ever before, it is important that the right awareness, education, and support is in place. Talking about menopause openly supports an inclusive, diverse culture focused on equity, health, safety, and performance.

On 18 October 2023, in recognition of World Menopause Day, AGAA announced three new ways it is supporting people affected by menopause – whether they are experiencing the effects of peri or post menopause directly, or indirectly by supporting a loved one or team member. The company launched:

- The AGAA Menopause, Menstruation, and Assisted Reproductive Treatment (ART) Guideline;
- A Menopause Page on the company intranet – full of resources and information about menopause; and
- The Menopause Café – a private communication channel for employees to support each other and share experiences and resources.

AGAA's Menopause, Menstruation, and ART Guideline provides guidance and support to employees and their leaders to assist employees balancing menopause symptoms, menstrual disorders, or ART needs at work. A range of supports are available including flexible work arrangements, paid leave, informative resources, space to share stories and seek peer support, and access to personal care items.

When it comes to menopause, menstruation, and ART, AGAA wants to be a safe place for people to have simple, respectful conversations with their leaders – and for leaders to be given guidance on how to support their employees. AGAA is on their journey towards becoming endorsed as a Menopause Friendly employer and will continue working to build awareness and reduce stigma around menopause in the workplace in 2024 and beyond.

Charmaine Hill

Accounts Payable Officer, AngloGold Ashanti Australia



One thing I never expected when facing surgically induced menopause and highly appreciated, was that my workplace gave my partner and I better resources to understand the journey ahead for both of us as a couple, more so than a GP did.



Monadelphous Crane Operations Pathway Traineeship Program

2024 WIRA Winner: Outstanding Company Initiative

When Lorna Rechichi assumed the role of Monadelphous' inaugural operational General Manager for the 'Heavy Lift' portfolio in 2021, she quickly recognised the glaring lack of female representation in the craneage and heavy hauling sector.

Later that year, the Heavy Lift team launched the Monadelphous Crane Operations Pathway Traineeship Program – a 36-month initiative designed to equip female and Indigenous trainees with the skills needed to qualify as crane operators. Successful completion of the program culminates in participants receiving nationally recognised qualifications and securing permanent full-time positions within our Heavy Lift business.

The program includes dedicated on-site coordinators responsible for overseeing its execution and providing ongoing support to participants. Female and Indigenous mentors offer additional guidance, while the Recruitment team ensures continued assistance throughout the journey. Trainees undergo hands-on training at Solomon, Eliwana, and our Port Hedland operations, immersing themselves in real-world environments alongside our operational team.

Beyond its immediate impact, the program's adaptability renders it transferable to other industries, offering a blueprint for addressing skill shortages and fostering diversity – an initiative rooted in Monadelphous' Gender Diversity and Inclusion Plan 2021-2024.

Central to our Gender Diversity and Inclusion Strategy is the removal of barriers hindering women from pursuing trade qualified roles. The program was conceived to attract, employ, and support female candidates, aiming to bolster the number of skilled and qualified females in the industry.

Upon completion, participants obtain nationally recognised RI and C1 licenses, enabling them to perform intermediate-level rigging and operate mobile cranes up to 100 tonnes – a qualification aligned with the Crane Industry Council of Australia (CICA) traineeship for a Certificate III in Mobile Crane Operations. Rigorous training, including dogging and rigging basic courses, alongside Verification of Competency (VOCs), prepares trainees for onsite work.

From the outset, trainees are hired as permanent full-time employees within our specialised Heavy Lift business, offering job security. The program's individualised approach includes tailored crew assignments, rosters, and work locations, with two mentors providing personalised support and guidance throughout.

Strategically designed, the program encompasses comprehensive recruitment, training, and skill development processes, linking wage progression to High-Risk Work licence achievements to incentivise trainees. Key performance indicators (KPIs) focus on training completion, retention rates, and wage progression, underscoring the program's success in bolstering women's and Indigenous representation while expanding the talent pool in an underserved sector.

The Monadelphous Crane Operations Pathway Traineeship has significantly influenced the composition of our workforce and has been instrumental in driving cultural transformation.

Luke Thompson

Fixed Plant Coordinator, Monadelphous



It's been incredibly rewarding to watch the growth of the Trainees for the last 18 months. The investment of our onsite teams to see the Trainees grow and succeed has been very inspiring to see and experience.



It is rewarding seeing the Trainees progress throughout their plans and overcome their fears. Being part of the journey to mentor these individuals and watch them progress their careers has been incredibly rewarding.

Brittany Sanger

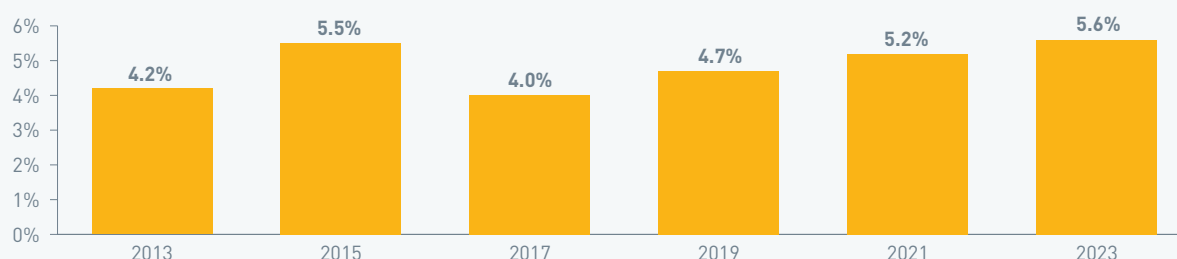
Mobilisation Coordinator, Monadelphous



Aboriginal and Torres Strait Islander peoples' participation

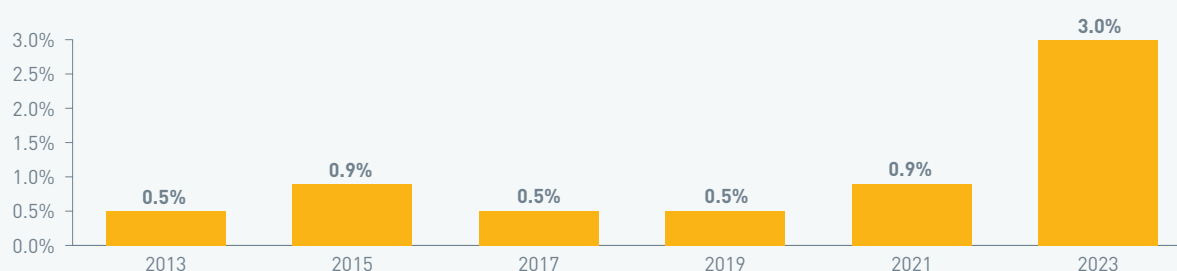
The participation of Aboriginal and Torres Strait Islander peoples is developing in a positive direction. Over the past ten years, participation has grown by 1.5 per cent from 4.1 per cent in 2013 to 5.6 per cent in 2023. Since 2021, participation has grown by 0.4 per cent from 5.2 per cent to 5.6 per cent in 2023. This represents 948 real jobs. The 5.6 per cent participation rate may be compared to the population of Aboriginal and Torres Strait Islander peoples in WA of 3.3 per cent²⁶ and the national resources sector participation rate of 3.7 per cent.²⁷

Aboriginal and Torres Strait Islander Peoples' participation over time



3 per cent of management positions are held by Aboriginal and Torres Strait Islander peoples according to the 2023 survey. This signals significant growth in comparison to prior figures of 0.9 per cent in 2021 and 0.5 per cent in both 2019 and 2017. 69 per cent of companies reported having in place policies to specifically address Indigenous diversity and inclusion. These policies are evidently having some impact on participation, particularly in terms of the marked growth in participation at the management level.

Aboriginal and Torres Strait Islander Peoples' in management roles



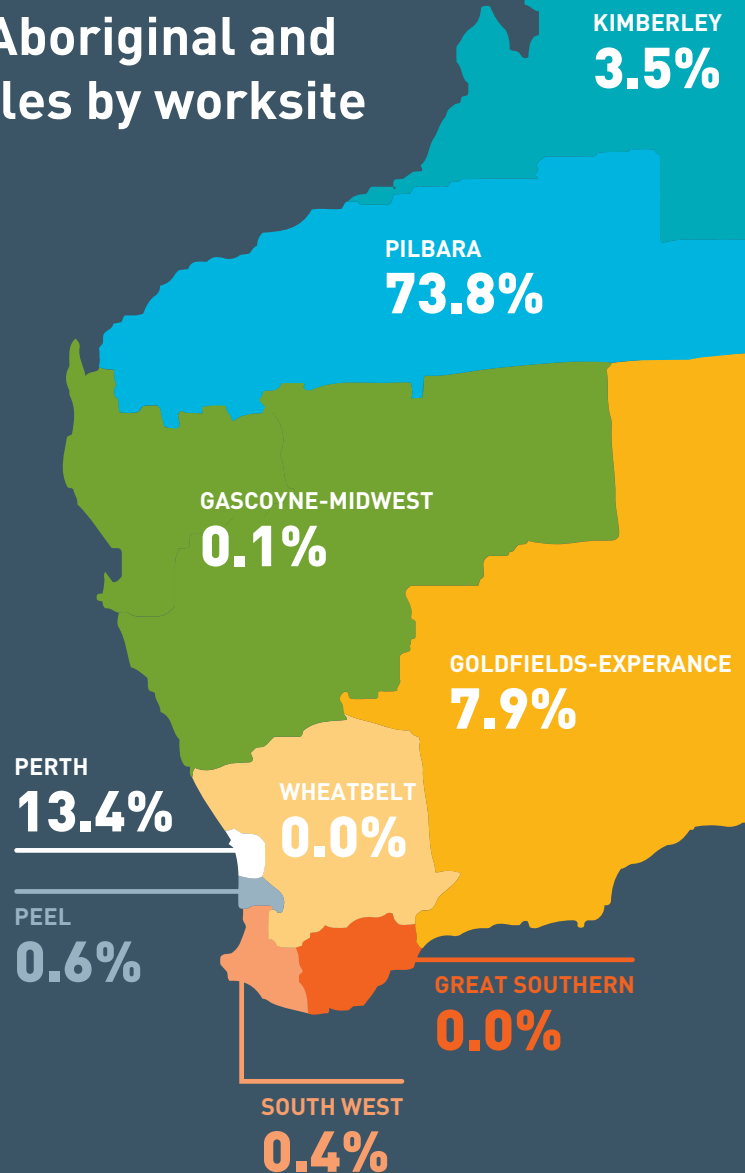
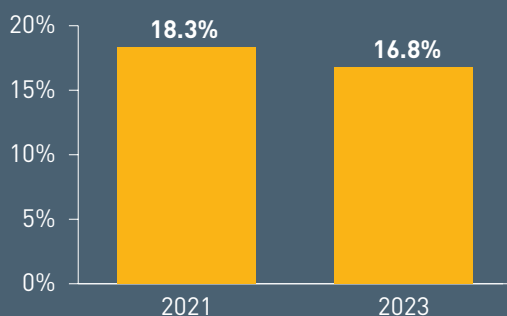
The 2023 survey shows a significant increase of Aboriginal and Torres Strait Islander peoples in management positions from 0.9% in 2021 to 3% in 2023. This will likely contribute to greater inclusion of Aboriginal and Torres Strait Islander peoples in the resources industry, as more Aboriginal and Torres Strait Islander peoples move into leadership positions and assume an active role in fostering the company culture.

²⁶ ABS Census 2021

²⁷ *Australia's National Resources Workforce Strategy*: https://www.industry.gov.au/sites/default/files/2021-02/australias_national_resources_workforce_strategy.pdf

Geographic distribution of Aboriginal and Torres Strait Islander peoples by worksite

Aboriginal and Torres Strait Islander trainees/apprentices in the WA resources sector



Although the participation of Aboriginal and Torres Strait Islander trainees/apprentices in the WA resources sector has declined marginally by 1.5 per cent, this needs to be put in the broader context of a general decline in apprenticeship and traineeship activity in WA that occurred from 2022-2023. The National Centre for Vocational Education Research (NCVER) reports that from September 2022 to September 2023 overall apprenticeship and traineeship training numbers in WA dropped by 8.3 per cent, in comparison to which the decline in Aboriginal and Torres Strait Islander trainees/apprentices in the WA resources sector of 1.5 per cent is relatively slight.²⁸

²⁸ *Apprentices and trainees 2023: September quarter* [ncver.edu.au]



Courtesy of Monadelphous

How the WA resources sector is supporting Aboriginal and Torres Strait Islander peoples

Monadelphous/Rio Tinto Indigenous Pathways Program

The Indigenous Pathways Program (IPP), a collaboration between Monadelphous and Rio Tinto, is dedicated to fostering long-term, sustainable employment opportunities for Indigenous peoples in Western Australia. With a focus on increasing the number of skilled and qualified Indigenous individuals in the workforce, the program offers upskilling and development, whilst mentoring participants through the process.

By attracting, employing and training selected candidates, the program aligns with our Reconciliation Action Plan commitment and supports Rio Tinto's efforts to empower Indigenous communities. Since its inception in August 2021, the program has provided various avenues for participation, including trade Apprenticeships, Traineeships and Cadet programs for tertiary students. Additionally, existing staff have the opportunity to engage as mentors, sharing their expertise and contributing to the program's overarching goal of delivering positive outcomes for Indigenous people in Western Australia.

Governed by a Steering Committee with Monadelphous, Rio Tinto representatives, and an independent Noongar/Balladong elder chair, the program is supported by a dedicated project team overseeing mentoring, financial management, recruitment and training coordination. Internal champions and external partners refer prospective participants to the program, where support takes several forms.

Trainees and Apprentices become full-time Monadelphous employees, with all training costs covered by the program. Potential participants work with the project team to identify their career goals, then enrol in accredited VET training courses through Registered Training Organisations (RTOs). Each participant receives dedicated mentoring and support from mentors, with regular check-ins and ongoing guidance.

The IPP offers a hybrid learning and working experience, providing real-world industry experience while candidates work towards qualifications. Options include Business and Administration or IT qualifications. Participants receive full wages, allowances, and leave entitlements, with location assignments tailored to individual preferences. The IPP team manages scheduling, course fees, and travel arrangements, ensuring ongoing mentorship and support throughout the program.

Trainees gain hands-on experience over 12-24 months, with support for training costs and wages covered by the program. Feedback from line managers and trainees allows for tailored experiences, such as obtaining additional licenses or tickets relevant to their roles. The program has already seen one Cadet and seven Trainees successfully complete their qualifications, with six remaining in full-time employment at Monadelphous. Another trainee is expected to complete their qualification in 2024, demonstrating the program's effectiveness in facilitating career progression and retention.

Due to the success of the program over the past three years our program partner, the Pathways Program Steering Committee has agreed to provide financial support for the program for at least a further 12 months. Our second Acknowledgement Event, celebrating the success of our participants and recognising those who have recently completed training, will occur in the middle of 2024. Plans for the program include the identification and onboarding of further participants, to maintain momentum over 2024 and beyond.



I am passionate about people having the opportunity to develop and this is one of those opportunities. If we can build Aboriginal capability, if we can build skills and provide opportunities that did not exist before I think we are all better off. You just have to look at the faces and meet some of the people that have been through the program, see the excitement on their faces, see what they are doing now and what they are talking about for the future, and you get a real sense that we are doing something special here and that we are making a difference.

Member of the Steering Committee



Being a mentor with the Indigenous Pathways Program has been a particularly rewarding experience. I have met some terrific people, and, over time, we have built solid relationships based upon mutual respect and trust. I have assisted the participants to access relevant training and development programs and helped them to navigate their way through the requirements of their individual training commitments. I have also had the opportunity to support the participants as they have dealt with a range of work and non-work-related issues.

Mentor



The program has helped me a lot. I have found new ways to upskill myself and I have also found new techniques to be a good leader and mentor. I have been able to put these techniques and skills to good use in the workplace.

Trainee Certificate IV in Leadership and Mentoring



When I was first asked about joining the Indigenous Pathways Program, I was pretty excited as it was something that I was interested in, which was Crane Operations. I jumped on board straight away and it has been awesome.

Trainee Certificate III in Mobile Crane Operations



One thing I really like about the program is that it has given me the opportunity to pass on my knowledge and industry experience to the next generation, and I think that is an invaluable thing.

Trainee Certificate IV in Training and Assessment

How the WA resources sector is driving diversity and inclusion

Respectful Workplaces – Gold Fields Australia

In 2022, Gold Fields Australia (GFA) embarked on a comprehensive self-assessment of organisational culture, to proactively uphold GFA's corporate values and purpose, and meet increasing regulatory and social expectations to foster a safe, inclusive workplace, for people of all genders and diversities.

Recognising that complex issues require multi-faceted solutions, five major themes were identified, comprising an end-to-end pathway to improving workplace respect, ranging from harm-prevention through to the introduction of trauma-informed practices for dealing with investigations. The themes were: leadership capability, employee education, physical site improvements, better communications and alignment with business partners.

Gold Fields' Respectful Workplaces #listen Programme was developed within this context and designed to be:

- Primary prevention, focussed on preventing harm before it occurs.
- Leader-led: to normalise and encourage respectful behaviours at the highest level and as a topic of everyday conversation.
- Modular and conversational: to foster regular, business-as-usual interactions, build positive social capital and create an environment of psychological safety and trust through regular practice.
- Visible: through the continual focus and communication of site and work environment improvements that enhance safety and wellbeing.

Through these elements, GFA believes it is on the journey towards meeting a positive duty to provide a safe workplace, free from discrimination and harassment, as well as the continuing intersection of legal and community obligations to create physically and psychologically positive workplaces.

While the behavioural and attitudinal changes required at an organisational and wider societal level will take time, another effective early predictor of success is in the appetite of others to collaborate with us to expand the reach of the programme and ensure a shared language and approach.

In this respect GFA has also commenced a partnership with the WA State Government to pilot the Respect in Mining program.

Programs like Respectful Workplaces #listen acknowledge that a primary prevention, behaviour change-based approach can be a successful intervention in building positive social capital and preventing harm before it occurs.

Working with business partners, industry groups and the WA State Government, GFA's hope is that through collaborative practice, we can normalise conversations about what a safe workplace looks like and can all be participants in creating healthy and respectful environments. Through partnership with the WA State Government, GFA also hopes to develop an evidence-base for this approach, to support its further roll out into the resources and potentially other industries.



I just wanted to reach out and say I thoroughly enjoyed your talk about a respectful workplace. By far the best talk we had over the course of the 2 days. I learnt a lot. Initiatives like the respectful workplace campaign make me proud to be part of the Gold Fields team.



Be An Upstander – Chevron Australia

Chevron Australia has a vision for a workplace where safe, respectful and inclusive behaviours are deeply ingrained in the company culture. Employees should feel safe to be their authentic selves, without being subject to the behaviours that can affect mental and physical wellbeing, as well as performance. The leadership is committed to taking action to address inappropriate behaviour and providing a safe, respectful and inclusive workplace that is free from bullying, harassment and discrimination. This commitment is guided by the Chevron Way Values, that define the company's culture, guide its work and inspire its people.

Having honest conversations about bullying, discrimination, or harassment can be difficult, but is the first step towards changing the workplace for the better. To support this and help effect change, *Be An Upstander* was conceptualised, developed and launched in 2021. This immersive learning program helps participants recognise and respond to inappropriate and harmful behaviours when they see or undergo them.

An Upstander is someone willing to say or do something to address or prevent offensive, inappropriate or discriminatory behaviour. They can recognise when someone has been hurt by these behaviours and take steps to help or provide support. They have the courage to actively stand up for what is right in the workplace.

Be An Upstander is leader-led and consists of blended learning strategies in an interactive, theatre-style setting. What makes the program unique is that the scenarios portrayed by professional actors are scripted directly from employee feedback and based on lived experiences at Chevron. While occasionally confronting, the aim is to make it real for everyone who participates. *Be An Upstander* creates a safe space for people to share their personal stories of witnessing or taking action against inappropriate behaviours. It equips participants to identify those behaviours when they occur, as well as strategies to address them safely and effectively.

While participation was initially voluntary, the program's effectiveness has since seen it incorporated into Chevron's required training schedule. Not suitable as a virtual program, in 2023 *Be An Upstander* went 'on the road' to the Wheatstone workforce in Onslow. To date, more than 2,300 people have participated in the program.

The *Be An Upstander* program is a key contributor to establishing and upholding a safe, respectful and inclusive workplace, one where inappropriate and harmful behaviours have no place and everyone feels able to bring their whole and best selves every day.

Creating safe and inclusive workplaces for everyone: offshore drilling operations – Woodside Energy

Since 2021, Woodside has made a concerted effort to build a safer, more inclusive workplace on the offshore drill rigs. Two focus areas have been ensuring women and culturally diverse personnel feel more comfortable and included.

Following a thorough review, various changes have been made. These include dedicating space for prayer rooms, women-only bathrooms and accommodation cabins and providing free sanitary products.

Through collaboration with contract partners and employees, behavioural expectations on respect and inclusion have been reinforced. This has been done through onboarding and induction processes, signs and symbols, toolbox talks and training. A speak up culture has been encouraged to ensure concerns are dealt with quickly and continuous improvements can be made.

The safe operation of offshore drilling rigs requires the management of complex risks and the contribution of all team members. Head of Wells for Woodside Energy – and 2024 WIRA winner – Josie Fourie, says she fundamentally believes inclusion improves safety.

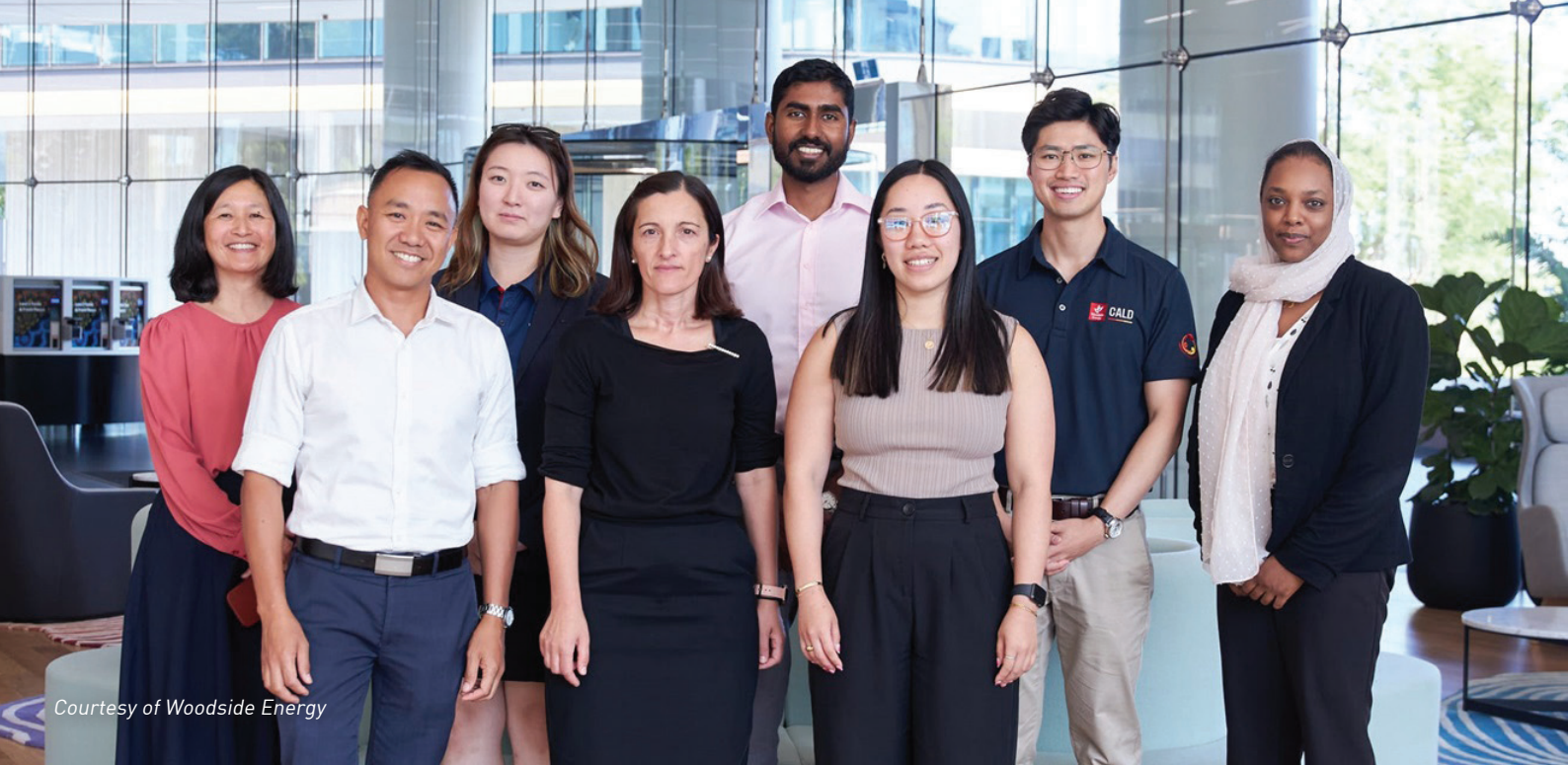
Josie Fourie

Head of Wells for Woodside Energy

Winner of the 2024 Outstanding Woman in Resources Award



Inclusion improves the experience of people like me and many others. If you feel included, you can concentrate more easily on getting on with the job. People are more able to participate in job planning, identifying risks and speaking up when they need to stop a job or ask questions. This is what makes the environment safer. I am committed to creating a safe and inclusive workplace for all our people.



Courtesy of Woodside Energy

Expanding diversity and inclusion in the Western Australian resources sector

Cultural and racial diversity

Anti-Racism and Cultural Respect – Woodside Energy

In 2022, Woodside increased effort to build understanding and appreciation of cultural diversity, and to look further at racial and ethnic diversity and barriers to inclusion globally.

In 2023, Woodside captured their commitment and efforts towards improving cultural, racial and ethnic diversity with a global model for Anti-Racism and Cultural Respect. The full model is available at www.woodside.com/sustainability/social/people-and-culture. Woodside envisions a company where, at all job levels, there is fair representation of the communities in which they operate. Progress will be made by embedding anti-racism measures into workplace practices, implementing equity-based initiatives, and encouraging respect for cultural expression.

The key pillars to the model are:

- Respectful behaviours
- Equitable access to opportunity
- Informed allies
- Representation
- Felt experiences

For these diversity focused areas, Woodside has three active Employee Impact Groups (EIG) who support employees through advocacy, education and community. They also work closely with the Human Resources team to provide feedback and insights to company processes and policies that impact employee experience.

In Australia and other global locations, the Cultural and Linguistic Diversity (CALD) and Employees Beyond Race (EmBRace) Employee Impact Groups focus on cultural, racial and ethnic diversity, and the Woodside Reconciliation Community (WRC) focus on reconciliation related efforts between Indigenous and non-Indigenous Australians.

Rey Jr Rombawa

Strategic Advisor and CALD Co-Chair, Woodside Energy



Having a public documented model for anti-racism and cultural respect is a powerful way to communicate, both externally and internally, Woodside's commitment to inclusion and equity. It has allowed CALD to directly connect to the company's stated goals and feel confident that our efforts are highly valued by the leadership team. Our workforce-facing activities have become a visible way for our leaders to demonstrate their commitment to these goals as well.

Brendan Charlton

Operations Process Owner Team Lead and WRC Co-Chair, Woodside Energy



Woodside is an industry leader in creating an inclusive and diverse workplace for all employees, and this is evident in the development of this model and commitment from our leaders. It's amazing to see people from a range of cultural and racial backgrounds from across the company globally, able to share their views to develop a model that supports diverse groups to have equitable opportunities at Woodside. Knowing that our senior leaders and HR teams are committed to these pillars makes this model so powerful and supports the WRC committee to align our efforts.

Jocelyn Edwards

Principal Internal Auditor and EmBRace Co-Chair, Woodside Energy



Seeing a global commitment to anti-racism which is then reinforced in our region with locally appropriate initiatives that employees have been involved in developing ensures we know Woodside is truly committed to improvement.



Courtesy of AngloGold Ashanti Australia

LGBTQIA+

Our Pride @ AGAA – update on 2022 case study

The **Our Pride @ AGAA** LGBTQIA+ Employee Resource Group has continued to promote a culture of inclusion at AngloGold Ashanti Australia (AGAA) since its creation in 2021, building connections between people both within, and outside of the LGBTQIA+ community.

Open to all employees and site business partners, **Our Pride @ AGAA** Allies are trained and empowered to serve as a visible, trusted source of support for the LGBTQIA+ community, as well as engaging in positive conversations and behaviours regarding dignity, respect, inclusion, and diversity throughout the AGAA workplaces.

Visible symbols play an important part in the culture of inclusion, with the celebration of days of significance and the **Our Pride @ AGAA** rainbow lion proudly displayed on pins, posters and the ever popular purple high-vis shirts. Originally a once-off offering in support of Wear it Purple Day, the purple shirts have remained an enduring symbol of support and inclusion and have become a standard option available for employees to order. More than 480 shirts have been ordered to date.

The support that **Our Pride @ AGAA** provides to the LGBTQIA+ community extends beyond AGAA workplaces. AGAA has supported the Pride Professionals Mentoring program, providing mentors and sponsoring mentees, as well as becoming a Gold sponsor for the program for 2023, 2024 and 2025. In recognition of IDAHOBIT (International Day Against Homophobia, Biphobia and Transphobia), AGAA employees also raised funds for the Perth Inner City Youth Service.

Rodney Berrell

Senior Exploration Geologist, AngloGold Ashanti Australia



To me, everybody must be treated with Respect and Dignity. Furthermore, it is paramount that people feel safe and included in their work environment. The work we are doing through the OurPride Network is creating a real difference, where everyone is an ally.

Pride in Resources (PiR)

PiR is a dedicated group of advocates in the resources industry, committed to promoting diversity and inclusion in Western Australia in relation to LGBTQIA+ issues. Their aim is to collaborate, share ideas and create a safe and inclusive space for everyone in the resources community.

The official launch party of PiR was held on Friday 17 May 2024, to coincide with International Day Against Homophobia, Biphobia and Transphobia and anniversary of the World Health Organisation's removal of homosexuality from the Classification of Diseases in 1990.

PiR's mission is to create a safe, supportive, and empowering environment for all individuals within the resources industry, regardless of their sexual orientation, gender identity or expression. By championing LGBTQIA+ advocacy and fostering best practices, the group seeks to drive meaningful change and set a new standard for inclusivity within our industry. PiR proposes that diversity is not just a metric to be achieved but a source of strength and innovation that can propel our industry forward.

The group is composed of industry leaders from BHP, Fortescue, Newmont, AngloGold Ashanti Australia, Goldfields Australia, Rio Tinto, Alcoa, Eagle, CME and Perth Mint, whose involvement and commitment have been instrumental in driving initiatives forward.

An industry-led initiative with the support of CME, the group is in the process of finalising its governance structure, and will establish a strategic plan and working groups to progress work on initiatives and resources designed to facilitate and enhance inclusivity of gender diverse individuals across the resources industry.



Neurodiversity

Rio Tinto Iron Ore's (RTIO) Neuro Inclusion Pilot

RTIO's Neuro Inclusion Pilot brings new perspectives to complex business challenges, especially in the fields of computing and data science. Industry increasingly needs to seek out new capabilities and include diverse ways of thinking to help solve these problems.

To help address these challenges, RTIO launched the Neuro Inclusion Pilot in January 2023, focused on hiring interns with Autism Spectrum Disorder. People with autism are more likely than neurotypical people to be logical and data-driven, recognise patterns and details others may miss, remain highly focused, and be creative and innovative thinkers.

Working with the support of Curtin University and the Australian Computer Society, a number of interns were placed into carefully selected roles in different parts of our business including Rail, Processes & Knowledge Management, Simulation Modelling and Planning. RTIO worked with the Autism Association of Western Australia to train the leaders and their teams to help prepare them for the intern's arrival.

Attracting people with autism required adjustments to the way the company traditionally hires and onboards people, and to accommodate their needs in the physical workplace. For the pilot program real business problems were used during the interview via the channel that best suited them (in person, by phone or via teams).

The internship pilot's initial focus was on an intake of people with autism. Autism is a 'spectrum' disorder, meaning that people present with different traits. However it is common for people with autism to have heightened sensitivity to sensory impacts (i.e. noise or light) and differences in personal engagement styles. As the program was created, these elements were considered and planned for, and RTIO leveraged the experience of industry partners to help.

The program has a strong focus on business outcomes and some immediate highlights we have noted include:

- Reduced algorithm compute time for track maintenance schedule simulation.
- Looking at AI options to remove readback errors from our voice communications.
- Cutting through data sources to drive a single integrated view of our Ports key metrics.

RTIO has engaged with several businesses in Perth which have established Neurodiversity hiring programs, including Bankwest, BHP and Woodside. They have been generously sharing their experiences and learnings so that staff were well prepared for the arrival of the new interns.

This included working with Autism Association of Western Australia to support the upskilling of Rio Tinto teams where interns were placed, to raise their awareness about working with people who have autism, and also raise the awareness within the broader Rio Tinto business community.

Resources that have been specifically created for the business include a "Neuro Inclusion at Rio Tinto" video, "a day in the life" cartoon series, and leader guide.

The results of this program have created a sustainable pathway for neuro diverse hires within the business, greater understanding of neuro inclusion and what it looks like in the business.

Dhiren Patel has autism and for Chetan Sadhana, their manager, this opened up an opportunity to learn and grow professionally and personally.

Chetan Sadhana

Manager

“ *I have learnt skills that are universally applicable and have made me a better person and a better leader. I initially had limited knowledge about autism and didn't fully grasp the broad spectrum of characteristics associated with it, which can vary significantly from one individual to another. Talking directly with Dhiren and other neurodiverse individuals to understand their lived experiences has been a good way to expand my knowledge, and the resources on the Neuroinclusion SharePoint page have been really valuable.*

My team has been welcoming and supportive, and the level of care towards Dhiren has been phenomenal. The support from my direct leaders and leaders within the extended IP team has also been pivotal in setting me and the team up for success.

HR Business Partner Gemma Marriott has worked in Equity, Inclusion and Diversity (EI&D) programs for several years, and this program really stood out for her in terms of innovation.

Gemma Marriott

HR Business Partner

“ *This has really blown me away because [of the] passion and people who want to be involved, and I think that's why we've had so much success so far. We have a lot of people in the business already who have a neuro condition, and this program is educating our leaders and our teams to work with people from all types of backgrounds.*



Courtesy of Rio Tinto



Courtesy of Roy Hill

Veterans and ex-defence members

Veteran Employment Program – Roy Hill

Roy Hill is proud to be supporting men and women who have served and sacrificed for their country, championing a Veteran Employment Program which offers direct employment pathways for veterans and ex-defence members.

Under the guidance and leadership of Executive Chairman, Mrs Gina Rinehart AO, Roy Hill is taking a proactive stance in bringing more veterans into the organisation, as well as advocating for other businesses to do the same.

In a win-win situation, the Veterans Employment Program provides Roy Hill with the diversity of thought and experience that veterans bring, while improving employment outcomes for defence personnel transitioning to civilian life.

This is achieved by providing targeted onboarding and ongoing support, with Roy Hill having established a dedicated senior leadership role supporting veteran employment. The role is filled by a decorated former soldier. Roy Hill representatives attend defence forums, military networking events, and work closely with Working Spirit, the Returned and Services League, the Special Air Service Regiment, Commando Welfare Trust and Soldier On.

Having successfully integrated veterans into a wide variety of roles, Roy Hill has been recognised as a Veteran Employment Supporter through the Department of Veterans' Affairs (DVA) Veteran Employment Program (VEP). The certification acknowledges Roy Hill for its workplace policies and practices supporting veteran employment.

At the end of FY24 more than 6% of Roy Hill employees are ex-defence – up 2% year on year. The sustained growth of veterans in the business is supported through dedicated entry pathways, location champions, and training and development programs that focus on the growing veteran cohort within the business.

Roy Hill Production Supervisor, Apollo Jones, is one of Roy Hill's many veteran employees. Hailing from a long line of family members to have served in the defence force, Apollo is a keen advocate for what veterans can bring to the workplace.

Apollo Jones

Production Supervisor, Roy Hill



I entered the Army when I was 18 years old – straight out of high school. I joined the 10/27 Battalion Royal South Australia Regiment in 1999 and did my Officer's course in 2000.

Joining Roy Hill in 2020 as a Production Coordinator, I was promoted to Production Supervisor after a year and look after a team of Mineral Processing Operators, and together we make sure the processing plant runs smoothly.

I love leading a team and working together to achieve our goals. We've got a great team who band together. I can't recommend Roy Hill enough as a place to work, my time has been really enjoyable. I have been able to bring my training to a work environment and use the skillset I developed in the Army.

You're building teams, responding to challenges, thinking on your feet. There's so much work satisfaction in an environment that shares the same values as you and, just as importantly, values what you bring to the organisation.

To find out more about opportunities at Roy Hill or other Hancock Prospecting companies, visit www.veterans4jobs.com.au.



Courtesy of Hastings

Inclusive design and architecture

Hastings Technology Metals – Kurrbili Village

Hastings is developing the Yangibana rare earths project in the Gascoyne region of Western Australia. In building its Kurrbili Village at the Yangibana site, Hastings focused on considered design elements to prevent sexual harassment and assault at the remote FIFO site and promote a welcoming and safe environment for residents.

From the start of the project, sexual harassment and assault was identified as a key business risk and given the same importance as all other business risks. A risk treatment plan process was initiated that identified hazards and implemented controls to mitigate risks. These controls were included in the CapEx (capital expenditure) and were considered as part of the budget – not an additional cost. The package manager ensured that controls were incorporated into the village design.

The team worked collaboratively with industry peers from some of the larger miners to understand lessons learned and industry best practice. Broader shared learnings were also gained through active membership of the CME Safe and Respectful Behaviours Working Group.

The Kurrbili Village design was considered carefully to minimise risk and ensure safety is optimised. Design elements including CCTV, duress alarms, lighting and swipe card access to rooms were implemented to optimise safety and remove opportunity for inappropriate interactions.

The tavern and gym were purposefully located to ensure you don't need to pass the tavern to get to the gym or the dining room. This was a key takeaway from peers to reduce inappropriate comments directed at women using the gym.

Hastings has implemented alcohol restrictions with a limit of four mid-strength equivalent drinks per person, per day. This is in line with recommendations from the Enough is Enough report.

An Industrial Relations Management Plan is in place to set expectations on prevention of sexual harassment and assault. All contractors are required to uphold these expectations and a criminal history check is required for anyone coming to site, including all contractors. This ensures a review process is in place to screen out individuals with serious convictions related to sexual offences and assaults.

A gap analysis has been carried out against the Positive Duty Obligations with an action plan developed and implemented to ensure that Hastings continues to provide a safe workplace for all staff.

Hastings has implemented the Lifeline Minders program endorsed by CME and has ensured that these team members are visible at our site and our corporate office. Lifeline's 'Talking About Sexual Harassment' training has been implemented for all employees to empower everyone to speak up and call out unacceptable behaviour.

Hastings has a visible grievance process and whistleblower hotline as an alternate means of raising concerns. They have also implemented a comprehensive Employee Assistance Program (EAP) that offers tailored support for employees and Managers across family advice, legal matters, financial wellbeing, career counselling, nutrition and wellness.

Although it's early days, Hastings can already see the positive impact of measures in place to address the prevention of sexual harassment and assault. A 2023 employee culture survey recorded 96% agreement with the statement 'At Hastings, gender-based harassment and sexual harassment is not tolerated' which was 11 percentage points higher than the Australian benchmark. The statement 'I feel safe while I'm at work' recorded 90% agreement and the statement, 'My workplace is free from sexual harassment' recorded 89% agreement.

It is pleasing to see these positive sentiments early on and it reinforces the rationale for addressing this risk from the beginning. Hastings is confident that when the project ramps up and hundreds of people will be mobilising to Yangibana, they will have the right initiatives in place to support the safety and wellbeing of village residents.

Libby Sudden

Administration Coordinator, Hastings Technology Metals

“ *As a female resident of the Kurrbili Village at Yangibana, I appreciate the consideration that has gone into designing and building a safe and welcoming environment. It's the small things that make a difference like well-lit pathways, extensive CCTV coverage and swipe card access to the rooms. Hastings does a good job of promoting all the resources that are available and we all feel well-supported and at ease.*

It's great to see that resident safety is a priority from the start and the expectations are set before we have hundreds of residents coming to site.





Courtesy of Chevron Australia

Chevron Australia: One The Esplanade

Diversity and inclusion is a Chevron Way value. The aim is to foster a diverse and inclusive workplace that reflects the broader community in which we live and work. When consulted on features to incorporate into Chevron Australia's new headquarters, inclusion was a key aspect that emerged as being of importance to the workforce.

Fast forward to early 2023, and more than 1500 people moved into One The Esplanade, a modern, landmark building that supports Chevron's goal as an inclusive workplace of choice by incorporating a range of features and amenities into its people-focused design.

In every space, thoughtful consideration has been given to supporting a diverse set of requirements and working styles while allowing everyone the freedom to bring their authentic selves to work.

A desire to practically support work-life balance – particularly where there might be a change to normal routine – is reflected in the building's family-friendly facilities. The parent's room is a quiet, restful space for feeding, expressing or nappy changing and features comfortable private seating, ambient lighting and adjustable soundscaping. An ad hoc creche for infants to 12 years can accommodate up to 40 children, with areas to suit different types of play as well as sensory needs and rest times. The creche is available free to the entire workforce for up to 12 hours per week of care per child.

The Drop Zone is a relaxed, multi-purpose space for adults and supervised children featuring comfortable furnishings, a study nook and kitchenette as well as ping pong, foosball and a retro arcade gaming table. The Drop Zone is also home base to a popular STEM-focused school holiday program.

People of all abilities are welcome at One The Esplanade, with accessible features carefully considered and discreetly incorporated into the building's design elements. The auditorium has wheelchair seating and the ability to remove additional seats as required. Further, the seats at the end of each row are subtly wider to accommodate different body types or physical needs, and aisles are generously spaced to allow ease of movement.

Digital signage and meeting room screens can be raised or lowered to support those in wheelchairs or of short stature and braille signage options are incorporated across all floors. Lifts have braille and vocal directions as well as slow door opening, and hearing augmentation is being implemented in all rooms seating more than 10. Any large or heavy doors have been installed as sliders or can be opened by a motion sensor.

Different preferences in how, and where, to work was a key consideration when planning the various places and spaces in which to work and socialise, particularly for those with sensory needs. Soundscaping in work areas helps moderate noise in open plan, as do the provided noise cancelling headphones. Breakout rooms, focus areas, huddle spaces, Brody lounges and a soundproofed library are quiet areas with minimal distraction to allow focus. Artificial lighting is responsive to changing levels of natural light and can mimic natural light on overcast days. Plants are prolific throughout the building for their biophilic properties – just one feature that supports mental and physical wellness. To assist with spatial order and wayfinding, floor layouts are consistent, with clear sight lines to the outdoors to help orientation. Where there are necessary layout differences between floors, digital wayfinding stations provide orientation. Chevron's art program also supports navigation by providing landmarks and focal points throughout the building.

Previously, members of the workforce with faith or prayer needs had to make do with places and spaces that weren't appropriate. While not specific to any particular religion or belief system, the multi-faith room in One The Esplanade provides a quiet and peaceful environment. Accessible ritual washing facilities are a feature of this space.

Toilets and bathrooms were given great consideration, with options to suit all needs. While there are male and female bathrooms on all office floors, to reduce the stress, anxiety and mistreatment experienced by some when accessing gendered bathrooms, all gender facilities are also located on every floor, including within the end of trip facilities. These facilities are also practical for parents – allowing them to accompany a young child of any gender – as well as carers of people with a disability. Doors to accessible toilets are motion sensor operated and these spaces fully comply with accessibility requirements, including a bench for personal items as well as sanitary, continence and sharps disposal. Ambulant toilets with continence disposal are also available on every floor.

During consultations, Chevron's Perth-based workforce expressed a strong desire to ensure a connection with the one-third of staff who work at either the Wheatstone natural gas facility, located in Onslow, or the Gorgon natural gas facility, located on Barrow Island. This is reflected in colours, materials, and textures, but is most strongly represented in the art collection, which features works by artists who visited both remote work locations, capturing their people, landscapes, flora and fauna. While this provides a sense of connection for those in Perth, it also marks a welcome and offers recognition for those who visit One The Esplanade from either asset.

Chevron's new Australian headquarters is grounded in a strong engagement with cultural advisors from the Whadjuk Noongar community, both to acknowledge the important cultural heritage of the location – a trading site for ochre – and ensure cultural safety. A smoking and cleansing ceremony, which took place prior to breaking ground, marked the cultural significance of the site, and came full circle with a smoking ceremony and Welcome to Country at the building's official opening. Smoking ceremonies ensured the cultural safety of certain materials being incorporated into the build, such as timbers from the old Bunbury jetty that were transformed into the reception desk. Chevron's new art collection was specifically curated for the building and features works from multiple Aboriginal artists. Aboriginal room names in the building recognise nearby areas of cultural or local significance.

Chevron's thoughtful yet practical approach to inclusion in design at One The Esplanade tangibly supports a wider commitment to a culture of belonging and inclusion – one that embraces individuality, recognises the benefits of our unique differences and enables all members of the workforce to provide a valuable contribution and reach their full potential.

Embracing the future of diversity and inclusion

The extent of rapid technological and structural change occurring within the Western Australian resources sector means it is at the forefront of innovative workplace practices. This includes approaches to diversity and inclusion. As companies seek to remain competitive in a volatile national and international economic environment, embracing diversity is a critical strategy for utilising the breadth and depth of the global talent pool.

Greater workplace diversity has been shown through research to drive greater productivity and more harmonious and sophisticated workplace cultures, better able to adapt to challenge and change.²⁹ This means it is a critical ingredient of a contemporary, 21st century workplace culture, as the need for higher order thinking and problem-solving is essential for companies seeking to thrive in a rapidly changing and transitioning business and industry context. Diverse and inclusive environments are environments that actively support critical and creative thinking because they bring together a broad spectrum of ideas, attitudes, perspectives, experiences and identities to encourage a multi-faceted and nuanced way of looking at the world, and of approaching the formation of solutions to complex technical and business issues.

The relationship between diversity and inclusion and industry growth and development is integral, and each are both contingent upon the other. The data and case studies in this report demonstrate how the resources industry in Western Australia is pursuing its future evolution and trajectory through the pursuit of ever-greater levels of diversity and inclusion. The industry recognises that there is still much more to be done to make the industry truly representative of the composition of the community. But the story of the last ten years shows how through commitment to the values of a truly diverse and inclusive workplace, and putting in place specific policies and concrete measures to support this commitment, the resources industry has significantly transformed and increased its diversity profile, and the findings of this report specifically show that the speed and extent of this transformation is accelerating and expanding across all areas of the industry, from board roles, to management roles, to machinery operators and drivers.

Given the progress made over the past ten years, and the significant quickening of progress over the past two years, the policies and measures that have been put in place to support enhanced inclusion in the resources sector have driven considerable growth in diversity. This shows the promise of a sector that leads the way when it comes to structural and meaningful inclusion across the broad spectrum of diversity that is the human experience.

29 Increasing diversity in mining: Three years on | McKinsey; [Why The Mining Industry Needs More Women \(forbes.com\)](https://www.forbes.com/sites/mckinsey/2019/03/27/increasing-diversity-in-mining-three-years-on/)



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.



Level 13/225 St Georges Terrace, Perth WA 6000
Locked Bag N984, Perth WA, 6844

Tel: +61 8 9220 8500

Email: chamber@cmewa.com

Website: www.cmewa.com.au