

BHP

Mine closure impacts on women and girls: Applying a social value approach

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Mine closure impacts on women and girls

Planning of mine closure and other transitions:

- Workforce
- Communities

Potential impacts on women and girls from poorly planned transitions:

- Inadequate inclusion in workforce and community transitions and retraining programs
- Exacerbation of inequality in workforce demographics and wage equality
- Increased social, health access and personal safety issues
- Education and health disadvantages
- Flow on impacts on female employment in other industries
- Potential to exacerbate intersectional disadvantage, eg: for indigenous women



Workforce gender balance and inclusion through mine life

Balanced workforce:

- Aspirational goal for gender balance across BHP by 2025
- Targets for indigenous participation reflective of the communities we operate in

Removing barriers & structural inequality

- Balanced hiring and promotion
- Developing pipelines for leadership and technical areas with lower participation
- Apprenticeships and traineeships
- Systematically addressing gender pay inequality

Enabling strategies for inclusion

- Flexible work
- Mentoring and development programs
- Leadership development programs
- Inclusion and respectful behaviours training
- Resilience training and mental wellness strategy
- Inclusion and diversity working groups and support groups



When the workforce is representative of the communities they operate in, they are more aware of the issues and more invested in the outcomes

Applying a Social Value approach to mine closure

What is social value

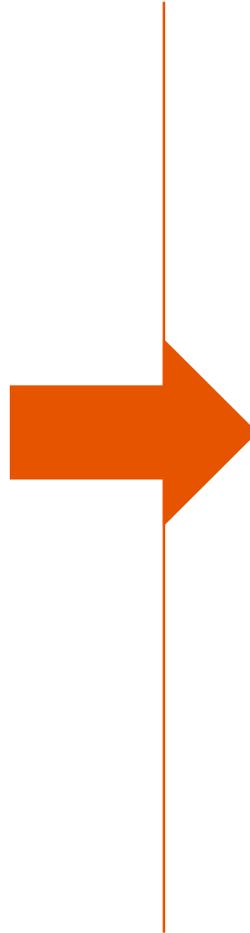
- Social value is an essential precondition to shareholder value
- It is our contribution to society – to our people, partners, shareholders, the economy, the environment and local communities
- By embedding social value into our business processes – we make better business decisions
- We build social value through deep and authentic relationships with local, regional and global stakeholders
- To deliver sustainable financial value, our stakeholders must be ‘better off’ for our presence, beyond the economic contributions we make



How is social value different from social license?

Social license

- Meeting legal, regulatory and ethical requirements
- Maintaining the relationships and achieving the social, economic performance **necessary** to ensure we maintain permission to operate from our stakeholders
- Shorter-term approach
 - Significant focus on social/community investment, to make a contribution to the communities we are part of



Social value

- Beyond legal, regulatory and ethical requirements
- Proactively identifying opportunities to build and strengthen relationships that help create meaningful and long-lasting change, beyond our operations.
- Long-term, more holistic approach
 - Working with others to solve problems and plan for the future
 - Considering the long-term social, environmental and economic outcomes in all decisions and actions

Social Value in Business Decisions

Four Pillars to Consider

HUMAN RIGHTS INCLUSION AND DIVERSITY BHP OF THE FUTURE	WORKFORCE Local employment Indigenous employment female representation health and safety development roles capability culture	Social Value considerations <i>Support inclusion and diversity in our workforce and employment options for communities in which we operate, sustain a workplace culture of care, trust and opportunity</i>
	PROCUREMENT AND SUPPLY CHAIN Local buying Indigenous business procurement local content Impacts on non-mining sectors supply innovation	<i>Create opportunities through our procurement activities and supply chain to support local content, Indigenous procurement and supply innovation</i>
	COMMUNITY & SOCIETY Stakeholder engagement indigenous peoples culture and heritage social issues accommodation & infrastructure quality of life community resilience	<i>Engage openly and collaborate with communities and stakeholder groups to understand their perspectives and consider these in business decisions</i>
	ENVIRONMENT AND CLIMATE CHANGE Greenhouse gases biodiversity water stewardship closure and rehabilitation Climate change resilience waste and hazards other emissions (noise, dust)	<i>Comply with environmental conditions at a minimum while being good environmental stewards. Planning and executing rehabilitation, closure and climate adaptation</i>

Applying Social Value to Mine Closure and Transitions

Key considerations

- Requires collaboration between industry, government and community:
 - Industry and Workforce:
 - Connect people who are involved in closure planning and execution with the purpose
 - Build resilience in the workforce
 - Government:
 - Encourage govts to produce legislation that enables best practice, collaboration and innovation based on social value
 - Community:
 - Establish community consultative groups
 - Ensure consultation groups are representative of the community profile (eg include women, indigenous people, youth)
 - Community investment decisions aligned with longer term mine closure
- Approach to collaboration:
 - Plan for closure early in the mine life cycle and keep these plans live
 - Establish and maintain trust and transparency
 - Set a vision together and co-design post-mining land use and regional economic opportunities
 - Apply innovative thinking and consider future opportunities

Examples: Community Collaboration & Rehabilitation



Examples: Repurposing sites



Examples: Resilience, Retraining and Transitions

BMA, TAFE QUEENSLAND AND CQUNIVERSITY LAUNCH NEW PARTNERSHIP

Published: 12 August 2019

Mining company BHP Mitsubishi Alliance (BMA), TAFE Queensland and CQUniversity Australia today announced a new multi-million dollar skills partnership that will support the introduction of new technology in mining.

The key aim of the partnership – dubbed the Queensland Future Skills Partnership – is to fund and facilitate the fast-tracked development and delivery of new autonomy related qualifications in open-cut mining operations in Queensland.

Minister for Skills and Training Development Shannon Fentiman commended the partners stating the partnership and project is an excellent example of Queensland's public training providers coming together with industry to support new and emerging skill needs impacting Queensland.



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Summary

Key Principles

- Create an inclusive and gender-balanced workforce
- Build resilience and prepare workforce and communities for transitions
- Build trust through transparency
- Collaborate with industry, government and communities to co-design post-mining land uses and economic regional opportunities
- Apply innovative thinking to build social value into the future



BHP

References

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