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

**WORKFORCE**
Local employment | Indigenous employment | female representation
health and safety | development roles | capability | culture

**PROCUREMENT AND SUPPLY CHAIN**
Local buying | Indigenous business procurement | local content
Impacts on non-mining sectors | supply innovation

**COMMUNITY & SOCIETY**
Stakeholder engagement | indigenous peoples culture and heritage | social issues | accommodation & infrastructure | quality of life | community resilience

**ENVIRONMENT AND CLIMATE CHANGE**
Greenhouse gases | biodiversity | water stewardship | closure and rehabilitation
Climate change resilience | waste and hazards | other emissions (noise, dust)

**Social Value considerations**
- **Workforce**: 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.
- **Procurement and Supply Chain**: Create opportunities through our procurement activities and supply chain to support local content, Indigenous procurement and supply innovation.
- **Community & Society**: Engage openly and collaborate with communities and stakeholder groups to understand their perspectives and consider these in business decisions.
- **Environment and Climate Change**: Comply with environmental conditions at a minimum while being good environmental stewards. Planning and executing rehabilitation, closure and climate adaptation.
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 govs 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

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Examples: Community Collaboration & Rehabilitation

Mine closure impacts on women and girls- applying a social value approach
Examples: Repurposing sites

Mine closure impacts on women and girls - applying a social value approach
Examples: Resilience, Retraining and Transitions

BMA, TAFE QUEENSLAND AND CQUNIVERSITY LAUNCH NEW PARTNERSHIP

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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
References

• Aragon, Rud & Toews, 2015, Mining closure, gender and employment reallocations: the case of UK coal mines: https://www.economics.ox.ac.uk/materials/OxCarre/ResearchPapers/OxCarreRP2015161.pdf

• BHP, 2019, Beenup rehabilitation and community consultation: https://www.youtube.com/watch?v=XL1aQy_B_Hs
