

WOMEN IN RESOURCES NATIONAL AWARDS

2 SEPTEMBER 2014

MIKE FRASER SPEAKING NOTES

WORD COUNT: 1747

Thank you, Michael.

Acknowledgement of traditional owners

I would like to acknowledge the Traditional Custodians of this Land and pay my respect to the Elders both past and present and extend that respect to other Elders who may be present here today.

It is a great honour to be here with you at the very first Women in Resources National Awards ceremony.

I know many of you and your organisations, like BHP Billiton, have been involved in the State awards program for many years. It's terrific that we are now recognising these talented and exceptional women, men and organisations at a national level.

BHP Billiton is very proud to have four State winners among the National finalists:

- Laura Tyler, our Asset President of Cannington silver mine in Queensland, nominated for the Exceptional Woman in Australian Resources award. Some of you may have heard from Laura this morning when she spoke at the Inspire program;
- Emma Stevenson, an Electrical Instrument Technician at our Nickel West asset in Western Australia, nominated for Outstanding Australian Tradeswoman, Operator or Technician;
- Lucas Dow, Asset President of the BHP Billiton Mitsubishi Alliance in Queensland, who is nominated for the Gender Diversity Action Plan at Daunia and Caval Ridge coal operations; and
- Jo Barron-Perry, Senior Mining Engineer at our Olympic Dam operation, nominated for Gender Diversity Champion in Australian resources.

All the best to you – and to all of the other national finalists who have already been successful as award winners in their respective States.

Diversity and Inclusion make good business sense

When we read about the achievements of these award winners – there is clearly one resounding message: Diversity and inclusion make good business sense.

At BHP Billiton, we have found that where our workplaces are more inclusive and collaborative, we achieve superior performance results. Our safety results are better. Production is more stable. Employee engagement is higher and turnover is lower.

The benefits are tangible – diversity improves performance.

Diversity takes many forms and includes the different aspects of individual uniqueness – of thought, experience, age, disability, nationality, ethnicity, orientation, gender and perspective.

The mining sector employs people from a range of nationalities, ethnicities and ages and we all benefit positively from the experience, knowledge and different perspectives that diversity brings.

Diversity and inclusion should be at the heart of how we do business – and how we operate as an industry – where we treat each other with respect and value the differences.

Imagine what a powerful culture could be created. Just imagine the success for us, as an industry, if we could attract and retain such a dynamic workforce.

These are not just imaginings and possibilities. It can be achieved by inspiring and committing to positive change. In some areas, change is being realised but it is inconsistent across our industry.

Sadly, our sector is still struggling to attain a gender balanced workforce with women making up less than 15 per cent¹ of Australia's mining workforce. Our industry has yet to reach its potential when it comes to women in technical and key leadership roles and recognising the value they bring.

¹ Resource sector skills needs 2013 Report produced by the Australian Workforce and Productivity Agency

Improvements

There are bright spots. The proportion of women working in our sector has increased over the last decade. Award programs such as these provide role models and inspirational leadership to demonstrate what is possible. And many of us in the industry are proactively working to improve the gender balance.

Challenges

However, there are also challenges. The ability to create a work environment of greater inclusion takes dedication and commitment, starting with senior management, and involves every people leader within the organisation.

Part of this commitment includes eliminating hidden biases people within an organisation have around nationality, ethnicity, orientation, gender, age, perspectives or beliefs. To overcome this, we must work with people leaders to identify and understand how bias can impact decision-making and culture.

WIRNA PRESENTATION - SPEAKING NOTES – FINAL

The foundation of an inclusive workplace also rests on unbiased recruitment practices and performance evaluations that are objective and unambiguous, focused on job-related competencies.

Awareness of bias, supported by training, policies and procedures, and reinforced through an organisation's values, has a significant effect on promoting and fostering an inclusive workplace.

BHP Billiton and Workforce Diversity

I'm confident diversity, gender balance and inclusion in the resources industry can be achieved, and we are working hard at BHP Billiton to accomplish this.

We believe that a diverse workforce and inclusive work environment, where the unique skills, experiences and perspectives of our people are embraced is pivotal to sustaining performance and further increasing our productivity.

WIRNA PRESENTATION - SPEAKING NOTES – FINAL

As our guide, we look to *Our Charter*, which is central to everything we do at BHP Billiton. *Our Charter* value of Respect inspires us to embrace diversity and provide a work environment of care, openness and trust.

One of our key areas of focus is building a more inclusive culture where every employee feels valued and listened to and where different ideas can thrive.

Leadership drives culture and culture drives performance. Our people leaders are critical in this endeavour. In order to shift our culture and performance in a positive and sustainable way, we have identified that our leaders need to become distinctively better at three specific people leadership capabilities –

1. Engaging our people – by creating a work environment of inclusion where different ideas and perspectives are heard;
2. Leading change; and
3. Supporting the development of our people.

This will enable us to build the inclusive and high performing culture we aspire to.

We are addressing the historical gender imbalance we have seen in our industry by having a particular emphasis on increasing female representation in key operational roles.

In FY2014, female representation in our Operational Leadership teams increased from 28 per cent the year previous to 37 per cent. We are working diligently to build a strong female talent pipeline with industry and provide educational scholarships to support women in mining and resources.

On the graduate side, we are committed to increase and retain the proportion of female and Indigenous graduates hired year-on-year. Pleasingly, our overall retention of female and Indigenous graduates who started with us since 2011 is over 90 per cent.

Female representation in manager and senior leadership roles at BHP Billiton has doubled in the last four years. Female representation in our overall workforce now stands at 16.2 per cent. While this is above the national average, we still have a way to go.

WIRNA PRESENTATION - SPEAKING NOTES – FINAL

Numbers are one thing. But I'd like to tell you about a couple of programs that I think best illustrates some of the work we are doing in diversity and inclusiveness.

Our Indigenous Mine Traineeship Program at BHP Billiton Iron Ore called Kworp Kooling [*Kwop Kooling – silent r in Kworp*] offers Indigenous people with no mining experience the opportunity to become nationally-accredited skilled operators. It also provides knowledge of the mining operations and prepares them for the transition to working at mine sites and a FIFO lifestyle.

The program boasts a 95 per cent retention rate with 55 Indigenous trainees employed in the Business. But even better – 45 per cent of the trainees are women....a positive result for diversity and gender balance. Women now make up 24 per cent of our Iron Ore Business' Indigenous workforce.

In Queensland, our Daunia and Caval Ridge operations are proving that with a strong commitment, the gender balance gap in the resources industry can be narrowed.

WIRNA PRESENTATION - SPEAKING NOTES – FINAL

From the start of development of these projects 7 years ago, BHP Billiton Mitsubishi Alliance committed to create a diverse workforce at Daunia and Caval Ridge with at least 30 per cent female and 5 per cent Indigenous employees.

The operations offered training for female employees new to the industry and interested in taking on more responsibility. And we are on track to achieve this goal by 2015 with ...female employees now making up 25 per cent at Daunia and 20 per cent at Caval Ridge.

I've been on both of these sites and the energy and enthusiasm of the teams is astounding. *[Mike to confirm]* People who are new to mining bring different experiences and perspectives, and innovative ways to solve problems.

[Mike may want to include a personal anecdote.]

WIRNA PRESENTATION - SPEAKING NOTES – FINAL

These examples highlight the importance and value of promoting entry into our industry. We must continue to encourage candidates with diverse skills, experience and background.

We know we still have a long way to go. But we are committed at BHP Billiton to creating a more inclusive, gender balanced and diverse work environment. Our aspiration is to have a workforce that best represents the communities where our assets are located and our employees live.

Diversity also provides an important opportunity to address workforce and skill shortages.

Although the acute skills shortage in the resources industry in recent years has subsided, demand for people with specialised technical skills and industry experience is expected to continue as the mining industry transitions from expansion and construction to operations and major oil and gas projects begin to ramp up.

The Australian Workforce and Productivity Agency cautions that resources companies will continue facing challenges to recruit and retain workers with the specialist operational skills.

It's vital we have a pipeline of talent coming through. To meet today's demand for a skilled workforce, and to ensure our industry has the talent it needs for the future, we must broaden and promote the view of mining and resources as being a diverse and inclusive industry offering a variety of opportunities and careers for all people.

Conclusion

Our industry is making inroads in recognising the need for greater diversity and increasing female participation. We must continue to seek ways to attract, engage and retain more women in the resource sector. We must do more.

One important way is by recognising the outstanding skills and talent of many who are effecting change in our industry today. Awards, such as these, shine a light on women and other individuals and organisations

WIRNA PRESENTATION - SPEAKING NOTES – FINAL

working to build a world-class industry to provide attractive career opportunities and enhance participation of women in our sector.

If we, as an industry, are going to meet the challenges of skills shortage, continue to improve productivity and thrive, we can only do this by creating a work environment of collaboration where people's unique skills, experiences and perspectives are truly embraced.

I wish all the award finalists the best of luck. It is, our industry that will be the greatest winner by creating a more diverse and inclusive workforce.

Thank you.

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