



# 2025 WGEA Employer Statement

**BHP**



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# Message from Jad Vodopija



**As the world's largest miner, BHP is determined to attract and retain the highly skilled global workforce we need to succeed as a business today and well into the future.**

We have been working to build a more gender balanced workforce since 2016 and have made good progress in lifting female participation in our workplaces. At the end of 2024, 33.8 per cent of our Australian employee workforce were female—up from 16.54 per cent in July 2016. There is more to do in lifting participation more evenly across our business.

The shift in our employee workforce mix has made us a better performing business—improving our safety, productivity and workplace culture. Our data shows this. Teams with a more balanced mix of women and men report fewer recordable injuries, have lower unplanned absentee rates, achieve more planned work, and report higher employee engagement scores. Plus, access to the widest possible talent pool makes good business sense.

## Making in-roads

Our submission to Workplace Gender Equality Agency (WGEA) shows we have made positive gains in narrowing the gender pay gap on the previous reporting period. Our corporate group aggregate

median and mean total remuneration gender pay gaps were both 11.2 per cent in 2023-2024. The medium gap represents an improvement of 2.4 percentage points on the prior period. The mid-point gender pay gap for the broader Australian mining industry was 19.9 per cent on median total remuneration in 2023-2024.

There is some variability across different parts of our group on both median and mean gender pay gaps. We are working to drive more consistency across the group.

## Addressing the gender pay gap

The gender pay gap is driven by several factors including pay parity, workforce composition, the distribution of women and men in different role types, and the seniority of those positions. BHP is taking a multi-faceted approach to addressing each of these key drivers.

On pay parity, we have reduced the global gap for men and women performing like-for-like roles to less than 1 per cent, which is an improvement on the 2022-2023 reporting period. We continue to drive improvements in our systems and processes to close pay gaps in like-for-like roles. We analyse our pay data and conduct gender pay equity reviews at least once a year.

On workforce composition, our primary focus is ensuring more women are aware of the rewarding career opportunities available at BHP and encouraged

to pursue one. This is working. In the WGEA reporting period, 43 per cent of new hires to BHP in Australia were women. Broadening our access to a wider talent pool makes good business sense—particularly in a sector with an ageing workforce and skills shortages.

Evening out the distribution of roles will take time. Many of the female recruits to BHP are new to the industry or starting in entry level roles on our mine sites. More senior—and therefore higher paying—roles requiring specific technical or operational experience acquired over many years still tend to be dominated by men who have been in the industry longer.

We expect this will shift as the thousands of women who have entered our business over recent years progress their careers at BHP. But in the short-term, we expect to see ups and downs in our gender pay gap data from year to year.

## A high-performing team

At BHP, we are committed to building a supportive, respectful and high-performance workplace culture. One that attracts great people from all walks of life to come and do great work at our company. This has been a key driver of our business performance in recent years, and we are confident there is even more value to unlock in the decades to come.

**Jad Vodopija**  
Chief People Officer

# Explaining the WGEA methodology



**This Employer Statement to WGEA covers BHP's Australian employing entities for the 2023-24 reporting period, which is 1 April 2023 to 31 March 2024.**

WGEA's gender pay gap methodology shows the difference between the average earnings of women and men across organisations, industries and the Australian workforce as a whole.

It is not the same as equal pay, which is where employees are paid the same for performing like-for-like work. Equal pay—or pay parity—measures can help reduce the gender pay gap, but there are other factors, such as workforce composition and the distribution of women and men in different types of roles, which are important as well.

In the 2023-2024 report, WGEA has published median base salary and median total remuneration gender pay gaps (which includes base salary, superannuation, allowances, short-term incentive payments and vested equity) and gender composition by pay quartiles.

For the first time, WGEA has also published average base salary and average total remuneration gender pay gaps. It has also published corporate group gender pay gaps, which provide an overall figure across all reporting entities in the corporate group.

The employee data relating to the BHP group of companies in Australia is reported to WGEA in eight separate submission groups in accordance with WGEA reporting guidelines. This is two more submission groups than for the previous reporting period, due to the acquisition of OZ Minerals Carrapateena Pty Ltd and OZ Minerals Prominent Hill Operations Pty Ltd by BHP which was completed in early May 2023.

**WGEA has published median base salary and median total remuneration gender pay gaps and gender composition by pay quartiles.**

# Understanding BHP's gender pay gap



**The resources industry has historically been populated by men. This is changing, and BHP has been at the forefront of this since 2016.**

At BHP in Australia, around a third of all employees (33.4 per cent) were female at the end of the WGEA reporting period. This is about 11 percentage points higher than the mining industry average as reported to WGEA in the 2022-2023 reporting period.

BHP aims to attract, retain and promote a high performing and well-rounded workforce. In the WGEA reporting period, the gender breakdown of new hires at BHP in Australia was 56.90 per cent men and 43.10 per cent women.

We have created a new pathway into mining where we offer reskilling or upskilling through accredited apprenticeships run by our Future Fit Academy and operate in various locations. Since we launched the academies in 2020 until the end of the 2023-24 reporting period, 82 per cent of our graduates have been women.

The increasing number of women coming into the industry has positively affected gender balance in our lower pay quartiles, which have a higher percentage of entry-level employees. As these employees progress their careers, we expect to see greater gender balance in more senior levels and traditionally male-populated occupations within our organisation, which will continue to reduce the overall gender pay gap at BHP. However, the legacy of historical gender imbalance is evident in the higher percentage of men than women in the upper pay quartiles across our business, and higher proportion of women than men in the lower quartile. The shift underway will take time to be sustained.

Importantly, our aggregated corporate group gender pay gap is coming down. We continue to work towards greater gender balance at all levels of our business, including in senior roles. We are looking for opportunities to close the gender pay gap in each area of our company, and we outline the key programs to drive this change in the next section.

For further information on the pay gap data, please refer to the WGEA Data Explorer on [www.wgea.gov.au](http://www.wgea.gov.au)

## 33.4% (+0.6ppt)

participation of women across BHP's Australian employing entities during the reporting period

## 11.2% (-2.4ppt)

BHP corporate group aggregate median and mean total remuneration gender pay gaps

## 2.4

Percentage points improvement on the prior period's corporate group aggregate median gender pay gap

## 8

BHP is more than 8 percentage points better than the mid-point gender pay gap for the broader Australian mining industry

# How we're closing the gap



**BHP is focused on driving sustainable change in gender pay parity, including addressing gender pay gaps across our business. We approach our commitment to achieving gender pay parity in accordance with local law as we would in any other part of our business.**

Most recently, our approach to building a gender balanced workforce has focused on a comprehensive suite of initiatives including:

- ✓ Creating great careers and workplaces for women through building and promoting a distinctive value proposition
- ✓ Greater female representation and leadership opportunities, and improved accountability

- ✓ Regular like-for-like pay parity reviews and adjustments
- ✓ Targeted initiatives to assist women to find suitable roles within BHP (Talent Marketplace)
- ✓ Unlocking career development and progression by connecting women to opportunities that are tailored to their individual career aspirations, skills and personal requirements
- ✓ New pathways into mining, with reskilling and upskilling available through our Future Fit Academy
- ✓ Ongoing focus to bring women into the mining industry and our business, supported by our 'Building Your Future' program to guide and assist women across the business

## Like-for-like pay

We continue to drive improvements in our systems and processes to drive pay equity and to close pay gaps. We analyse our pay data and conduct gender pay equity reviews at least once a year. Our leaders are equipped with the information they need to identify any potential gaps, including average remuneration data for those in like-for-like roles, and are empowered to go over their salary budgets to close pay gaps. In recent years our focus has been on implementing process controls across the employee life cycle to eliminate the creation of pay gaps, including the implementation of a 'blind reward' offer process on recruitment.

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## Flexibility

We know that providing greater flexibility for all employees can support women in gaining equal access to workplace opportunities and support all employees to share caring responsibilities outside of work. We are embedding flexible work through hybrid arrangements and through redesigning work such as time on site, fly-in-fly-out rosters and job sharing. We ensure employees of all genders have access to paid parental leave and support with caring responsibilities. We also partner with a range of organisations and initiatives to support greater access to childcare, particularly in regional areas where we operate.

**We are embedding flexible work through hybrid arrangements and through redesigning work such as time on site, fly-in-fly-out rosters and job sharing.**

In FY2024, our Bamboo flexible work program was a finalist in the Chamber of Minerals and Energy of Western Australia Women in Resources Awards. Founded in 2019 at our Newman operations, the Bamboo program is an initiative that supports the attraction and retention of women in historically male dominated roles. The Bamboo program creates an opportunity for new-to-industry and existing workers to have flexible work options with reduced shift hours, enabling them to actively maintain a career in mining production, specifically haul truck operations.

The BHP Mitsubishi Alliance (BMA) worked with community and key stakeholders to collectively establish the Childcare Leadership Alliance (CLA) which was formed to address childcare challenges faced by families across regional communities such as Moranbah and Dysart in central Queensland.

BMA recognised that childcare in Queensland's Isaac region was a barrier for BMA employees seeking to enter or return to the workforce, as well as for the broader community. To address the childcare challenges, BMA commissioned a childcare needs assessment to quantify the childcare gaps that existed across the towns in which it operates and consulted with the community and childcare sector. This led to the establishment of the CLA to provide strategic and sustainable childcare solutions to the region. We have also partnered with Family Day Care Australia to develop a family day care initiative to assist our employees, and have recently expanded the offering to assist the broader community with education and start up support with the hope of establishing family day care operations in either Moranbah and/or Dysart.



## Safe, respectful and accessible workplaces

We are making our workplaces and on-site accommodation villages safer and our work to eliminate harassment has fostered a more respectful workplace.

Some measures we have taken includes:

- ✓ respectful behaviour training for all employees;
- ✓ encouraging people to speak up and report any concerns about behaviour they have experienced or witnessed;
- ✓ taking appropriate disciplinary action against those involved in inappropriate behaviour including termination; and
- ✓ investing US\$500 million to improve the safety and security at accommodation villages in Australia.

We have also redesigned tools and equipment to reduce physical strain.

Together, these initiatives have helped create a better, more respectful and more accessible workplace for everyone on our sites.

## An integrated approach

At BHP, building a respectful, supportive and high-performance culture is everybody's business. As well as initiatives at a national level, teams at each local office or site are focussed on building a more balanced workforce and supporting everyone to deliver their best work at the local level.

Learn more about our work to increase gender balance at [www.bhp.com](http://www.bhp.com).

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**BHP**