![ICMM Mining with Principles]

Inclusive Workplace Design Tool

ICMM Tools for Diversity, Equity and Inclusion

Introduction

All employees have a right to just and favourable conditions at work.[1] Inclusive workplace design considers the diverse needs, abilities, social demands, power positions of employees and the communities in which they operate. It accommodates a wide range of individual social attributes, abilities and identities including race, gender, sexuality, age, faith, and preferences in relation to:

– The physical workplace,
– Workplace attitudes,
– Workplace technology, and
– Workplace rules and practices.[2]

Different social attributes and identities can expose individuals to discrimination and exclusion. If a workplace is inclusive, equitable, accessible and a pleasure to work in, everyone benefits. Inclusive workplaces keep experienced staff, attract skilled staff, and are recognised as an employer of choice.

This tool aims to enhance safety, productivity, and employee well-being while addressing challenges related to underrepresentation and fostering a culture of inclusivity within the mining sector. Beyond its positive societal impact, creating inclusive workplaces fosters engagement, innovation, and efficiency, positioning mining companies for sustained growth.

This tool is intended to be used as a reference guide for companies to provide practical guidance and resources to create and maintain mining operations that prioritise and enable diversity, equity and inclusion.

Importantly, each of the different workplace design areas detailed are interrelated and different tools and policies designed in response to one area needs to consider and align with the design, intent, and application of other areas.

Inclusive workplace design in mining is an emerging field of research and practice. This document reflects the quantum of information available for each area covered.[3]

1. United Nations (n.d.), *Universal Declaration of Human Rights*, [Online]. Available at: https://www.un.org/en/about-us/universal-declaration-of-human-rights
2. Australian Human Rights Commission (2021), *Creating an accessible and inclusive workplace*, [Online]. Available at: https://humanrights.gov.au/our-work/disability-rights/creating-accessible-and-inclusive-workplace

3. The author, based in Australia, produces this document based on her expertise in gender justice and human rights. Future versions of this tool will be further enriched by contributions from other experts.

Evolution of Workplace/Site Design in the Mining Sector

Mining companies are increasingly recognising the value of their workforce reflecting the communities they operate in and are grappling with how to make their workplaces more inclusive.

Whilst progress is slow, there is a perception that cultural change is occurring in many mining workplaces because of greater workforce diversity.[4] Some mining companies have moved from making high-level commitments and aspirational statements, to setting specific targets, outlining actions to achieve them, and identifying accountability mechanisms for progress.[5] In some cases, there remains a tension between the diversity, equity and inclusion objectives and historic organisational work practices.

Institutional legacy

Work practices in mining have an institutional legacy, which has been shaped around an 'ideal worker' who is able male bodied, heterosexual, whose care responsibilities are outsourced, and whose behaviours meets masculine norms.[6] The 'ideal worker' construct fails to take into consideration a full spectrum of workers and their respective social determinants or intersectionality.[7] Ignoring the different social determinants acts to rule out some workers from the mining sector, while privileging others. For example, research shows that working conditions in mining and the way jobs and workplaces are designed are gendered and have differential effects on men and women.[8] Women and men are not homogeneous. The differential effect of work conditions and job design is compounded by employee's social attributes and identifiers including race, Indigeneity, sexuality, gender, socio-economic backgrounds, and ability.[9]

6. The 'ideal worker' is an important, well documented and central concept to workplace design has been shaped around.

7. Acker (2006), *Inequality regimes: Gender, class, and Race in Organizations*, [Online]. Available at: https://doi.org/10.1177/0891243206289499

8. Wharton, Chivers and Blair-Loy (2008), *Use of Formal and Informal Work-Family Policies on the Digital Assembly Line*, [Online]. Available at: https://doi.org/10.1177/0730888408316393; Lingard et al., (2021), *Triple Wins: Work Hour Cultures for Health, Safety, and Gender Equality in Construction*, [PDF]. Available at: https://www.rmit.edu.au/content/dam/rmit/au/en/research/networks-centres-groups/cwhsr/triple-wins-april-2021.4.pdf

9. Parmenter (2011), *What is Intellectual Disability? How is it Assessed and Classified?*, [Online]. Available at: https://doi.org/10.1080/1034912X.2011.598675; Ozkan and Beckton (2012), *The Pathway Forward: Creating Gender Inclusive Leadership in Mining and Resources*, [PDF]. Available at: https://internationalwim.org/wp-content/uploads/2020/06/A-pathway-report-for-Creating-Gender-Inclusive-leadership-in-the-Mining-industry-presented-in-partnership-with-Women-in-Mining-Canada-Carleton-University-and-Xstrata-Nickel-2012.pdf; Minerals Council of Australia (2007), *Unearthing New Resources: attracting and retaining women in the Australian minerals industry*, [Online]. Available at: https://www.csrm.uq.edu.au/media/docs/394/unearthing_new_resources_attracting_retaining_women_australian_mining_industry.pdf; Mining Industry Human Resources Council (2016), *Strengthening Mining's Talent Alloy – Exemplary Practices in Inclusion*, [Online]. Available at: https://mihr.ca/wp-content/uploads/2020/03/Strengthening-Minings-Talent-Alloy-Exemplary-Practices-in-Inclusion-NewLogo.pdf

4. Mining Industry Human Resources Council (2016), *Strengthening Mining's Talent Alloy: Exploring Gender Inclusion*, [Online]. Available at: https://mihr.ca/wp-content/uploads/2020/03/MiHR_Gender_Report_EN_WEB.pdf

5. International Finance Corporation (2018), *Unlocking Opportunities for Women and Business*, [Online]. Available at: https://www.ifc.org/en/insights-reports/2018/unlocking-opportunities-for-women-and-business

Traditionally, companies and legislators have overlooked workplace design aspects. Extensive research finds that work practices and workplace design acts as a major barrier to the employment of women and other minorities in the mining sector.[10] A large proportion of women working in mining do not feel safe and supported on mine sites.[11] Women who are Black, Indigenous, or ethnically diverse face multiple forms of disadvantage both inside and outside of the workplace.[12] The experience of other marginalised groups in mining suggests that racism and homophobia is an issue in the sector,[13] as is a lack of accommodation for employees who are disabled.[14] A 2023 survey of the Australian mining sector found that less than half of employees with a disability were provided with changed workplace conditions to accommodate their disability.[15]

A rising tide lifts all boats

Aspects of workplace design act as both an enabler and obstacle to worker job satisfaction, retention, health, and wellbeing. For instance, long and inflexible work hours characteristic of mining work have important implications for the health and wellbeing of workers, having been linked to heightened stress, burnout, poor mental health, depression, and anxiety. Work hours in project-based mining have been consistently linked to work-family conflict and to poor health outcomes such as chronic diseases and increases in workplace injuries.[16] Improving workplace design to be more inclusive of all workers has been shown to benefit all workers.[17] For example, greater job control in fly-in, fly-out/drive-in, drive-out (FIFO/DIDO), giving employees greater autonomy around shift design and reducing work hours has been shown to have a positive effect on the mental health and suicide ideation of men.[18] Other initiatives focused on increasing women's attraction and retention rate and addressing hyper-masculine cultures such as targets and quotas on women, flexible work, and a compressed work week, have been shown to improve workplace culture, men and women's job satisfaction, health, and interpersonal relationships.[19]

10. Minerals Council of Australia (2007), *Unearthing New Resources: attracting and retaining women in the Australian minerals industry*, [Online]. Available at: https://www.csrm.uq.edu.au/media/docs/394/unearthing_new_resources_attracting_retaining_women_australian_mining_industry.pdf; Hughes (2003), *A Study on the Career Advancement and Retention of Highly Qualified Women in the Canadian Mining Industry*, [PDF]. Available at: https://open.library.ubc.ca/media/stream/pdf/24/1.0072754/1
11. The Australasian Institute of Mining and Metallurgy (2023), *AusIMM Diversity and Inclusion Survey 2023*, [PDF]. Available at: https://www.ausimm.com/globalassets/downloads/ausimm-diversity--inclusion-survey-2023.pdf
12. Ozkan and Beckton (2012), *The Pathway Forward: Creating Gender Inclusive Leadership in Mining and Resources*, [PDF]. Available at: https://internationalwim.org/wp-content/uploads/2020/06/A-pathway-report-for-Creating-Gender-Inclusive-leadership-in-the-Mining-industry-presented-in-partnership-with-Women-in-Mining-Canada-Carleton-University-and-Xstrata-Nickel-2012.pdf; Tiplady and Barclay (2007), *Indigenous Employment in the Australian Minerals Industry*, [PDF]. Available at: https://csrm.uq.edu.au/media/docs/172/Indigenous_Employment_in_the_Australian_Minerals_Industry_CSRM.pdf; Mining Industry Human Resources Council (2016), *Strengthening Mining's Talent Alloy – Exemplary Practices in Inclusion*, [Online]. Available at: https://mihr.ca/wp-content/uploads/2020/03/Strengthening-Minings-Talent-Alloy-Exemplary-Practices-in-Inclusion-NewLogo.pdf; International Finance Corporation & Lonmin (2009), *Women in Mining: A Guide to Integrating Women into the Workforce*, [PDF]. Available at: https://internationalwim.org/wp-content/uploads/2020/07/IFC-LONMIN_WomenInMining_A-Guide-to-integrating-Women-into-the-Workforce.pdf; Elizabeth Broderick & Co. (2021), *Report into Workplace Culture at Rio Tinto*, [PDF]. Available at: https://www.riotinto.com/-/media/Content/Documents/Sustainability/People/RT-Everyday-respect-report.pdf; Minerals Council of Australia (2007), *Unearthing New Resources: attracting and retaining women in the Australian minerals industry*, [Online]. Available at: https://www.csrm.uq.edu.au/media/docs/394/unearthing_new_resources_attracting_retaining_women_australian_mining_industry.pdf
13. Elizabeth Broderick & Co. (2021), *Report into Workplace Culture at Rio Tinto*, [PDF]. Available at: https://www.riotinto.com/-/media/Content/Documents/Sustainability/People/RT-Everyday-respect-report.pdf
14. Consejo De Competencias Mineras-Eleva and the Mining Skills Council (2021), *The workforce for 2021-2030 Large-scale mining in Chile*, [PDF]. Available at: https://internationalwim.org/wp-content/uploads/2024/02/Workforce-2021-2030-large-scale-mining-in-Chile.pdf; Mining Industry Human Resources Council (2016), *Strengthening Mining's Talent Alloy – Exemplary Practices in Inclusion*, [Online]. Available at: https://mihr.ca/wp-content/uploads/2020/03/Strengthening-Minings-Talent-Alloy-Exemplary-Practices-in-Inclusion-NewLogo.pdf; International Finance Corporation & Lonmin (2009), *Women in Mining: A Guide to Integrating Women into the Workforce*, [PDF]. Available at: https://internationalwim.org/wp-content/uploads/2020/07/IFC-LONMIN_WomenInMining_A-Guide-to-integrating-Women-into-the-Workforce.pdf
15. The Australasian Institute of Mining and Metallurgy (2023), *AusIMM Diversity and Inclusion Survey 2023*, [PDF]. Available at: https://www.ausimm.com/globalassets/downloads/ausimm-diversity--inclusion-survey-2023.pdf

16. Lingard et al., (2021), *Triple Wins: Work Hour Cultures for Health, Safety, and Gender Equality in Construction*, [PDF]. Available at: https://www.rmit.edu.au/content/dam/rmit/au/en/research/networks-centres-groups/cwhsr/triple-wins-april-2021.4.pdf; Peetz and Murray (2011), *'You Get Really Old, Really Quick': Involuntary Long Hours in the Mining Industry*, [Online]. Available at: https://doi.org/10.1177/0022185610390294; Asare et al., (2021), *Health and well-being of rotation workers in the mining, offshore oil and gas, and construction industry: a systematic review*, [Online]. Available at: https://doi.org/10.1136/bmjgh-2021-005112; Dinh, Strazdins and Welsh (2017), *Hour-glass ceilings: Work-hour thresholds, gendered health inequalities*, [Online]. Available at: https://doi.org/10.1016/j.socscimed.2017.01.024
17. Galea et al., (2021), *Project 5: A weekend for every worker*, [PDF]. Available at: https://www.humanrights.unsw.edu.au/research/current-research/project-5-weekend-for-every-worker; Lingard et al., (2021) *Triple Wins: Work Hour Cultures for Health, Safety, and Gender Equality in Construction*, [PDF]. Available at: https://www.rmit.edu.au/content/dam/rmit/au/en/research/networks-centres-groups/cwhsr/triple-wins-april-2021.4.pdf
18. Loudoun et al., (2023), *The Australian Building and Construction Industry Blueprint for Better Mental Health and Suicide Prevention: Audit Tool and People at Work-Construction Survey Results Overview*, [PDF]. Available at: https://mates.org.au/media/documents/23130-MIC-%E2%80%93-Blueprint-%E2%80%93-Roundtable-Report-%E2%80%93-Survey-Results.pdf
19. Latura and Weeks (2023), *Corporate Board Quotas and Gender Equality Policies in the Workplace*, [Online]. Available at: https://doi.org/10.1111/ajps.12709; Galea et al., (2021), *Project 5: A weekend for every worker*, [PDF]. Available at: https://issuu.com/humanrightsdefender/docs/ahri_project5_full_report_v9/4?ff

Resistance to inclusive workplace design

Building in inclusive workplace design might be labelled as providing 'special treatment' or 'special allowances' for different groups of people such as women, Indigenous employees, disabled, ageing workers and others. This logic fails to recognise that often accommodation has already been built into workplace design for able bodied men. For example, urinals are not necessary workplace features but are nevertheless included to accommodate men.[20] What is more, provisions for inclusive workplace design fulfils the employer's duty of care to provide a safe place of work for all employees. To be an inclusive workplace that recognises the human rights of all, workplace design must consider that employees have different social attributes and identities: gender, sexuality, race, ability, neurodiversity, religion, customs and others.

20. Electrical Trades Union (2021), *Nowhere To Go*, [PDF]. Available at: https://www.etunational.asn.au/wp-content/uploads/2022/03/2108_ETU-Women_ Nowhere-to-Go_Report_Draft02_WEB.pdf

Legislative Landscape on Mining Workplace Design

International and national laws guide the principles of inclusive workplace design. The international laws guiding inclusive workplace design centre on the UN Guiding Principles on Business and Human Rights (UNGP). The principles state that business and government have the responsibility to protect, respect and remedy all internationally recognised human rights.

Human rights touch on a broad range of issues, including labour rights, working conditions and work hours, non-discrimination, culture, health, water, education, and privacy.[21] The UNGP are formed by the following treaties, recommendations and guidelines:

— The International Bill of Human Rights, which is comprised of the Universal Declaration on Human Rights, the International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights,[22]

— The International Labour Organisation's Declaration on Fundamental Principles and Rights at Work,[23]

— Gender dimensions of the UNGP.[24]

Inclusive workplace design is supported by employment laws focused on non-discrimination such as Europe's Employment Equality Directive, and The Racial Equality Directive.[25] In some cases, legislation does not explicitly mandate inclusive workplace design and legislation may fall behind industry practice. Yet across the globe, jurisdictions respond to the preservation of human rights differently. For example, employer's requirements to guarantee reasonable accommodation to workers with disabilities differs across the globe.[26]

Corporate Sustainability

Respecting and supporting human rights is a core component of corporate sustainability.[27] According to the UN Global Compact, to be sustainable, companies must do the following five things:

1. Principled business: Operate responsibly in alignment with universal principles,

2. Strengthening society: Take actions to support and strengthen the society around them,

3. Leadership commitment: Effecting change through company leadership,

4. Reporting progress: Non-financial and transparent reporting of sustainability efforts, and

5. Local action: Engaging locally where companies have a presence.

21. Global Compact Network Australia (n.d.), *Business and Human Rights Standards*, [Online]. Available at: https://unglobalcompact.org.au/business-human-rights-standard/; International Labour Organisation (2024), *ILO Helpdesk: Business and working time*, [Online]. Available at: https://www.ilo.org/resource/other/ilo-helpdesk-business-and-working-time#:~:text=ILO%20standards%20on%20working%20time%20provide%20the%20framework,than%20the%2048-hour%20standard%20established%20in%20ILO%20conventions.
22. United Nations (1948), *Universal Declaration of Human Rights*, [Online]. Available at: https://www.un.org/en/about-us/universal-declaration-of-human-rights; United Nations Human Rights Office of the High Commissioner (1966), *International Covenant on Civil and Political Rights*, [Online]. Available at: https://www.ohchr.org/en/instruments-mechanisms/instruments/international-covenant-civil-and-political-rights; United Nations Human Rights Office of the High Commissioner (1966), *International Covenant on Economic, Social and Cultural Rights*, [PDF]. Available at: https://www.ohchr.org/en/instruments-mechanisms/instruments/international-covenant-economic-social-and-cultural-rights
23. International Labour Organization (2022), *ILO Declaration on Fundamental Principles and Rights at Work*, [Online]. Available at: https://www.ilo.org/ilo-declaration-fundamental-principles-and-rights-work/about-declaration/text-declaration-and-its-follow
24. United Nations Human Rights Special Procedures (n.d.), *Gender Dimensions of the Guiding Principles on Business and Human Rights*, [PDF]. Available at: https://www.ohchr.org/sites/default/files/Documents/Issues/Business/BookletGenderDimensionsGuidingPrinciples.pdf

25. European Commission (n.d.), *Non-discrimination*, [Online]. Available at: https://commission.europa.eu/aid-development-cooperation-fundamental-rights/your-rights-eu/know-your-rights/equality/non-discrimination_en#:~:text=Documents-,Know%20your%20rights,sexual%20orientation%20shall%20be%20prohibited.
26. World Policy Centre (n.d.), *Are employers required to guarantee reasonable accommodation to workers with disabilities?*, [Online]. Available at: https://www.worldpolicycenter.org/policies/are-employers-required-to-guarantee-reasonable-accommodation-to-workers-with-disabilities World Policy Center
27. United Nations Global Compact (2015), *Guide to Corporate Sustainability: Shaping a sustainable future*, [PDF]. Available at: https://d306pr3pise04h.cloudfront.net/docs/publications%2FUN_Global_Compact_Guide_to_Corporate_Sustainability.pdf

Conflicts between local laws, corporate norms, and human rights standards

Mining companies are obliged to comply with local laws and have the ethical responsibility to respect internationally recognised human rights wherever they operate. Yet in some jurisdictions, the human rights protections of employee's conflicts with local legislation. For example, in some jurisdictions, public expression of sexual orientation, consensual same sex relationships and gender identity including transgender expression are criminalised.[28] Similarly, in other regions, legislation and local norms associated with reproductive health leave may make it difficult or unsafe for employees to access workplace entitlements due to jurisdictional laws and norms. For example, in some states of the United States, changes to legalisation around women's reproductive health may put women at risk if they access reproductive health policies offered by employers.[29]

Corporate human resource norms and standards of mining companies may also conflict with human rights. For example, men might be discouraged from taking parental leave due to the perceived negative impact on their careers and a workplace culture that casts caring for children as 'women's work,' despite male employees being entitled to care and parental leave.[30] This workplace norm disadvantages men's family obligations and need for work-life balance, perpetuates stigma and exclusion, and leaves the domestic care role to women, perpetuating gender inequality.

Additionally, some companies operating across different jurisdictions may operate to the minimum legislative and normative requirement of that jurisdiction rather than operating at a global benchmark for inclusive design. For example, companies may operate in the USA and Australia and offer vastly different parental leave provisions. Simply put, this normative practice treats the human rights of different employee groups differently rather than respecting all employees' human rights equally.

The first step mining companies can take in resolving these dilemmas is to embed respect for human rights into company values. The second step is to strategise and prepare for ethical dilemmas, through management training, scenario building, lessons learned, decision trees and similar processes,[31] so that when these dilemmas occur, company managers and employees know how to respond.

In high-risk jurisdictions, conflicts between domestic legislation and human rights need to be identified and addressed in internal company policies.[32] Companies should seek to identify ways to comply with both standards, often through creative means.

Other avenues for businesses to address conflicting local laws and human rights include:

— Use codes of conduct and contractual terms in supply chain that reflect human rights standards and require the supplier to inform the business when local laws conflict with human rights standards.

— Be aware of possible threats to local employees or other rights holders when responding and take steps to minimise risks.

— Participate in legislative reform that strengthens human rights protection.

— Provide training for all relevant employees and subcontractors in relation to the company's response to ethical dilemmas and the options available to employees and subcontractors.[33]

Businesses are not without influence. They have the power to lead on human rights and pressure local jurisdictions to ensure a supportive and inclusive work environment for all employees. This approach reflects ICMM's alignment with the Voluntary Principles on Security and Human Rights.

28. Tripathi, Radcliffe and Houdart (2024), *Tackling Discrimination against Lesbian, Gay, Bi, Trans and Intersex People: Standards of Conduct for Business*, [PDF]. Available at: https://www.unfe.org/sites/default/files/documents/UN-Standards-of-Conduct_0.pdf
29. Human Rights Watch (2023), *Human Rights Crisis: Abortion in the United States After Dobbs*, [Online]. Available at: https://www.hrw.org/news/2023/04/18/human-rights-crisis-abortion-united-states-after-dobbs
30. Workplace Gender Equality Agency (2019), *Dad's the word*, [Online]. Available at: https://www.wgea.gov.au/newsroom/dads-the-word

31. Institute for Human Rights and Business (2011), *From Red to Green Flags: The corporate responsibility to respect human rights in high-risk countries*, [PDF]. Available at: https://www.securityhumanrightshub.org/media/pdf/resources/complete_report.pdf
32. Griffith, Smit and McCorquodale (2020), *Responsible Business Conduct and State Laws: Addressing Human Rights Conflicts*, [Online]. Available at: https://doi.org/10.1093/hrlr/ngaa033
33. Ibid.

Regulatory landscape within jurisdictions

The regulatory landscape that shapes work conditions and workplace design in the mining sector are multilayered and often complex. They can apply both specifically to the mining sector and to business in general. In some countries, companies must adhere to legislation across multiple jurisdictions. For example, in Australia mining companies will need to respond to state and territory legislative frameworks in relation to work health and safety and Commonwealth laws in relation to sexual harassment (Respect@Work).[34]

Within each jurisdiction, mining companies must respond to multiple regulatory bodies or government agencies and varying legislation associated with workplace design and work conditions.

For example, in Mexico, workplace regulations are overseen by the Ministry of Labour and the Ministry of Social Security.[35] In Australia, codes for workplace amenities, such as the provision of toilets, differs across each state and territory.[36] and have been criticised for perpetuating inadequate toilet facilities for women. Whilst legislation is continually updated, it often lags behind good practice.

Mining companies have the capacity and responsibility to raise standards and establish a benchmark for performance for inclusive workplace design that is universal and surpasses the minimum legislative requirements in the jurisdictions where they operate.

34. Organisation for Economic Co-Operation and Development (2022), *Regulatory Governance in the Mining Sector in Brazil*, [Online]. Available at: https://doi.org/10.1787/63d60aa8-en.

35. Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development (2022), *Mining Policy Framework Assessment: Mexico*, [PDF]. Available at: https://www.iisd.org/system/files/2022-11/mexico-mining-policy-framework-assessment-en.pdf
36. Electrical Trades Union (2021), *Nowhere to Go*, [PDF]. Available at: https://www.etunational.asn.au/wp-content/uploads/2022/03/2108_ETU-Women_Nowhere-to-Go_Report_Draft02_WEB.pdf

Integrating Inclusive Workplace Design into Overall Business Strategy

Designing inclusive workplace design policies

To make workplaces inclusive in their design, company strategies, procedures, policies, and intervention etc. should be created with the explicit input and participatory design of a diverse employee group (the very population these rules will impact) and DEI experts. This approach – 'Nothing about us without us' – is central to inclusive workplace design policy development and strategy.

Social sustainability: mainstreaming inclusive workplace design

Mainstreaming inclusive workplace design involves the integration of an equality lens into the design and operation of key policies, strategies and processes across the whole organisational system and employee life cycle to ensure that there are no unintended consequences.[37]

Decision-makers can ensure congruence between policies by understanding the trade-offs between short-term company goals and long-term diversity and inclusion goals and modifying incentive structures so that short-term goals do not undermine long-term diversity and inclusion goals.[38] For example, bonus structures that incentivise long work hours disadvantage employees with caregiving responsibilities and could undermine efforts to retain women in mining careers.

Due diligence and redress

Decision makers should apply ongoing human rights due diligence process within their company to:

— Identify,
— Prevent,
— Mitigate, and
— Account for how their business addresses impacts on human rights.

They should also provide processes to enable redress of any adverse human rights impacts the business caused or contributed to.

Inclusive workplace continuum

Companies' maturity in relation to inclusive workplace design is demonstrated from their ability to move from avoiding issues around discrimination and jurisdictional compliance to integrating inclusive workplace design into mainstream business operations and normalising inclusive workplace design. ICMM's DEI Maturity Matrix details a progressive approach for companies to improve workplace design.

Enacting inclusive workplace design as the 'norm' wherever a company does business is social sustainability. Applying the same values and principles in one area does not compensate for the harm caused in another location.

37. Workplace Gender Equality Agency (2019), *Gender equality diagnostic tool*, [PDF]. Available at: https://www.wgea.gov.au/sites/default/files/documents/2019_WGEA_GE_Diagnostic_Tool.pdf
38. Prime, Foust-Cummings and Agin (2010), *Strategy Matters: Evaluating Company Approaches for Creating Inclusive Workplaces (Report)*, [Online]. Available at: https://www.catalyst.org/research/strategy-matters-evaluating-company-approaches-for-creating-inclusive-workplaces/

ICMM Mining with Principles

Inclusive Workplace Design Tool: Aspects of Workplace Design

ICMM Tools for Diversity, Equity and Inclusion

Job Design and Work Conditions

Work conditions, onsite rosters, and work schedules act as a major barrier to women and minority groups participation in the mining sector with research finding that existing work practices are incompatible with commitments outside the workplace.[1]

Work Hours

Long and inflexible work hours are a feature of the mining sector. Elements of working time include how many hours are worked each shift, how many shifts are worked at a time, how many hours are worked in each period and how much time off is allowed, how much overtime is worked. Extensive travel time to and from site often in remote locations exacerbates working time in FIFO and DIDO work arrangements. In some countries, working time is governed by legislation while elsewhere it is a matter for negotiation often at a site level. Working time arrangements vary from country to country and from mine to mine. Work hours in project-based mining have been consistently linked to work-family conflict,[2] and poor health outcomes such as chronic diseases and increases in workplace injuries.[3]

1. The Australasian Institute of Mining and Metallurgy (2021), *Women in Mining Survey 2021*, [Online]. Available at: https://www.ausimm.com/advocacy/our-advocacy-framework-and-priorities/current-initiatives/diversity-and-inclusion-survey/2021-women-in-mining-survey-report/

2. Peetz and Murray (2011), *'You Get Really Old, Really Quick': Involuntary Long Hours in the Mining Industry*, [Online]. Available at https://doi.org/10.1177/0022185610390294
3. Lingard et al., (2021), *Triple Wins: Work Hour Cultures for Health, Safety, and Gender Equality in Construction*, [PDF]. Available at: https://www.rmit.edu.au/content/dam/rmit/au/en/research/networks-centres-groups/cwhsr/triple-wins-april-2021.4.pdf

Unintended Consequences of Work Hours

Working over 46 hours per week has important implications for the health and wellbeing of workers, having been linked to heightened stress, high risk health behaviours, burnout, poor mental health, depression, and anxiety.[4] There is an unintended gender and age consequence of long work hours. Long and inflexible work hours in mining act as a barrier to women's participation as women undertake the bulk of care and unpaid domestic labour in most countries. Long hours, gender inequality and health are all interconnected.[5] Research finds that Australian workers who undertake unpaid domestic labour and care roles can work up to 35 hours a week before there is a decline in their mental and physical health. The same is true for older workers. If a worker has someone else doing their domestic labour and care work, they can work up to 46 hours a week before their mental and physical health decline.[6] This research is consistent with international research that demonstrates a relationship between overemployment and poorer mental and physical health.[7]

The secondary gendered implication of long working hours in mining is the reinforcement of traditional gender stereotypes in the household. For families to manage, female partners are likely to scale back their involvement in paid work and absorb the largest share of the domestic/household work.[8]

Addressing Work Hours for All Employees

To optimise work hours for all employees, industries such as mining have piloted interventions on site that focus on:

— Reducing the work week or compressed week (e.g. reducing the working week from six to five or five to four days)

— Reducing daily work hours (e.g. reducing shifts from 12 to 10 hours, setting a global minimum standard on work hours per week)

— Reducing the work month (e.g. rescheduling the month such that three weeks of six-day weeks are worked followed by a week off) and

— Reducing the work year with additional leave (e.g. introducing additional free time such as wellbeing leave).[9]

For details regarding hybrid/working from home see the 'Remote Work' section under the company policies section below.

4. Asare et al., (2023), *Health and related behaviours of fly-in fly-out workers in the mining industry in Australia: a cross-sectional study*, [Online]. Available at: https://doi.org/10.1007/s00420-022-01908-x; Dinh, Strazdins and Welsh (2017), *Hour-glass ceilings: Work-hour thresholds, gendered health inequities*, [Online]. Available at: https://doi.org/10.1016/j.socscimed.2017.01.024; Peetz and Murray (2011), *'You Get Really Old, Really Quick': Involuntary Long Hours in the Mining Industry*, [Online]. Available at https://doi.org/10.1177/0022185610390294
5. Peetz and Murray (2011), *'You Get Really Old, Really Quick': Involuntary Long Hours in the Mining Industry*, [Online]. Available at https://doi.org/10.1177/0022185610390294; Milner, Smith and LaMontagne (2015), *Working hours and mental health in Australia: evidence from an Australian population-based cohort, 2001–2012*, [Online]. Available at: https://doi.org/10.1136/oemed-2014-102791
6. Ibid.
7. Kleiner and Pavalko (2010), *Clocking in: The Organization of Work Time and Health in the United States*, [Online]. Available at: https://doi.org/10.1353/sof.0.0301
8. Galea et al., (2021), *Project 5: A weekend for every worker*, [PDF]. Available at: https://issuu.com/humanrightsdefender/docs/ahri_project5_full_report_v9/4?ff

9. Lingard et al., (2021), *Triple Wins: Work Hour Cultures for Health, Safety, and Gender Equality in Construction*, [PDF]. Available at: https://www.rmit.edu.au/content/dam/rmit/au/en/research/networks-centres-groups/cwhsr/triple-wins-april-2021.4.pdf

Shift Design

Shift (re-)design provides mining companies an avenue to improve inclusivity in the workplace, addressing work hours and improving work/life balance. While there are many options for shift design or rosters, it is important that shift design allows sufficient time for rest, recovery, and recreation so that workers can disengage from the work environment and attend to their personal needs (e.g. participate in care roles, engage with their community and family etc.).[10]

Research finds that rosters with the longest leave period per hours worked, have better outcomes in relation to workers mental health, wellbeing, and satisfaction.[11] Conversely, the greater the roster compression (i.e. the shortest leave period per hours worked) the greater worker fatigue and the higher the risk to workers' mental health, wellbeing and dissatisfaction.[12] For FIFO employees specifically, roster dissatisfaction was linked to roster length too.

Shift workers are inherently at risk of circadian disruption, with their working hours extending into the night or early morning. In contrast, day shifts are linked to better mental health and wellbeing outcomes than night shifts.[13]

Working time patterns which are typical of operational mining roles – such as long shifts, irregular shifts that switch between day and night shifts, strict start & end times, overtime, extended workdays – pose challenges for employees with caring responsibilities.[14] Women and older workers are disproportionately affected by these work patterns because they shoulder an unequal load of caring and domestic work.[15]

One way mining companies can enhance inclusivity through shift design is by providing access to flexible work policies (see flexible work policy section below). Shift design does not just impact women and older workers, it effects the lives of all employees.

11. Ibid.
12. Heiler, K. (2002), *The Struggle for time: a review of extended shifts in the Tasmanian Mining Industry: Overview Report*, 1st ed. Sydney: ACIRTT, University of Sydney p1-27; Clifford (2009), *The Effects of Fly-in/Fly-out Commute Arrangements and Extended Working Hours on the Stress, Lifestyle, Relationship and Health Characteristics of Western Australian Mining Employees and their Partners*, [PDF]. Available here: https://api.research-repository.uwa.edu.au/ws/portalfiles/portal/3228421/Clifford_Susan_2009.pdf
13. Ibid.
14. The Advocates for Human Rights (2019), *Promoting Gender Diversity and Inclusion in the Oil, Gas and Mining Extractive Industries*, [PDF]. Available at: https://unece.org/DAM/energy/images/CMM/CMM_CE/AHR_gender_diversity_report_FINAL.pdf; Mining Industry Human Resources Council (2016), *Strengthening Mining's Talent Alloy: Exploring Gender Inclusion*, [PDF]. Available at: https://mihr.ca/wp-content/uploads/2020/03/MiHR_Gender_Report_EN_WEB.pdf
15. Kansake, Sakyi-Addo and Dumakor-Dupey (2021), *Creating a gender-inclusive mining industry: Uncovering the challenges of female mining stakeholders*, [Online]. Available at: https://doi.org/10.1016/j.resourpol.2020.101962; Caro, Madrid and Cárdenas (2022), *Work-parenthood conflicts at the operator and professional levels in Chile's mining industry: a gender analysis*, [Online]. Available at: https://doi.org/10.1080/13229400.2022.2053336

10. Commission for Occupational Safety and Health (2019), *Mentally healthy workplaces for fly-in fly-out (FIFO) workers in the resources and construction sectors*, [PDF]. Available at: https://www.dmp.wa.gov.au/Documents/Safety/MSH_MHW_FIFO_COP.pdf

To improve the effect of shift design on employees, mining companies can consider:

— Even-time and shorter rosters (e.g. one week on, one week off; eight days on, six days off) as they are linked to better mental health and wellbeing outcomes.[16]

— Consider the use of shorter roster cycles to reduce the length of time spent away from home.[17]

— The forward rotation of shifts (day to evening to night shift) is linked to improved fatigue management.

— Consult with different workforce groups (e.g. women, older workers, Indigenous workers) around work schedules, including fly-in and fly-out days.

— Commuting arrangements (e.g. travel time to or from work should be assessed for any additional risks for workers travelling home from sites or airports) shift length in relation to the physical and mental demands of the work, and environmental and seasonal conditions.[18]

— Piloting and evaluating different shift designs on projects to measure employee job satisfaction, fatigue, and retention.

Fly-In-Fly-Out (FIFO)/Drive In-Drive-Out (DIDO)

FIFO (fly-in fly-out)/DIDO (drive-in drive-out) refers to a system in which employees fly or drive back and forth to work in locations that are some distance from their home, usually on rotations of one week or more and often with accommodation (e.g. camp facilities) provided by the mining company near the worksite. As the 2022 Report into Workplace Culture at Rio Tinto observes, work type impacts work culture and FIFO workers work in a different culture to employees who work in head office.[19]

The lived effect of FIFO has been shown to impact employees mentally and physically including their time, living arrangements, intimate partner and personal relationships and engagement in non-work activities such as sport.[20] The effect on workers mental health from FIFO/DIDO links to elevated levels of psychological distress.[21] A lack of control over shift design and rotations,[22] lack of sleep, displacement from home, and poor physical health are identified as the key workplace issues that impact mental health for workers on large mine sites in Australia.[23]

A prevalence of bullying, sexual harassment and racism in FIFO workplace environments has also been documented by researchers with women employees, people of colour including Indigenous employees and contractors most targeted.[24]

To address these issues, companies can:

— Provide workers with more control and autonomy in their work roles and rosters.

— Create sleeping facilities that support sleep hygiene.

— Create work environments that facilitate ease of communication with families and loved ones.

— Provide workers with access, physical provisions (e.g. gym, exercise classes, planned sport such as a netball tournament) and time to pursue an exercise program and a healthy diet.[25]

— Treating acts of bullying, sexual harassment, and racism as a safety issue.[26]

16. Commission for Occupational Safety and Health (2019), *Mentally healthy workplaces for fly-in fly-out (FIFO) workers in the resources and construction sectors*, [PDF]. Available at: https://www.dmp.wa.gov.au/Documents/Safety/MSH_MHW_FIFO_COP.pdf
17. Bailey-Kruger (2012), *The psychological distress of women operating mining machinery in a fly-in fly-out capacity*, [PDF]. Available at: https://ro.ecu.edu.au/cgi/viewcontent.cgi?article=2683&context=theses
18. Commission for Occupational Safety and Health (2019), *Mentally healthy workplaces for fly-in fly-out (FIFO) workers in the resources and construction sectors*, [PDF]. Available at: https://www.dmp.wa.gov.au/Documents/Safety/MSH_MHW_FIFO_COP.pdf
19. Elizabeth Broderick & Co. (2021), *Report into Workplace Culture at Rio Tinto*, [PDF]. Available at: https://www.riotinto.com/-/media/Content/Documents/Sustainability/People/RT-Everyday-respect-report.pdf

20. Western Australian Legislative Assembly (2022), *'Enough is enough': Sexual harassment against women in FIFO mining industry*, [PDF]. Available at: https://internationalwim.org/wp-content/uploads/2022/08/20220621-Report-No-2.pdf
21. Turner and Rubin (2022), *Issues affecting mental health at a fly-in-fly-out mine site: A subjective impact ratings approach*, [Online]. Available at: https://doi.org/10.1111/jasp.12913
22. Dorow, Hilario and O'Leary (2023), *'It goes with the job': Gender, stress, and fly-in fly-out/drive-in drive-out work*, [Online]. Available at: https://doi.org/10.1016/j.exis.2023.101338
23. Ibid.
24. Miller et al., (2020), *Bullying in Fly-In-Fly-Out employees in the Australian resources sector: A cross-sectional study*, [Online]. Available at: https://doi.org/10.1371/journal.pone.0229970; Elizabeth Broderick & Co. (2021), *Report into Workplace Culture at Rio Tinto*, [PDF]. Available at: https://www.riotinto.com/-/media/Content/Documents/Sustainability/People/RT-Everyday-respect-report.pdf; Elizabeth Broderick & Co. (2023), *Report of the Expert Independent Review into Workplace Culture at Gold Fields*, [PDF]. Available at: https://www.goldfields.com/respectfulworkplace/en/downloads/gold-fields-EBCo-respectful-workplace-report.pdf
25. Miller et al., (2020), *Bullying in Fly-In-Fly-Out employees in the Australian resources sector: A cross-sectional study*, [Online]. Available at: https://doi.org/10.1371/journal.pone.0229970
26. Elizabeth Broderick & Co. (2021), *Report into Workplace Culture at Rio Tinto*, [PDF]. Available at: https://www.riotinto.com/-/media/Content/Documents/Sustainability/People/RT-Everyday-respect-report.pdf

Women and LGBTQIA+ Employees

The male dominated and heteronormative work environment of remote mine sites, means women and LGBTQIA+ employees working in FIFO/DIDO work conditions are more likely to feel isolated and unsafe.[27] For example, the 2022 Report into Workplace Culture at Rio Tinto revealed that LGBTQIA+ employees experienced significant rates of bullying, sexual harassment and racism compared with those who do not identify as LGBTQIA+.[28] Similarly, the Report of the Expert Independent Review into Workplace Culture at Gold Fields found LGBTQIA+ employees feared exclusion, harassment and implications for career advancement should they disclose their sexual identity in the workplace.[29] Women at FIFO worksites reported feelings of social isolation, harassment in public spaces (e.g. gym, dining hall), harassing and threatening behaviour from male colleagues, with their experiences compounded by the built environment – bad lighting, poor security etc.[30]

Women are also more likely to feel they have inadequate access to human resources on site.[31] Formal support services for LGBTQIA+ workers and women onsite may take the form of formal networks, or formal peer support.[32]

The remoteness of mining sites is found to be a barrier to women's employment, exposing women to risks of sexual harassment, discrimination, and disadvantage.[33] What is more, traineeships and apprenticeships are often conducted in remote or very remote locations in mining, further acting as a barrier to women's entry into mining.

27. Bahtic, Fitzgerald and Burgess (2022), *LGB Employees and their experiences of Fly in Fly Out (FIFO) employment in Western Australia*, [Online]. Available at: https://doi.org/10.4337/9781800379008.00020; Elizabeth Broderick & Co. (2021), *Report into Workplace Culture at Rio Tinto*, [PDF]. Available at: https://www.riotinto.com/-/media/Content/Documents/Sustainability/People/RT-Everyday-respect-report.pdf
28. Ibid.
29. Elizabeth Broderick & Co. (2023), *Report of the Expert Independent Review into Workplace Culture at Gold Fields*, [PDF]. Available at: https://www.goldfields.com/respectfulworkplace/en/downloads/gold-fields-EBCo-respectful-workplace-report.pdf.
30. Ibid.

31. The Australasian Institute of Mining and Metallurgy (2023), *AusIMM Diversity and Inclusion Survey 2023*, [PDF]. Available at: https://www.ausimm.com/globalassets/downloads/ausimm-diversity--inclusion-survey-2023.pdf
32. Bahtic, Fitzgerald and Burgess (2022), *LGB Employees and their experiences of Fly in Fly Out (FIFO) employment in Western Australia*, [Online]. Available at: https://doi.org/10.4337/9781800379008.00020
33. Weldegiorgis (2022), *A Gendered Analysis of Employment and Skills in the Large-Scale-Mining Sector: Australia*, [PDF]. Available at: https://www.iisd.org/system/files/2023-04/women-mine-of-the-future-australia.pdf; Elizabeth Broderick & Co. (2023), *Report of the Expert Independent Review into Workplace Culture at Gold Fields*, [PDF]. Available at: https://www.goldfields.com/respectfulworkplace/en/downloads/gold-fields-EBCo-respectful-workplace-report.pdf.

Company Policies

Company policies guide and embed the principles of inclusive workplace design. While most of these are listed below, other policies to consider include:

– Gender affirmation leave

– Domestic and family violence leave

– Grandparents leave

– Health insurance policies to accommodate women's health care needs including birth, prenatal and postnatal care, and health insurance for dependant family members

– Superannuation policies

– Cultural leave for Indigenous employees (e.g. Sorry Business leave for Indigenous employees)[34]

– Employer supported elderly care[35]

Supply Chain

Mining companies have a responsibility to their supply chain and contract workers. Women, LGBTQIA+ people and racial minorities working for contractors of mining companies have been shown to experience high levels of sexual harassment, bullying and discrimination.[36] To strengthen transparency and address harmful behaviour in remote sites, mining companies can introduce inclusive workplace design:

— Through procurement (for more information on this see – Buying Social Justice Through Procurement).[37]

— To monitor, evaluate and report harmful behaviour among non-employees who work as contractors on remote worksites.[38] For example, via an adaption of employee engagement surveys.

Remote Work

The COVID-19 pandemic challenged the way companies respond to remote work (also known as teleworking, telecommuting) or hybrid working arrangements. Remote work is defined as an arrangement between employers and employees to perform either part or all their regular work time in their primary place of residence. Remote work offers temporal and geographic flexibility for workers while Hybrid working is a mix of on-site and remote working arrangements.

34. Fair Work Ombudsman (2021), *Supporting workers during Sorry Business*, [PDF]. Available at: https://www.fairwork.gov.au/sites/default/files/2024-06/fd-first-nations-people-supporting-sorry-business-fact-sheet.pdf
35. International Finance Corporation (2018), *Unlocking Opportunities for Women and Business: A toolkit of actions and strategies for Oil, Gas, and Mining Companies*, [PDF]. Available at: https://documents1.worldbank.org/curated/en/862521627039202146/pdf/Unlocking-Opportunities-for-Women-and-Business-A-Toolkit-of-Actions-and-Strategies-for-Oil-Gas-and-Mining-Companies.pdf

36. Elizabeth Broderick & Co (2021), *Report into Workplace Culture at Rio Tinto*, [PDF]. Available at: https://www.riotinto.com/-/media/Content/Documents/Sustainability/People/RT-Everyday-respect-report.pdf
37. McAndrew et al., (2023), *Buying Social Justice Through Procurement: an equality and diversity toolkit*, [PDF]. Available at: https://buyingsocialjustice.org.uk/wp-content/uploads/2023/10/Buying-Social-Justice-Through-Procurement-an-equality-and-diversity-toolkit.pdf
38. Ibid.

Remote work is one of the flexible workplace practices that can be engaged by mining companies. Prior to the pandemic women, older employees, part-time workers, employees providing care for children and people with disability and workers in remote areas were more likely to work from home.[39] Since 2020 there has been a rise in remote work or hybrid working,[40] with many employers having positive experiences with remote working and thus adopting hybrid working options.

The ability to work remotely is dependent upon several variables including:

— The nature of the occupation and the specific role and tasks an employee is required to perform,

— The expected work outputs from employees,

— Communication practices,

— Clear expectations of work processes (e.g. work hours, email protocols),

— Available technology to support remote collaboration,

— Mutual trust between employees, employers, and team.

Examples of hybrid and remote working currently include:

— Fixed days where employees are expected to attend the workplace for a specific number of set days,

— Fixed office frequency where employees have the flexibility to choose which days they attend the office, and flexibility to choose where they work and when.[41]

Shifts in new technology, AI and digital transformation in mining are moving employees away from the rock face, potentially providing greater capacity to work remotely in some roles. In Australia, prior to COVID, a third of employees in the mining sector worked from home which compared to other sectors was high. In response to the pandemic, 60% of employees worked remotely which was higher than most sectors.[42]

In sectors like Information Technology, the impact of remote or hybrid work is mixed. Many workers prefer to work from home some of the time, though they also value spending time in the office. Research shows that remote work can affect knowledge sharing and collaboration, leading to less real-time information exchange and may have a consequence on long-term career prospects.[43] It may also increase feelings of loneliness and make it harder for newer or younger employees to learn and share information. However, remote work can boost productivity and improve employee well-being, work-life balance, and health.[44] Additionally, remote work provides employees greater autonomy over how they work resulting in improved performance.[45]

39. Productivity Commission (2021), *Working from home*, [PDF]. Available at: https://www.pc.gov.au/research/completed/working-from-home/working-from-home.pdf
40. Vij et al., (2023), *Employee preferences for working from home in Australia*, [Online]. Available at: https://doi.org/10.1016/j.jebo.2023.08.020
41. Hopkins and Bardoel (2022), *Flexibility makes us happier, with 3 clear trends emerging in post-pandemic hybrid work*, [Online]. Available at: https://theconversation.com/flexibility-makes-us-happier-with-3-clear-trends-emerging-in-post-pandemic-hybrid-work-180310

42. Productivity Commission (2021), *Working from home*, [PDF]. Available at: https://www.pc.gov.au/research/completed/working-from-home/working-from-home.pdf
43. Ibid.
44. Ibid.
45. Hopkins and Bardoel (2022), *Flexibility makes us happier, with 3 clear trends emerging in post-pandemic hybrid work*, [Online]. Available at: https://theconversation.com/flexibility-makes-us-happier-with-3-clear-trends-emerging-in-post-pandemic-hybrid-work-180310

Gender, Neurodivergence, Disability and Age

Remote and hybrid work is considered a nonpecuniary benefit by many workers particularly women.[46] Research finds that neurodivergent employees, employees with disabilities[47], women, people living with children, those with longer commutes and highly educated workers put a value on remote working.[48] For workers with disabilities, working from home reduces their commute time and allows better management of health conditions.[49] For neurodivergent employees, the opportunity to work from home in a private office may relieve stress and improve work satisfaction.[50]

Women, disabled, older workers and parents have and will continue to gravitate toward companies putting in the time and effort and policy development to make work sustainable. It also means that remote policies and practices within companies, are likely to influence the company's diversity and inclusion profile. For example, companies that enable remote work but prioritise attendance in the workplace, could risk disadvantaging people – women, disabled, older workers, people with children – who chose to work from home in terms of training, career development and access to promotion opportunities.[51]

In implementing remote work policies in practice, companies need to be mindful that excessive monitoring of working from home can raise privacy concerns and decrease goodwill and sentiment towards the employer.[52] Developing the skillset of managers to effectively manage hybrid teams and hybrid employees, helps with fostering productivity while maintaining mutual trust.[53]

Given the relative newness of remote workplace policies, companies should consider engaging a process of negotiating, trialling, learning, and adjusting to see what best works for employees and companies.[54]

46. Washington and Vij (2024), *What's it worth to work from home? For some, it's as much as one third of their wage*, [Online]. Available at: https://theconversation.com/whats-it-worth-to-work-from-home-for-some-its-as-much-as-one-third-of-their-wage-217554
47. Williamson et al., (2023), *Working from home has worked for people with disability. The back-to-the-office push could wind back gains*, [Online]. Available at: https://theconversation.com/working-from-home-has-worked-for-people-with-disability-the-back-to-the-office-push-could-wind-back-gains-209870
48. Productivity Commission (2021), *Working from home*, [PDF]. Available at: https://www.pc.gov.au/research/completed/working-from-home/working-from-home.pdf; Wooden, Vera-Toscano and Lass (2022), *HILDA finds working from home boosts women's job satisfaction more than men's, and that has a downside*, [Online]. Available at: https://theconversation.com/hilda-finds-working-from-home-boosts-womens-job-satisfaction-more-than-mens-and-that-has-a-downside-195641
49. Williamson et al., (2023), *Working from home has worked for people with disability. The back-to-the-office push could wind back gains*, [Online]. Available at: https://theconversation.com/working-from-home-has-worked-for-people-with-disability-the-back-to-the-office-push-could-wind-back-gains-209870
50. Weber et al., (2021), P*hysical workplace adjustments to support neurodivergent workers: A systematic review*, [Online]. Available at: https://doi.org/10.1111/apps.12431
51. Productivity Commission (2021), *Working from home*, [PDF]. Available at: https://www.pc.gov.au/research/completed/working-from-home/working-from-home.pdf

52. Jeske and Santuzzi (2015), *Monitoring what and how: psychological implications of electronic performance monitoring*, [Online]. Available at: https://doi.org/10.1111/ntwe.12039; Productivity Commission (2021), *Working from home*, [PDF]. Available at: https://www.pc.gov.au/research/completed/working-from-home/working-from-home.pdf
53. Williamson et al., (2023), *Working from home has worked for people with disability. The back-to-the-office push could wind back gains*, [Online]. Available at: https://theconversation.com/working-from-home-has-worked-for-people-with-disability-the-back-to-the-office-push-could-wind-back-gains-209870
54. Productivity Commission (2021), *Working from home*, [PDF]. Available at: https://www.pc.gov.au/research/completed/working-from-home/working-from-home.pdf

Reproductive Health

Reproductive health and wellbeing leave

Menstruation and menopause can be a significant source of gender disadvantage in paid employment.[55] Normalisation of reproductive health in the workplace and assisting access to critical reproductive health services will contribute to gender equality in the workplace, improved health outcomes, increase job satisfaction of employees and workplace productivity. Reproductive health and wellbeing leave is the provision of paid leave for employees to address a range of reproductive health concerns including menstruation, dysmenorrhoea (period pain), endometriosis, menopause, fertility and other pre-natal needs (for example, IVF), miscarriage and abortion.

Reproductive and wellbeing leave may vary according to context and design (eligibility, duration, payment), other components might include:

— Employer/manager awareness training around how the physical work environment might impact on menopausal women,

— Employer/line manager training and raising awareness,[56]

— Flexible working hours, job design and hybrid working,[57]

— Opportunity and places to rest,[58]

— Adequate sanitary facilities,

— Environmental and physical adjustments.[59]

In different countries, menstrual leave has been an instrument used to address inadequate sanitation and the economic cost of workplace absenteeism.[60] In the last two decades in India, UK, Ireland, Australia, Indonesia, Nepal and Egypt, businesses have seen a rise in demand for new workplace protection and entitlements and have responded by introducing menstrual and menopause leave with the aim of increasing productivity. Policies have been framed around a tolerant workplace, normalising, and destigmatising periods, but despite this approach, businesses need to be vigilant that policy design and the narrative associated with reproductive health policies do not reinforce gender stereotypes. Indian companies have been at the forefront of private sector menstrual leave policy design including provision of two days paid leave per month, with the option to work from home.[61] Companies in Australia have broadened out menstrual leave to include menopause leave allowing for five to twelve paid leave days per year.[62] In the UK, a business can remove fixed leave time and introduce a trust-based menstrual flexi-time system where the employee can work from home and exercise self-care.[63]

55. Colussi, Hill and Baird (2023), *Engendering the Right to Work in International Law: Recognising Menstruation and Menopause in Paid Work*, [PDF]. Available at: https://ohrh.law.ox.ac.uk/wp-content/uploads/2023/10/U-of-OxHRH-J-Engendering-the-Right-to-Work-2.pdf

56. Hardy, Griffiths and Hunter (2017), *What do working menopausal women want? A qualitative investigation into women's perspectives on employer and line manager support*, [Online]. Available at: https://doi.org/10.1016/j.maturitas.2017.04.011

57. Colussi, Hill and Baird (2023), *Engendering the Right to Work in International Law: Recognising Menstruation and Menopause in Paid Work*, [PDF]. Available at: https://ohrh.law.ox.ac.uk/wp-content/uploads/2023/10/U-of-OxHRH-J-Engendering-the-Right-to-Work-2.pdf

58. Baird, Hill and Colussi (2021), *Mapping menstrual leave legislation and policy historically and globally: labor entitlement to reinforce, remedy, or revolutionize gender equality at work?*, [Online]. Available at: https://www.proquest.com/scholarly-journals/mapping-menstrual-leave-legislation-policy/docview/2617214563/se-2

59. The Prince's Responsible Business Network (2022), *Toolkit: Menopause in the Workplace*, [PDF]. Available at: https://www.bitc.org.uk/wp-content/uploads/2022/10/bitc-toolkit-age-menopause-workplace-october2022.pdf

60. Baird, Hill and Colussi (2021), *Mapping menstrual leave legislation and policy historically and globally: labor entitlement to reinforce, remedy, or revolutionize gender equality at work?*, [Online]. Available at: https://www.proquest.com/scholarly-journals/mapping-menstrual-leave-legislation-policy/docview/2617214563/se-2

61. Ibid.

62. Harper and Farrow-Smith (2023), *Menopause policies are being adopted in workplaces. Is Australia ready for 'the change'*, [Online]. Available at: https://www.abc.net.au/news/2023-10-18/menopause-womens-health-policy-in-workplaces/102976708; Victorian Women's Trust (n.d.), *Menstrual and Menopause Wellbeing Policy*, [Online]. Available at: https://www.vwt.org.au/menstrual-and-menopause-wellbeing-policy/

63. Baird, Hill and Colussi (2021), *Mapping menstrual leave legislation and policy historically and globally: labor entitlement to reinforce, remedy, or revolutionize gender equality at work?*, [Online]. Available at: https://www.proquest.com/scholarly-journals/mapping-menstrual-leave-legislation-policy/docview/2617214563/se-2

Family Leave, Caring Duties

Parental leave, carers leave, and childcare policies should apply equally to men, women, and gender diverse employees. Creating opportunities for men to take an active role in family care such as parenting their children, and unpaid domestic care such as looking after elderly parents or caring for a sick family member will shift gender equality.

Parental Leave

Within each jurisdiction, legislation differs and guides parental leave practices including the right to unpaid maternity, paternity and parental leave and government funded paid parental leave. Sweden, Finland, Bulgaria, Iceland, and Estonia lead the world in government supported parental leave policies, with the USA remaining an outlier in high income countries as it offers no government supported parental leave.[64] Across Africa, government support for parental leave is mixed,[65] with shared parental leave recently being allowed in South Africa.[66]

As women undertake the bulk of society's care and unpaid domestic duties, maternity leave was introduced to enhance labour market outcomes for women. In recent times, maternity leave has expanded from providing women with leave entitlements around the birth of their child to encouraging and supporting men to take leave to be care givers. Since April 2022, EU countries are required to offer a minimum of 10 days paid paternity leave. Shared parental leave is available in few countries including Canada, Finland, and Russia.[67]

Best practice employers recognise that to retain skilled employees they need to offer more than minimum legal obligations and create practical, tailored parental leave policies for their business.

It is suggested that company parental leave policies should address the following areas:[68]

— Length of paid leave for new mothers and fathers and length of any unpaid leave

— Notice period: Timeframe for notifying employers of intent to take leave, responsibilities in informing employers, and steps for managers to take to accommodate pregnant employees and parental leave

— Measures employers will take to find alternative job placements for pregnant/breastfeeding staff. This will depend on physical risk/health risk profile of pregnant employee's job

— Starting point of leave: For example, at birth or prior to birth

— Notice requirements to extend parental leave

— Protocol for communication and engagement during the leave period

— Timeline for discussing return to work

— Job coverage protocols: This includes assurances that staff can return to the same position and contingency planning when staff cannot return to the same position

— Protocol for adoption of children and staff eligibility for parental leave.

64. Canaan et al., (2022), *Maternity Leave and Paternity Leave: Evidence on the Economic Impact of Legislative Changes in High Income Countries*, [PDF]. Available at: https://www.econstor.eu/bitstream/10419/252253/1/dp15129.pdf

65. Africa HR Solutions (n.d.), *Parental Leave in Africa: A Guide Across 50+ African Countries*, [Online]. Available at: https://africa-hr.com/blog/guide-to-parental-leave-in-africa/

66. Johnson (2023), *South Africa to introduced shared parental leave after landmark judgement*, [Online]. Available at: https://www.theguardian.com/global-development/2023/nov/10/south-africa-to-introduce-shared-parental-leave-after-landmark-judgment

67. World Policy Centre (2022), *How Much Shared Parental Leave is available?*, [Online]. Available at: https://www.worldpolicycenter.org/policies/how-much-shared-parental-leave-is-available

68. International Finance Corporation (2018), *Unlocking Opportunities for Women and Business: A Toolkit of Actions and Strategies for Oil, Gas, and Mining Companies*, [PDF]. Available at: https://documents1.worldbank.org/curated/en/862521627039202146/pdf/Unlocking-Opportunities-for-Women-and-Business-A-Toolkit-of-Actions-and-Strategies-for-Oil-Gas-and-Mining-Companies.pdf

Beyond these guidelines, it is recommended that companies consider expanding parental leave policies to include:

— Leave for adoption, fostering and surrogacy

— Kinship care including traditional Indigenous adoption and foster care[69]

— Leave for miscarriage (or termination)

— Premature birth and hospitalised babies

— Full leave entitlements for stillbirth and neonatal death

— Leave taken as a block of time or flexibly up until the child is three years old

— Abolishing 'primary' and 'secondary' carer labels

— Equal benefits to both parents

— No waiting periods to access paid parental leave

— Paid superannuation/pension during the employees leave period[70]

— Flexible working arrangements including changes or reduction to hours, work patterns (compressed work week, for example) or location of work

— Practical support for working parents and pregnant employees (for example, car parking, flexible start and finish times, shift switching, work from home arrangements, and time off for appointments)

— Option to take annual leave or long service leave at half pay during parental leave

— Continued access to benefits such as a company car, employer paid study, mobile phone, or internet during parental leave

— Annual leave accrual during periods of parental leave[71]

— Paid parental leave from 26 to 52 weeks.[72]

Parental leave policies should include:

— Employees leave entitlements

— Notice periods

— Evidence needed to access leave

— Transitional arrangements associated with leaving and returning to work

— Process the business will use to stay connected with employees on leave, and

— Flexible work arrangements available before and after parental leave including provision of lactation breaks.[73]

Carer's Leave

Informal care of spouses, children, parents, extended family, and friends is often required of employees. Whilst it makes an invaluable contribution to society, often juggling paid work and care is challenging for employees. Women who undertake the bulk of care work globally, can find their paid work and care commitments so demanding they quit their jobs.[74] Carer's leave is an important workplace entitlement that aids in the retention of workers, particularly women. Inadequate carers leave can drive employees, particularly women, from the workforce.

Carer's leave (paid or unpaid) is provided to employees who need to look after an immediate family member or household member who is sick, injured, or affected by an emergency. In some jurisdictions, carers leave is taken out of the employee's personal leave balance.

69. Australian Government (n.d.), *Chapter 4: Leave entitlements*, [Online]. Available at: https://www.apsc.gov.au/initiatives-and-programs/workplace-relations/maternity-leave-act-review-report/chapter-4-leave-entitlements-0

70. Black (2022), *These companies have the best parental leave perks*, [Online]. Available at: https://www.afr.com/work-and-careers/workplace/these-companies-have-the-best-parental-leave-perks-20220926-p5bkzd#:~:text=Available%20at%20organisations%20such%20as,of%20leave%20to%20primary%20carers.

71. Fair Work Ombudsman (2024), *Parental leave Best Practice Guide*, [PDF]. Available at: https://www.fairwork.gov.au/sites/default/files/migration/711/parental-leave-best-practice-guide.pdf

72. Care (n.d.), *30 companies with great paternity leave*, [Online]. Available at: https://www.care.com/business/30-companies-with-great-paternity-leave/

73. Fair Work Ombudsman (2024), *Parental leave Best Practice Guide*, [PDF]. Available at: https://www.fairwork.gov.au/sites/default/files/migration/711/parental-leave-best-practice-guide.pdf

74. Productivity Commission (2023), *A case for an Extended Unpaid Carer Leave Entitlement?*, [PDF]. Available at: https://www.pc.gov.au/__data/assets/pdf_file/0005/357710/sub044-carer-leave.pdf#:~:text=Based%20on%20the%20PC%E2%80%99s%20analysis%2C%20overall%2C%20there%20is,the%20highest%20priority%20for%20the%20majority%20of%20carers.
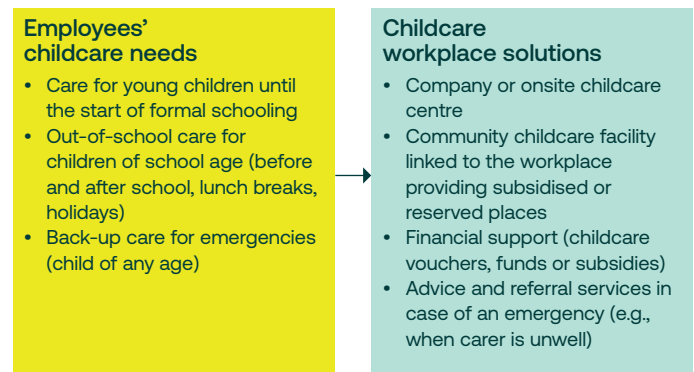
It is a legislative provision within the EU,[75] Peru, Uruguay, Mali, Mauritania, Senegal, Burkina Faso, Benin, Cameroon, Central African Republic, Republic of Congo, Gabon, Namibia, Canada, and Australia,[76] for employers to provide carers leave for extended family members, although the length of leave and the entitlement criteria differs. Some businesses offer paid and unpaid leave for medical appointments related to pregnancy, support for attending fertility treatments, and other types of carers, such as grandparents.

Childcare Offerings, Support, and Assistance

While aiding men, childcare has a direct impact on increasing women's access to employment, retention in employment and progression within employment. International conventions such as the Convention on the Elimination of All Forms of Discrimination (CEDAW) recognise that working parents need outside support with childcare and call on the provision of childcare facilities and support as part of government policy. Yet affordable, quality, and accessible childcare has not been realised in many countries like the USA, Slovakia, and Australia.[77]

Currently, the mining sector employers offer limited workplace solutions to childcare. For instance, in Australia, 6% of employers provide childcare or carer programs.[78] Solutions should be diverse and innovative ranging from an on-site creche for babies, to financial subsidies, provision of holiday camps or after-work care. Where jobs require longer or night shifts, daycare centres should be open 24 hours per day.[79] Usually, offerings are provided through partnerships with childcare providers, NGOs, civil and religious organisations.

Figure 1.1 Childcare needs of employee and types of workplace assistance[80]

Employees' childcare needs	Childcare workplace solutions
• Care for young children until the start of formal schooling • Out-of-school care for children of school age (before and after school, lunch breaks, holidays) • Back-up care for emergencies (child of any age)	• Company or onsite childcare centre • Community childcare facility linked to the workplace providing subsidised or reserved places • Financial support (childcare vouchers, funds or subsidies) • Advice and referral services in case of an emergency (e.g., when carer is unwell)

Case Study: Barrick – Early Learning Childcare, For Early Hours Workers

In Elko, Nevada, home of Barrick's Nevada Gold Mines (NGM) complex, the local community highlighted an additional facility needed from the Elko Boys and Girls Club

A lack of affordable and accessible childcare in the mornings meant some parents, especially women, could not access the job market. To help remove this barrier for women and others to build viable careers Barrick partnered with the Elko and Spring Creek Boys and Girls clubs to form early learning centres.

To date, Barrick has invested $4.5 million into the early learning centres, with classrooms caring for children ages nine months to five years old, and care starting as early as 4am, and continuing as late as 8pm. Through the partnership, Barrick has helped Nevada Gold Mines' employees and community members gain peace of mind that their children are in safe hands.

75. European Council of the European Union (2024), *Work-life balance for parents and carers*, [Online]. Available at: https://www.consilium.europa.eu/en/policies/work-life-balance/
76. World Policy Centre (2022), *Are workers guaranteed paid leave to meet the health needs of all adult family members living in their households?*, [Online]. Available at: https://www.worldpolicycenter.org/policies/are-workers-guaranteed-paid-leave-to-meet-the-health-needs-of-all-adult-family-members-living-in-their-household
77. Unicef (2021), *Affordable, quality childcare inaccessible in many of world's wealthiest countries*, [Online]. Available at: https://www.unicef.org/press-releases/affordable-quality-childcare-inaccessible-many-worlds-wealthiest-countries-unicef
78. Australasian Institute of Mining and Metallurgy (2023), *AusIMM Diversity and Inclusion Survey 2023*, [PDF]. Available at: https://www.ausimm.com/globalassets/downloads/ausimm-diversity--inclusion-survey-2023.pdf
79. The Advocates for Human Rights (2019), P*romoting Gender Diversity and Inclusion in the Oil, Gas and Mining Extractive Industries*, [PDF]. Available at: https://unece.org/DAM/energy/images/CMM/CMM_CE/AHR_gender_diversity_report_FINAL.pdf

80. Hein and Cassirer (2010), *Workplace solutions for childcare*, [PDF]. Available at: https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_110397.pdf

Work-Life Balance

Work-life balance initiatives have been recognised as a key human resource strategy, particularly in a competitive market context.[81] Work-life balance relates to the diverse demography of workers, whether with juggling work and study, those with caring responsibilities beyond childcare, the importance of maintaining recreations, hobbies, and other interests outside work.[82] Younger workers value greater work-life balance as well as opportunities to progress, and flexible work arrangements.[83]

Flexible Work Policy

Long, irregular hours and a lack of flexible and part-time work are barriers to women's participation and progress in mining particularly in operational roles that require large amounts of time away from home. There is a large demand now and into the future for flexible work due to unpaid domestic care work.

Companies should take note that in some jurisdictions, flexible work provisions are legislated. Other considerations in the implementation of flexible work policies include fixed assets and machinery, client expectations, traditional mindsets, enterprise bargaining cycles, and technology and training constraints and investment.[84]

The nature of the job role needs to be considered in relation to flexible work options. For example, telework may not be feasible for operational mine work, yet other arrangements might be, including the temporary change of job role for employees. While it is often at the employer's discretion, requests for flexible working arrangements should be taken seriously to retain employees and maintain their job satisfaction.

Where flexible work policies are in place, research has documented the barriers to their utilisation, including line manager resistance,[85] discouraging work-group dynamics and masculine ideal worker norms.[86] Clear and transparent guidelines for requesting and granting flexible work arrangements are essential. Line managers should be trained and supported in applying these policies, and employees need to be informed about how to use them.

Flexible work policies might consider several types of flexible working arrangements that respond to the unique needs and requirements for flexibility. Flexible work is framed in relation to:

— **Flexibility in time:** ranges from flexible time schedule to part-time and trust-based working hours. In the later, work is regulated not by schedules, but by agreed time to complete target.

— **Flexibility in place:** telework which is supported by technology. It implies that employees have a defined second workplace besides the office.

— **Flexibility in process or tools:** in which re-arrangements are based on agreements, sharing work, or other strategies. For example, school-term work schedules.

81. Russell and Bowman (2000), *Work and family: current thinking, research and practice*, [PDF]. Available at: https://www.dss.gov.au/sites/default/files/documents/work_family.pdf
82. Ransome (2007), *Conceptualizing boundaries between 'life' and 'work'*, [Online]. Available at: https://doi.org/10.1080/09585190601167425
83. Deloitte (2016), *The 2016 Deloitte Millennial survey: Winning over the next generation of leaders*, [PDF]. Available at: https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-millenial-survey-2016-exec-summary.pdf
84. Champions of Change Coalition (2022), *Shifting expectations: Flexibility for frontline, shift and site based roles*, [PDF]. Available at: https://championsofchangecoalition.org/wp-content/uploads/2022/06/Shifting-Expectations-Flexibility-for-frontline-shift-and-site-based-roles.pdf

85. Cooper and Baird (2015), B*ringing the 'right to request' flexible working arrangements to life: from policies to practices*, [Online]. Available at: https://doi.org/10.1108/ER-07-2014-0085
86. Lott and Abendroth (2020), *The non-use of telework in an ideal worker culture: why women perceive more cultural barriers*, [Online]. Available at: https://doi.org/10.1080/13668803.2020.1817726

Figure 1: Types of flexibility in time

Part-time	Options of work hours that are less than traditionally full-time work hours (usually contracted hours of less than 35 hours per week).
Flexi-time	Ability to change arrangement of daily hours. Informal flexi time refers to taking part of a day off to deal with personal matters. Formal flexi time allows variations to start and finish times, within a fixed range of hours. Daily flex time allows to change start and finish times daily.
Compressed hours	Working the same number of weekly hours, focused, or compressed into a shorter period of time, such as the four-day work week.
Staggered hours or split shift	Working blocks of hours separated by a longer than usual break.
Time in lieu	Working extra hours to complete objectives when required, reclaimed as time-off.
Collaborative hours	Managers, departments, or teams determine fixed collaboration hours within each person's flexible schedule.
Rostered Day off (RDO)	Time in lieu and formal rostered days off.
Purchase leave	Take more days of leave per year for a reduction in full time payment.
Tailored use of leave	Using annual leave time in different periods to meet life demands.
Career break/unpaid leave	Ability to request unpaid career break with indicative period and time of return and sabbatical.
Staged leave or phased retirement	Allows for a slower process of retirement, where work hours are progressively reduced over a set period.

Figure 2: Types of flexibility in location

On site	Employees always work in the official place of work, within their other arrangements.
Telecommuting or working from home	Ability to work from home, informally when necessary, or formally with structured days at home and in the office.
Hybrid	Ability to split the time of working between locations, in the office or at home.
Scheduled locations	Managers, departments, or teams determine on-site days.

Figure 3: Types of flexibility in process[87]

Bid rostering	Lines of work and shift are generated, bid for by team members.
Flexible rostering	Employees submit requests for the shifts and rostered days off, based on which the roster is built trying to accommodate requests where possible and practical.
Job share	A full-time role is taken by two or more employees, paid on a part-time basis according to the part of the role they complete: — Twin model – where two employees share a role and accountabilities — Islands model – where two employees split a role and are responsible for various parts of the role (equivalent to two part-time roles) — Hybrid model – a mix of both the twin and islands model, where 2 (or more) employees share a role with some shared responsibility and some divided responsibility to play to each other's strengths
Shift-swapping	Allow shift workers to trade their shifts.

87. Galea, N., Powell, A., Mussi, E., and McFadyen, A. (2023), *Flex from the start: Rapid literature review*, University of Melbourne (internal document).

Flex on the Frontline

Flexible workplace policies are particularly salient for FIFO/DIDO workers, who would benefit from accessing contingency plans that allow them to get home quickly in a family emergency. This type of provision would alleviate the level of stress associated with not knowing what plans could be put in place if such an emergency was to arise, an issue which is frequently cited as a concern for FIFO/DIDO workers and their families.[88]

Some roles are easier to instigate flexible working practices than others. More difficult roles are blended frontline operational roles that contribute to site operations and may require shift work and site-based roles which often require the employee to be on site in an operational environment 24/7. Flexible working arrangements are harder to design in these roles but are not insurmountable.

For blended frontline roles there is opportunity to:

— Analyse the role to identify what needs to be done on site versus off-site

— Choose and be supported off-site when possible

— Provide technology that enables working off-site

— Work at regional hubs or satellite offices

For frontline site-based roles, there is opportunity to embed flexible work practices through:

— Access to flexible rosters

— Swap shifts

— Undertake a job share or other part-time arrangements

— Compress the work week

— Spilt shifts

— Multiskilling.[89]

Workplace Design

Flexible working policies are often focused on the needs of individuals, yet mine sites are also able to introduce flexible work interventions for the entire site operation (such as time during the day demarked for no meetings), or for specific roles that allow for coverage of the role in the absence of an individual (such as rostering late arrival/early departure from site). Coordinated flexible work interventions can be aimed at normalising flexible work practices, reducing work hours, and providing greater work life balance for employees even on FIFO/DIDO projects.

Having a policy alone is not sufficient. Company leaders must gain an understanding of the practical barriers to the uptake of flexible working and work to build a culture which is supportive of flexible work for all employees.

The following aspects improve flexible work practices within a company:

— **Visible leadership:** Managers should actively support and model flexible work policies. They need training on these policies and how to communicate their benefits to staff and business units. There should be consistent oversight to ensure fair implementation. Leaders must clearly commit to flexibility, demonstrate this commitment, and set an example by adhering to flexible work provisions.

— **Business priority:** Encourage flexible working practices as a business priority.

— **Communication:** Develop informational campaigns about flexible work programmes, targeting both men and women.

— **Role design:** Address job roles that on the surface offer the least flexibility and co-design with employee's flexible options within these roles. Consider implementing an 'all roles flex' policy that ensures all roles within a company have access to different flexible work provisions (see for resources: All Roles Flex).[90]

88. Bradbury (2011), *Children and the Fly-in/Fly-out Lifestyle: Employment-related Paternal Absence and the Implications for Children*, [PDF]. Available at: https://espace.curtin.edu.au/bitstream/handle/20.500.11937/559/169725_Bradbury%202011.pdf?sequence=2&isAllowed=y; Clifford (2009), *The Effects of Fly-in/Fly-out Commute Arrangements and Extended Working Hours on the Stress, Lifestyle, Relationship and Health Characteristics of Western Australian Mining Employees and their Partners*, [PDF]. Available here: https://apo.org.au/sites/default/files/resource-files/2009-08/apo-nid99426.pdf; Henry et al., (2013), *FIFO/DIDO Mental Health Research Report 2013*, [PDF]. Available at: https://mates.org.au/media/documents/FIFO-DIDO-Mental-Health-Research-Report-2013.pdf
89. Champions of Change Coalition (2022), *Shifting expectations: Flexibility for frontline, shift and site based roles*, [PDF]. Available at: https://championsofchangecoalition.org/wp-content/uploads/2022/06/Shifting-Expectations-Flexibility-for-frontline-shift-and-site-based-roles.pdf

90. Roderick (2018), *Does This Make My Job Look Big?: The Design, Implementation and Impact of 'All Roles Flex' in a Range of Australian Organisations*, [PDF]. Available at: https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&ved=2ahUKEwiWqJPRwp2EAxVoqFYBHZzPC5QQFnoECCgQAQ&url=https%3A%2F%2Fwww.sydney.edu.au%2Fcontent%2Fdam%2Fcorporate%2Fdocuments%2Fsydney-policy-lab%2Fall-roles-flex-report.pdf&usg=AOvVaw22HY0GHCnAOUzpTvsOoRIR&opi=89978449

— **Stigma, trust, and accountability:** Stigma is often a barrier to employees asking for flex. Promote trust and accountability and address perceptions of unfairness.

— **Unintended consequences:** Review performance evaluation criteria to ensure that employees who take flexible leave arrangements are not disadvantaged for promotions – for instance, by focusing performance reviews on outcomes rather than on hours worked.

— **Evaluation and Revision:** Monitor and evaluate flexible work interventions on the frontline for both individuals, roles, and site teams.[91] Revise policy to incorporate learnings and internal company innovations.

91. Galea, N., Powell, A., Mussi, E., and McFadyen, A. (2023), *Flex from the start: Rapid literature review,* University of Melbourne [Internal document]; International Finance Corporation (2018), *Unlocking Opportunities for Women and Business: A Toolkit of Actions and Strategies for Oil, Gas, and Mining Companies,* [PDF]. Available at: https://documents1.worldbank.org/curated/en/862521627039202146/pdf/Unlocking-Opportunities-for-Women-and-Business-A-Toolkit-of-Actions-and-Strategies-for-Oil-Gas-and-Mining-Companies.pdf?_gl=1*1levkma*_gcl_au*MTA3ODgwNDg4MS4xNzI1MDE4MDI0

Workplace Culture

Workplace culture constrains and enables employee behaviour through an ensemble of formal and informal rules. These rules may be written down in policy form or they may take the form of norms and practices, or they may be described in narrative form. Together these rules determine what is valued in an organisation, and shape how employees behave, or 'how things are done around here'. The ICMM DEI maturity matrix provides guidance for companies to progressively improve company culture.

Company Values and Behavioural Norms and Practices

Company values guide the rules and practices expected of employees, directly impacting employee's attitudes and behaviour and the culture of the organisation. Values for human rights, care for people and the prevention of harmful and exclusionary behaviour act to promote inclusive workplace cultures.[92]

While companies may publicly state formal values that respect human rights, diversity, and inclusion in their documentation and on their website, competing values may exist within the organisation. These could include traditional mining values that enforce rigid work practices, promote long hours with little consideration for those unable to meet these demands, and often tolerate or even reward domineering behaviours, including bullying and harassment, to uphold a 'deliver-at-all-costs' mentality.

In project-based work like mining, values and the resulting culture may vary between head office and different mine sites, making it difficult to maintain a consistent company culture across all project locations.[93]

To embed inclusive workplace design into corporate culture, companies should regularly audit their values – both formal and informa – across head offices and project sites to ensure they align with the organisation's stated values and diversity and inclusion goals.

92. Elizabeth Broderick & Co (2021), *Report into Workplace Culture at Rio Tinto*, [PDF]. Available at: https://www.riotinto.com/-/media/Content/Documents/Sustainability/People/RT-Everyday-respect-report.pdf
93. Bahtic, Fitzgerald and Burgess (2022), *Chapter 8: LGB Employees and their experiences of Fly in Fly Out (FIFO) employment in Western Australia*, [Online]. Available at: https://doi.org/10.4337/9781800379008.00020

Established company policies, practices, and processes, even those unrelated to diversity, equity and inclusion, like project cost allocation or employee reward systems, can unintentionally impact workplace inclusion. For instance, work rosters might hinder employees with caregiving responsibilities, often women, from participating in on-site roles. Therefore, all policies and practices should be reviewed for unintended consequences on inclusion. This audit should be impartial and independent, potentially involving external experts like academic researchers or professionals. Additionally, an audit of the company's reward systems could reveal underlying company values. To succeed, formal rules and policies related to inclusive workplace design must be robust.[94]

Robust policies should be tied to formal company values and clearly outline acceptable behaviours. This can be done through a vision statement that defines the behaviours the organisation celebrates and those that do not align with company values. Alternatively, it can involve straightforward communication to employees and contractors about which behaviours are acceptable and which are not, along with their link to company values.

Policies and formal practices should include positive or negative consequences whether are followed or ignored. Without enforcement mechanisms, policies are weak and unlikely to challenge existing norms that may conflict with company values and inclusion goals. In practice, enforcement could involve recognising and rewarding employees and contractors who embody the company values and behaviours. It also requires acting against those who consistently act in ways that do not align with company values, even if they are seen as 'valuable' employees.

Policies related to inclusive workplace design must be regularly reviewed and designed to adapt to different geographical contexts.[95] Additionally, mining companies should consult, co-design and develop inclusive workplace design policies,[96] and action plans with employee groups specifically effected by the policies, whilst prioritising safety, inclusion and respect for all employees and contractors.

For example, policies and action plans should:

— Be developed in consultation with those using the facilities

— Consider the needs of all genders, racial diversity, sexual orientation, faiths, and accessibility needs

— Identify and remedy existing facilities found to be unsafe, especially but not limited to gyms, bathrooms, wet mess, accommodation, lighting, and accessible security

— Be made easily accessible to all employees

— Include practical guides and case studies to contextualise local requirements,

— Provide specialised education to site management, procurement and operational employees on the inclusive workplace design policies and principles

— Implementation of the policy should be linked to rewards systems and the delivery of inclusive workplace design on project sites

— Be monitored and audited periodically.

For global mining companies, it is recommended to have a single overarching policy framework that addresses inclusive workplace design. This framework can incorporate best practice principles, while regional policies reflect similar standards tailored to local contexts.[97]

94. Galea et al., (2015), *Designing robust and revisable policies for gender equality: Lessons from the Australian construction industry*, [Online]. Available at: https://doi.org/10.1080/0144 6193.2015.1042887

95. Ibid.
96. Including procedures
97. Elizabeth Broderick & Co (2023), *Report of the Expert Independent Review into Workplace Culture at Gold Fields*, [PDF]. Available at: https://www.goldfields.com/ respectfulworkplace/en/downloads/gold-fields-EBCo-respectful-workplace-report.pdf

Inclusive Leadership

Inclusive leadership refers to the proficiency and aptitude of leaders including their way of thinking, understanding, skills and behaviour to make their organisation inclusive.[98]

Inclusive workplace cultures are those where leaders at all levels, particularly middle management, model safe and respectful behaviours.[99]

Inclusive leaders understand that practising diversity, equity and inclusion means recognising and respecting that each person is unique and faces different and compounding barriers to workplace inclusion. They manage and drive performance, innovation, and productivity through their ability to relate to diverse people, perspectives and experiences.

The Diversity Council of Australia Inclusive Leadership Model says inclusive leaders have the following mindset, skills, and practiced behaviours that they model:

— **Growth-focused:** Challenges accepted practices and incorporates different perspectives into how business is done.

— **Flexible and agile:** Is flexible about, and responsive to, a diversity of people and perspectives.

— **Open and curious:** Is curious about and open to new and different perspectives from a diversity of people.

— **Relational:** Creates teams and networks in which diverse people feel they belong and are valued and respected.

— **Identity-aware:** Believes diversity can significantly improve organisational performance, and thus learns about their own and other's identity (for example, race, age, gender, ability etc.).

Leaders in a company, including line managers, executives and company leaders, should know what inclusive leadership behaviours are. They should be aware and empowered to equitably allocate the resources and opportunities that enable inclusive workplace design. A clear articulation of the leadership commitment to inclusive workplace design and the roles and responsibilities of managers, leaders and employees is also essential.

All leaders and managers, including managers of residences and assets should:

— Be appropriately trained on issues relating to the management of mixed social environments and the prevention of sexual harassment, bullying, homophobia, racism, and other forms of discrimination, and how to manage incidents.

— Participate in support networks representative of different groups of employees on their work site.

— Establish camp councils or committees (see strategy and governance tool) on each worksite that are made up of a diverse member group, who convene regularly and provide advice to senior site management on safe and inclusive workplace design.[100]

98. Diversity Council Australia (2015), *Building Inclusion: An evidence-based mode of inclusive leadership*, [PDF]. Available at: https://www.dca.org.au/wp-content/uploads/2023/06/dca_inclusive_leadership_synopsis_accessible.pdf
99. Elizabeth Broderick & Co (2021), *Report into Workplace Culture at Rio Tinto*, [PDF]. Available at: https://www.riotinto.com/-/media/Content/Documents/Sustainability/People/RT-Everyday-respect-report.pdf

100. Ibid.

Reward Systems

Reward systems reflect what is valued in a company. Often company culture is reflected in what is rewarded. Reward systems are an effective way of promoting certain values and behaviours within an organisation. Formal and informal reward systems operate within companies through the rules and practices that are prescribed. Formal rewards may be written down and spelt out in policies. These may include financial reward for recruitment referrals or remuneration bonuses for meeting financial targets.

Within a company, informal rewards can be ubiquitous and pervasive, sometimes gifted to those who adhere to unwritten rules. They may take the form of an ongoing reward for an always dependable employee who is always on-call and prioritises the needs of their work, even at the expense of their well-being, or a performance bonus for an employee who drives productivity even if it excludes some and harms and negatively impacts others. While on the surface these informal and formal rewards may look objective and neutral, they sometimes have unintended consequences, perpetuating behaviours that challenge or weaken a company's values, and mutual trust.

Other reward systems companies should be mindful of:

— Employee referral initiatives that reward employees for referring a candidate who is a 'good culture fit' may have the unintended consequence of recruiting people who share the same social identities and behaviours, rather than recruiting people from diverse social categories including racial minorities, women, disabled people etc.

— On the flip side, referral recruitment systems that reward employees for referring people from diverse social groups or who demonstrate strong people management skills including respectful behaviours acts to encourage diversity and inclusion.

— Employee remuneration and bonus structures are often focused on productivity and short-term financial gains, with little consideration for whether in the drive for productivity and profit these behaviours neglect inclusion in the workplace, and worse still support behaviours like bullying, harassment, and discrimination. Rather, bonus and reward systems associated with remuneration can be used to direct focus on inclusive leadership skills and drive performance that strengthens inclusive workplace design. When rewards systems are linked to diversity and inclusion metrics (e.g. number of reported bullying, harassments, women's retention, for example) and targets (e.g. on Indigenous employees etc.), leaders are motivated and focused on short-term goals that produce long lasting culture change.

Accountability Mechanisms

Accountability turns words into action. Inclusive workplace design initiatives are futile without accountability.[101] Accountability operates at an organisational level, within and between colleagues and at a personal level.[102]

At an organisational level, it operates through transparent goals and reporting. Performance goals and targets need to be set, which may not have been established. Company policies and procedures should include clear enforcement mechanisms that detail what happens should the rules be broken, and leaders need to care if policies and procedures are ignored.[103]

To measure how a company is performing in relation to a goal around inclusive workplace design, data needs to be collected. For example, data on available PPE should be collected on all operational project sites. Importantly, data collection needs to be ongoing to track performance and the reporting of data transparent. Finally, the executive team needs to care about the company and team's performance relative to the goals and targets around inclusive workplace design. To change behaviours and build a culture where inclusive workplace design is the norm, executive team, line managers and employees need to be held accountable in relation to these objective measurements.

Within and between line managers and colleagues, accountability often operates when colleagues and managers hold each other to account around inclusive behaviours. This form of accountability requires employees to recognise what 'good' and 'bad' behaviours look like. Companies aid accountability between colleagues by communicating what are acceptable and unacceptable behaviours in the workplace.

Inclusive leadership provides a framework for personal accountability, whereby individuals commit to adopting an inclusive leadership approach in their skillset development and behaviour.

Reporting and Redress

Placing a positive onus on fostering inclusive workplace design is the most effective way to stop exclusionary and discriminative behaviour. While prevention is key, comprehensive, and effective responses to exclusionary and discriminative behaviour are crucial to ensuring employees feel supported and heard and to prevent these behaviours from occurring again.[104] In mining, research finds a clear link between access to reporting and good company culture. Specifically, companies with provision to protect whistleblowers (employees and contractors who report harmful behaviours) also prioritise employee mental health and well-being, physical health and safety and workplace culture.[105]

A critical role of inclusive leadership is to commit to creating and operationalising a transparent reporting of inclusive workplace design, safety, and harmful and illegal behaviours such as sexual harassment and discrimination.[106]

Companies should have in place a robust system of reporting and redress that captures, tracks, and resolves issues raised in the workplace in relation to inclusive workplace design. Employees should not have to carry the burden of managing the situation themselves, rather there should be support from management or human resources, including a clear redress process. While mining companies might have in place formal reporting mechanisms for employees, low levels of employee trust in these processes often discourages employees from acting.

Leaders should aim to foster a culture of psychological safety that creates a respectful environment where employees feel safe and supported speaking up. Establishing a focus and policy on respect within the company that aligns clearly with company values and behaviours, and that is enforced. Companies can additionally provide more choices for employees to address issues in the workplace such as:

101. Carter (2022), *DEI Initiatives are Futile Without Accountability*, [Online]. Available at: https://hbr.org/2022/02/dei-initiatives-are-futile-without-accountability
102. Odusote (2023), *How Accountability Turns Your Diversity, Equity, and Inclusion Commitments into Outcomes*, [Online]. Available at: https://www.linkedin.com/pulse/how-accountability-turns-your-diversity-equity-outcomes-ayo-odusote/
103. Ibid.

104. Elizabeth Broderick & Co (2021), *Report into Workplace Culture at Rio Tinto*, [PDF]. Available at: https://www.riotinto.com/-/media/Content/Documents/Sustainability/People/RT-Everyday-respect-report.pdf
105. Duncan, Kalsi and Mavisakalyan (2022), *Towards a healthy and safe workplace in the mining industry: A review and mapping of current practice*, [PDF]. Available at: https://bcec.edu.au/assets/2022/11/Towards-a-healthy-and-safe-workforce-in-the-mining-industry_Final.pdf
106. Elizabeth Broderick & Co (2021), *Report into Workplace Culture at Rio Tinto*, [PDF]. Available at: https://www.riotinto.com/-/media/Content/Documents/Sustainability/People/RT-Everyday-respect-report.pdf

— Establishing a confidential, accessible, independent and discrete unit with specialist expertise that provides trauma informed end to end services for people – facilitating early intervention, coordination with investigations team, and supporting reintegration into work – that responds appropriately and timely to reports of harmful behaviour across the company

— Establish strong and clear onsite redress procedures that are linked to the specialist unit for any relevant breaches, and consistent corrective measures to be put in place should any incident be identified

— Actively communicate redress process at site inductions, toolbox talks, signage, communication etc.

— Supporting managers and human resource professionals in providing advice and triaging employees experiencing harmful behaviour, to provide early interventions and strategies[107]

— Conducting listening sessions with employees and contractors

— Contracting external researchers (e.g. social scientists) to undertake culture audits on work sites and other data-driven methods to stop exclusionary and harmful behaviour[108]

— Implement bystander and upstander specialist education.

Employee Engagement

Appealing and motivating employees to support inclusive workplace design can be tricky. Company diversity and inclusion initiatives sometimes leave some groups of employees feeling as if they are at an unfair disadvantage and may result in these employees resenting other social groups. Linking policies and initiatives with certain specific groups – such as women, aged groups, people with disabilities, etc. – may inadvertently draw attention to them and lead to further exclusion.

Research finds that an effective way to engage employees about inclusive workplace design is by promotion of 'relational positives.'[109] In other words, highlights how different policies and practices benefit all employees, not just a specific group. For example, focusing on improved personal opportunities available through policies like enhanced carers leave, or improved camp facilities which in reality, benefits everyone.[110]

Other effective ways to engage with employees around inclusive workplace design include:

— Co-designing company policies and processes with the effected groups: A popular saying in the disability community is 'nothing about us without us'. This relates to the inclusion of effected and diverse employee groups in the design development process of policies and practice, particularly if a practice relates to a specific group.

— Establishing support networks on site to help groups such as sexual minorities, women and disabled employees voice their concerns and encourage greater visibility as a community.[111]

— Clear communication of company goals and targets through means of communication that reaches to the rock face such as via site inductions and onboarding process. Toolbox talks[112] and site inductions offer the opportunity to discuss acceptable and unacceptable behaviours on site that promote an inclusive workplace with employees and subcontractor workers on the frontline.

— Transparency in relation to company goals and performance measures: For example, disclosure of sexual harassment and responses to sexual harassment.

107. Ibid.
108. Denison and Pringle (2023), *How a Remote Australian Mine Became a Gender-Balanced Workplace*, [Online]. Available at: https://hbr.org/2023/07/how-a-remote-australian-mine-became-a-gender-balanced-workplace#:~:text=Gender-,How%20a%20Remote%20Australian%20Mine%20Became%20a%20Gender%2DBalanced%20Workplace,male%2Ddominated%20industries%20can%20change

109. Bresman and Edmondson (2022), *Research: To Excel, Diverse Teams Need Psychological Safety*, [Online]. Available at: https://hbr.org/2022/03/research-to-excel-diverse-teams-need-psychological-safety
110. Bernstein et al., (2020), *From Diversity to Inclusion to Equity: A Theory of Generative Interactions*, [Online]. Available at: https://doi.org/10.1007/s10551-019-04180-1
111. Bahtic, Fitzgerald and Burgess (2022), *Chapter 8: LGB Employees and their experiences of Fly in Fly Out (FIFO) employment in Western Australia*, [Online]. Available at: https://doi.org/10.4337/9781800379008.00020
112. InterBUILD (2021), *Toolbox Talk*, [PDF]. Available at: https://static1.squarespace.com/static/60c7edcb37b54354d320486b/t/6119a9e218f05e7c3a75ea9f/1629071849277/Inclusive+Language+Team+Talk_InterBuild-August+2021.pdf

Wayfinder

[SHRM: How to Establish Salary Ranges](#)
This guide provides a broad set of steps to create compensation grades and salary ranges, to allow for general use and tailoring by each company.

[SHRM: Managing Pay Equity](#)
This toolkit explores the legal obligations regarding pay equality, the role of HR professionals and offers guidance in responding to challenges from employees about their organisation's pay policies.

[Workplace Gender Equality Agency:](#)
[Flexible Work Guidance](#)
This guidance from the Australian Government includes tools and information on flexible workplaces and other issues such as pay gaps.

[Opening Up the World How Multinational Organizations Can Ascend The Maturity Curve On LGBT+ Rights](#)
The paper explores how companies can use an 'LGBT+ growth cycle' to assess the risks in a jurisdiction's legal, social, and company environments; build capacity by cultivating internal champions in support of LGBTQIA+ rights at grassroots and leadership levels; and continue building capacity by taking actions aimed at advancing their organisations along the maturity curve.

Inclusive Workplace Design Tool: Facilities

ICMM Tools for Diversity, Equity and Inclusion
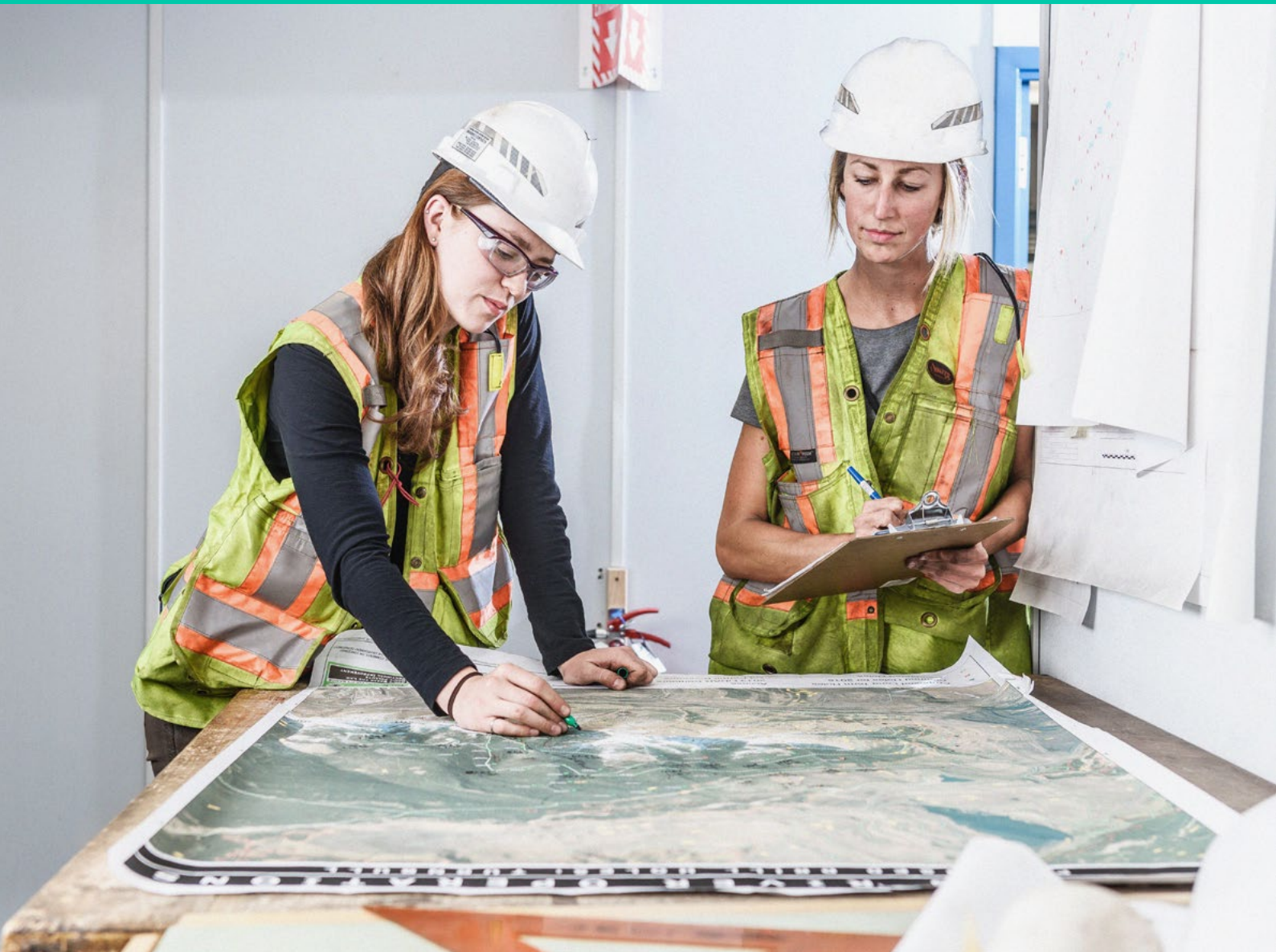
Facilities

The built environment of a workplace profoundly shapes inclusivity. An inclusive workplace is an accessible workplace for everyone. It draws on The Principles of Universal Design that refers to the:

'Design and composition of an environment so that it can be accessed, understood and used to the greatest extent possible by all people, regardless of their age, size, ability or disability.' [1]

Inclusive workplaces are accessible workplaces where all employees can participate fully in the workplace via access to the infrastructure, technology, and information.[2] This guarantees that people with different individual needs and attributes do not experience disadvantage, stigma nor barriers to doing their work or in the workplace. Plus, because the environment is designed with consideration of a broad population, it also mitigates the need for later adaptation.

Like work practices, poor workplace design has consequences, often unintended. In the mining context, recent research has highlighted how the physical design and layout of offices, worksites and camps has contributed to the sexual harassment and safety of women employees. The 2022 Report into Workplace Culture at Rio Tinto found:

Women at FIFO worksites spoke of eating alone in their room to avoid harassment in the dining hall and the gym; of avoiding being out after dark; of bad lighting and poor security; and of harassing and even threatening behaviour from male colleagues when they were walking to their accommodation after work.[3]

Disability advocates have played a central role in embedding universal design principles in the construction and development of built environment, processes and procedures, equipment and machinery, technology and beyond.[4] Universal workplace design is central to the inclusion of employees with disabilities.

2. Australian Government (2022), *Inclusive Workplaces*, [Online]. Available at: https://www.apsc.gov.au/working-aps/diversity-and-inclusion/diversity-and-inclusion-report-2022/inclusive-workplaces
3. Elizabeth Broderick & Co. (2021), *Report into Workplace Culture at Rio Tinto*, [PDF]. Available at: https://www.riotinto.com/-/media/Content/Documents/Sustainability/People/RT-Everyday-respect-report.pdf
4. Australian Human Rights Commission (n.d.), C*reating an accessible and inclusive workplace*, [Online]. Available at: https://humanrights.gov.au/our-work/disability-rights/creating-accessible-and-inclusive-workplace

1. Centre for Excellence in Universal Design (2024), *About Universal Design*, [Online]. Available at: https://universaldesign.ie/about-universal-design

The Seven Principles of Universal Design are:[5]

1. **Equitable use:** the design is useful and marketable to people with diverse abilities.

2. **Flexibility in use:** the design accommodates a wide range of individual preferences and abilities.

3. **Simple and intuitive use:** use of the design is easy to understand, regardless of the user's experience, knowledge, language skills, or current concentration level.

4. **Perceptible information:** the design communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.

5. **Tolerance for error:** the design minimises hazards and the adverse consequences of accidental or unintended actions.

6. **Low physical effort:** the design can be used efficiently and comfortably and with a minimum of fatigue.

7. **Size and space for approach and use:** appropriate size and space is provided for approach, reach, manipulation, and use regardless of user's body size, posture, or mobility.

To employ and retain diverse talent within the mining industry, workspaces including site facilities, accommodation and office space, should be designed and made accessible while meeting health and safety requirements and the local regulatory framework.

More recently, attention has been paid to neurotypical and neurodivergent employees who are represented in the workforce in an 80:20 split.[6] Neurodivergence encapsulates various conditions such as Autism-Spectrum Disorder, Attention Deficit/Hyperactivity Disorder, Dyslexia or Dyspraxia. Neurodivergent employees have a spectrum of unique needs that need to be considered in the workplace design. It recognises that:

Not every employee performs a task in the same way.[7]

Neurodivergent employees may struggle in traditional workplaces. Sensory difficulties and overload are a common issue. In recent times adjustments to the physical workplace for neurodivergent employees have become popular, e.g. workplace design solutions. Addressing sound distractions (for example, via single-person offices) and light sensitivity (e.g. light control) are the most common workplace design adjustments offered for neurodivergent employees.

To design workplaces to accommodate neurodiversity, companies can:

— Understand their neurodivergent employee's needs: don't take a blanket approach[8]

— Consider and cater for their neurodivergent employee's needs: failure to consider individual needs can lead to stigmatisation and further marginalisation[9]

— Be flexible in the design and application of workplace systems needed to support neurodivergent employees, recognising that some existing workplace systems and software may not be accessible or support neurodivergent employee needs

— Pilot and evaluate the effectiveness of actions taken

Adjustments to physical location need to be coupled with psychosocial factors and supportive workplace policies.[10]

5. NC State University (1997), *Center for Universal Design*, [Online]. Available at: https://design.ncsu.edu/research/center-for-universal-design/
6. Weber et al., (2021), *Physical workplace adjustments to support neurodivergent workers: A systematic review*, [Online]. Available at: https://doi.org/10.1111/apps.12431

7. M Moser Associates (2024), *Workplace neurodiversity: designing for difference*, [Online]. Available at: https://www.mmoser.com/ideas/workplace-neurodiversity/
8. Pierce (2018), *Leaders' Strategies to Support and Accommodate Employees with High-Functioning Autism*, [PDF]. Available here: https://scholarworks.waldenu.edu/cgi/viewcontent.cgi?article=6030&context=dissertations
9. Weber et al., (2021), *Physical workplace adjustments to support neurodivergent workers: A systematic review*, [Online]. Available at: https://doi.org/10.1111/apps.12431
10. Pierce (2018), *Leaders' Strategies to Support and Accommodate Employees with High-Functioning Autism*, [PDF]. Available here: https://scholarworks.waldenu.edu/cgi/viewcontent.cgi?article=6030&context=dissertations

Physical Infrastructure

Camp Facilities

Consideration of camp design includes all private and public areas including accommodation, footpaths, lighting, and CCTV:

— Creating a welcoming and safe site involves the consideration of diverse cultures to prevent the exclusion of minority groups. Additionally, investing in recreational facilities – such as gyms, football fields, outdoor pools, libraries, music rooms, Indigenous education centres, walking and fitness circuits, basketball and squash courts, indoor golf simulators, and grassy areas for socialising – and organising events like trivia nights, food festivals, aerobic classes, guest speakers, and cooking classes can help foster positive interactions and encourage socialisation outside of work.[11] Consideration should also be given to families in the camp, i.e. provision of activities related to children should be made possible where applicable.

— Camp catering should focus on nutritious and diverse food offerings that cater for employees' religious, medical, and multicultural needs.[12]

— Camp health service provisions should include mental health support and counselling and women's health services.[13]

— Provision of internet connection and telecommunication services to enable connection to family and friends.

— Engagement with an accessibilities expert to ensure the built environment meets the specific requirements of the Universal guidelines and legislative standards.[14] The South African Mining Qualification Authority has designed a Disability and Reasonable Accommodation Toolkit specific for the mining and minerals sector.[15]

Accommodation Offerings

Provision of a variety of accommodation offerings, quality of room construction (e.g. sound insulation, size of room) and provisions offered in the room may also increase women's retention in mining.[16] For example, inclusion of laundries and shared provisions within the housing units lessens security risks to women.[17]

Lighting and Security

Review and investment in the upgrade of lighting design and security systems in camps including the installation of new lighting, CCTV/cameras, improved doors/locks on doors, electronic door locks and security has been found to improve women's perception of camp safety. Research has found that over-lit spaces at night-time, are not necessarily safer spaces.[18] Brightly lit places often drop to very dark areas, making it hard to see beyond the well-lit area. Camp designers should consult with a lighting expert.

11. Denison and Pringle (2023), *How a Remote Australian Mine Became a Gender-Balanced Workplace*, [Online]. Available at: https://hbr.org/2023/07/how-a-remote-australian-mine-became-a-gender-balanced-workplace#:~:text=Gender-,How%20a%20Remote%20Australian%20Mine%20Became%20a%20Gender-Balanced%20Workplace,male-dominated%20industries%20can%20change; Thompson (2023), *Billionaire taps into couples workforce with iron ore 'love shacks'*, [Online]. Available at: https://www.afr.com/companies/mining/billionaire-taps-into-couples-workforce-with-iron-ore-love-shacks-20231220-p5esmy#:~:text=Mineral%20Resources%20managing%20director%20Chris%20Ellison%20could%20have,his%20latest%20iron%20ore%20project%20in%20Western%20Australia
12. Dorow, Hilario and O'Leary (2023), *'It goes with the job': Gender, stress, and fly-in fly-out/drive-in drive-out work*, [Online]. Available at: https://doi.org/10.1016/j.exis.2023.101338
13. Ibid.

14. Australian Human Rights Commission (n.d.), *Creating an accessible and inclusive workplace*, [Online]. Available at: https://humanrights.gov.au/our-work/disability-rights/creating-accessible-and-inclusive-workplace
15. Mining Qualifications Authority (2023), *Disability and Reasonable Accommodation Toolkit*, [PDF]. Available at: https://www.mqa.org.za/wp-content/uploads/2021/11/Introduction_merged.pdf
16. Government of South Australia (n.d.), *Disability Access and Inclusion Action Plan 2020 to 2024*, [Online]. Available at: https://www.energymining.sa.gov.au/about/diversity-and-inclusion/disability-access-and-inclusion-action-plan-2020-to-2024; Dorow, Hilario and O'Leary (2023), *It goes with the job': Gender, stress, and fly-in fly-out/drive-in drive-out work*, [Online]. Available at: https://doi.org/10.1016/j.exis.2023.101338
17. Western Australia Legislative Assembly (2022), *'Enough is enough': Sexual harassment against women in FIFO mining industry*, [PDF]. Available at: https://internationalwim.org/wp-content/uploads/2022/08/20220621-Report-No-2.pdf
18. Kalms et al., (2019), *Lighting cities: Creating Safer Spaces for Women and Girls*, [Online]. Available at: https://www.monash.edu/mada/xyx-lab/projects/lighting-cities

Alcohol Consumption Policy

There are different approaches to the consumption of alcohol in mining camps dependent on the context and jurisdiction. Some mining workplaces have a no-alcohol policy that extends to mine camps which are termed 'dry'. Yet in other parts of the mining sector, alcohol can still be consumed in the workplace.

Recognising that alcohol consumption is contextual, recent culture reviews of the mining sector, in particular culture on remote mine sites, link alcohol and drug use with high risks of sexual harassment, assault, and bullying.[19] As alcohol can disinhibit social controls on behaviour, in often-highly gendered (masculine) contexts such as mining and remote mine camps, where social norms relating to gender and alcohol intersect, there is an increased risk of gender violence against women.[20] High alcohol consumption in the workplace was also reported by mining companies to be a significant risk factor to workplace safety generally.[21]

The consistency and quality of practices by companies to test for and manage alcohol impairment in shifts, including breathalysing employees prior to shift start, has been brought into question in recent cultural reviews of the sector.[22] These practices, whilst considered a positive intervention, are criticised for neglecting the impact of high quantity of drinking outside of work on workplace health and safety including fatigue, mood and cognitive ability and worker's physical health.[23]

Mining companies may consider:

— Restrictions on the daily consumption of alcohol in line with the jurisdiction's national health guidelines. It has been found to lessen risks of sexual harassment and assault in all workplaces in the mining sector and not just mine sites.[24]

— Tailored intervention programs via occupational health facilities on-site or at an organisational level or through industry bodies and leaders more broadly, to shape and change attitudes to alcohol.[25]

Multi-faith/Quiet/Wellness Room

A prayer/wellness/quiet room provides space for employees to partake in their own spiritual practices such as prayer and meditation. The space or room should be able to seat one or two people at a minimum, although the suitability of the space should be guided by employee need. It can be furnished with informal seating such as an armchair, a table, footwear storage and personal storage. Ideally the room should be located in a quiet area of the workplace. If the accommodation is not close to the operational site, provision should be made for a prayer room/quiet room on site. A movable screen can be provided to divide the room for different genders if needed.[26]

The prayer room might double as a wellness, meditation room or quiet room. The room should be a dedicated space and not a storage space or used for other activities, but available always.

Workers should be given time to pray and practice their faith during their shift. This may take the form of adhering to fasting for example. Respecting and accommodating employees' religious needs recognises their human right to freedom of religion, builds trust and tolerance, and makes the employee feel culturally safe in the workplace.

Lactation Room

Returning to work after birthing a child can be a new and challenging experience for some women. Some may still be breastfeeding and need to express milk for their infants while at work. A lactation room in the workplace is important for supporting women's return to work post pregnancy, aiding the retention of women workers. Inadequate support around pregnancy can drive women employees out of the workforce.

19. Western Australia Legislative Assembly (2022), 'Enough is enough': Sexual harassment against women in FIFO mining industry, [PDF]. Available at: https://internationalwim.org/wp-content/uploads/2022/08/20220621-Report-No-2.pdf
20. Australian Human Rights Commission (2020), Respect@Work: Sexual Harassment National Inquiry Report (2020), [Online]. Available at: https://humanrights.gov.au/our-work/sex-discrimination/publications/respectwork-sexual-harassment-national-inquiry-report-2020
21. Western Australia Legislative Assembly (2022), 'Enough is enough': Sexual harassment against women in FIFO mining industry, [PDF]. Available at: https://internationalwim.org/wp-content/uploads/2022/08/20220621-Report-No-2.pdf
22. Ibid.
23. Tynan et al., (2016), Alcohol consumption in the Australian coal mining industry, [Online]. Available at: https://doi.org/10.1136/oemed-2016-103602
24. Western Australia Legislative Assembly (2022), 'Enough is enough': Sexual harassment against women in FIFO mining industry, [PDF]. Available at: https://internationalwim.org/wp-content/uploads/2022/08/20220621-Report-No-2.pdf

25. Tynan et al., (2016), Alcohol consumption in the Australian coal mining industry, [Online]. Available at: https://doi.org/10.1136/oemed-2016-103602
26. Insightful Environments (n.d.), How to create a multi-faith room in the workplace, [Online]. Available at: https://www.ie-uk.com/blog/multi-faith-room-in-the-workplace

Providing provisions for a dedicated lactation room complete with lockable door, comfortable armchair seating, sink, microwave, storage facilities and a small fridge for milk storage is recommended.[27] The room should be private – not transparent glass. The room should be a dedicated space and not a storage space or used for other activities, and available always. It should be in a quiet area of the workplace.

Women employees should be given time to express during their shift. Importantly, if the accommodation is not close to the operational site, provision should be made for a lactation room on site to prevent the need for excessive travel during a work shift.
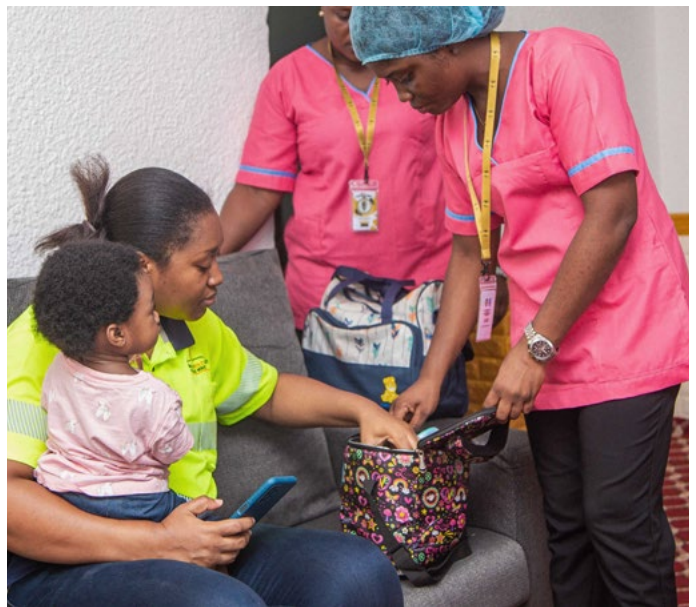
Case Study: AngloGold Ashanti Obuasi Baby Care Centre

In a significant step toward fostering a more inclusive work environment for employees with babies, AngloGold Ashanti's Obuasi Mine officially inaugurated its new Baby Care Centre on March 8, 2024, and began operations in June 2024. This initiative underscores AngloGold Ashanti's commitment to creating a workplace that is both inclusive and supportive for nursing parents.

Designed with the utmost care, the Baby Care Centre offers a safe, comfortable, and nurturing environment for infants. This facility not only ensures that mothers have a comfortable place to breastfeed their babies but also gives both parents the peace of mind needed to excel in their professional roles. The centre has CCTV cameras to provide 24-hour security, a welcoming reception area, private lactation and feeding rooms, nap rooms for babies, a laundry room, a play area, and diaper-changing facilities.

Managed by the AGA School, the Baby Care Centre is open to babies aged 4 months to 12 months, providing a vital resource for working parents at the Obuasi Mine. This initiative marks a forward-thinking approach to creating an inclusive work environment, paving the way for greater participation of women in the mining industry.

27. Unicef (2020), *Breastfeeding support in the workplace*, [PDF]. Available at: https://www.unicef.org/media/73206/file/Breastfeeding-room-guide.pdf

Women and Gender non-binary Employees' Health Needs

Camp facilities should also provide health care services that support women and gender diverse employee's health, wellbeing, and mental health needs.[28] These health services should prioritise the privacy of employees. Research finds that mine workers in precarious employment distrust health care provided in camps, fearing loss of employment should they report being unwell.[29]

PPE

PPE includes, but is not limited to, head protection, eye and face protection, hand and arm protection, body (torso) protection, foot protection, respiratory protection, vibration, and hearing protection as well as thermal protection.[30] Poorly fitted PPE exposes employees to health and safety hazards and make them less able to perform their duties effectively.

One size fits all equipment designed around male body templates ignores the impact of biological features such as facial geometry, torso length and breasts. Women are not small men. Women have special health and safety needs resulting from their anatomical and physiological makeup. It is important that:

— Selection, provision, and use of PPE in the workplace should be based on hazard identification, risk assessment processes, ergonomic and user comfort.[31]

— PPE accommodates pregnancy and other body changes.

— Before the procurement of PPE, in consultation with women employees, the employer should seek out and engage with manufacturers and suppliers of women and gender diverse PPE to ensure they meet the needs of women and gender diverse employees.

— Employers must ensure adequate provision of the appropriate PPE for each activity is available at the mine and ensure there is training provided on the type and correct use of suitable PPE.[32]

— Ensure PPE use and effectiveness is monitored for fit, comfort and maximum protection.

— Make provision of facilities for the proper maintenance, storage, transportation and cleaning of PPE and timely replacement of unfunctional PPE.

Toilets and Changing Rooms

Provision of onsite safe and adequate changing rooms and toilets remains an ongoing barrier to the safety and retention of women, disabled, and gender non-binary employees and contractors.

Historically, mining facilities lacked separate changing rooms and toilet facilities for women and non-binary people including provision of sanitary products and adequate time within shifts for women and gender non-binary people to use the toilet. A 2021 survey of Australian mine sites found women experience time pressure to go to the toilet due to work scheduling, a lack of clean and accessible toilets available, resulting in health impacts such as UTIs etc.[33]

The increase of women in mining has highlighted the importance of dedicated and private women toilets and changing rooms, not only to attend to women's sanitary needs but also to guard against gender-based harassment and associated safety concerns. Some employees may not identify as a binary gender, thus provisions for all gender toilets and changing rooms should be made to reduce exclusion and stigma.

To meet the needs of a variety of people and culture groups, across mine sites there should be adequate and consistent provision of:

— Women's toilets and changing rooms,

— Men's toilets and changing rooms,

— All gender toilets and changing rooms,

— Accessible (and/or ambulant) toilets and changing rooms.

28. Australasian Institute of Mining and Metallurgy (2021), *Women in Mining Survey 2021*, [Online]. Available at: https://www.ausimm.com/advocacy/our-advocacy-framework-and-priorities/current-initiatives/diversity-and-inclusion-survey/2021-women-in-mining-survey-report/
29. Dorow, Hilario and O'Leary (2023), *It goes with the job': Gender, stress, and fly-in fly-out/drive-in drive-out work*, [Online]. Available at: https://doi.org/10.1016/j.exis.2023.101338
30. PPE provision in table form provided on p18; Msiza (2023), *Guideline for a mandatory code of practice for the selection and provision of personal protective equipment for women in the South African mining industry*, [Online]. Available at: https://www.gov.za/sites/default/files/gcis_document/202307/49046gon3734.pdf
31. Ibid.

32. Department of Mineral Resources and Energy (2023), *Guideline for the compilation of a mandatory code of practice for the selection and provision of personal protective equipment for women in the South African mining industry*, [PDF]. Available at: https://www.gov.za/sites/default/files/gcis_document/202307/49046gon3734.pdf
33. Australasian Institute of Mining and Metallurgy (2021), *Women in Mining Survey 2021*, [Online]. Available at: https://www.ausimm.com/advocacy/our-advocacy-framework-and-priorities/current-initiatives/diversity-and-inclusion-survey/2021-women-in-mining-survey-report/

Some jurisdictional codes often set out the number of toilets based off the estimated number of workers and minimum number of women workers expected on site. However, this approach can result in the undersupply of women and gender diverse toilets. Even with jurisdictional codes in place, in practice, the provision of women and now all gender toilets in mining workplaces, remains poorly executed and needs attention.

Employers should audit their workplace in relation the safe and suitable provision of toilets and consult with relevant workers on the provision of gender suitable workplace amenities to ensure they are regularly serviced, accessible, suitable, and open.[34] Recognition must be given to the different uses and access needs of men, women, and gender diverse workers in the workplace. When in doubt, provide equal number of women's and men's toilets.

All gender toilets and changing rooms may incorporate additional facilities e.g. accessible and ambulant toilets or be standalone.

Women and all gender toilets (permanent and temporary)[35] should include:

— Toilet

— Sanitary bin[36]

— Essential safety equipment and sanitary products including handwash (heavy duty hand cleaner where required), sanitiser, menstrual cups, menstrual underwear, she-wees, disposal sanitary hygiene bags and toilet liners

— Hand basin

— Soap

— Mirror

— Hand dryer

— Lockable door

— Bag hook

— Clear signage

— Closed stalls with private wash basins (e.g. for those using menstrual cups and for Muslim workers to wash prior to prayer)

— Hot and cold running water.

Women's mobile toilets should be locked, with keys issued to women workers where a risk assessment identifies a potential safety or security hazard or where requested.[37] Accessible and ambulant toilets should meet the jurisdictions code compliance[38] (e.g. Australian Standard) and should consider in addition to items listed above:

— Appropriate grab rails installed at the side and rear of the pan

— Cubicle depth to accommodate mobility aids

— An accessible and clear path of travel from the entrance and car park to the bathroom

— A level transition at the threshold of the door

— A doorway that is wide enough to get through in a wheelchair and is not too heavy that individuals have difficulty opening or closing it

— Emergency toilet doors that can be opened for the outside

— Nonslip floor surface.

Toilets, including temporary toilets, should be serviced, accessible, suitable, and open with consideration given to:

— Frequency and standard of cleaning and serving of amenities

— Provision of a checklist as guidance for adequate workplace amenities

— Toilet and amenities inspections and audits

— Mapping toilet availability on site

— Revision of safety and company rules.

34. Interbuild (2021), *Is your building inc-loo-sive?*, [PDF]. Available at: https://static1.squarespace.com/static/60c7edcb37b54354d320486b/t/60d2b335192cd04ad00f5277/1624421175890/interbuild_fact_sheet+%281%29.pdf
35. Ibid.
36. Refers to a no-touch system operated and enclosed bin, preferably with a foot pedal or a sensor, to use for the hygienic disposal of feminine hygiene products.

37. Interbuild (2021), *Is your building inc-loo-sive?*, [PDF]. Available at: https://static1.squarespace.com/static/60c7edcb37b54354d320486b/t/60d2b335192cd04ad00f5277/1624421175890/interbuild_fact_sheet+%281%29.pdf
38. Grimbos (2017), *What is the difference between ambulant and accessible toilets?*, [Online]. Available at: https://grimbos.com.au/ambulant-and-accessible-toilets/#:~:text=Ambulant%20toilets%20are%20specifically%20designed,use%20of%20a%20walking%20frame.

To ensure toilet users feel safe, comfortable and at ease, toilet and site layout design should consider:

— Location of toilets

— Extreme weather temperature

— Lighting

— Security

— Signage and labelling

— Accessibility for wheelchair users.

Available access to suitable and easily accessible workplace amenities including when utilising site, depot, station, and substation toilets and the provision of appropriate mobile amenities where fixed amenities are not readily accessible.[39]

Consultation with relevant workers on the provision of gender suitable workplace amenities which ensure they are regularly serviced, accessible, suitable, and open. Employers should have a singular point of contact for all employees to report gendered safety issues. Shame-free, informal conversations must be had on these issues.[40] All field work vehicles should also have water containers and be hand wash fitted.

Context matters in relation to access to toilets particularly for women working in remote, civil construction, and night works associated with mining. Risks to women's safety are accelerated during night shifts if women do not know where the closest unlocked toilet is and walking ceases to be an option. Consideration should also be given to safety and company rules that prevent apprentices from performing certain activities such as driving work vehicles in restricted areas, for example, as these rules may have an unintended consequence of restricting women apprentices' access to amenities. While in parts of the USA, provision of All Gender toilets has attracted debate, in the UK, Canada, China and parts of Europe, installation of All Gender toilets is prevalent within businesses.

39. Interbuild (2021), *Is your building inc-loo-sive?*, [PDF]. Available at: https://static1.
squarespace.com/static/60c7edcb37b54354d320486b/t/60d2b335192cd04
ad00f5277/1624421175890/interbuild_fact_sheet+%281%29.pdf
40. Ibid.

Office Spaces

Mining workplaces include head office and site offices. Central to inclusive workplace design is accessible office design. Offices should be designed to meet health and safety requirements and local regulatory frameworks including meeting local guidelines and standards. Often these standards set a minimum requirement and do not take into consideration the full spectrum of inclusivity including workers who are neurodiverse or have different cultural needs.

In addition to the office area, mining companies should consider the following:

— Arriving and leaving the building where the office is located, including proximity to public transport and amenities, pathway links and accessible path of travel, drop off points etc.

— Approaching and leaving the building where the office is located, including building signage, entrances, reception areas etc.

— Moving through the building, notably to building egress (exits) in case of an emergency, ramps, doors and doorways etc.

— Work areas including the office area itself, including work points, acoustics, lighting, meeting rooms etc.

— Amenities associated with the office area, including kitchens, lockers, toilet facilities etc.

Communication systems and workplace technology including the company's website and intranet (Web Content Accessibility Guidelines), human resource and people management systems, training and learning systems, online meetings and events, financial management and accounting systems etc.[41]

In terms of accessibility, these considerations are detailed in relation to leading practice and minimum standard in the NSW Government Accessible Office Design Guidelines.[42] The Australian Human Rights Commission offers resource guides for creating an inclusive employment environment for disabled people including accessible and inclusive communication, in-person meetings and events, inductions, on-line meetings.[43]

In addition to consideration around accessibility, in new office design, companies may also consider providing spaces that adjust environmental acoustic and visual stimuli in the workplace. These might take the form of headphones, private rooms/offices in areas with less human traffic, quiet breakout rooms and break out rooms for social interaction, adjusting and reducing light levels in the office, for example.

Facilities Audit Tools

To audit existing facilities and guide the creation of new inclusive facilities, companies can engage with design experts and conduct internal audits using the tools described below. In relation to office and facility design, external auditors may be focused on specific areas such as accessibility in relation to the building and fit out code and may overlook aspects that are not included in the local building code such as neurodiversity. For further inclusive audit tools, see the Wayfinder at the end of this tool.

41. Web Accessibility Initiative (2024), *Introduction to Web Accessibility*, [Online]. Available at: https://www.w3.org/WAI/fundamentals/accessibility-intro/; Australian Human Rights Commission (n.d.), *Hosting accessible and inclusive online meetings and events*, [Online]. Available at: https://humanrights.gov.au/our-work/disability-rights/hosting-accessible-inclusive-online-meetings-events; Australian Human Rights Commission (n.d.), *Creating an accessible and inclusive workplace*, [Online]. Available at: https://humanrights.gov.au/our-work/disability-rights/creating-accessible-and-inclusive-workplace

42. NSW Government (n.d.), *Framework Accessibility Criteria*, [Online]. Available at: https://www.dpie.nsw.gov.au/housing-and-property/our-business/commercial-development-and-asset-management/accessible-office-design/framework-accessibility-criteria
43. Australian Human Rights Commission (n.d.), *Hosting accessible and inclusive online meetings and events*, [Online]. Available at: https://humanrights.gov.au/our-work/disability-rights/hosting-accessible-inclusive-online-meetings-events

New Technologies, Digital Transformation, and Automation

The mining sector, like other workplaces, is rapidly changing due to automation, digitisation and advancement in new technologies that are moving employees away from the rock face. The introduction of autonomous haul trucks and loaders, long distance haul trains and drilling and tunnel boring systems are a few of the many examples.[44] In 2019 the world's first fully automated mine commenced operation, complete with driverless trucks and robotic drills. Automation may improve access to employment of women currently banned from working in underground mining and shift work away from remote and isolated locations, thus reducing the need for FIFO and DIDO work schedules thereby improving women's retention in the sector. Automation may also lead to the potential loss in direct and indirect local employment projected to affect low skill roles undertaken by men and women working in new entry roles and supply chain employment.[45]

Depending on the geographical context this may impact women and/or men. In many contexts, women in mining are more likely to be found in low level roles. Automation, however, may remove the notions of 'masculine and feminine' gendered stereotypes associated with job roles and management styles.[46] If this is the case, the gendered nature of workplace culture may shift.

The risk lies in access to new skill qualifications for men and women, including digital literacy and internet access. Outside of the mining sector, there is a need to encourage women and girls into STEM and more pressingly, to ensure women have equal access to the internet and digital literacy in countries in the global south.[47] What is more, consideration needs to be given to those who are designing new technologies and the type of workforce and teams they have in mind in their design.[48] In other words, are new technologies and equipment being designed for a diverse workforce, or are they being designed to replicate the existing highly masculine, relatively young, and non-disabled male workforce? This is a pertinent question for mining companies currently investing in equipment and technology. Skills development, training and opportunities for women and men should avoid replicating the historic occupational gender imbalance in mining.

BHP's South Flank operation is reported to be investing in new technology in machinery and equipment that can be used by different body types and sizes.[49] On the same site, consideration has been given to the effect of automation on entry level roles, which has disproportionately disadvantaged women. The South Flank project has been reported to have recreated entry level roles, giving women from diverse professional backgrounds outside of mining the opportunity to learn on the job and build new skill sets associated with new technological advancement.

Future opportunities exist in strategic workforce planning that could shift existing workplace practices leading to greater diversity in the workforce and fill a void in relation to granular and gender disaggregated employment data in the mining sector.[50]

44. International Labour Organisation (2021), *Women in Mining: Towards gender equality*, [PDF]. Available at: https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@ed_dialogue/@sector/documents/publication/wcms_821061.pdf

45. Cosbey et al., (2016), *Mining a Mirage? Reassessing the shared-value paradigm in light of the technological advances in the mining sector*, [PDF]. Available here: https://www.iisd.org/system/files/publications/mining-a-mirage.pdf

46. Nel and Harrison (2020), *Tacking the trends 2020: Trend 9: Leadership in an Industry 4.0 world*, [PDF]. Available at: https://www2.deloitte.com/content/dam/insights/us/articles/tracking-the-trends-2020/DI_Tracking-the-trends-2020.pdf

47. Gattorno et al., (2022), *Bridging the Digital Literacy Gender Gap in Developing Countries*, [Online]. Available at: https://www.global-solutions-initiative.org/policy_brief/bridging-the-digital-literacy-gender-gap-in-developing-countries/

48. Assaad (2023), *The AI industry is on the verge of becoming another boys' club. We're all going to lose out if it does*, [Online]. Available at: https://theconversation.com/the-ai-industry-is-on-the-verge-of-becoming-another-boys-club-were-all-going-to-lose-out-if-it-does-219802

49. Denison and Pringle (2023), *How a Remote Australian Mine Became a Gender-Balanced Workplace*, [Online]. Available at: https://hbr.org/2023/07/how-a-remote-australian-mine-became-a-gender-balanced-workplace#:~:text=Gender-,How%20a%20Remote%20Australian%20Mine%20Became%20a%20Gender%2DBalanced%20Workplace,male%2Ddominated%20industries%20can%20change

50. Tekinbas and Ramdoo (2021), *New Tech and Mining's Future: Will prospects improve for women?*, [Online]. https://www.igfmining.org/new-tech-mining-future-prospects-women/

Wayfinder

The following are templates/tools that can be used for disability inclusion audits:

Cognassist: Neurodiverse workplace audit accessibility audit
A data-driven tool with multi-level neurodiversity training to give leaders, managers and employees a more meaningful ways to create a culture of neuro-inclusion.

Inclusion, Diversity, Equity, Accessibility (IDEA) Audit Tool
An audit tool that provides deep understanding of the perception people have about inclusion, diversity, equity and accessibility within an organisation or a specific environment and informs with data and insights future strategic design actions.

International Women in Mining PPE Directory
A PPE Directory with a focus on women's requirements.

VicHealth Inclusion Audit Tool
A template of suggested questions to ask for an audit to identify gaps in commitment to access and inclusion of people with disability as potential employees, employees and customers/clients

Inclusive Workplace Design Tool: Wellbeing

ICMM Tools for Diversity, Equity and Inclusion

Wellbeing

Wellbeing is a combination of 'feeling good' and 'functioning well'.[1] More specifically, wellbeing is defined as a person's relative satisfaction with various aspects of their life based on the dynamic interaction between objective elements, such as financial resources and health and their subjective elements including happiness and satisfaction with life.[2] Wellbeing is positively related to work performance.[3]

All aspects of working life contribute to workplace wellbeing, including the physical environment, conditions of work, work schedules, job demands (e.g. workload, working hours, levels of autonomy), quality of work, health and safety in the workplace, the workplace culture and behavioural norms (e.g. management styles, relationships with peers, inclusivity) and how workers feel about their work.[4]

Poor workplace wellbeing may have a range of effects including low job satisfaction, job strain, work family conflict, high staff turnover, absenteeism, and poor mental health including work stress, anxiety, burnout, and depression.[5] Conflict between personal needs and the work environment can have a negative impact on wellbeing.[6]

1. Harrison et al., (2016), *Looking through the wellbeing kaleidoscope: Results from the European Social Survey*, [PDF]. Available at: https://www.europeansocialsurvey.org/sites/default/files/2023-06/Looking_through_wellbeing_kaleidoscope.pdf
2. Headey and Wearing (1988), *Coping with the social environment: the relationship between life events, coping strategies and psychological distress*, [Online]. Available at: https://doi.org/10.1111/j.1753-6405.1988.tb00611.x; Reeve et al., (2016), *Australia's Social Pulse*, [PDF]. Available at: https://apo.org.au/sites/default/files/resource-files/2016-11/apo-nid71855.pdf
3. Harvey et al., (2014), *Developing a mentally healthy workplace: A review of the literature*, [PDF]. Available at: https://www.mentalhealthcommission.gov.au/sites/default/files/2024-03/developing-a-mentally-healthy-workplace-a-review-of-the-literature_0.pdf

4. Fenton et al., (2014), *Workplace wellbeing programmes and their impact on employees and their employing organisations: a scoping review of the evidence base*, [PDF]. Available at: https://www.birmingham.ac.uk/Documents/research/ias/Wellbeing-at-work-review-Jan-31.pdf; Chartered Institute of Personnel and Development (2016), *Growing the Health and Wellbeing Agenda: From First Steps to Full Potential*, [Online]. Available at: https://koha.kingsfund.org.uk/cgi-bin/koha/opac-detail.pl?biblionumber=120734&shelfbrowse_itemnumber=152173; Chen and Cooper (2014), *Wellbeing: A Complete Reference Guide*, [Online]. Available at: https://www.wiley.com/en-gbWellbeing%3A+A+Complete+Reference+Guide%2C+Volume+III%2C+Work+and+Wellbeing-p-9781118716212; Karanika-Murray and Weyman (2013), *Optimising workplace interventions for health and well-being: A commentary on the limitations of the public health perspective within the workplace health arena*, [Online]. Available at: https://doi.org/10.1108/IJWHM-11-2011-0024
5. Warr and Nielsen (2018), *Wellbeing and work performance*, [Online]. Available at: https://www.researchgate.net/publication/323268036_Wellbeing_and_work_performance
6. Ibid.

In the mining sector, many components of how work is done have an impact on employee wellbeing, including living away on site and away from home for extended periods of time, traveling long distances to work in remote and isolated areas,[7] often-hypermasculine and heteronormative work cultures where there can be a prevalence of bullying and sexual harassment.[8] It is unsurprising that a large body of research exists which documents poor mental health among mining workers. For example, a study among Australian coal miners found higher levels of psychological distress than among a national sample of employed persons.[9] In the US, research has found that the highest suicide rates were that of males working in the mining, quarrying, oil, and coal extraction sector.[10]

Mental Health

According to the World Health Organisation (WHO) mental health is defined as a 'state of well-being in which every individual realises his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully and is able to make a contribution to her or his community'.[11] Mental wellbeing is the ability to cope with day-to-day stresses of life, work productively, interact positively with others and realise our potential.[12] Mental health is an important contributing factor to an individual's overall health status.[13]

Mental illness is the leading cause of sickness absence and long-term work incapacity in most developed countries. In the workplace, mental illness can result in high levels of presenteeism and poor productivity, costing the individual and employer. What makes a mentally healthy workplace is an environment where psychological hazards are recognised, addressed, and prevention factors are fostered and maximised.[14]

In the mining sector, research finds that job strain, unsafe work environments, poor quality sleep, job dissatisfaction, work-family/life conflicts, risk of accidents and injury, substance abuse, dangerous work conditions and job demands all act to reduce the mental health of mine employees and contractors.[15]

The top ten factors shaping workplace mental health include[16]:

— **Demand and control:** Jobs that are characterised by high cognitive and emotional demands such as time pressure, and low job control such as low levels of autonomy around work shifts.

— **Opportunity and security:** Job insecurity, lack of variety, resources and skill development and a disproportionate amount of pressure to perform are associated with poor workplace mental health. On the flipside, roles with access to variety, significant and appropriate feedback and jobs that involve doing a complete identifiable 'beginning to end' piece of work with a visible outcome positively affect mental health.

— **Trauma:** Jobs with regular exposure to trauma and traumatic events (such as paramedics, police, medical staff etc.) have an increased risk of mental health problems including depression and post-traumatic stress disorder.

— **Relationships with colleagues and managers:** Team relationships and relationships with managers and leaders contrite to individual mental wellbeing. Often these types of relationships are the most common source of workplace stress, particularly if there is bullying and harassment at play. Institutional support of the individual employee, perceived or actual, appears to have a preventative effect on mental health difficulties.

7. Asare et al., (2021), *Health and well-being of rotation workers in the mining, offshore oil and gas, and construction industry*: a systematic review, [Online]. Available at: https://doi.org/10.1136/bmjgh-2021-005112
8. Elizabeth Broderick & Co. (2021), *Report into Workplace Culture at Rio Tinto*, [PDF]. Available at: https://www.riotinto.com/-/media/Content/Documents/Sustainability/People/RT-Everyday-respect-report.pdf
9. Considine et al., (2017), *The Contribution of Individual, Social and Work Characteristics to Employee Mental Health in a Coal Mining Industry Population*, [Online]. Available at: https://doi.org/10.1371/journal.pone.0168445
10. Peterson et al., (2020), *Suicide Rates by Industry and Occupation – National Violent Death Reporting System, 32 States, 2016*, [Online]. Available at: https://doi.org/10.15585/mmwr.mm6903a1; King et al., (2023), *Suicide in the Australian Mining Industry: Assessment of Rates Among Male Workers Using 19 Years of Coronial Data*, [Online]. Available at: https://doi.org/10.1016/j.shaw.2023.03.003
11. Galderisi et al., (2015), *Toward a new definition of mental health*, [Online]. Available at: https://doi.org/10.1002%2Fwps.20231
12. Chartered Institute of Personnel and Development (2018), *People Managers' Guide to Mental Health*, [PDF]. Available at: https://www.mind.org.uk/media-a/4660/mental-health-at-work-1_tcm18-10567.pdf
13. Harvey et al., (2014), *Developing a mentally healthy workplace: A review of the literature*, [PDF]. Available at: https://www.mentalhealthcommission.gov.au/sites/default/files/2024-03/developing-a-mentally-healthy-workplace-a-review-of-the-literature_0.pdf
14. Black Dog Institute (2022), *Workplace wellbeing*, [PDF]. Available at: https://www.blackdoginstitute.org.au/wp-content/uploads/2022/06/Workplace-wellbeing-fact-sheet.pdf

15. Pizarro and Fuenzalida (2021), *Mental health in mine workers: a literature review*, [Online]. Available at: https://doi.org/10.2486/indhealth.2020-0178
16. Black Dog Institute (2022), *Workplace wellbeing*, [PDF]. Available at: https://www.blackdoginstitute.org.au/wp-content/uploads/2022/06/Workplace-wellbeing-fact-sheet.pdf

— Leadership: Line managers and supervisors play a fundamental role in the welfare of staff. The opinions and behaviour of those in leadership roles can have a potent effect on employee wellbeing. Caring, motivated and inspiring managers are associated with enhanced mental wellbeing, in addition to those who have undertaken mental health training.

— Organisational change: Restructuring, downsizing and organisational activities linked to job precarity, and uncertainty increase job strain and insecurity even for those not directly affected. Risk of job loss leads to heightened rates of mental illness, sickness absence and disability.

— Recognition and rewards: The appropriate acknowledgement of employee's efforts in a fair and timely manner aids positive wellbeing. While an imbalance between effort and reward is linked to increased mental disorder.

— Safety and environment: Mentally healthy workplaces are due to a combination of physically and psychological safe work settings for employees. Within this is a commitment to stress management and providing a pleasant workplace (i.e. adequate lighting and security for safety, etc.).

— Stigma: Employees are less inclined to disclose any mental challenges they may be facing because mental illness is the most stigmatised disorder in the workplace. Healthy workplaces make every effort to reduce stigma, support employees and encourage help-seeking.

Work-life balance: Work life balance refers to the capacity of a worker to pursue their work and non-work lives successfully, without one undermining the satisfaction of the other[17]. When employees are experiencing personal crisis such as marital or financial strain, this will impact their productivity and retention in the workplace. Organisational support, job satisfaction and resilience training can have a preventative effect on employees.

Psychological Safety and Psychosocial Hazards

Psychological safety and psychosocial hazards are two distinct concepts that relate to the workplace which differ in terms of the aspects that contribute to them and the effect they have on employees.[18] Employers need to focus on both to create a safe, inclusive, and healthy work environment.

Psychological safety is the absence of harm and/or threat of harm to mental wellbeing that a worker might experience.[19] Therefore, enabling all employees to feel valued and respected and able to genuinely participate and contribute.[20]

Psychosocial hazards are aspects of work which have the potential to cause psychological or physical harm.[21] These hazards are aspects of work that create stress and are caused by excessive workloads, time pressures, low job control, role ambiguity or conflict that can harm an employee's productivity and wellbeing.[22] Psychosocial hazards may also relate to inadequate support for work-life balance and work-balance issues as long work hours, job insecurity. Not addressed, these risks may lead to stress, anxiety, depression and other mental health issues for employees. In addition, exposure to traumatic events or materials is classified

17. Tijani, Osei-Kyei and Feng (2022), *A review of work-life balance in the construction industry*, [Online]. Available at: https://doi.org/10.1080/15623599.2020.1819582
18. Safety Australia (2023), *Understanding Psychological Safety and Psychosocial Risk*, [Online]. Available at: https://safetyaustraliagroup.com.au/understanding-psychological-safety-and-psychosocial-risk/
19. Samra et al. (2022), *Guarding Minds, Understanding Factors and Hazards*, [Online]. Available at: https://www.guardingmindsatwork.ca/about/about-psychosocial-factors
20. The Government of Western Australia (2024), *Psychologically Safe and Inclusive Workplaces*, [Online]. Available at: https://www.wa.gov.au/government/multi-step-guides/psychologically-safe-and-inclusive-workplaces
21. International Council on Mining and Metals (n.d.), *05 – Health and Safety*, [Online]. Available at: https://www.icmm.com/en-gb/our-principles/mining-principles/principle-5
22. Safety Australia (2023), *Understanding Psychological Safety and Psychosocial Risk*, [Online]. Available at: https://safetyaustraliagroup.com.au/understanding-psychological-safety-and-psychosocial-risk/

as a psychosocial hazard. These include exposure to violence, harassment, or bullying at work, or critical incidents such as accidents or natural disasters.[23]

Psychological Safety and Inclusion

Psychological safety is important as it contributes to teams feeling engaged and motivated that their contribution matters and if they speak up, they will not face retribution. As people are more comfortable contributing without fear of reprisal, psychologically safe workplaces lead to better decision making, encourages diverse perspectives and fosters a culture of innovation.[24]

Research finds that greater diversity of employees may impact psychological safety, as employees from similar backgrounds, genders, faiths, age, sexuality, and abilities often share norms and assumptions of how to behave, set priorities, and work together. When team members with different identities or physical characteristics join a team, there is often an expectation that those team members fit in and do not complain. If they challenge established norms, it can lead to conflicts that may make them feel psychologically unsafe in the workplace. This has been reported to be the case in mining.[25] Research on the sector finds that bullying and harassment are prevalent in the workplace with formal procedures often ignored in practice, particularly on remote mining worksites.[26] In highly heterosexual and masculine environments like mining, acts of bullying and harassment can hinder employee morale, motivation, and productivity. For minority workers such as LGBTQIA+ employees, bullying practices are magnified especially when they openly express their sexuality to their peers.[27] As a result, LGBTQIA+ employees conceal their sexual identities, choosing to stay silent rather than expose themselves to social isolation, discrimination, bullying, and prejudicial reactions.[28]

Establishing clear norms and expectations, encouraging open communication and active listening, providing support for employees and recognition and reward of employee effort and appreciation when employees speak up are ways to create a psychologically safe workplace.[29]

Psychosocial Risks and Work Practices

Psychosocial hazards can be present in all kinds of work tasks, equipment and employment arrangements within the mining sector. Psychosocial hazards can occur in combination with one another and can influence and be influenced by other hazards. Identifying and minimising psychosocial hazards is the responsibility of mining companies particularly as psychosocial risks have been well documented in relation to mining work practices such as FIFO/DIDO.[30] It is important that psychological risks are managed consistently with other OH&S risks, through the OH&S system and integrated into company's broader business processes. Employers can take proactive steps to manage psychosocial risks in the workplace by following national guidelines (for example, Safety Australia and international guidelines, see ISO 45003:2001).[31]

As part of occupational health and safety (OH&S) approach, ISO 45003 provides guidance on the management of psychological risks and the promotion of wellbeing at work and links to other OH&S management systems.[32]

In addition to implementing psychosocial risk management into the company safety management system, some other practical steps to increase employee wellbeing in the mining workplace may include:[33]

— Consideration of existing work practices including rosters, work hours, workload, and shift/roster job autonomy. For example, provision of restorative breaks.[34]

23. Ibid.
24. McKinsey & Company (2023), *What is psychological safety?*, [Online]. Available at: https://www.mckinsey.com/featured-insights/mckinsey-explainers/what-is-psychological-safety
25. Elizabeth Broderick & Co. (2021), R*eport into Workplace Culture at Rio Tinto*, [PDF]. Available at: https://www.riotinto.com/-/media/Content/Documents/Sustainability/People/RT-Everyday-respect-report.pdf
26. Paap (2006), Working Construction: *Why White Working-Class Men Put Themselves – and the Labor Movement – in Harm's Way*, [Online]. Available at: https://www.jstor.org/stable/10.7591/j.ctv2n7m03
27. Bahtic, Fitzgerald and Burgess (2022), *LGB Employees and their experiences of Fly in Fly Out (FIFO) employment in Western Australia*, [Online]. Available at: https://doi.org/10.4337/9781800379008.00020
28. Human Rights Campaign Foundation (n.d.), *Equality Rising: LGBT+ Workers and the Road Ahead*, [PDF]. Available at: https://hrc-prod-requests.s3-us-west-2.amazonaws.com/2023-Equality-Rising-Report-Final.pdf

29. Gallo (2023), *What is psychological safety*, [Online]. Available at: https://hbr.org/2023/02/what-is-psychological-safety
30. Commission for Occupational Safety and Health (2019), *Mentally healthy workplaces for fly-in-fly-out (FIFO) workers in the resources and construction sectors*, [PDF]. Available at: https://www.commerce.wa.gov.au/sites/default/files/atoms/files/fifo_cop.pdf
31. Safety Australia (2023), *Understanding Psychological Safety and Psychosocial Risk*, [Online]. Available at: https://safetyaustraliagroup.com.au/understanding-psychological-safety-and-psychosocial-risk/; International Organization for Standardization (2021), ISO 45003:2021 – *Occupational health and safety management – Psychological health and safety at work – Guidelines for managing psychosocial risks*, [Online]. Available at: https://www.iso.org/standard/64283.html
32. Ibid.
33. Black Dog Institute (2022), *Workplace wellbeing*, [PDF]. Available at: https://www.blackdoginstitute.org.au/wp-content/uploads/2022/06/Workplace-wellbeing-fact-sheet.pdf
34. Duncan, Kalsi and Mavisakalyan (2022), *Towards a healthy and safe workplace in the mining industry: A review and mapping of current practice*, [PDF]. Available at: https://bcec.edu.au/assets/2022/11/Towards-a-healthy-and-safe-workforce-in-the-mining-industry_Final.pdf

— Establishment of a multi-level working committee to increase employee control of workplace design including input into work hours and rosters.

— Workplace health promotion strategies that support physical activity, mental health awareness, support of mental wellbeing (including relaxation techniques) and resilience training especially for high risk (i.e. those who are exposed to trauma). Research finds that mining companies who publicly commit to and resource employee health, safety and wellbeing via policies and structures are more likely to prioritise health, safety, and wellbeing related targets.[35]

— In-house counselling and employee assistance programs.

— Peer support schemes such as 'Mates in Mining,' which help employees and contractors seek early help.[36]

— Make reasonable accommodation for employees with mental health conditions by adapting the working environment to their capacities, needs and preferences where possible. This might include giving employees extra time to complete a task or modification of roles to reduce stress, for example.[37]

— Training for managers and employees on how to identify early stages of mental health and distress may be considered. See Wayfinder for further useful tools.

— The ICMM Psychological and Psychosocial Safety checklist provides a supplementary checklist for company management, team leaders and employees.

Gender Violence and Sexual Harassment: A Psychosocial Hazard

In recent years, there has been a growing awareness of sexual and gender-based violence as a psychosocial risk in the mining sector. It can take the form of harassment and bullying that can cause physical (e.g. physical injuries from assault) and psychological harm (e.g. mental health conditions, stress or stress related illness) to the person it is directed at and anyone witnessing the behaviour. In mining it has shown to have significant social and economic costs to employees, their families, supply chain workers, mining companies, the mining sector, and the wider community.

While gender violence is a human rights issue, it is also an occupational health and safety issue and should be addressed through the safety management system and in accordance with jurisdictional legislation.[38] This means that employers prioritise prevention of harmful behaviour to ensure, so far as is reasonably practicable that employees and supply chain workers are not exposed to risks to their psychological or physical health and safety, this includes risks from psychosocial hazards such as sexual and gender-based harassment. This process includes adherence to international (e.g. ISO 45003: 2001) and/or national guidelines[39] that require:

— Identification of hazards in relation to gender violence (e.g. what does gender violence look like in the workplace? Draw on relevant research and provide case studies to illustrate examples of hazards)

— Risk assessment in relation to gender violence (e.g. what are the psychological, physical and financial impacts of gender violence and the likelihood of gender violence hazards occurring in the workplace)

— Control measures actioned to address the hazard of gender violence (e.g. bystander training, appropriate reporting lines, the role of the safety representatives).

35. Ibid.
36. Mates in Mining (n.d.), *About Mates in Mining*, [Online]. Available at: https://mates.org.au/mining/about-us
37. World Health Organisation (2024), *Mental health at work*, [Online]. Available at: https://www.who.int/news-room/fact-sheets/detail/mental-health-at-work

38. In Australia this includes compliance with the Respect@Work Positive Duty under the Sex Discrimination Act; Australian Human Rights Commission (n.d.), *The Positive Duty in the Sex Discrimination Act*, [Online]. Available at: https://humanrights.gov.au/our-work/sex-discrimination/positive-duty-sex-discrimination-act
39. Safe Work Australia (n.d.), *Sexual and gender-based harassment*, [Online]. Available at: https://www.safeworkaustralia.gov.au/safety-topic/hazards/sexual-and-gender-based-harassment/whs-duties

Additionally, employers can:

— **Educate:** Mining companies should train safety delegates and managers in gender violence so that they understand:

- What is gender violence?
- How gender violence is an occupational health and safety issue?
- What discrimination and discriminative behaviour look like in the workplace?
- What are the injuries, impacts and health risks of gender violence?
- What are the drivers of gender violence?
- What are the obligations of the employer and employee to prevent and address gender violence?
- What are the workplace skills are needed to identify and prevent gender violence?

— **Train:** Conduct different forms of safe and respectful workplace training and information sessions with employers and the supply chain including workshops and toolbox talks on the nature and impact of gender violence in the workplace.

— **Report:** Employers have a responsibility to report workplace gender violence that involves criminal conduct (actual or attempted) to the police.

Embedding an onus of a positive duty on all employees to prevent harmful behaviours is emphasised in the Everyday Respect report.

Additionally, the Everyday Respect report recommends that mining companies should:[40]

— Establish 'an independent, confidential and accessible discrete unit' to respond to reports of harmful behaviour through a 'trauma-informed' approach. This unit should enable employees to make confidential disclosures and reports, capture data, and provide support and advice to leaders and human resource personnel.

— Strengthen managers' people management skills,

— Recruitment and promotion processes to value people management skills and respectful and safe behaviours.

— Company leaders to role model respectful and safe behaviours and commit to a safe and inclusive workplace.

40. Elizabeth Broderick & Co. (2021), *Report into Workplace Culture at Rio Tinto*, [PDF]. Available at: https://www.riotinto.com/-/media/Content/Documents/Sustainability/People/RT-Everyday-respect-report.pdf

Wayfinder

Links for further information on workplace culture – mental health:

Employee Work Life Balance
Guidance on the importance and benefits of work life balance, and 16 ways to help employee work and life balance.

Mental Health and DEI
Mindshare Partners have a webpage on the importance of metal health in the workplace and the link between DEI with multiple articles for learning.

Mental Health and Substance Use
The World Health Organisation have a fact sheet and guidelines document on mental health at work to support employers.

Workplace Mental Health
Mental Health Commission of Canada have published a list of resources, including links to guidance and training tools that can be adapted to all industries to help support Psychological Health and Safety in the Workplace.

Links for further information on workplace culture – harmful behaviour:

Assessing Workplace Culture from the Outside in: Report from Alphinity
Published in September 2022, this project by Sydney-based active equities investment manager Alphinity, explores the risks and factors that can drive, or mitigate, harmful behaviour within a company.

Leading for Change Independent Review of Bullying, Sexual Harassment and Sexual Misconduct in NSW Parliamentary Workplaces 2022
In 2021 the Parliamentary Executive Group of NSW commissioned Elizabeth Broderick & Co to conduct a review to 'to examine culture and provide advice on the nature and prevalence of harmful behaviours including bullying, sexual harassment and sexual misconduct within Parliamentary workplaces and, were deficient, to make recommendations for further strengthening.

Safer Workplaces: How companies can support survivors of Domestic Violence and Abuse
Published in 2024, this toolkit looks at the role of companies in combating domestic violence and offers a roadmap for businesses to support survivors of domestic violence through fostering awareness, safety, and prevention in the professional sphere.

Examples of training/good practice for managers and employees on how to identify early stages of mental health and distress:

— People Managers' Guide to Mental Health

— Workplace Mental Health Toolkit: Practical Guide and Resources

— Work-related psychological health and safety: A systematic approach to meeting your duties

— Mental health at work

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