



Supporting Safe and Respectful Workplaces

The Industry Actions to address
the Enough is Enough Report

Supporting the safety and health of the WA resources sector workforce



Courtesy of BHP

REBECCA TOMKINSON

CEO, The Chamber of Minerals and Energy of Western Australia



“The Industry Actions document has been developed with our members to support our sector’s commitment to eliminating inappropriate behaviours from our workplaces. We know that ongoing vigilance, sharing and learning will be key to demonstrating that our workplaces are safe, respectful and inclusive environments for all employees. As employers of more than 117,000 personnel, our industry takes this obligation very seriously. In turn, we accept the clear responsibility as employers to ensure worker safety, both physical and psychosocial. This is paramount and something industry continues to prioritise.

This commitment is reflected in the activities of CME’s Safe and Respectful Behaviours (SARB) Working Group, which was formed in mid-2021 to lead this important work and ensure best practice is continuously implemented at operations across WA.

The WA resources sector is taking active steps to address these issues while instituting best practice within workplaces to ensure a safe and inclusive environment for everyone. In a journey of continuous improvement, the SARB Working Group’s work will never be “done.” But significant changes have been made and progress has been tangible, as demonstrated through the actions outlined in this document.

BACKGROUND

The health and safety of our people, including their physical and psychological safety, is the number one priority for the Western Australian (WA) resources sector. Alongside broader industry, The Chamber of Minerals and Energy of WA’s (CME) members have been clear in their commitment to eliminate any instance of sexual assault, sexual harassment or other behaviours that threaten people’s personal and psychological safety at work.

Workplace sexual harassment was brought into sharper focus following the release of the [Respect@Work: Sexual Harassment National Inquiry Report](#) (the Respect@Work Report) on 5 March 2020. As outlined in the Respect@Work Report, sexual harassment is unlawful in employment under both state equal opportunity and federal anti-discrimination legislation. The Federal [Sex Discrimination Act 1984](#) and WA [Equal Opportunity Act 1984](#) define sexual harassment as unlawful. It is also commonly addressed by workplace policies. The Respect@Work Report also found that because Workplace Health and Safety (WHS) law both imposes a duty to eliminate or manage hazards and defines risks to a worker’s health to include psychosocial health, this legal duty also extends to sexual harassment.

The implementation of WA’s modernised [Work Health and Safety Act 2022](#) (the WHS Act) granted further clarity in this regard, providing a vital foundation for the modern management of psychosocial hazards and related harassment in the workplace. The WHS Act states that a ‘person conducting a business or undertaking’ has a primary duty to ensure, so far as is reasonably practicable, the physical and psychological health and safety of workers. Therefore, employers have a duty of care to prevent sexual harassment as a risk to a worker’s psychological health and safety. These provisions were further embedded with the [gazettal](#) of regulations for the control of psychosocial risks, which came into effect on 24 December 2022.

At a state level, the CME’s Advisory Board and Executive Council endorsed the national Industry Code on Eliminating Sexual Harassment (the National Code of Conduct), developed by the Minerals Council of Australia (MCA). Through the CME WHS Committee, CME has a strategic objective to share information on best practice health and safety initiatives, recognising that an organisation’s ability to improve what they do is dependent on learning lessons from the past and others. As one example of this approach, on 1 June 2021 CME hosted an industry sharing and lessons learned forum on Addressing Sexual Harassment in Resources Sector Workplaces (the Forum) to facilitate best practice sharing across organisations.

Later that month, concerning reports regarding instances of sexual assault and harassment were the focus of sustained media coverage, leading to the [WA Parliament Inquiry into Sexual Harassment against Women in the FIFO Mining Industry](#) (the Inquiry). CME and its member companies provided public support to the Inquiry, [issuing a joint statement and press conference](#) to affirm their commitment to be open and transparent in our desire to improve safety for women at operations around WA. CME's Advisory Board and Executive Council called for the immediate formation of a cross-portfolio Safe and Respectful Behaviours (SARB) working group to lead several high priority projects in addressing this issue, including operationalising the National Code of Conduct in the WA resources sector.

A key focus of the SARB working group continues to be sharing information on initiatives that have either been rolled out or are being developed. Previously developed material includes the [Industry Alcohol Guideline](#), [Industry Expectations for Work-Adjacent Settings](#), and [other supporting activities](#). These initiatives, coupled with frequent meetings, have helped companies learn quickly from each other, allowing them to review and update their own practices as relevant to their operations. Further, the SARB working group engages with a number of relevant stakeholders for their advice and guidance on how to appropriately address this issue. This includes regulators, third-party experts, and representatives from other sectors who share their approaches and learnings.

Initially developed in October 2021 (and referred to as the Implementation Framework), the Supporting Safe and Respectful Behaviours Industry Actions document has been progressively updated through the SARB working group to reflect ongoing best practice and initiatives rolled out by CME members. It builds on the understanding that the management of workplace behaviours is a complex and multifaceted area, requiring a suite of controls to be implemented. The varying size and nature of resources sector operations – spanning exploration, construction, production and closure – means that there is no 'one-size-fits-all' approach to workplace behaviours. Taking a risk-based approach, this document shares a set of practical examples of work, health and safety controls, including considerations across prevention, risk, mitigation, response and recovery to drive the adoption of best practice management of workplace behaviour-related hazards and risks.

The Inquiry report, ['Enough is Enough' - Sexual harassment against women in the FIFO mining industry Report](#) (the Enough is Enough Report) was tabled in June 2022. CME and its member companies acknowledged the publication of the Enough is Enough Report and reiterated their pledge to act on recommendations within it that were practical and would achieve positive outcomes. With the support of industry associations, the WA resources sector reaffirmed its commitment to taking specific steps to meaningfully address these issues and collectively lift the standard through industry-wide initiatives. These steps include the adoption of the National Code of Conduct and the number of approaches and practical examples provided by industry and outlined below.

The [WA Government Response](#) to the Enough is Enough Report and [WA Government Progress Report](#) provided a collaborative approach, aligning with work progressed through the Respect@Work Report where possible, and using existing statutory bodies to progress the development of supporting material for employers across WA. Alongside actions being progressed through the WA Government, CME and its member companies are continuing to address recommendations to industry outlined in the Enough is Enough report. This involves a sustained approach through the multitude of initiatives detailed within this document, coupled with the specific actions organisations are taking to assess gaps and implement responses. CME members continue to share examples of these actions and lessons learned along the way through SARB working group meetings. In addition, supporting safe and respectful behaviours is a standing agenda item on CME's Advisory Board and Executive Council, highlighting the significance of the issue and ensuring industry's progress is reviewed regularly.

The Industry Actions document is live and will be updated as new information and evidence becomes available. Through the SARB working group, CME will continue to engage with industry on the implementation of the various systems and strategies outlined within this document. The ongoing review of the Industry Actions document forms part of the range of activities and initiatives that CME and the WA resources sector are taking to respond to the findings and recommendations from the Enough is Enough Report. CME acknowledges that there is no single solution to addressing the societal issue of sexual harassment; however, a holistic approach with a suite of tools provides organisations with the opportunity to enact cultural change within their workplaces and the broader industry.

PURPOSE

The approaches and examples below have been provided in the context of the sector's risk-based approach to managing health and safety risks whereby companies implement controls based on the unique risk profile of their operation.

The Industry Actions document outlines target areas and examples of good practice that support the below objectives:

- Supporting the safety and health of the WA resources sector workforce by ensuring safe and respectful workplaces.
- Assisting resource sector operations in implementing risk-based controls by sharing good practice strategies to drive industry-wide improvements and eliminate sexual harassment in the workplace.

While this document has been developed to provide a supporting framework for managing sexual harassment (including sexual assault) risks in the WA resources sector, it is acknowledged that many of the examples may also be relevant to managing a broader range of workplace behaviours, for example, bullying and violence and aggression. In addition, the material in this document may be relevant to other industries.

OVERARCHING PRINCIPLES

The information outlined below has been drafted in the context of the overarching principles:

- There is no one size fits all 'program' to addressing these behaviours in the workplace, and a holistic and integrated approach is required to meaningfully influence outcomes.
- The Industry Actions document contains examples of practical controls to assist companies in developing relevant initiatives, tools, and resources. When considering the implementation of these, companies should ensure they fit within their overarching, company-specific strategy and any related legal obligations. Every workplace is different, and a risk-based approach should be taken to ensure the best outcomes.
- The document is designed to be a practical tool to assist users in implementing good practice initiatives that are 'fit-for-purpose' within the WA resources sector.
- The Industry Actions document is complemented by other work produced through the CME SARB working group, relevant Codes of Practice, and the WA Government's Mental Awareness, Respect and Safety (MARS) Program.



Courtesy of AngloGold Ashanti

Key

PREVENTION	Enable workers to increase control over, and improve, their health
	Eliminate exposure to psychosocial hazards, so far as is reasonably practicable
RESPONSE	Reduce likelihood and severity of harm from exposure to psychosocial hazards and risk factors
	Provide appropriate response after harm to health

Leadership



Objective	Approaches and examples of good practice	
Joint approach: Involving the workplace health and safety, human resources and legal teams in managing sexual harassment in the workplace.	Collaboration: Continued communication and collaboration between responsible departments within the organisation. This may include workplace health and safety, human resources and legal representatives. Example processes where a joint approach could be used include: • Risk assessment: Involving all relevant departments in the risk assessment process. • Investigation: With consideration to confidentiality, keeping all relevant departments informed during the investigation process. • Communication: With consideration to employee confidentiality, communicating risk assessments and investigations in appropriate ways to stakeholders. This will allow for a wider understanding of lessons learned. • Action: Taking immediate action to investigate, with the consent of the impacted person Industry collaboration: Partnering with other organisations to share resources and provide a joint approach to areas like safety education.	PREVENTION
	PRACTICAL EXAMPLES • <i>Involving workplace health and safety, human resources and accommodation representatives to review the check-in procedures for villages.</i> • <i>Developing a workplace education program with industry partners. This has involved the design, build and implementation of an education package which will raise awareness of social wellbeing and associated behaviours referred to as psychosocial harm.</i> • <i>Joint investigations where workplace health and safety representatives can provide investigation expertise in root cause analysis, while human resources representatives may identify areas where an organisation's policy has been breached.</i> • <i>MCA developed a hazard identification checklist which provides a series of questions regarding specific hazards, grouped into physical and virtual environments, workforce demographics, operational trends, to enable companies to identify where controls are required. This may help companies further identify areas of risk.</i> • <i>Establishing a safe and respectful behaviours staff intranet page which includes the reporting options, employee assistance program, safe and respectful behaviours procedures and key contacts.</i> • <i>Utilising risk assessments, management and controls processes to capture hazards and risks associated with harmful behaviour as safety risks, including risks to psychological safety.</i>	RESPONSE

Objective	Approaches and examples of good practice
Leadership training: Increasing understanding of intervention strategies amongst leaders.	Coaching: Coaching to ensure that leaders feel comfortable in managing sexual harassment reports through both formal and informal pathways. Leadership training: Developing training materials that are specific for those in leadership roles. The materials should be developed to equip leaders with the required skills to have conversations on the issue and may also be used to confirm their understanding of company policies, procedures, reporting pathways and available support. This training can differ based on role, for example, senior leadership may have different training modules to those in supervisor roles. Mandatory training: Ensuring key training modules are provided as part of on-boarding, with identification of those that are mandatory. Mandatory modules may cover the Code of Conduct, active bystanders, incident response training, and how to respond to reports of workplace sexual harassment. Awareness of demographics: Providing leaders with information on demographics that may be at elevated risk, as supported by research and the findings. For example, those presented in the Respect@Work Report: • Gender: The 2018 National Survey - Everyone's business: Fourth national survey on sexual harassment in Australian workplaces (the National Survey) found that almost two in five women (39%) and just over one in four men (26%) said they experienced sexual harassment in the workplace in the last five years. • Workers under 30 years of age: The National Survey found that, when compared to the average prevalence rate of 33%, people aged 18-29 experienced the highest rates of workplace sexual harassment of all age groups (45%). • Workers who are lesbian, gay, bisexual, transgender, queer/questioning, and/or intersex (LGBTQI): The National Survey found that people who identify as gay or lesbian (47%), bisexual (57%) or with another sexual orientation (55%) were significantly more likely than people who identify as straight or heterosexual (31%) to be sexually harassed in the workplace in the last five years. People with an intersex variation were also more likely than those without such a variation to have been sexually harassed in their workplace in the last five years (77% compared to 32%). • Workers who are Aboriginal or Torres Strait Islander people: The National Survey found that more than half of Aboriginal and Torres Strait Islander workers said they had experienced workplace sexual harassment in the last five years (53%). • Workers with disability: The National Survey found that nine out of ten (89%) women with disability and almost seven out of ten (68%) men with disability had been sexually harassed in their lifetimes. • Intersex workers: People with an intersex variation (77%) were more likely than those without such a variation (32%) to have been sexually harassed in their workplace in the last five years. PRACTICAL EXAMPLES • <i>Including leadership e-learning modules as part of on-boarding which cover a variety of topics, including company induction, supervisor accountability, critical risk controls, organisation values, and key policies.</i> • <i>Developing a comprehensive program of leadership development that provides critical education in the management of gender-based risks.</i> • <i>Running leadership training which focuses on core frontline leader accountabilities and expectations. Leaders within the training are supported to become more self-aware, understand their leadership responsibilities and lead with confidence through experimental learning opportunities.</i> • <i>Leadership training which focuses on core frontline leader accountabilities and expectations. Leaders within the training are supported to become more self-aware, understand their leadership responsibilities and lead with confidence through experimental learning opportunities.</i>



Objective	Approaches and examples of good practice
Engagement: Ensuring all employees and contractors are engaged and consulted with.	Collaboration: Actively engaging and collaborating with industry associations, companies (including contractors), and key stakeholders (government, community) to drive awareness and an aligned approach to the issue. Consultation: Leaders regularly consulting directly with employees and contractors to ensure that there is continuous feedback on planned initiatives and implemented controls. Updates: Companies providing regular updates to employees on prevention strategies, reporting pathways, and external supports that are available. Surveys: Surveying the entire workforce to understand employee experiences, and benchmarking how they feel about working for their organisation. Survey results may support teams and leaders in identifying areas that will have the largest positive impact on the workforce's culture. PRACTICAL EXAMPLE - Establishing contractor listening sessions and targeted surveys to obtain a deeper understanding of contractor experiences. Following this consultation, reviewing what actions might be required to ensure that contractors feel safe, respected, and included. - Hosting a state-wide 'stop work' meeting to acknowledge sexual harassment and assault as an issue in the sector. This could be led by senior leadership and delivered via videoconference to ensure that all employees can join and provide feedback.

Objective	Approaches and examples of good practice	
Supportive leadership: Ensuring strong and effective support from leaders.	Commitment: Ensuring senior leadership commitment on company expectations. This can include their endorsement of workplace behaviour policies and procedures. Organisations can engage with senior leadership of contractor service partners, providing a joint-approach and unified commitment of support. Expectations: Setting an expectation that all leaders will plan for and coach the behaviours, skills and capabilities needed to deliver performance. This ensures that leaders have clarity on job performance expectations, how they are currently performing and what they need to develop to improve their performance and progress their career. This may be managed through individual key performance indicators, a team skills matrix, quarterly plan reviews and succession reviews. Leading by example: Leaders demonstrating visible commitment and leading by example to drive the normalisation of reporting, help-seeking behaviours, and discussion of sexual harassment risks. Champions of Change: Recognising the importance of visible leadership across genders. As per the Champions of Change Coalition, champions of change are men who step up beside women and take responsibility with women to accelerate gender equality. Incident reporting: Providing leadership with a report that includes the number of sexual harassment, bullying, racist conduct, and other disrespectful behaviours reported for the previous month. This may include high-level de-identified details in order to support respectful transparency and conversations with their teams; to increase awareness and educate on learnings in order to help prevent future behaviours. Provision of these reports to senior leadership provides a level of granularity whilst preserving confidentiality, for the purposes of bringing these issues to the surface, learn from them, and prevent future harm through disrespectful behaviours. PRACTICAL EXAMPLES • <i>Establishing a mentoring program with supervisors or senior leaders, where employees can meet and discuss a range of work-related matters. These mentoring discussions develop over time, providing mutual trust and comfort for workers to approach others confidentially with issues and incidents. Mentors can help facilitate a resolution, be it through a formal or informal process.</i> • <i>When new policies in relation to workplace behaviour are finalised, sending a notice to employees from the chief executive officer with a commitment of support.</i> • <i>Employing talent management frameworks to enable workers to measure performance against company values, set KPIs and outline career aspirations and development needs to support employees and their managers to identify development opportunities and promote growth internally.</i> • <i>Forming respectful behaviours internal company working groups.</i> • <i>Ensuring that there is a standing agenda item for safe and respectful behaviours.</i> • <i>Leadership providing a signed statement to workers which commits to a safe and inclusive workplace including addressing sexual harassment, bullying, racism and other forms of discrimination in the workplace.</i>	PREVENTION RESPONSE

Training and education



Objective	Approaches and examples of good practice	
Workforce awareness: Increasing awareness of safe and respectful behaviours throughout the sector.	Open discussions: Open discussion and collaboration across the workforce to drive awareness of safe and respectful behaviours. Storytelling: Leveraging the impact of sharing direct experiences at a company level, and having an affected person tell their story to a group of colleagues. It is important for the story to be told in a safe environment and with the confidentiality of those involved in mind. Community involvement: Providing initiatives to support employees, their families and communities. This may include providing peer support programs, mental health first aid to employees and community members, events that share information on the range of supports that are available (such as helplines and EAPs), and events that drive a more diverse workforce (women in stem). Understanding legislation: Including information on the Federal Equal Employment Opportunity (EEO) legislation in training or induction packages. Participation rates: Monitoring the workforce completion rates of assigned training, with particular consideration to leadership uptake. Digital resource hub: Establishing a digital resource hub for all employees which includes key information, such as reporting, employee assistance program details, training, and the company Code of Conduct. PRACTICAL EXAMPLES - Establishing a communications campaign to increase the transparency of disrespect and other harmful behaviours that occur across the business and sharing important information about incidents that bring to light different learnings and help prevent disrespectful behaviours from continuing. Developing all items with the consent of the impacted person, and carefully considering the items to ensure that they do not risk further normalising the unwanted behaviours. - Incorporating psychosocial hazards and risks into pre-meeting safety moments. These safety moments can include lessons learnt or best practice regarding safe and respectful behaviours and providing an inclusive work environment. - Utilising reputable resources from the internet to raise awareness on sites, such as the Australian Human Rights Commission (AHRC) which has released infographics outlining some practical steps on how to prevent sexual harassment in the workplace.	PREVENTION
Employee onboarding / induction: Taking action following hiring or induction.	Onboarding: Following recruitment of all staff, ensure information about both informal and formal routes for inappropriate workplace behaviours (for example, sexual harassment and bullying) are clearly communicated. This can be incorporated into the employee onboarding process. Induction: Employers requiring contractor and services personnel to complete awareness training on the issue prior to arrival on their worksites to perform work. This training could include behavioural expectations and available reporting pathways. PRACTICAL EXAMPLES - Covering expectations on workplace behaviour in the induction process, and including an information pack with reporting options. This includes a 'buddy system' where new starters are linked up with an onsite contact (or 'buddy') as part of the site onboarding process to ensure new starters are connected immediately to people who understand the site and associated processes. - Introducing safe and respectful behaviours training which new employees are required to undertake.	PREVENTION

Objective	Approaches and examples of good practice
Behavioural expectations: Setting clear expectations.	Sustained training: Requiring all staff and contractors to refresh training. Training objectives should reinforce the required standards of behaviour, increase awareness of the issue, provide available reporting avenues, and types of support available. Visual training: Running regular awareness raising initiatives and providing education and training throughout all levels of leadership, demonstrating commitment to eliminating inappropriate workplace behaviour. Communication: Communicating clear expectations for employers and employees for behaviour at work-adjacent settings, for example airports or conferences. Refer to the Industry Expectations for Work-Adjacent Settings. PRACTICAL EXAMPLES • <i>Providing bystander training to empower workers with the tools and resources to speak up to poor behaviour in a safe and appropriate manner.</i>



Courtesy of Gold Fields Australia



Objective	Approaches and examples of good practice	PREVENTION
Recruitment: Supporting the recruitment of individuals who align to company values and drive improved diversity.	Policies: Implementing formal policies and processes that encourage the recruitment of diverse candidates. Organisational values: Having clear company values which support safety, health, diversity and psychological wellbeing. Police clearances: Running police / criminal background checks as part of the recruitment process and due diligence checks as part of the recruitment process to ask candidates to self-disclose an existing criminal record. Interviews and reference checks: Confirming that prospective employees reflect company values (and don't simply possess the required technical skills). Diverse leadership: Committing to increasing the number and proportion of females in leadership positions, creating more diverse leadership teams which then not only impacts the overall culture (often influenced by biases) but also creates an avenue for affected women to report incidents without fear of judgment or impact on their career progression. Recruitment: Strengthening internal recruitment and hiring practices, such as behaviour-related pre-screening questions and candidates providing consent for former employers to disclose any relevant information as part of a reference check. PRACTICAL EXAMPLES • <i>Deploying new employees in cohorts so diverse entrants feel more comfortable.</i> • <i>Establishing a human resources standard to ensure that individuals who have previously left the business due to their harmful behaviours are not re-employed without appropriate assessment.</i> • <i>Recruiting women new to the sector in accelerated development roles with consideration to transferable skills from different industries.</i> • <i>Creating a diversity and inclusion framework to set aspirations and strategies to promote continuous learning and improvement.</i> • <i>Clearly articulating diversity and inclusion goals within the company.</i>	
Parental leave: Gender neutral policies made available to the workforce.	Gender neutral policies: Having gender neutral parental leave policies, expanding the period of paid leave for both primary and secondary carers, and continuing superannuation payments during periods of unpaid leave. These practices aim to increase the proportion of men (usually secondary carers) who undertake parental leave. Childcare: Acknowledging that childcare remains a challenging barrier to enticing more women into the workforce, particularly in regional areas. Companies may have on-site childcare facilities in place, providing child-friendly workspaces, and/or avenues for emergency care if required. PRACTICAL EXAMPLES • <i>One policy includes access to 26 weeks paid leave for primary carers (which can be taken at half pay for 52 weeks), access to part time (80%) return to work for full-time pay over a period of 4 weeks, and a lump sum top up to their superannuation fund of AUD \$1,000 upon return to work. Secondary carers have access to 4 weeks paid leave (at the time of birth or adoption), plus the option to access a further 14 weeks of paid leave to undertake primary care duties should the primary carer return to work within 12 months of birth or adoption.</i> • <i>Having a family room always available to employees to book their children in for up to six hours at a time, at no cost to them.</i>	PREVENTION



Objective	Approaches and examples of good practice
Work arrangements: Providing alternative work arrangements to employees to allow for a more diverse workforce.	Flexible work arrangements: Providing flexible work arrangements to employees where operational requirements allow. PRACTICAL EXAMPLES • <i>Supporting job sharing - rather than one individual working 8 days on site, 6 days at home, two individuals can share one role working 'back-to-back' with each working 4 days on site, then 10 days at home. This enables part time options in rostered crews where flexibility is typically hard to achieve.</i> • <i>Ensuring return to work arrangements following maternity or paternity leave include the option for the parent to return to work part-time or with the flexibility to work from home.</i>
Childcare: Considering the childcare requirements of employees.	Creche and family friendly childcare centres: Acknowledging childcare remains a barrier for employees and communities within the regions for women's participation into the workforce, industries have implemented on-site childcare facilities to provide child-friendly workspaces and other avenues for emergency care. PRACTICAL EXAMPLES • <i>Providing family friendly rooms for employees who have a child accompanying them to work for a short period of time.</i> • <i>Providing short-term or one-off care for children while their parents/guardians participate in an activity or meeting in the company office. This provides employees and contractors support during emergency or adhoc situations.</i> • <i>Ensuring the availability of an on-site childcare facility to provide flexibility to care givers.</i>

PREVENTION

PREVENTION

PREVENTION



Objective	Approaches and examples of good practice
Facilities management: Maintaining a safe and inclusive accommodation environment.	Safety audits: Conducting gendered safety audits for worksites that can incorporate surveys, safety walks, interviews, and group discussions on safety factors specifically related to gender. The audits may also include a review of the availability of clear pathways, on-site lighting, separate changing facilities, bath houses, duress alarms in common areas, and if gender-specific personal protective equipment is made available to employees. Facility updates: Considering a program of works to create more inclusive environments. Examples include upgrading and adding new toilet facilities (including more options to facilitate women and those that identify as gender-neutral). Consultation: Establishing a safe and constructive way for team members to raise concerns and provide feedback to the facilities. This may involve a transparent feedback mechanism which village residents are familiar with, which enables the sharing of both positive and negative feedback relating to accommodation experiences. PRACTICAL EXAMPLES • <i>Conducting a safety assessment of all facilities, with consideration to upcoming upgrades and program of works for the accommodation facilities.</i> • <i>Establishing a company standard to guide the establishment and improvement of company managed facilities.</i> • <i>Establishing a reference group or council, made up of diverse people who provide recommendations to the most senior site manager on the safety and inclusivity of facilities.</i>

PREVENTION



Courtesy of Fortescue Metals Group

Objective	Approaches and examples of good practice
Community building: Foster a sense of community on site through cultural initiatives	Social activities: Providing activities that promote employees’ mental, social, and physical wellbeing. For example, clubs, movie screenings, family days, and family induction packages. Village / camp design: Designing villages to ensure that residents are safe and secure at all times while addressing their physical, social and emotional needs. For example, theatre rooms, sports facilities, gaming facilities, woodwork sheds. Expectations: Specifying the required standards of behaviour in village rules for people residing and working at the village. Organisations may require employees to read and accept the village rules upon check in. Wellness rooms: Establishing wellness rooms to provide a permanent comfortable, private, and dedicated space for employees. These spaces may include a dedicated breastfeeding/expressing room. Spaces should include lockability and privacy, access to electrical power and a private fridge for storage of expressed milk, comfortable furniture, and a calming dedicated environment. Women’s health: Considering women’s health, and the health aspects that make people unique – for example menstruation, menopause, and miscarriage. This may include the provision of menstruation products, or establishing a menopause program in partnership with a relevant organisation. PRACTICAL EXAMPLES • <i>Hosting family days while staff are off-site, building and expanding the community. Organising a variety of activities for workers and their families, including ice skating days and movie screenings.</i> • <i>Launching an online wellness hub which supports the health and wellness of workers.</i> • <i>Hosting social events at accommodation villages such as welcome to countries, wellness road shows, guest speakers, karaoke nights, sporting tournaments, fitness classes, walking tours and team BBQ’s.</i>



Work-adjacent settings

Objective	Approaches and examples of good practice
Inclusive work-adjacent settings: Considering work-adjacent and social settings.	Diversity and inclusion: Considering social activities that are more inclusive. This can be managed by engaging employees to understand their preferences. For example, forming a social or event committee that includes a diverse membership. Event planning: Acknowledging that unplanned and/or informal networking events involving alcohol can lead to work-related discussions that exclude colleagues. Time: Ensuring that employees who are in primary-caregiving roles are included in work social events by focusing on daytime or lunchtime activities which allow for wider employee participation, rather than after-work activities which can exclude those with other commitments. Industry expectations: Considering the Industry Expectations of Work-Adjacent Settings to support safe and respectful behaviours in work-related environments, such as staff social events or conferences. Diverse representation: Considering whether it is appropriate to support or send delegates to conferences or attend summits based on the diversity of known presenters/hosts. PRACTICAL EXAMPLES • <i>Introducing a women's-only section of the gym for use on the site accommodation villages / camps.</i> • <i>Creating children-friendly spaces during workplace sundowner events, with a creche set up to provide parents and guardians with the option to attend the event with children in their care.</i>

PREVENTION



Courtesy of Gold Fields Australia



Courtesy of Roy Hill

Alcohol



Objective	Approaches and examples of good practice
Serving alcohol: Moderating the consumption of alcohol through serving initiatives.	Beverage limits: Limiting beverages over a day or a 24-hour period. Takeaway limitations: Limiting takeaways. Some companies indicate that takeaway beverages have a slightly lower limit than on-site orders. Alcohol strength: Restricting beverages to mid-strength at sites that serve alcohol. Additionally, banning alcohol served in a form that encourages rapid consumption, such as shooters, shots, and doubles. Purchase management: Managing drink limits via confirmation of the purchaser. Confirmation may be managed through a variety of ways, however, some mine sites have shown a shift to the utilisation of a swipe card or site ID. Policies: Including reference to the responsible service of alcohol in site policies. Guidance: Considering the requirements included in the Industry Alcohol Guideline. PRACTICAL EXAMPLE • Implementing the 'Ask for Angela' initiative on-site. The initiative encourages people to ask bar staff for 'Angela' or to order an 'angel shot' if they find themselves uncomfortable or in a situation that they believe is unsafe or threatening. In response, bar staff will discreetly escort the person to safety and then address the inappropriate behaviour. • Providing non-alcoholic beverages at no cost at site taverns. This increased availability and accessibility of non-alcohol beverages has led to a decrease of alcoholic beverages consumed by employees.

PREVENTION

Objective	Approaches and examples of good practice	
Site management: Moderating the consumption of alcohol on site.	Stockpiling: Implementing policies that ban alcohol ‘stockpiling’ in employee accommodation. This may be managed via room inspections. Alcohol testing: Regularly utilising breathalyser testing. This is generally required by all persons arriving on-site and prior to commencing shift. Breathalyser testing is also used by companies for cause testing following any incidents. PRACTICAL EXAMPLE • <i>Opening drinks as they are purchased to prevent stockpiling.</i>	PREVENTION
Supporting initiatives: Providing guidance and support on the risks of alcohol consumption.	Standards and policies: Having a formal alcohol standard in place. Social activities: Considering the broader notion of culture in relation to shared leisure time after work. Promoting social activities outside of the wet mess / tavern to actively promote a range of activities. These activities can include fitness classes, team sports, and quiz nights. Employee support: Providing employee assistance programs and peer-support initiatives to support employees who are concerned about their drinking habits or seeking advice on the management of a friend or family member who may be consuming too much alcohol. Education: Implementing education programs that inform employees on the harmful effects of alcohol consumption and reinforce the support available to reduce alcohol consumption. Pre-employment: Using pre-employment questionnaires to assist in the identification of any at-risk alcohol consumption and ensure the appropriate controls and supports are available. PRACTICAL EXAMPLES • <i>Supporting employees who proactively come forward with possible alcohol dependencies to access alcohol support programs.</i> • <i>Supporting employees who proactively come forward with experiences of sexual assault to access to appropriate support programs and relevant guidance. Tailored guidance for Aboriginal and Torres Strait Islander people is also available.</i> • <i>Partnering with certified health and wellbeing coaches to run challenges. An example could be a 30-day alcohol free challenge which promotes healthy living and helps people learn strategies to change their relationship with alcohol.</i> • <i>Hosting yarning circles to share ideas and growth of knowledge, to speak and listen from the heart.</i>	PREVENTION RESPONSE

Reporting



Objective	Approaches and examples of good practice	
Confidentiality: Providing employees with the ability to remain anonymous when raising issues.	Confidential reporting: Implementing accessible, confidential reporting systems that allow for employees to remain anonymous if preferred (for example, online reporting, phone line, QR codes). External support services: Providing information and details of alternative reporting and support services in the workplace to increase awareness and accessibility of a diverse range of reporting mechanisms. Informal reporting: Making informal channels available for employees to raise issues confidentially. This may be via a leader who the employee is comfortable talking about the issue with. PRACTICAL EXAMPLES • <i>Setting up a confidential reporting process that can be made by both contractor and customer employees. Posters with details about the program and a unique QR code for sites allows for anonymous reports to be shared with the company human resources and workplace health and safety teams. Employees are able to disclose their name if they feel comfortable doing so.</i> • <i>Linking employees to external services and the Sexual Assault Resource Centre (SARC).</i> • <i>Implementing a procedure for responding to a recent sexual assault guidance can be found on SARC.</i> • <i>Establishing a dedicated mailbox to support any concerns workers may have.</i>	RESPONSE
Workplace culture: Undertaking workforce surveys and employee education that include organisational considerations and information on cultural risk factors.	Surveys: Surveying the workforce to gain an understanding of the organisation culture. This can include qualitative and quantitative measures. Transparently sharing the findings with workforce and key stakeholders. Sharing findings: Ensuring there is a mechanism to share findings of these surveys and actions that are being taken to address any identified issues is important in demonstrating to the workforce there is meaningful commitment to change. Risk assessment: Ensuring risk assessments include consideration of organisational factors across structural and cultural impacts. For example: • Workforce homogeneity. • Power and gender imbalances. • Workplaces with high structural authority. • A workplace culture that supports or tolerates harmful behaviour. • Low empowerment, autonomy, communication, connection to purpose. • Workers interactions with clients and/or customers: consider risks (for example, contractors, support services). PRACTICAL EXAMPLES • <i>Engaging an independent expert to conduct an organisation-wide survey and investigation into workplace culture as it relates to bullying, sexual harassment and discrimination and sharing the findings with the company workforce.</i> • <i>Undertaking internal assessments via a survey to better understand the physical spaces, psychological environment and culture with respect to gender safety.</i>	PREVENTION

Objective	Approaches and examples of good practice	
Leadership: Effectively supporting and understanding reporting requirements.	Understanding requirements: Actively engaging and collaborating across industry associations, companies, and key stakeholders (government, community, contractors) to ensure that companies, their leaders, and registered managers are aware of regulatory reporting requirements.	PREVENTION
	Availability: Providing rosters that allow employees to crossover with two different higher line managers. This provides staff with more options in regard to who they feel comfortable escalating issues to.	RESPONSE
Continuous improvement: Reviewing safety performance and addressing weaknesses in the management system as soon as they are identified	Reporting: Using online reporting systems. These can be internally managed or provided via a third-party company. The effectiveness of reporting relies on a culture of proactive reporting, where it is 'safe to speak-up' (see below).	PREVENTION
	Consultation: Providing opportunities for employees to provide feedback. For example, employee surveys, working groups, one-on-one meetings with representatives, and anonymous feedback tools.	RESPONSE
"Speak up": Fostering a culture of speaking up.	Performance management: Senior leadership reviewing reporting data and feedback through consultation with the intent of ensuring that visible behaviours, cultural interventions, and active reporting are occurring.	PREVENTION
	Modelling expectations: Setting clear behavioural expectations for the team and model these behaviours.	RESPONSE



Employee support

Objective	Approaches and examples of good practice	
Employee assistance programs (EAPs): Providing workers with access to professional counselling.	Workplace counselling: Having an employee assistance program (EAP) in place to support employee emotional and psychological wellbeing. EAPs are a widely used mental health initiative by employers across Australia. They provide support and counselling services and can be confidentially accessed by employees. As of March 2020, 96% of companies surveyed by CME stated that they had EAP's in place to support employees' emotional and psychological wellbeing. Coverage: Noting that employees may prefer to engage with their EAP outside of their work hours, employers should consider an EAP provider who can provide 24-hour support to their workforce. Organisations may extend their coverage to include employee family members and contractor workforce. Sessions: Considering if there is an increased demand for additional sessions. The number of sessions that an employee is entitled to as part of the EAP varies between organisations and is dependent on arrangements with the EAP provider. These sessions generally range from three sessions a year to an unlimited number of sessions. Communication: Ensuring that employees are aware of the EAP and services that are available by promoting their EAP via internal communications. This can include the onboarding process, email updates, safety meetings, and posters in the workplace. Specialised training: Ensuring that EAP staff receive specific training on trauma informed care. PRACTICAL EXAMPLE • <i>Expanding the availability of the company's EAP to employees, contractors, and employee family members.</i>	RESPONSE
Peer-support: Training and empowering staff to safely assist colleagues in times of a struggle or personal crisis by linking them to available supports.	Specialised training: Providing training that seeks to equip employees with the skills to have safe conversations and link colleagues with appropriate supports. These supports can be both internal (such as human resources or sexual harassment officer) and external (such as Lifeline, 1800 RESPECT, or the organisation's EAP). Promotion: Promoting internal peer-support programs and recognising those who have completed peer-support training. Continually promoting and communicating peer-support encourages help-seeking behaviour while also raising awareness within the organisation. This may include logos and branding as part of the program to gain visibility, allowing for long term sustainability and an embedded culture of peer-support. PRACTICAL EXAMPLES • <i>CME and Lifeline's Resourceful Mind program aims to encourage and support help-seeking in on-site communities. Trained employees are able to share available support systems if an employee requires further assistance (for example, EAP, Lifeline, company bullying policy). CME and Lifeline have rolled out two specialist skills training sessions on the topics of workplace sexual harassment and sexual assault, which applies the peer-support model. The sexual assault training session has been developed with the support of SARC.</i> • <i>Utilising mentors from diverse backgrounds who are available to support and advise trainees, apprentices and graduates, including in relation to any experiences or observations they may have of harmful behaviour.</i> • <i>Providing hypothetical scenarios for workers to read relating to inappropriate behaviour, which outlines routes to seeking action.</i>	PREVENTION RESPONSE

Objective	Approaches and examples of good practice	RESPONSE
Identified company support: Providing support services to employees.	Dedicated support: Having dedicated on-site support for employees. This may be an employee who has the training and seniority within the organisation to facilitate resolutions and provide advice on management of workplace sexual harassment. Post-investigation support: Providing victim support services following the conclusion of an investigation. For example, provision of information for the company EAP, or scheduled check-ins with the employee or contractor. Availability of support: Considering all individuals who have been impacted by sexual assault or sexual harassment. This includes the impacted person, leaders, witnesses, or bystanders. Subject matter experts: Engaging with trusted experts to support and care for those who have been impacted, including facilitating appropriate well-being and practical support. This may include offering a range of resolution and healing options, with consideration to the affected person. PRACTICAL EXAMPLES • <i>Creating a Sexual Harassment Officer, accessible to employees for support and sexual assault and harassment reporting.</i> • <i>Creating a discrete unit responsible for delivering safe, confidential and caring support.</i>	

Courtesy of Mineral Resources





Courtesy of Citic Pacific Mining

Investigation



Objective	Approaches and examples of good practice
Transparency and confidentiality: Reconsidering previous approaches to confidentiality and non-disclosure agreements (NDAs).	NDAs: Reconsidering approaches to non-disclosure agreements (NDAs) to ensure outcomes sought through this process for the employer and the victim are considered more holistically, not only in the short term. Trauma-informed approach: Acknowledging that a person with a lived experience going through the NDA process may still be in a state of 'fight or flight' and may sign an NDA to close the process in the short term. However, over time this preference changes, and this presents barriers to healing and challenges for employers in effectively managing cases. With appropriate and clear boundaries, NDAs could be drafted to allow greater flexibility and ownership for the person with a lived experience regarding how they may communicate about their experience. For example, where mutually agreed, the organisation may reveal the perpetrator's identity or the employee may share their story where they have agency. PRACTICAL EXAMPLES • <i>Not enforcing any confidentiality obligations in relation to submissions made by existing or former employees or contractors.</i> • <i>Ceasing the use of non-disclosure agreements or confidentiality obligations in settlement agreements relating to sexual assault or sexual harassment and not enforcing any non-disclosure agreements or confidentiality obligations in historical agreements.</i> • <i>Ensuring a prompt is present in reporting systems, so workers do not disclose information about who reported inappropriate behaviour – to either the perpetrator or third parties – without consent.</i> • <i>Making reporting easier by not requiring workers to create an account and not asking for the same information repeatedly.</i>

RESPONSE

Objective	Approaches and examples of good practice	
Incident investigation: Engaging external parties or specific teams for incident investigations.	Third-party investigations: Implementing independent investigation processes that can help improve reporting and increase the support for impacted persons in the investigation process. Training: Ensuring investigation team members are trained in a victim-centric and trauma informed approach. Trauma informed: Engaging subject matter experts to help guide and support leaders and HR on early intervention strategies and advice. This ensures that the investigation is guided by trauma-informed care principles: safety, trustworthiness, choice, collaboration, empowerment, respect for diversity. Learnings: Capturing learnings from the concerns raised, and the company's response. Systematically communicating those learnings to the business, to enable the elimination of harmful behaviours. Subject matter experts: Engaging subject matter experts if detailed analysis is required. For example, for financial or other record audits, external experts and Cyber Security may be involved in the investigation. PRACTICAL EXAMPLES • <i>Using a centralised and confidential reporting tool and ensuring the most serious allegations are investigated by a centralised investigations team to build confidence in the investigation process and improving the experience of those who raise concerns. The investigations team should be separate from other business units and trained in a victim centric, trauma informed approach which seeks to put the impacted person at the centre of decisions regarding the investigation.</i> • <i>SARC have developed an e-learning module on Sexual Trauma and Responding to Disclosures of Sexual Assault. This module is free of charge and issues a certificate on completion.</i>	RESPONSE
Medical and forensic examination: Ensuring that Early Evidence Kits are administered effectively and appropriately.	Site-specific forensic evidence kits: Having medical professionals trained in administering Early Evidence Kits to sexual assault victims on site, for referral to external agency such as SARC, which involves medical and forensic care including counselling following incident. Specialised training: SARC are developing education and training to assist in the use of Early Evidence Kits following a disclosure of sexual assault. PRACTICAL EXAMPLE • <i>As part of the MARS Program, SARC are currently working alongside WA Police to develop an Early Evidence Kit (EEK) as forensic evidence in a formal report to the police for investigation.</i>	RESPONSE

The Chamber of Minerals and Energy of Western Australia is the peak resources sector representative body in Western Australia. We are a member-funded not-for-profit organisation representing the views and the needs of members. CME leads policy development on issues impacting the sector, promotes the value of the sector to the community, and provides an avenue through which members and stakeholders collaborate.



Level 10, 2 Mill Street, Perth WA 6000

Locked Bag N984, Perth WA, 6844

Tel: +61 8 9220 8500

Email: chamber@cmewa.com

Website: www.cmewa.com.au