

# Inclusion and Diversity Roadmap

A guiding pathway from where we are today to what we aspire to achieve by 2033

## Today we have...

**11%**  
of our entire workforce is female

**12%**  
of our senior leaders are female

**30%**  
of our Board and Group Executive Committee are female

Our current gender pay gap is **24%** in favour of men

**52%**  
of our people feel their teams are psychologically safe

\*Data is at February 2023

## Why does Inclusion & Diversity matter to us?

At Perenti, our business is powered by people. People are the ones that win work, plan our approaches, develop our products, deliver what we promise to clients, or think ahead to ensure we are solving tomorrow's problems as well as today's.

Our people work in demanding and diverse environments that are ever changing, often hazardous, and the change we face is both fast and complex.

In our workplaces, people must rely on each other, to be safe, to solve problems, to learn, and to find solutions to achieve our goals.

We are leaders in the mining industry so must rapidly adapt or be left behind. Many things that worked in the past will not in the future.

Decarbonisation and technology shifts are evolving the way we think about mining and the activities we undertake.

Work is changing and so are expectations. People want to work for companies that reward beyond dollars and demonstrate social and environmental responsibility. A workplace where they experience safety and respect, everyday.

Companies that rethink work design and cultivate inclusive teams will overcome many of the barriers that have prevented equitable participation in our industry until now. Diverse ways of thinking and better teamwork means we will find solutions to our challenges, the ones we know we have, and the ones we are yet to face.

## How will we transform?

Our opportunity is to create workplaces where people want to be and cultures where people can and will contribute - and this is an opportunity we are ready to grasp.

Our progress will not be easy and the pressures of everyday delivery do not stop. Diverse teams are harder to manage than non diverse teams, but they are worth it because the problem solving and innovation that comes from people with different ideas, capabilities and experiences is where we can advance what's possible in mining.

## By listening and learning, and...

In 2022, we heard from 1,000 of our people and came up with a response framework to make our workplaces safe and respectful.

### Caring and capable leadership.

Leaders set standards and shape team culture through their own beliefs, behaviours and actions.

### Respectful behaviour plays a part.

Individuals take ownership of their words and actions, seek to understand their impact on others, get help when they need it, and are supportive team members.

### Connected and inclusive team environments.

Effective teamwork and positive team environments are healthy for humans and allow them to do their best work.

### Solid foundations.

Systems and processes that practically establish the environment, manage risk and support desired ways of working and behaving.



## ...by challenging ourselves, evolving our workplace and empowering our people.



### Our first step is to **challenge ourselves**.

Starting with Group Executive Committee (GEC), then all leaders, we must visibly shift our beliefs and behaviours in a way that others notice, inside and outside of our organisation. Leaders must role model the standard we expect from everyone.



We must **evolve our workplace** by focusing on our work activities, ways of working, and work environment to cultivate inclusive and empowered teams. The foundation is psychological safety – meaning people can freely speak up, share ideas, make mistakes and ask for and offer help.



And we commit to **empower our people**. By changing how we think and lead, and by changing the experience of our work places, we will also make a shift in our workforce by attracting, retaining, and developing diverse talent where the capability of people can be truly leveraged and celebrated.

## ...we aim to achieve:

By end of FY33  
**33%**  
of our entire workforce will be female

By end of FY33  
**40%**  
of our senior leaders are female

By end of FY30  
**40%**  
of our Board and Group Executive Committee are female

By end of FY24 we will complete an **Equal Pay audit** across all job types

By end of FY25  
**+75%**  
of our people feel their teams are psychologically safe

# Inclusion and Diversity Roadmap

We are committed to a clear plan, that we adapt as we try new things, learn and improve

● ACHIEVING GENDER BALANCE ● CREATING SAFE AND RESPECTFUL WORKPLACES

## FY22 LISTENING & LEARNING

Developed a Statement of Commitment to eliminate harmful behaviour

GEC engaged in education sessions about unconscious bias and harmful behaviour

Conducted "It's Not OK" workforce diagnostic to understand current state & ways to improve

Conducted leader immersion sessions to unpack results and develop awareness

Shared results with workforce

## WHAT WE LEARNT

In the last 5 years

**40%**  
of respondents experienced bullying

In the last 5 years

**16%**  
of respondents experienced sexual harassment

**1 in 3**

people report bullying

**1 in 10**

people report sexual harassment

View the 'It's Not OK' Report summary



## FY23 ALIGN ON PRIORITIES

## FY24 DRIVE ACTIONS AND IMPACT

## FY25 SUSTAIN RESPONSE & IMPROVEMENT

	FY23 ALIGN ON PRIORITIES	FY24 DRIVE ACTIONS AND IMPACT	FY25 SUSTAIN RESPONSE & IMPROVEMENT
	Set strategic objectives for inclusion and diversity	Enroll senior leaders in the cultural journey to build inclusive teams	Engage externally to demonstrate leadership and share learnings
	Set specific targets for gender balance and psychological safety	Develop Divisional Plans for gender balance to support targets	Refine gender balance targets for FY25 by Division/Corporate areas
	Establish Culture & Inclusion Steering Group & Division/Corp Working Groups	Develop Divisional Action Plans to support "It's Not OK" improvements	Check impact of Action Plans, share progress with teams
	Educate HR & Health & Safety teams in psychosocial hazards	Conduct safety and security risk assessment at each location and address key concerns	Ensure routine safety and security risk assessments at each location and test controls
	Develop new group procedure for management of harmful behaviour	Develop new ways to report harmful behaviour. Train leaders & peer support roles	Educate supervisors in being active bystanders
	Commence workforce conversation about respectful behaviour and impact on others	Update onboarding module to encourage respectful behaviour in the workplace	Coach and support leaders to lead conversations about respectful behaviour and encourage speaking up
	Introduce Leading@Perenti to build senior leader capability	Introduce Managing@Perenti to build leader capability. Develop tools for leaders to support inclusive teams	Introduce Supervising@Perenti to build frontline leader capability. Coach leaders to develop inclusive teams
	Develop model to understand gender participation by role type and region	Review & redesign key HR systems to identify and address gender bias	Understand attraction and retention factors for female talent
	Research leading talent development practices for gender balance	Develop talent pathways for women in non traditional roles	Pilot pathways for women in non traditional roles (focus on trainees/ apprentices and leadership)
	Develop plan and system capability for ongoing employee surveys	Conduct employee survey and check progress from FY22 baseline	Share results with workforce and engage teams in stories about psychological safety and inclusion

BY END OF FY23

## These milestones will help us to know we are on track and making progress

**FY 23**

- Strategic objectives for a respectful & inclusive workplace set by GEC
- Gender balance targets set by GEC, with an aspiration to be at a third women by 2033
- Culture & Inclusion Steering Group and Working Groups established
- Launch of Leading@Perenti
- New group procedure to manage harmful behaviour

**FY 24**

- Division gender balance plans developed and supported by senior leaders
- More effective ways to report and resolve concerns about behaviour
- HR systems reviewed and needs for a diverse workforce identified
- Launch of Managing@Perenti
- Frontline supervisors trained in active bystander behaviour

**FY 25**

- Gender pay equity addressed for "like for like" work
- Pathways in place for "entry level" female talent
- Pathways in place for women in leadership roles
- Leaders engaged in building inclusive teams
- Teams educated in inclusive behaviour