



Inclusion, Diversity and Workplace Culture Investor roundtable

31 March 2022

Opening remarks

MIKE HENRY (BHP)

Welcome everyone. I'm joined today by Fiona Vines who's BHP's head of Inclusion and Diversity, as well as by Maria Joyce. Maria is my Chief of Staff who I also asked last year to lead the Project Management Office co-ordinating our global efforts to eliminate sexual assault and sexual harassment at BHP.

In the wake of the Rio Tinto report into sexual assault and sexual harassment, which also covered other issues such as racism and bullying, a number of shareholders have reached out to us expressing interest in BHP's actions in the same regard. Now, we've previously recognised that we had these behaviours occurring within BHP a number of years ago. In fact, one of my very first, if not the first video that I made as incoming CEO back at the start of 2020, was specifically about eliminating sexual assault and sexual harassment at BHP.

Now, we've had concerted efforts underway for a number of years now to eliminate these behaviours, so we won't be undertaking a real-life review, but we did think it was appropriate to arrange this roundtable to discuss where we're at on our journey and the actions that we have underway. I'm going to make some introductory comments and then we'll move to questions and answers.

Of course, one only has to pick up the papers today to know that the scourge of sexual assault and sexual harassment is widespread, as are the workplace issues associated with racism and bullying. So we would definitely welcome any insights you can provide into the actions being taken in your respective organisations that we might learn and improve from.

BHP is committed to an inclusive and diverse workforce and in 2016 - six years ago - we committed to achieving a gender balanced workforce by 2025, and this was a very big step in our industry as many of you will remember. And we've taken significant action and we've made marked progress since, with the near doubling of women in the BHP workforce. My leadership team is balanced, over half female in fact, and we've increased participation at every level of BHP, two-down through to entry level.

Now, we know that an inclusive and diverse workforce is safer, more engaged and more productive. We know from our work that making our workforce more diverse and making it more respectful and inclusive, need to go hand in hand. For the workforce to become more diverse it has to be more respectful and inclusive, for it to be more respectful and inclusive it has to be more diverse. I go as far as to say one can't be achieved without the other. We still have more work to do, and we continue to improve, but we have come a very long way in a relatively short period of time.

In 2018, the Australian Workplace Survey Report was published. It indicated that 70% of women in the mining industry had experienced some form of sexual harassment. We accepted that. We accepted it as true for our industry and for our company globally. We undertook a further review into specific drivers and what needed to be done to address this at BHP, and that underpinned discussions between management and the Board, and determined a follow-on program of actions, this was in 2018.

You can see these actions set out in detail in the submission that we made last year to the WA inquiry on sexual harassment in the mining industry. Our actions have included:

- the launch of a Global Respectful Behaviours Campaign in 2018. We're now in our third wave of this campaign, and building on the successes and lessons we continue to improve.

- In 2019 we formally defined sexual harassment as a health and safety risk and we began applying the same level of rigour and focus as we do with any other health and safety issue, and you'll all be aware of just how important health and safety are held by BHP in the mining industry. We established an independent Ethics and Compliance Investigations Unit within BHP in 2019, and within that unit, sexual assault and harassment have been defined as the highest priority category of incidents for investigation and along with that we've made racism a similar classification more recently. In all of our investigations we adopt a victim-centric approach. We've conducted an internal diversity and inclusion review and we've identified measures to upgrade safety and security at our village or camp facilities. We've committed AU\$500 million to improve village security across our Minerals Australia villages, this includes the announcement of \$300 million across our Western Australia accommodation villages in June 2021 and most of the works will be completed within this financial year. We've provided sexual harassment prevention training to BHP leaders in setting clear expectations of appropriate conduct and driving a more consistent set of discipline outcomes.
- In the first half of last year, we established a specialised support service to enable anyone impacted by sexual harassment, or who is supporting someone who's been impacted directly by sexual harassment, to connect with a dedicated case co-ordinator who can guide them to obtain appropriate support and resolution. It provides confidential 24-hour service in both English and Spanish; it's a global-wide service. For a number of years we've had executive leadership and company-wide performance criteria linked to remuneration that includes progress towards greater inclusion, diversity and gender representation. Our financial year '22 executive leadership and company-wide performance criteria also includes progress of work to enhance our approach to sexual assault and sexual harassment. In fact, last financial year executive remuneration was adjusted downwards in relation to sexual assault and sexual harassment, acknowledging that we still have much further work to do. We continue to work with a range of industry peers and we've commissioned external experts along the way in relation to best practice controls.

While I'd say that we're more advanced on addressing sexual assault and sexual harassment, we've recently increased our actions to eliminate racism across BHP as well.

As I mentioned, racism has been placed in the highest priority investigation category. I've also appointed Vandita Pant, our Chief Commercial Officer, to support me and the rest of the management team in sponsoring a company-wide effort to better understand, identify and eliminate racism.

Vandita has met with the Australian Race Discrimination Commissioner and we have listening sessions underway across the company globally to raise awareness and increase understanding of the workforce's perspective of racism. We have recently commenced a review of our racism reporting and investigation processes in Australia.

Overall, I'm confident that we're making progress and some specifics that I would call out would be, our ongoing efforts to create a more inclusive and diverse culture being unwavering, and they're paying dividends in terms of performance. I'll come back to that a bit later.

We've improved female participation in the BHP workforce from 17% to 31% since setting that target back in 2016. We have a gender balanced executive leadership team and it's one with a number of people of colour and diverse ethnicity. We've reduced female turnover. The gap between male turnover in the workforce and female turnover in the workforce used to be 8%, female turnover being 8 percentage points higher than male. That's reduced down to 1%, so it's almost even now.

We have raised the proportion of our employees, including those in leadership positions, from First Nations backgrounds in Australia, Chile and our Jansen potash project in Canada.

We've increased our focus on Indigenous and First Nation employment and cultural awareness, including tackling racism and discrimination amongst under-represented groups. We've instituted pay equity reviews for women and we've closed gaps for 8000 in the past two years at a cost, I think from memory, it was around \$19 million.

We've recently piloted this same approach on the base of race and ethnicity in the US and are in the process of rolling this out globally. We've made addressing these issues a priority, and we do that through leadership engagement and specifically through our scorecards and remuneration. This includes not just for the senior team, but for the whole company.

Notwithstanding all of this effort and the substantial progress that we've made, we know we still have much further to go. Unacceptable behaviours continue to occur in BHP, and they shouldn't. Our aim is to have a workforce that is free from any form of harassment, racial discrimination, vilification or bullying. We're committed to lifting both our performance and that of the industry, and of course we'll take every opportunity to learn from others.

Now, in respect of the Rio report, I have personally been through every one of the recommendations in the report and my team has done a more fulsome reconciliation. I can say with confidence, that almost all of the recommendations in there have been addressed by the actions we have already taken or have underway, but we have identified a few opportunities for improvement, and one example would be our 24/7 support service. This was the support service that we put in place in the first half of last year.

Elizabeth Broderick has recommended something similar for Rio, but she's called for it to cover not just sexual assault and harassment, but also racism and bullying. Of course, we're stepping back to consider whether and how to expand ours to cover other issues like these.

Now, one other point I wanted to make, and I mentioned it earlier, is that as we have brought focus to bear on eliminating these behaviours in BHP and creating a more diverse and inclusive workforce and workplace, our performance has improved, and that's across safety, reliability of production, and productivity. We shouldn't be surprised, but it's still nice to have the further validation of what we all knew coming into this. But you still see some people out there who would call that into question.

I think we have demonstrated quite clearly the power of creating a more inclusive and diverse workplace and workforce and stamping out some of these abhorrent behaviours, it does translate through to the bottom line as well.

We're now going to open the lines for Q&A - to the extent we can make this a two-way conversation I think that would be great. I'm interested, I know Fiona and Maria are interested, in the steps that your organisations have taken in terms of setting standards, education, investigations and support in this area because we know that we can learn from others.

Questions and answers

ALISON EWINGS (REGNAN)

Thanks very much for the update. I think obviously we welcome specific attention to these issues. One thing I did note about the Rio report is it is quite narrowly framed, and I was interested in what other cultural analysis you've been undertaking to ensure that you've identified all of the potential barriers that might be in the way of successfully addressing this issue, that sit outside that quite narrow framing around the specifics with the Rio report, for instance.

MIKE HENRY (BHP)

I might ask Fiona to elaborate on this but first of all I would acknowledge that we are on a journey here, and we are by no means claiming that we've got it licked or that we fully understand what needs to be done, but we're constantly looking to review and improve. Now, as I said up front, racism, I see us as being earlier in the journey than on sexual assault and sexual harassment.

On sexual assault and sexual harassment we have pretty much ongoing reviews, where back in 2018 we conducted one review, set up a series of actions, and we've had further reviews since. We continue to bring in external experts to provide us with a broader and richer perspective on the problems at hand, what gives rise to these behaviours, and how to prevent them. Every single time we do so, we learn something.

I expect it's going to be exactly the same when it comes to racism. But of course, it's also not about just sexual assault, sexual harassment, and racism. It also comes to sexual orientation and a range of other cultural matters, that actually stem from discrimination, or they can just be poor culture, and this comes back to things like bullying which we've also had a very strong focus on.

So, long way of saying we start off with one understanding of the issue, we identify a series of actions, but one of the things that we always institute around these matters is an ongoing plan to check in at cycles, that sees us bring in experts or use internal means to deepen our understanding and identify further improvements.

Fiona, was there anything else you would like to add?

FIONA VINES (BHP)

Sure. Thanks, Mike. I think perhaps what I would add to that is we've also taken steps to understand the drivers of this kind of behaviour. We know that an imbalance of gender, so having a very homogenous workforce creates the conditions for this kind of sexual harassment, but also other types of disrespectful behaviours to occur, because they essentially create power imbalances in the workplace. We've done a lot of work to understand those drivers and to really connect this work back to our gender balance aspiration, because we believe that gender-balanced teams are the best protective mechanism against this kind of conduct.

The other thing that I would add is we're also thinking a lot about how to take longer-term action to support folks who have experienced this kind of behaviour, this kind of conduct in our organisation. It's one thing to respond well when someone tells us that this has happened to them, and that's something that we've been very, very focused on, but one thing that we're really turning our attention to is how can we ensure that people can thrive in their careers and in their lives post these kinds of quite traumatic events.

ALISON EWINGS (REGNAN)

Great point. I've got a second question. As you point out, BHP has a fairly ambitious gender target in place and it was great to hear you point out the role of both diversity and inclusion needing to work in concert together for those to be successful.

I was interested to what extent you're monitoring inclusion, and particularly any potential negative responses from I guess what you could classify as more of the incumbent workforce, because obviously these sorts of changes can be difficult to manage through and to what extent you're monitoring the response of the existing workforce and the kinds of things that that might give rise to. I'm thinking about in particular the Powers unfair dismissal case as an example of that.

MIKE HENRY (BHP)

Yes, a great callout. First of all, you continue to see some of that in the workforce and I'll come to a couple of statistics in a second. Without a doubt, when we first came out with the gender balance by 2025 target back in 2016 there was an even more significant reaction to that in the moment from the existing workforce. Now, as understanding has grown, as people have seen the benefits of a more diverse workforce, that has dampened and I would say dampened quite significantly, but it hasn't been totally eliminated.

Given the size of the BHP workforce with 85,000 people globally, I think the reality is we're always going to have some of that. But we work very hard to address it through our ongoing leadership engagements, through continuing to provide opportunities for development and promotion and career enrichment on the part of men as well as women.

Now, if I look at the workforce and relative levels of engagement, and how people feel about the Company, there is a distinct difference between women and men, with women being more positive. BHP conducts now once every three or four months an employee perception survey. It's in a fair amount of detail; it provides free-text commentary as well.

If I look at the statistics in there, things like 'Would you recommend BHP as a great place to work?' - 'I'm proud of working at BHP', 'I'm inspired to do my best', 'I feel safe' - women on those measures range between 85% positive to 92% positive, whereas men it's 77% to 89%. There's anywhere between a 5% and a 10% delta between women and men, and I know that some of that will be - not all, but some of that would be driven by this feeling of lack of opportunity on the part of the male workforce, but it is improving. Again, Fiona, anything else that you'd like to chip in with there?

FIONA VINES (BHP)

Sure. Another way that we monitor inclusion is via exit surveys as well just to really understand is there something going on in the culture that might drive men or women leaving for different reasons. Generally speaking, we don't actually find a lot of differential actually, but we do pick up some sentiment coming from some of our female staff that they do feel that the attitude towards women in mining still has some way to go. So we monitor that very, very closely.

The other thing that I would say is - as Mike says, we've seen a significant reduction in that noise or that backlash from the incumbent workforce, and a lot of that is because of the amount of female leaders that we now have. We now have a lot more female leaders in our organisation, and what we find is that they generally set a tone in the team that is generally more respectful, and we do find that women in particular are more likely to raise issues with a female leader. I think female leaders have seen a significant acceleration in our inclusive culture and the change that we're driving.

MIKE HENRY (BHP)

Just on that point that Fiona makes about female leadership, I don't know if we publish this in our annual reporting data or not, but we have gone from 25% of the group of leaders reporting into the executive leadership team. We've increased the proportion of women leaders amongst that cohort from 25% to just shy of 40% over recent years. So, as Fiona said, at that level, but also at levels closer to the frontline, we have a more significant proportion of women leaders and of course, more women in the actual frontline workforces as well.

IAN MCILWRAITH (ACSI)

Hi Mike and Fiona. Thanks for your briefing on this. From an investor perspective, one of the things they tend to value is seeing reporting not just on consequences, but how you're progressing on this. I'm just curious what we could expect to see over time from BHP in disclosing how it's implementing this and what the kind of change it's making is.

MIKE HENRY (BHP)

Great question, Ian, and we do have a review underway currently on how we can further enhance our annual reporting suite. There will be more by way of statistics and reporting on progress that comes through there. You do see some of that already in the annual reporting suite, but I acknowledge there is more to do as our understanding improves and frankly, as investors' focus on this increases.

It probably comes into the 'coming attractions' basket for the time being, but if there is anything specific that you or others would like to see us reporting on, all suggestions are welcome. On this front obviously we'll have to sift through and decide what level of reporting is appropriate, but it will be more than it is today. We want to make sure that it meets the expectations or the needs of shareholders.

IAN MCILWRAITH (ACSI)

Good, thank you. I just had one other question. Sometimes the line between bullying and getting a high performance is very fine, so I wonder how you address that with your managers and making sure that you still get maximum production out of something, but you're not beating your employees in the process.

MIKE HENRY (BHP)

Okay. This is something I am really, really, really personally passionate about, Ian. Yes, you're right. I guess in one extreme you can have somebody who points out to an employee that they haven't quite conducted work in a safe way or haven't achieved the commitments they had set out by way of productivity, they can do that in a very respectful way, but it could still be received negatively and as a form of bullying by the employee. Part of bullying comes down to the perceptions of the individuals involved, but there has to be some kind of limit on that, and so we do try to be clear in our code of conduct about what constitutes bullying.

Having said that, in the mining industry, including BHP, the historical approach to leadership and getting performance has been one of directive and top-down leadership. More fundamentally - you may have heard about the BHP operating system. The BHP operating system, supported by the work that we have underway on culture, and so on and so forth, is a people-oriented program which has tried to invert all of this and actually fundamentally change the nature of the relationship between leaders and their teams, including frontline supervisors and the frontline workforce, to make it one where leaders see their roles as being about setting context, providing broad direction, but then supporting the building of capability and performance within their team. So, much more than coaching capacity.

To enable that, we've instituted - we did this two years ago - by putting in place a requirement that leaders could not have a span of control of more than 15.

I don't know if you're familiar, but in the mining industry it wouldn't be uncommon for a span of control to be 25 to 40 people sitting under one leader, as direct reports to that leader. It's impossible, then, for the leader to be truly understanding their people, and impossible for them to be creating a positive culture within their teams. So, we said that people can only have a maximum span of control of 15.

We've also made changes, we've instituted changes where leaders are required - if you're a frontline leader, you're required to be in the field. So, out with your teams, for 90% of your time. In the belief that if we have too much by way of administration and so on, that we continue to engage in within the office, you're not going to be out, working with you teams, supporting your teams in the way that they need to.

So we've instituted some pretty fundamental and significant changes in the way that we structure teams within BHP, and in the way that we train the role of leaders vis-à-vis their teams, that are intended to help with creating the right environment, the right relationships that drive high - further support high performance.

IAN MCILWRAITH (ACSI)

Thank you.

DAVID WHITTAKER (NSW TCORP)

Thank you. Fiona, Mike, just thanks very much for the opportunity to talk to you today.

Following on from Ian's question, you mentioned that you've made significant progress on almost all of the recommendations in the Rio Report. Can you tell me where you are on that journey, in terms of delivering all of the recommendations? Are there certain areas where you haven't really started, or that you're at early days, that you can identify that might require greater attention?

MIKE HENRY (BHP)

Yes. Maria, I might ask you to talk to this, as the person who's conducted the thoroughest review. Just to be clear, David, and apologies if I came across as saying we've made significant progress on all the recommendations. What I was trying to get across is we have some actually completed, some underway, and as you properly call out, some that we'll be less advanced on, but we already have underway. But Maria, maybe you can just give a couple of examples, kind of broad view, and then examples where we are more or less progressed?

MARIA JOYCE (BHP)

Yes. I think we've made significant progress in the terms of the measures they were implementing. There's 18 measures across this financial year that we'll be executing, that are largely reflected in the Rio recommendations. These range from security enhancements, to recruitment, training across all levels of the organisation, emergency response, how we conduct investigations, and leadership commitment and remuneration.

When I look at some of the areas we could improve on within the remit of sexual assault and sexual harassment there's opportunities to further enhance our approach around vulnerable and 'at risk' workers, and how we set them up for success within the organisation. We're already doing work such as that, but how do we further enhance that?

As Mike alluded to before, we have our 24-hour emergency hotline that anyone can access, both leadership and impacted persons, but again, extending that remit beyond accessibility to sexual assault and sexual harassment, but to broader areas of discrimination and bullying and so forth.

Then, I think if we move into the future as well, I think for us it's really, as Fiona alluded to before, as well, it's around supporting impacted persons so they thrive within the BHP landscape. So we'll be enhancing our approach around that, as well as in areas around active bystanders.

We've done a significant amount of work in terms of establishing respectful behaviours within the organisation over the last couple of years, as Mike alluded to, and it's about moving into that next phase, where we're looking at engagement through our teams, with more emphasis, and really activating bystanders.

So, it's really around enhancement of our approach on that journey.

Fiona, I don't know if there's anything further you wanted to add to that?

FIONA VINES (BHP)

No, it's good.

MIKE HENRY (BHP)

Thanks for that, Maria. I may just add one thing to what Maria said, David, and that is the very tangible example of camp security, or village security. In enhancing that security, we've allocated all of the capital. We've set tight timelines on getting things done. The amount of work that has to be done is quite significant, and in some instances, we get constrained by suppliers.

For example, for us to achieve the levels of security we want on camps, we have to change out, Maria, something like 15,000 doors? So, we're having to go out and change out somewhere between 10,000 and 20,000 doors. So, you run into supply chain challenges, in that there's only so many doors available, and so quickly they can be constructed. So, I feel on that, we're probably only about maybe halfway through getting that done.

We intend to get the remainder of the - most of the remainder of the work done within this financial year, and maybe a little bit beyond. But we also have to take into account that we don't own and operate some of our camps. So, some of what we're needing to do requires us to engage in commercial negotiations with third party camp providers, in an effort to get them to upgrade the quality and security of their camps, as well.

So, a tonne of work done, and I would say that the further we've gone on the journey, the more that we recognise needs to be done. It tends to be an expanding playing field, as time goes on.

DAVID WHITTAKER (NSW TCORP)

Thanks very much for that. If I can just take the liberty of asking a second question now? A follow-up. The Rio report highlighted some fairly urgent risks that people face, and you've just touched on site security. Without a process such as the one Rio went through, how sure can you be that your people aren't - some of your people aren't facing those really urgent, immediate risks?

MIKE HENRY (BHP)

Just to be clear, David, we have conducted internal reviews, like formal internal reviews, and we've used external experts on reviews of components recently, and we've done it over a longer period of time. We've been at this for - well, we had some recognition of the problem back in 2016, when we set the gender balance workforce by 2025 goal.

Then we conducted formal reviews, starting in 2018, and have done further since, so we have conducted reviews - and I'm confident we have a very good understanding of what's happening in the frontline workforce, through everything that I've spoken about. Ongoing reviews, employee perception surveys, and we all sit and read the free-text commentary, so it's not just looking at a series of numbers. Exit interviews, and, importantly, leaders getting into the field and talking to the people.

So, the combination of all of that, gives me a high degree of confidence. You know what's going on, and frankly, as I said, some of what's going on is still not acceptable.

FIONA VINES (BHP)

Perhaps, Mike, if I can just add to that, I also think the risk assessments that have been completed and continue to be completed, it's not only at the Company level, but also in the different regions, to identify region-specific risks, also give us a high level of confidence that we have identified the issues under that eight-stage program that Maria spoke about, which we've been working on for several years.

Also, the other piece we rely heavily on is evidence-informed research, from academia as well, around what are the things that are actually drivers and causes of this kind of behaviour? We certainly don't have all those answers ourselves inside the organisation, and we do turn to that source regularly, to make sure that we're getting the best available information - and most importantly, evidence-based approaches to addressing the key drivers of this kind of behaviour.

MIKE HENRY (BHP)

A final point I would make, it was actually accepted - we previously recognised, and we said, the behaviours that have been called out in the Rio report happen within BHP as well. The issue is that we've had efforts underway for longer to address those, and we are making progress.

There's the metrics that we have around cases being reported, as well, into our confidential investigations unit. They also help us understand exactly what's happening on the ground.

DAVID WHITTAKER (NSW TCORP)

All right. Thanks very much for that. I'd also just commend your submission to the WA inquiry. It's certainly one of the better ones.

Thanks very much for your time today.

MIKE HENRY (BHP)

Thank you, David. Thanks.

JANET WONG (JP MORGAN ASSET MANAGEMENT)

Hi. Thank you for hosting this virtual roundtable. My first question is about the whole confidential investigation process, and also the 24/7 hour hotline. Can you describe more how the process can work? The reason I ask this is because sometimes victims have fears of retaliation, so I want to understand more about the process, and also how they actually can ensure there is really no leakage of any sort of information to the colleagues, or even direct line managers? Thank you.

MIKE HENRY (BHP)

Okay, I'll have a go at this, Fiona, initially, but I know you probably want to add a few points.

First of all, the confidential investigations team is staffed by professional investigators. These aren't, generally speaking, aren't just people you can pull from other parts of BHP. These are experts who are experienced and professional in the area of investigations, who are brought in. So they fully understand the need for confidentiality.

That includes through who they go about interviewing, how they go about interviewing them, and how data is kept.

One of the indicators of the workforce's confidence in the system and confidentiality comes through what proportion of claims are made anonymously versus with someone's name attached. That's the proportion of claims being made anonymously had dropped from 53% down to 42%, so that's an indicator of growing confidence in the system.

Fiona, was there any further richness you can provide?

FIONA VINES (BHP)

Yes, Mike, I think I'd just say, and Janet, you raise such an important point and we've focused, I think, primarily a lot of effort on making sure that the way we respond to somebody when they tell us that they've experienced sexual harassment or assault in our organisation, is critically important.

So, the level of confidentiality and privacy that we afford the process is front and centre. We get the balance right around giving control to the impacted person, around whether they even want an investigation, or whether they're looking for different type of support, the level of involvement and therefore notification of others who may need to be involved in the investigation.

The person at the centre of it, the impacted person, has control over that, as much as we possibly can, where we legally can do that. We take any kind of vilification or victimisation very, very seriously. That in and of itself is a Category A breach of our code of conduct, which we would also take significant steps to address.

Finally, what I would say is, we take a trauma-informed approach to our entire end-to-end investigation process. From the time that a person advises us that this has happened, we assign them a case manager. Someone who's there to look after their interest and to ensure – these are people who are trained in trauma-informed care - that the person is not further harmed by the investigation process and the actions that follow after that.

JANET WONG (JP MORGAN ASSET MANAGEMENT)

My second question is more about the quarterly employee perception survey that BHP conducts. Can you tell us more about the survey's format? Is it more like an end-to-end process, who are usually involved? What kind of percentage of workforce is involved in this perception survey? Any details would be appreciated. Thanks.

MIKE HENRY (BHP)

Sure. So, the employee perception survey used to be conducted, I think it was every year and a half or so. We've moved that up to three times a year now. It's an online survey. It's both for employees and contractors. We get participation in the survey of around 85%, plus or minus a few per cent. So, very high participation rate relative to other companies. It has a combination of both questions with a point scoring associated with them as well as free text commentary. Sometimes the richest insights – oftentimes the richest insights come through the free text commentary. The outcomes are made visible to the whole of the workforce.

Leaders in the organisation have the ability to dissect the data, obviously with the appropriate controls put in place to maintain anonymity of individuals. We even break the data down by age bracket, by gender, by location, by type of work, and so on and so forth. The outcomes of the EPS survey both go back into improvement actions, but frankly they also get built back into the determination of remuneration outcomes, requirements for performance improvement in terms of an underperforming leader, and promotion.

So, where a leader is achieving high objective performance and doing so in the right way, that gives us confidence that their performance will be sustainable, and that gets seen through the lens of the EPS. That's exactly the sort of leader that we want in BHP, therefore that person will be identified, oftentimes, for broader responsibilities.

ZOE DE SPOELBERCH (EOS FEDERATED HERMES)

Thank you very much. Zoe de Spoelberch from EOS Federated Hermes. Thank you for providing the additional colour today during this seminar. You mentioned having conducted internal reviews, and I was wondering if you're planning on communicating the results of these reviews in a report and sharing the information provided through the surveys. Also, just sharing how these results might've influenced the Company's strategy.

MIKE HENRY (BHP)

So, we're not intending to provide a consolidated set of the outcomes from the internal reviews, but as you can see, we are quite clear in talking about what the reviews are telling us about behaviours that are occurring within BHP. As I said, they're perfectly aligned with the Australian Workforce Survey that was undertaken back in 2018, Fiona?

FIONA VINES (BHP)

Yes.

MIKE HENRY (BHP)

Which we accepted. I look at the Rio report and there's nothing in there where we don't see instances of similar behaviours in BHP. This is the sort of thing that reviews tell us.

In addition to the reviews, just around what's happening in the organisation. You have reviews around what more we can be doing by way of controls or improvements, in terms of things like security, reporting mechanisms, investigation follow-up, and so on. Where you can see the outcomes of those reviews are widening, is in the actions that we're taking. Obviously, it's through mechanisms like the submission to the WA Inquiry, today's roundtable, and ultimately into what we will be putting into the annual reporting suite going forward. You and other shareholders will get more insight into exactly what we're continuing to see in BHP, what actions we're taking and the progress that we're making.

The final point would be, if there are specific things that you would like to see us reporting on, by way of actions and progress, please get that back to us. Because we are considering at the moment how we will go about structuring the relevant section in the annual reporting suite going forward.

ZOE DE SPOELBERCH (EOS FEDERATED HERMES)

Thank you for providing this information. What we're increasingly looking at as investors is whether a company shares the aggregated data about sexual harassment that occurs in the workplace, and provides information on what steps are taken to resolve these complaints and how the process is looking. So, if you could add some information about this in the reports, that would be really great.

MIKE HENRY (BHP)

I think that's a really good call out. Because currently we report, I think, on the basis of aggregate conduct concerns raised via our EthicsPoint line, which is the hotline. For example, in FY21 it's about 3,500, but we're considering how we can further break that down and report on an ongoing basis. So, for example, of the 3500, about 60% are harassment and bullying, of which sexual harassment and sexual assault are a sub-component. But point very well noted, and we're giving specific consideration right now about how we report going forward.

ZOE DE SPOELBERCH (EOS FEDERATED HERMES)

Thank you very much.

MIKE HENRY (BHP)

If there's no further questions – as I mentioned earlier, the more that we make progress on identifying and eliminating these behaviours, the more we learn, and the more we understand what needs to be done to continue to improve.

I'm sure it'll be the same for all of you as well. So, as you see the progress that we're making and we see what's happening, both within the mining industry and outside the mining industry, if you have any other questions, please come to us with those questions because we're very keen to engage others on what we're doing, in part to help build confidence, but also to help others learn from the learnings that we've had, as well as for us to be able to learn from others.

Now, we do quite a bit of learning through engagement with others in the mining industry and we're bringing in external experts, but you'll be able to engage with many other companies on these matters, I'm sure. If you hear instances or ideas that you see other companies pursuing you think may have relevance for us, or mining, please feed those back in to help us further improve.

Thank you everybody for the interest.