



Our  
people.

During FY20, we established a new, fully integrated People & Culture (P&C) function to develop and implement a strategic human capital agenda in line with our business strategy and growth plans.

We have identified five strategic priority areas to guide our people plans, processes and performance over the next five years.

- 1. Introduce functional and user-friendly systems:** develop solutions that decrease unit costs, are simple to use, improve consistency and reduce the time to resolve issues
- 2. Invest in a high-performance culture:** lead the development of our Whitehaven culture, deliver continuous performance management and increase employee engagement
- 3. Improve employee productivity:** develop and implement flexible and efficient working arrangements in an environment of increasing regulation and change
- 4. Build leadership, capability and talent:** cultivate employee and leadership capabilities while accelerating the growth of talent
- 5. Ensure fit-for-purpose remuneration and governance:** develop policies, standards and processes that protect the business and enable leaders to meet commercial objectives.

Our enhanced P&C function is building stronger relationships between Group-based strategy roles and site-based HR implementation roles. We are extremely proud of our status as one of the largest private sector employers in North West NSW, and we continue to invest time and effort toward communicating the rewarding career opportunities available to individuals and families in the area.

Our people-focused achievements throughout FY20 include the introduction of systemised performance review processes across all sites; the consolidation of external vendor relationships to reduce costs; the creation of an Enterprise Agreement subcommittee to support employee engagement on a range of issues; and the development of more streamlined recruitment processes.

We also launched our *Speak Up* policy to demonstrate our commitment to conducting business honestly, with integrity and in accordance with our values and standards of expected behaviour. We remain completely committed to promoting a workplace culture and environment in which every individual feels safe and supported.

Our next employee engagement survey will take place in CY20. The survey results will contribute to plans to roll out and reinforce our STRIVE principles in meaningful and real ways in FY21. The survey will also seek feedback on our people's experiences during the COVID-19 pandemic. It will particularly consider the experiences of those who were required to work from home, and how working remotely impacted their wellbeing, productivity and engagement with their work and colleagues. We are incorporating insights from this process into a new flexible working policy to support those who wish to continue working remotely.



“I’m excited to see the energy and enthusiasm our new P&C team is bringing to Whitehaven, and particularly pleased that we’ve attracted great new talent to the Gunnedah region in the process.”

Leigh Martin,  
Executive General Manager -  
People & Culture

Our STRIVE principles represent how we work and guide our interactions internally and with external stakeholders.



Safety



Teamwork



Respect



Integrity



Value



Excellence

## Inclusion and diversity

We recognise that diversity and inclusion in the workplace adds value to our company and communities, especially in the areas of workplace efficiency, safety and productivity. We recruit and promote based on merit and, consistent with our principles, we treat one another with respect and do not tolerate bullying, discrimination or harassment in any form. Consistent with the Board's strategic commitment to steadily increase female participation in our workforce, we will roll out targeted initiatives in 2021. We continue to deliver strong outcomes for local Indigenous people aligned with the objectives and measures detailed in our Stretch Reconciliation Action Plan.

In FY20 we met our objective of growing female participation across the business. Women now represent 12.2% of our workforce, slightly below the coal-mining industry average of 14.4%.<sup>1</sup> The impact of staff shortages at our Maules Creek Operation caused a roll-on impact on our female participation numbers, though this is turning around through a targeted female operator employment program that commenced in August 2020. Over the past year, we welcomed 12 more women, including two to our Executive Leadership Team. This is an increase of 9% in the number of female new recruits over the previous year. Overall, we increased the proportion of women in senior management to just under 10%, from about 5.5% in the previous year. Further detail for the period 1 April 2019 to 31 March 2020 is available in our report on the Workplace Gender Equality Agency website.



“I’m excited about the opportunities to grow at Whitehaven, including participating in the WIMnet Mentoring Program. Being able to learn from someone who can share her knowledge and experience is invaluable.”

Sara Melbourne,  
Underground Geologist, Narrabri

We continue our proud partnership with Women in Mining (WIMnet) NSW. This includes sponsorship and participation in its Mentoring Program, which connects women at the start of their career with resources industry leaders. The program provides our emerging female talent with opportunities for mentorship and networking with leaders within the mining industry, allowing them to learn through exposure to others' experiences and guidance. Feedback about the program has been positive, and participants have said they've developed deeper insights into their own career aspirations and formed long-lasting relationships. In FY20, five of our emerging female leaders participated in the six-month program.

We continue to evaluate and standardise the recruitment process to ensure there is no bias or prejudice in our hiring practices. The engagement survey to be undertaken in FY21 will contribute valuable workforce insights that will inform future diversity initiatives.

## Talent pipeline

Throughout the second half of FY20, the P&C function focused on recruitment, including by providing an improved candidate selection and hiring process.

We are passionate about supporting people at the start of their careers and offering opportunities for development. We offer a range of pathways for those starting their careers gain meaningful work experience, including through apprenticeships, traineeships, cadetships, vacation programs and our graduate program. We continually improve these programs based on the feedback we receive from participants. In FY21, we will establish a Group-wide Trainee Program, which will offer participants both entry-level employment and the opportunity to gain a nationally recognised qualification.

We recognise the critical importance of our frontline leaders, who are fundamental to achieving our operational objectives, fostering workforce engagement across our sites and contributing to a positive culture. In FY21, we will develop and pilot a Frontline Leadership program to help our people build their people management and leadership skills.

<sup>1</sup> Workplace Gender Equality Agency

## Indigenous employment

Our Indigenous Employment Strategy helps transform and empower the lives of Aboriginal and Torres Strait Islander people through meaningful and well-paid work. We are proud to have exceeded the ambitious goal we set in 2015 to ensure that 10% of roles at Maules Creek would be filled by Aboriginal and Torres Strait Islander employees, reflecting the proportion of Aboriginal and Torres Strait Islander people in the local community more broadly.

Today, there are 150 Indigenous employees at Maules Creek, including two apprentices, representing around 20% of the workforce at that site. There are 219 Indigenous employees across the Group. This represents approximately 9% of our total workforce and we have committed to applying a 10% Indigenous employment target to our Vickery Extension Project. In FY20, approximately \$24 million in salaries and wages flowed back into local communities through members of our workforce who identify as Aboriginal or Torres Strait Islander.

In FY20 we forged a new partnership with Gomeri-Maranao to recruit Aboriginal and Torres Strait Islander employees and contractors from other mining regions across Australia. Towards the end of FY20, we employed the first Indigenous operator at our Maules Creek mine through this program.

“I don’t have an average day at work – I make sure of it. Every day brings new challenges and new opportunities to learn.”

Tyler Mills, Electrotechnology Electrician at Narrabri Underground, and New England Aboriginal and Torres Strait Islander Apprentice of the Year



Over the past financial year we also shared the successes and lessons from our Indigenous Employment Strategy, as well as our other community engagement efforts, with the Minerals Council of Australia’s Indigenous Community of Practice Group.

In the 2020 calendar year, as we finalise the delivery of the commitments outlined in our Reconciliation Action Plan (RAP), we are also developing our next RAP. It will look to extend our successful Indigenous Employment Strategy, with a focus on diversifying roles and job opportunities, and helping more Indigenous staff members transition into management roles.

We are extremely proud to continue to work with our partners at the Winanga-Li Aboriginal Child and Family Centre in Gunnedah to deliver cultural awareness training to members of our workforce. Although physical events have been curtailed by COVID-19, we continue to mark National Reconciliation Week and NAIDOC Week.

Our talent pipeline is also strengthened by other activities designed to address Indigenous disadvantage in our communities, detailed on page 61.



## Employee relations

Employee relations plays a critical role in any organisation with a large industrialised workforce. Around 65% of our people are covered by collective bargaining agreements. For this reason, we are bolstering our focus on employee relations as a key business driver, with a new team focused on improving flexibility, productivity and cost efficiency. Throughout FY20 and into FY21, our strategic objectives in the employee relations space include:

- **Design, deliver and manage our new Employee Industrial Relations Strategy.** This strategy will focus on maximising productivity and flexibility in our employment arrangements through enterprise agreements (EAs) and other employment arrangements that are fit for purpose. It will ensure we meet our productivity objectives and manage labour costs effectively.

The strategy will also aim to minimise operational risks arising from industrial action by building strong employee engagement and contingency planning.

- **Ensure compliance with all applicable workplace obligations.** Aligning with our principle of Integrity, we are committed to meeting all our workplace compliance obligations arising from awards or EAs, or through the Fair Work framework.
- **Develop the capability of our leaders.** Our newly formed P&C team will work in partnership with operational leadership to influence and equip the business with the capabilities and skills to apply existing employment arrangements, build employee engagement and communicate effectively. It will also partner with operational leaders in EA planning and negotiation, and provide support in implementation and delivery.

We continue to use labour hire to provide flexibility when responding to operational changes, whether they be short-term changes or to ramp up or down for the longer term.

The conclusion of a number of EAs over recent years has made a permanent role more attractive for those within the labour hire workforce, and we have been actively looking to provide pathways to permanent employment for those who seek it. The Gunnedah CHPP EA ended in May 2020, and at reporting date we were in the process of negotiating a new EA.

	FY20	FY19	FY18	FY17	FY16
Number of employees	1,187	1,062	1,027	960	843
Number of full-time equivalent contractors	1,364	1,362	1,224	941	833
Wages and salaries (\$m)	209.1	189.9	172.1	159.4	139.3
Female representation (%)	12	13	10	11	10
Proportion of workforce identifying as Indigenous (%)	9	9	11	11	11
Total employee turnover (%)	17	23	22	18	19