

AREEA National Resources and Energy Industry Taskforce on Workplace Sexual Harassment

SUMMARY REPORT
NOVEMBER | 2023



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Background

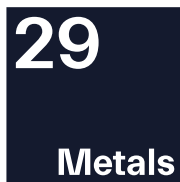
A key focus for the resources and energy industry is dealing with instances of sexual harassment and assaults within their workforces and worksites.

To support the industry's unrelenting efforts to eliminate workplace sexual harassment and other inappropriate behaviours across the country, Australian Resources and Energy Employer Association (AREEA) hosted the *National Resources and Energy Industry Forum on Workplace Sexual Harassment* (the Forum) throughout November 2021, which was attended by senior HR and workforce leaders and managers from 75 resources and energy companies.

The Forum concluded with a commitment to form the *National Resources and Energy Industry Taskforce on Workplace Sexual Harassment* (the Taskforce) to promote accountability, innovative initiatives and cultural change within the industry, and focus on three broad categories: general education and awareness campaigns; data collection and collaboration; and industry-led responses and interventions.

AREEA called for nominations from Forum participants in the final session. The response AREEA received from our membership has been extraordinarily supportive. The newly formed Taskforce was comprised of 19 employer representatives from a cross-section of AREEA's national membership, including mining, oil and gas, energy, contractors, and other service supply operators. The taskforce's membership was diverse and reflective of the whole supply chain.

AREEA thanks all Taskforce members for their participation over the course of the last two years.



Objectives of the Taskforce

The Taskforce was created for the purpose of eradicating workplace sexual harassment, sex-based harassment and sexual assault from the Australian resources and energy industry. In doing so the Taskforce also supported the industry's broad goal of improving female workforce participation.

In particular, the Taskforce was stood up in response to the WA Parliament's Community Development and Justice Standing Committee handing down its *Report of the Inquiry into sexual harassment against women in the FIFO mining industry* (the Report).

The Report confirmed a significant prevalence of the problem in the sector, a significant problem with culture, limited industry response, significant issues with reporting, underreporting of incidents, the use of Non-Disclosure Agreements, and findings related to the regulator and legislation and listed 24 recommendations (the Recommendations) related to individual company and industry collaboration initiatives, regulator initiatives and internal regulator processes.

The Taskforce considered the Recommendations and resolved to focus on the following objectives:

1. Conduct an industry-wide Behavioural Intervention Campaign, with impactful education and awareness materials suitable for all types of worksites. This objective was designed to be overarching and respond to all Recommendations.
2. Create a central point for data collection on workplace sexual harassment in the industry, allowing individual employers to benchmark their performance and the sector as a whole to track its progress on zero tolerance. This objective was designed to provide data and inform industry initiatives in response to several Recommendations concerned with measuring, benchmarking and transparency: Recommendation 16 – reporting and support; Recommendation 11 – central record keeper; Recommendation 23 – integrate WSH into WHS and remove ambiguity; Recommendation 6 – contractor safety; Recommendation 4 – moderate drinking standards; Recommendation 7 – development of a framework identifying risk factors; and Recommendation 14 – establishment of a 24/7 3rd party anonymous reporting platform.
3. Investigate mechanisms to allow efficient pre-employment reference checks on past behaviours and incidents. This objective was tabled in response to the much-debated Recommendation 3, concerning a potential blue card and probity checks. With MCA and CME undertaking efforts in this space, the Taskforce decided to remove the item from the list of objectives. However, AREEA committed to support these efforts by promoting resulting tools and solutions to its members.
4. Set up an industry victim-centric independent unit offering trauma support to participating companies and complainants of workplace sexual harassment. This objective was designed in response to Recommendation 14, regarding the establishment of a 24/7 3rd party anonymous reporting platform. This initiative was taken on by the Regulator and removed from AREEA's list.

In addition to the remaining two flagship initiatives, AREEA conducted allied initiatives through its Diversity and Inclusion Advisory Board, its People and Culture Advisory Board, its Mental Health Advisory Board and the AREEA-coordinated Australian Women in Resources Alliance. These are initiatives that were focused on promoting female workforce participation and supporting psychosocial risk management.

Being a bespoke industry training provider, AREEA enlarged and updated its Appropriate Workplace Behaviour Training and Respectful Safety Audits in alignment with the Recommendations and Taskforce initiatives.

In progressing these objectives, the Taskforce aimed to develop and maintain momentum behind industry culture campaigns, training offerings, and other interventions and initiatives that benefit from collaboration and could be rolled out at a national industry level. Following is an overview of how the various initiatives respond to the Recommendations.



	Recommendations	AREEA and Taskforce Goals
All	Cross-Recommendation Initiatives (overarching)	Industry-wide Behavioural Intervention Campaign
Individual Company Initiatives	2. Serious repercussions for seeking sexual favours for advantage	IR factsheet for members (included in AREEA's four-part Appropriate Workplace Behaviours Guide Series)
	4. Moderate drinking standards	National Resources and Energy Industry Taskforce Initiative: Measuring - Data Capture /Transparency /Benchmarking (biannual industry survey) Future edition to include option of "Zero or moderate alcohol policy on site" to allow analysis if incidents correlate with policy
	5. Increase female workforce participation, esp. site-level supervisor and management	Australian Women in Resources Alliance (various programs/initiatives to raise female workforce participation) Bright Future STEM Program (engages 9–12-year-old pupils in STEM energy and resource industry experiences and provides shining female role models within the resources and energy industry) Female Role Model Toolkit Childcare needs as a barrier to female workforce participation report (survey and interviews)
	6. Contractor safety management plans (appropriate proportion, monitoring and information sharing)	Inclusive Safety Audits (of workplace facilities, policies and practices, accompanied by an anonymous survey and focus group facilitation) National Resources and Energy Industry Taskforce Initiative: Measuring - Data Capture /Transparency /Benchmarking (biannual industry survey offered to host employer companies and contractor companies, informing efforts in this space.)
	16. Options for reporting and support	National Resources and Energy Industry Taskforce Initiative: Measuring - Data Capture /Transparency /Benchmarking (biannual industry survey could help informing efforts in this space)
	Industry Collaboration	3. Blue Card and probity checks for SME/contractors
7. Develop a framework for identifying risk factors		National Resources and Energy Industry Taskforce Initiative: Measuring - Data Capture /Transparency /Benchmarking (biannual industry survey) AREEA: Inclusive Safety Audits (of workplace facilities, policies and practices, accompanied by an anonymous survey and focus group facilitation)
8. Standards for accommodation security and safety		AREEA: Inclusive Safety Audits (of workplace facilities, policies and practices, accompanied by an anonymous survey and focus group facilitation)
9. Mandatory, ongoing accredited training for all employees, specialist training for incident responders		AREEA: Appropriate Workplace Behaviour Training (targeting supervisors and site personnel)
Regulator Initiatives Impacting Industry	1. Acknowledge victims and redress historical incidents	-
	10. Regular surveys and/or audits	Inclusive Safety Audits (of workplace facilities, policies and practices, accompanied by an anonymous survey and focus group facilitation)
	11. Central record-keeper for incident reporting	Measuring Data Capture /Transparency /Benchmarking (biannual industry survey)
	14. All-hours, third-party anonymous reporting platform	Measuring Data Capture /Transparency /Benchmarking (biannual industry survey)
	15. Industry-wide bystander training	AREEA Appropriate Workplace Behaviour Training (targeting supervisors and site personnel)
	17. Guidance to inhibit use of NDAs	-
	20. Reverse the onus of proof and remove 'disadvantage' test	-
	23. Integration of WSH into WHS	Measuring Data Capture /Transparency /Benchmarking (biannual industry survey)
Internal Regulator Processes	24. Expert group within WorkSafe WA	-
	12. Anonymous investigations	-
	13. Anonymised reporting (Crime Stoppers, WorkSafe Police)	-
	18. DMIRS data management system	-
	19. Public status updates (information sharing Police/WorkSafe)	-
	21. Consistent and comprehensive definition of WSH	-
22. Updates historical cases, MARS research, enforcement	-	



Industry and Regulator Cooperation

Whilst progressing the objectives, AREEA have been engaging in a summit on respectful behaviour with other industry bodies, including CME, MCA, APPEA, AMEC and ACCI to align the industry response to ensure balanced coverage of initiatives targeting the Recommendations from the Report.

AREEA have also participated in an industry response summit led by the WA WorkSafe Commissioner and received a positive response to the AREEA initiatives there as well.

Taskforce Outcomes

The Taskforce has been working tirelessly and delivered two flagship initiatives in this space.

Initiative 1: The Taskforce conducted an industry wide behaviour intervention campaign, available to industry to display in their offices and on site, with periodical updates and new poster designs planned.

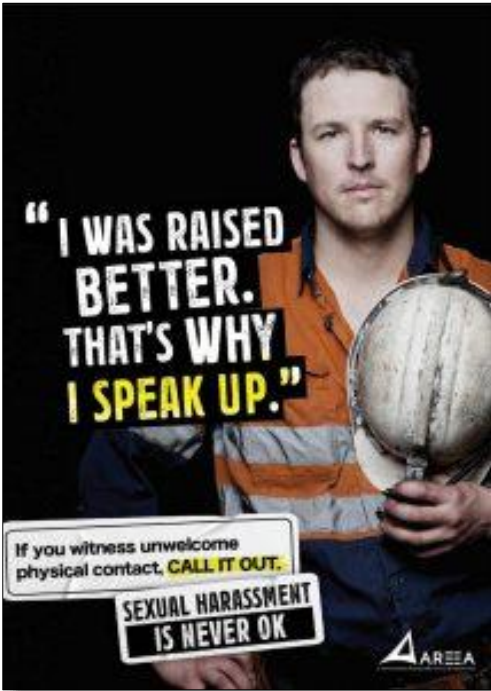
Initiative 2: The Taskforce also conducted a measuring initiative concerned with data capture, transparency and benchmarking, implemented in partnership with REMSMART.

In addition to the flagship initiatives of the Taskforce, AREEA and its Advisory Boards have undertaken a number of other projects, which are depicted in the below program diagram. This diagram was published as part of an AREEA press release commemorating the one-year anniversary of the Report.



Initiative 1: Industry-wide Behavioural Intervention Campaign

As part of the taskforce’s mission to drive meaningful change, [AREEA’s That’s why I speak up campaign](#) was launched in November 2022. The behavioural intervention campaign features a suite of education and awareness materials that has since been widely adopted by work sites.



The purpose of this campaign is to reinforce a common and clear understanding of behavioural standards and leverage the importance of ‘upstanders’ in the workplace as a powerful tool for eliminating sexual harassment.

This campaign is designed to offer a wide array of practical options to deploy, including a variety of creative themes, formats and options to customise campaign materials.

The “That’s why I speak up” campaign has been developed under the guidance and support of AREEA’s National Industry Taskforce on Workplace Sexual Harassment, comprising 16 resources and energy employer representatives with a broad range of professional disciplines and expertise, who have collaborated in a mission to drive meaningful change.

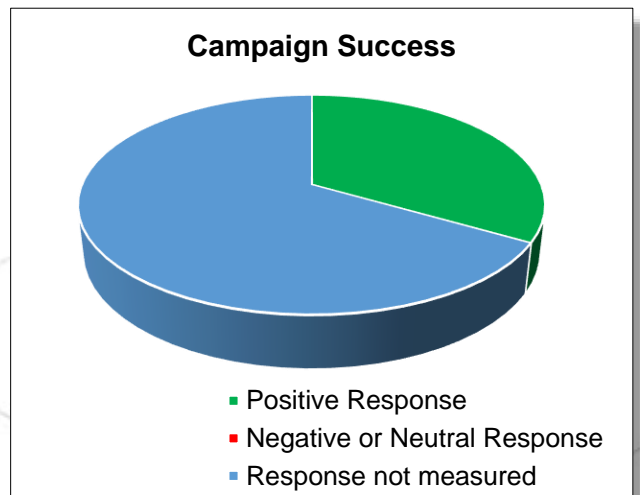
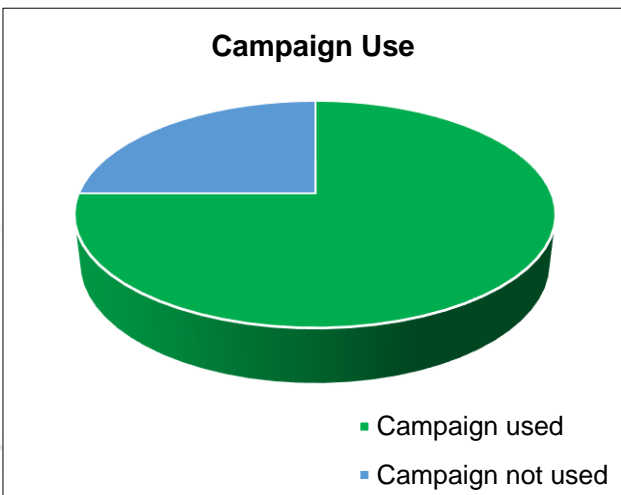
AREEA acknowledges and thanks the following companies for their guidance and support as members of the National Industry Taskforce on Workplace Sexual Harassment:

- 29 Metals
- Aeris Resources
- Atlas Professionals
- Chevron Australia
- Compass Group Australia
- Incitec Pivot
- New Hope Group
- One Key Resources
- Qube
- Roy Hill
- Schlumberger Australia
- Sodexo
- St Barbara
- Viva Energy
- Westgold
- Wiggins Island Coal Export (WICET)
- Woodside Energy





The campaign was downloaded by 91 individuals from 60 companies. In September 2023 a poll was conducted to gauge responses to the campaign. Although poll participation was low at 4.4%, the responses were largely positive: 75% of respondents used the campaign. Of those who used it, the response was either positive or not measured. The results are depicted graphically below.



Initiative 2: Measuring: Transparency, Metrics, Benchmarking

AREEA has also partnered with REMSMART to produce a Workforce Insights survey covering sexual harassment and bullying, with policies and procedures for prevention and response.

Inaugural Edition of AREEA's Workforce Insights Survey



The [inaugural edition of AREEA's Resources and Energy Industry Workforce Insights Survey](#) was incredibly well received and involved around 115 companies, underscoring the sector's thirst for an array of remuneration and other workforce information.

The 'Workforce Insights' section of the survey provides insights on a variety of topical workforce issues for AREEA members, including workplace behaviours (sexual harassment, bullying and harassment, and related policies and procedures for prevention and response).

The survey results confirm resources and energy employers have been actively tackling inappropriate workplace behaviours, aiming to eradicate sexual harassment from their workplaces.

74% of respondents have a variety of programs to support appropriate workplace behaviours. These include workforce surveys and audits, training and development, awareness campaigns, behaviour change campaigns, sharing sessions, zero or moderate alcohol policies and formal risk management processes.

There were 62 separate cases of psychosocial safety incident investigations undertaken amongst 12% of responding companies. The average timeframe for psychosocial safety incident investigation and resolution was 21 days.

There were 26 separate cases of sexual harassment investigations undertaken amongst 18% of responding companies. The average timeframe for sexual harassment incident investigation and resolution was 18 days.

Second Edition of AREEA's Workforce Insights Survey



The second edition of [AREEA's Resources and Energy Industry Workforce Insights Survey](#) found the following improvements.

The proportion of respondents having programs to support appropriate workplace behaviours rose to 97%. These included similar initiatives as listed above (e.g., surveys, audits, training, awareness and behaviour change campaigns, sharing sessions, alcohol policies and risk management).

In this edition there were 80 separate cases of psychosocial safety incident investigations undertaken amongst 45% of responding companies, indicating that reporting increased.

The average timeframe for sexual harassment incident investigation and resolution decreased to 14 days. The average timeframe for psychological safety incident investigation and resolution increased to 11 days.

There were 35 separate cases of sexual harassment investigations undertaken among 39% of responding companies, indicating that reporting increased.

The Taskforce has utilised the insights from the survey and leveraged these to develop guidance material, namely a four-part workplace behaviours guide series.



Member Guide Series

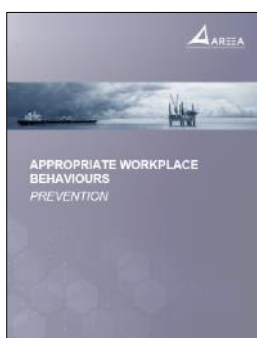
The Taskforce has used the insights from Initiative 2 and leveraged these to develop guidance material, namely a four-part workplace behaviours guide series, consisting of the following:



Foundation

The first part, *Appropriate Workplace Behaviours – Foundations*, contains the following topics:

- Legislative background,
- Duty of Care and penalties,
- Definitions and examples,
- Respect@Work framework, and
- Integrated approach to inappropriate workplace behaviours.



Prevention

The second part, *Appropriate Workplace Behaviours – Prevention*, contains the following topics:

- Leadership and commitment,
- Risk management and workplace consultation,
- Work design,
- Recruiting and situational challenges at remote sites, and
- Monitoring and review.



Response

The third part, *Appropriate Workplace Behaviours – Response*, contains the following topics:

- Responding to complaints and reports (including practical examples),
- Outcomes of the complaint process,
- Workplace investigations,
- Mandatory reporting and notification, record keeping, and
- Post-incident follow-up and support.



Factsheet

The final part, *Appropriate Workplace Behaviours – Factsheet*, contains the following:

- Brief overview of IR issues related to inappropriate behaviour.

The Measuring Framework that was part of the output from this Working Group was professionally designed by AREEA and is included in the Guide Series Part 1 – Foundations (see the next page).

The Taskforce approved publication of the four-part Guide series, to replace AREEA's previous two-part guide series which was published in an earlier effort to eliminate workplace sexual harassment and other inappropriate behaviours across the industry.



Integrated Approach to Inappropriate Workplace Behaviours – Flowchart

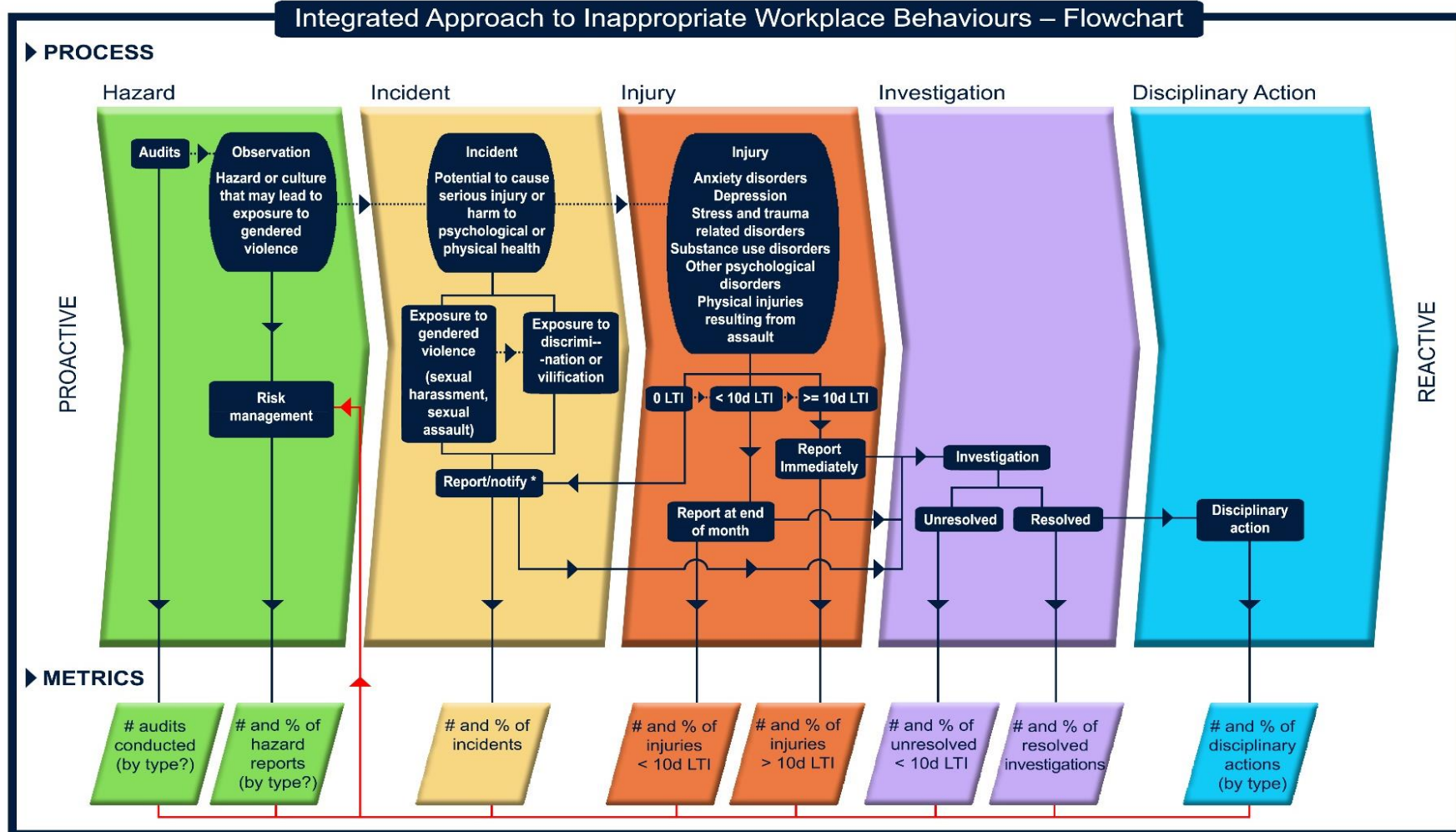


Figure 1: Illustration of how different methodologies could be integrated to move from a reactive to proactive approach to inappropriate workplace behaviour. In this example a proactive Work Health and Safety (WHS) systems approach could be used to identify hazards before they cause incidents; this includes conducting audits, collecting metrics, identifying trends and acting on findings. Reporting of observations, incidents and injuries could be integrated into the WHS system. Investigations could be conducted using the WHS root cause analysis methodology (to prioritise improvement) or using a Human Resources (HR) approach (as HR personnel may be better trained in ensuring a trauma-informed approach and procedural fairness). Root causes and hazards could then be fed back into the WHS system for mitigation.

Other AREEA Initiatives

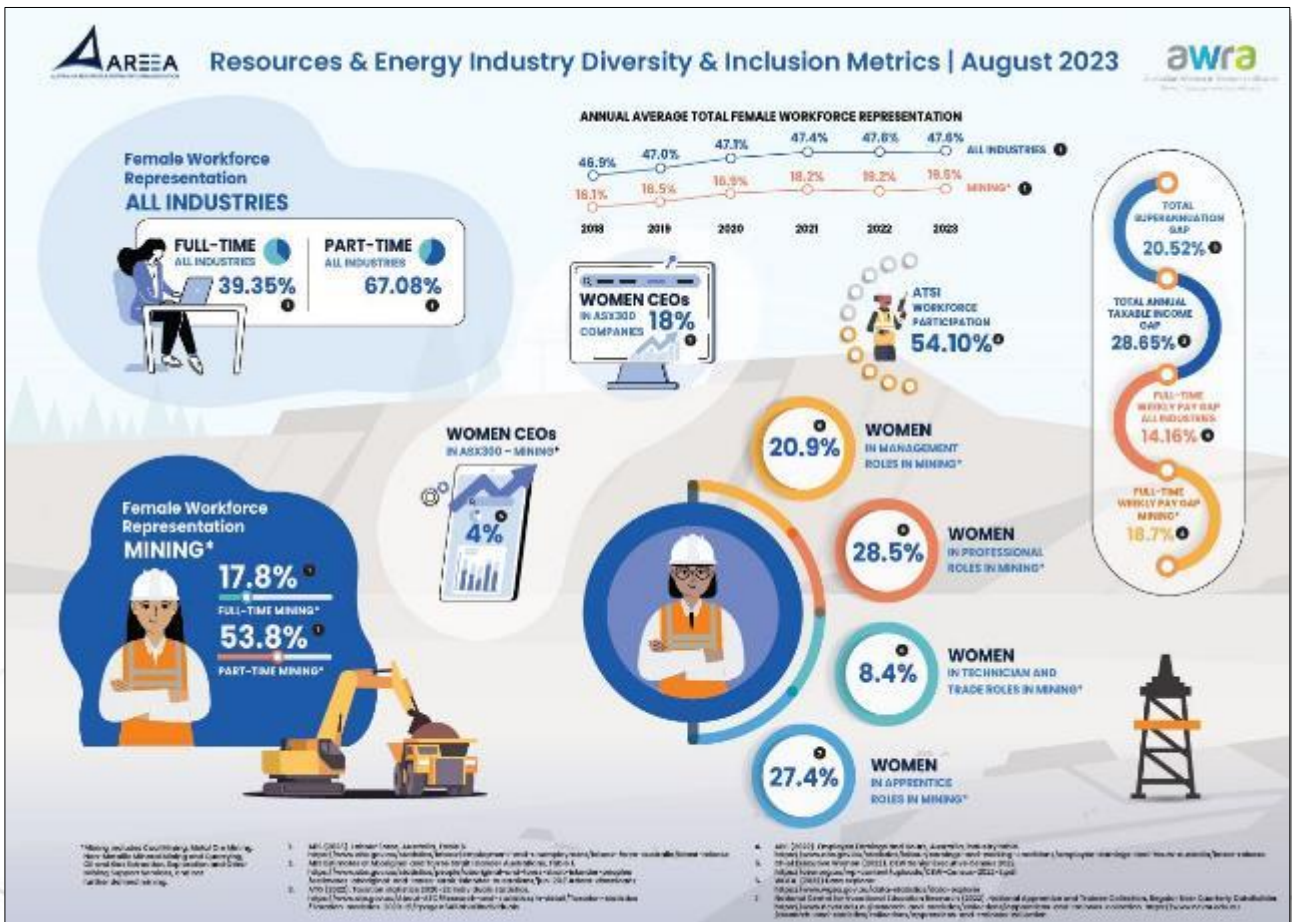
As noted previously, AREEA conducted several allied initiatives which contribute to promoting female workforce participation and supporting psychosocial risk management practices. Below are a number of examples.

AREEA Industry D&I Score Card

On 25 August, National Equal Pay Day for 2023, AREEA launched the [Resources & Energy Industry Diversity & Inclusion Metrics](#) on social media. This is a score card of key metrics on women working in the resources and energy industry. AREEA commits to track and update the data every six months.

The commitment of employers in the sector to career development and opportunities for women is starting to pay off. For example, in managerial and specialist roles women are being promoted, on average, at an earlier age than men. Strong, practical measures ensure modern resources and energy enterprises are fair and proactive: providing equal opportunity, leadership pathways, flexibility, advanced training, environmental and social accountability and zero tolerance for inappropriate workplace behaviour. While there is significant movement, so much more needs to be done. That is made clear by the accompanying statistics.

The score card is an initiative of AREEA’s Diversity and Inclusion Advisory Board, drawing inspiration from the Federal Government’s “Status of Women Report Card” – but focused on the resources and energy industry.



Female Role Model Toolkit

AREEA's [Female Role Model Toolkit](#) is a comprehensive guide that combines research, case studies and advice for AREEA members on how to support female inclusion and equity in the workforce, increase visibility of female role models and celebrate female leaders.

Creating a greater awareness and acceptance of female role models – particularly those flourishing in professions traditionally dominated by men – sends a strong message to overcome gender stereotypes and biases. It is fundamentally about respect for women in the workplace.

This guide combines research, case studies and advice on how to support female inclusion and equity in the workforce, increase visibility of female role models and celebrate female leaders.



Childcare Needs as Barrier to Female Workforce Participation

AREEA's Diversity and Inclusion Advisory Board members identified childcare needs as one of the barriers to female workforce participation and pay equality. It was noted that additional data is required to quantify the need.

Member companies provided AREEA with the opportunity to interview working parents at several locations, including staff on both standard office hours and 12-hour shift work rosters. In addition, a survey on childcare needs was appended to the Q2 2023 edition of AREEA's biannual Resources and Energy Industry Workforce Insights & Remuneration survey. The results were analysed by REMSMART.



AREEA have prepared a report containing the interview and survey results, strategy options and company case studies with examples of what works in this space.

In light of various statistics and reports, the AREEA survey into childcare needs and the findings from lived experience interviews with working parents, significant changes must occur to improve childcare availability in Australia. These changes should be at the society-wide institutional and community level. However, it is recognised such involved changes will take time. In the meantime, employers can take action to support working parents.

On the basis of this report’s research and input from the senior industry leaders of AREEA’s advisory boards, strategies to improve childcare availability and support female workforce participation were workshopped. Below is a list of options.

Strategy Levels		Strategies
Society-Wide Strategies	Institutional Strategies	<ul style="list-style-type: none"> Promote the societal value of childcare to encourage workforce participation of parents and facilitate quality early education Promote higher valuation of the childcare profession, as better conditions and pay may increase availability of childcare workers Consider overseas childcare worker migration, similar to agriculture and aged care worker initiatives Consider opening childcare subsidy up to nannies Increase availability of family day care Provide flexible arrangements and/or bring-your-child-to-work options for childcare workers to decrease exits from the profession
	Community Strategies	<ul style="list-style-type: none"> Develop programs to attract childcare workers to regional and rural areas (like Medical Rural Bonded Scholarship Schemes) Encourage older persons to provide casual childcare (“surrogate grandparents”) to bolster the limited pool of nannies Encourage establishment of childcare facilities near employment hubs to enable employers to co-locate near childcare facilities
Employer Strategies	Direct Employer Strategies	<ul style="list-style-type: none"> Subsidise childcare or nannies in nearby residential towns Sponsor early learning centres Broker enterprise-level subsidies or agreements with local childcare providers to provide better pay and conditions to increase availability (e.g., free childcare spots for the children of childcare workers themselves as an incentive not to leave rural areas) Broker agreements for sharing of childcare spots between workers on alternate work rosters Provide childcare worker loyalty grants (similar to loyalty grants offered to mine workers) Sponsor accommodation for child educators
	Supportive Employer Strategies	<ul style="list-style-type: none"> Bring-your-child-to-work options Provide working from home options when kids are sick or childcare is cancelled last minute Provide flexible work arrangement Support sourcing of or advertising for “surrogate grandparents” Research and provide lists of available nannies in local areas Salary sacrificing options for childcare (certain narrowly defined circumstances only)



Appropriate Workplace Behaviour and Related Training

In addition, AREEA offers customised training to assist resources and energy employers meet their Diversity and Inclusion needs and mitigate workplace risks. Two popular training courses are Appropriate Workplace Behaviours and Supervisor Skills as they deliver key content for creating inclusive workplace cultures.



[AREEA's Appropriate Workplace Behaviours Training](#) is designed to educate employees about legislative and policy requirements relating to appropriate workplace behaviour and the steps to take if they are subject to or become aware of inappropriate behaviour. Managers and leaders are also provided with knowledge relevant to preventing inappropriate behaviour and managing any breaches that may occur.



[AREEA's Supervisor Training](#) develops key leadership skills such as communication, time management, performance management, conflict resolution and effective decision making, to equip frontline supervisors to provide leadership and facilitate respectful workplace behaviours.



[AREEA's Workplace Investigations Training](#) combines both theoretical and practical aspects in order to equip managers and HR professionals with the knowledge and skills required to conduct an effective and fair workplace investigation, including workplace sexual harassment, bullying and anti-discrimination.



[AREEA's Resources and Energy Mental Health Training](#) is online, interactive and group-based and provides awareness and practical application of workplace mental health specific to Australia's resources and energy industry, facilitating understanding of mental health theory and concepts and providing practical applications to increase awareness, remove bias and contribute to a mentally healthy workplace.

Inclusive Safety Audits

AREEA is supporting members by conducting [Inclusive Safety Audits](#) (also called Respectful Safety Audits or Gender Safety Audits) of workplace facilities, policies and practices, which are accompanied by an anonymous survey and focus group facilitation.

The Inclusive Safety Audit or Gender Audit examines employees' physical, personal and psychological safety including bullying, harassment and workplace sexual harassment.

The Audit was developed by the Industry's Diversity and Inclusion Advisory Board with guidance from Professor Bob Wood. The design of the audit considers the range and variety of work practices and locations in the resources and energy industry to accommodate a range of employer specific purposes to conduct components or the full audit. The audits can be conducted at all types and sizes of companies, including contractor companies.



AREEA Diversity and Inclusion Webinars and Podcasts

AREEA runs practical [Diversity and Inclusion Webinars](#) for members throughout the year to help members develop their diversity and inclusion capability by learning from leading organisations. These webinars can be watched and interacted with in real-time or viewed later at a time that suits the user. These one hour informative sessions will keep members up-to-date on the pertinent issues surrounding diversity and inclusion in the industry.

AREEA also delivers a [Diversity and Inclusion Podcast Series](#) for resources and energy employers that features both best practice and employer insights to assist with capability building and raise awareness. The podcast series is designed to be a story sharing resource with members sharing their experiences to help provide insight into diversity and inclusion.

AREEA's Bright Future STEM Program

AREEA created and runs the [Bright Future STEM Program](#), which engages 9 to 12 year old pupils in STEM energy and resources industry experiences, and as part of that provides shining female role models within the resources and energy industries.

To date the program has reached over 10,000 pupils, and over 2,000 more are planned for Q1 2024.

Besides the Bright Future STEM Program, AREEA is also working with Scholastic on getting early reader books promoting STEM in the resources industry into every primary school in the country.



Resources & Energy Industry Mental Health Maturity Assessment Tool

Celebrating World Mental Health Day on 10 October 2022, AREEA published the Resources and Energy Mental Health Maturity Assessment Tool (the Tool), together with a suite of accessories.

AREEA’s Mental Health Maturity Assessment Tool provides AREEA members with an easily accessible platform for assessing their mental health actions and initiatives against industry best practice and measuring progress over many years.

The industry-first Tool builds upon the foundations of AREEA’s Resources and Energy Industry Workforce Mental Health Framework (the Framework), the inaugural version of which was published in 2021. The Framework was developed under the guidance of AREEA’s Mental Health Advisory Board to establish and maintain mentally healthy workplaces.

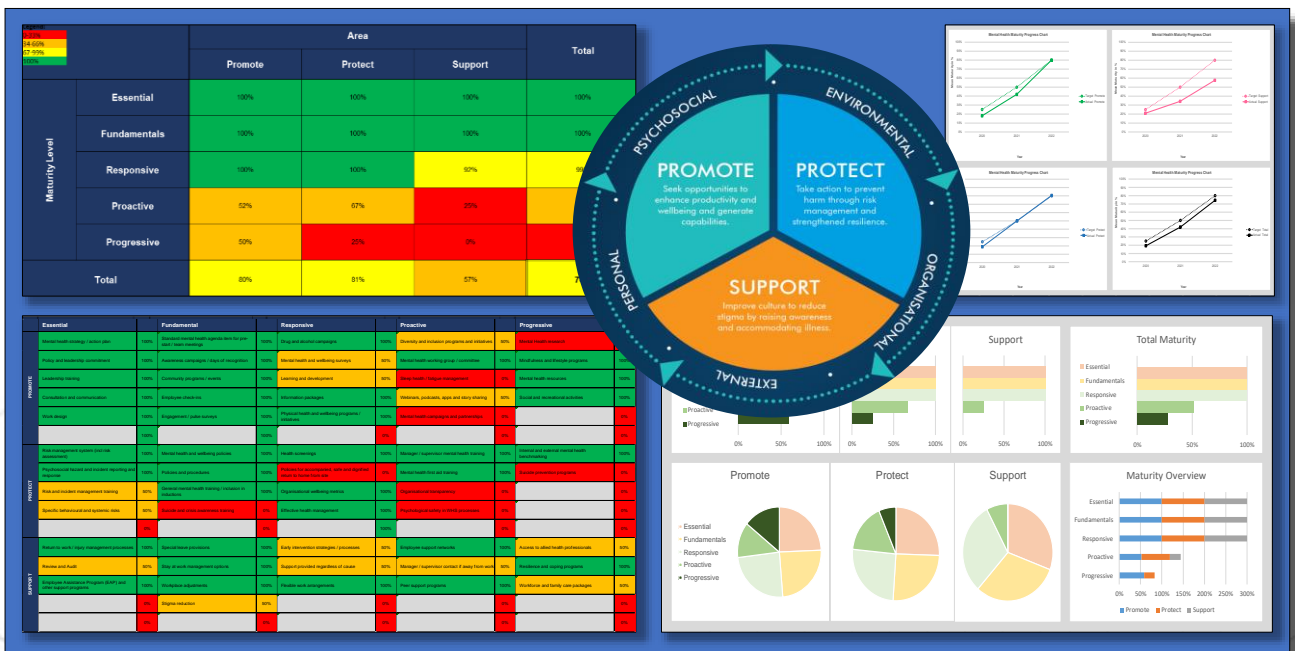
The Framework supports employers to understand how to deal with sector-specific workforce issues, providing employers with the tools to identify their workforce mental health and wellness capability from a policy, program and practical perspective.

The first of its kind, the Tool assists employers with applying the Framework, in particular its organisational ‘maturity scale’, to the activities, actions and strategies within their workplaces.

The Tool and accessories now permanently reside on AREEA’s Member Portal in the mental health section. Accessories include an example of the assessment Tool filled with mock data, an example of an executive presentation made from the above mock assessment, a training video, and a resource list.

The first edition of the Tool was incredibly well received, followed by a second edition of the Tool and an update of the Framework. AREEA acknowledges and thanks all that contributed to piloting, reviewing and/or endorsing the updated Tool and Framework.

The second edition expands on the original Tool by encouraging users to share the top red (needs) and green (proficiency) areas from their heatmap. This would allow AREEA to connect organisations with matching needs and proficiencies and establish what additional information or tools would be helpful.



AREEA Resources and Energy Industry Mental Health Research

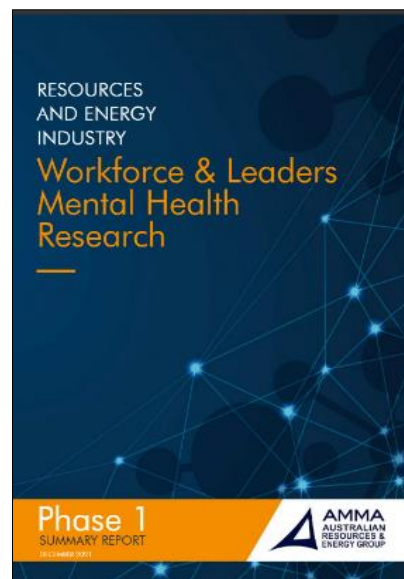
AREEA is currently conducting Phase Two of the National Resources and Energy Industry Mental Health Research.

In light of the Taskforce priorities and increased regulatory focus on psychosocial risk factors, Phase Two integrates a psychosocial risk assessment, which includes inappropriate workplace behaviours like bullying, harassment and workplace violence.

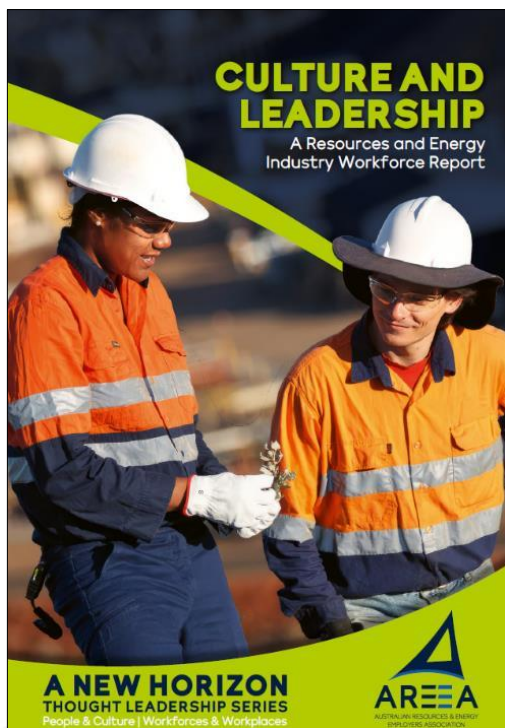
This provides action targets for companies to improve their psychosocial risk profile and decrease inappropriate workplace behaviours.

The [Resources and Energy Industry Mental Health Research – Phase One Summary Report](#), which summarises the results from Phase One of the research, was published in late 2021 and can be found on AREEA’s Member Portal.

Phase Two is nearing completion. The report will be published later this year and will also be available on AREEA’s Member Portal.



Culture and Leadership Thought Leadership Piece



As part of AREEA’s [A New Horizon Thought Leadership Series, People & Culture | Workforces & Workplaces](#), AREEA authored a piece on Culture and Leadership.

The resources and energy industry faces sizable challenges, including workplace behaviour issues, a declining appeal among prospective employees, labour shortages and demographic and technological change.

These are all issues that require significant adaptation, investment in culture and strong leadership. AREEA’s Culture and Leadership report is a starting point for discussion and guidance. It looks at the key elements of high-performing culture, how to implement culture change and interventions to eradicate inappropriate workplace behaviour.

The report evaluates transformative, inclusive and other leadership styles, with tips for managers to help navigate the post-COVID hybrid working world. It contains visual frameworks to assist in effective and inclusive leadership, transforming culture and driving behavioural change.

Conclusion

The Taskforce has been productive and effective in delivering its two flagship initiatives as well as several other programs. This has and continues to contribute to the eradication of workplace sexual harassment in the Australian resources and energy industry.

AREEA thanks all Taskforce members for their participation over the course of the last two years.

