

2020 - 21 Compliance Program

Submitted by:

Sandfire Resources Limited
(ABN:55105154185)



#Workplace overview

Policies and strategies

1: Do you have a formal policy and/or formal strategy in place that specifically supports gender equality in the following areas?

...Recruitment	Yes(<i>Select all that apply</i>)
...Yes	Policy Strategy
...Retention	Yes(<i>Select all that apply</i>)
...Yes	Policy Strategy
...Performance management processes	Yes(<i>Select all that apply</i>)
...Yes	Policy Strategy
...Promotions	Yes(<i>Select all that apply</i>)
...Yes	Policy Strategy
...Talent identification/identification of high potentials	Yes(<i>Select all that apply</i>)
...Yes	Policy Strategy
...Succession planning	Yes(<i>Select all that apply</i>)
...Yes	Policy Strategy
...Training and development	Yes(<i>Select all that apply</i>)
...Yes	Policy Strategy
...Key performance indicators for managers relating to gender equality	No(<i>Select all that apply</i>)
...No	Other (please specify)
...Other (please specify)	Not required as Group KPIs are driving positive outcomes and allowing us to remain above industry standard.

2: Do you have formal policy and/or formal strategy in place that support gender equality overall?

Yes(<i>Select all that apply</i>)	
...Yes	Strategy Policy

3: If your organisation would like to provide additional information relating to your gender equality policies and strategies, please do so below.

...

Governing bodies

Sandfire Resources Limited

1: Does this organisation have a governing body?	Yes(<i>Provide further details on the governing body(ies) and its composition</i>)
1.1: What is the name of your governing body?	Sandfire Resources Board of Directors.
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female (F)	0
...Male (M)	1
...Gender X	0
...Members	
...Female (F)	2
...Male (M)	4
...Gender X	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes(<i>Select all that apply</i>)
1.5: Has a target been set to increase the representation of women on this governing body?	Yes(<i>Provide further details on your target</i>)
10.6: What is the percentage (%) target?	30.00%
10.7: What year is the target to be reached (select the last day of the target year)?	30-Jun-2021
11.1: Confirm how the ultimate parent's governing body/ies are being reported:	

2: If your organisation would like to provide additional information relating to governing bodies and gender equality in your workplace, do so below.

...

#Action on gender equality

Gender pay gaps

1: Do you have a formal policy and/or formal strategy on remuneration generally?

Yes(*Select all that apply*)

...Yes

Policy
Strategy

1.1: Are specific pay equity objectives included in your formal policy and/or formal strategy?

Yes(*Select all that apply*)

...Yes

To achieve gender pay equity
To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and performance reviews)
To be transparent about pay scales and/or salary bands
To ensure managers are held accountable for pay equity outcomes

2: Did your organisation receive JobKeeper payments?

No

3: What was the snapshot date used for your Workplace Profile?

31-Mar-2021

4: If your organisation would like to provide additional information relating to gender pay gaps in your workplace, please do so below.

Employer action on pay equity

1: Have you analysed your payroll to determine if there are any remuneration gaps between women and men (e.g. conducted a gender pay gap analysis)?

Yes(*Provide further details on the most recent gender remuneration gap analysis that was undertaken.*)

1.1: When was the most recent gender remuneration gap analysis undertaken?

Within the last 1-2 years

1.2: Did you take any actions as a result of your gender remuneration gap analysis?

Yes(*Select all that apply*)

1.2: Did you take any actions as a result of your gender remuneration gap analysis?

Identified cause/s of the gaps
Analysed performance pay to ensure there is no gender bias (including unconscious bias)
Analysed performance ratings to ensure there is no gender bias (including unconscious bias)
Reported pay equity metrics (including gender

.. Yes	pay gaps) to the governing body Reported pay equity metrics (including gender pay gaps) to the executive Corrected like-for-like gaps
1.3: You may provide details below on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like and/or organisation-wide)	<ul style="list-style-type: none"> o 'like-for-like' gaps of equal or comparable value work (comparing jobs at the same performance standard); and o By-level gaps of the same comparable work and typically the same level in the organization, e.g. groupings of levels such as managers, professionals etc.

2: If your organisation would like to provide additional information relating to employer action on pay equity in your workplace, please do so below.

Next Gender Pay Gap analysis is scheduled for Q4 2020-2021 (FY)

Employee consultation

1: Have you consulted with employees on issues concerning gender equality in your workplace?
 Yes (*Provide further details on the employee consultation process.*)

1.1: How did you consult employees?	Other (provide details) Performance discussions
...Other (provide details)	Informal discussions
1.2: Who did you consult?	Other (provide details)
...Other (provide details)	Individual Employees where required

2: If your organisation would like to provide additional information relating to employee consultation on gender equality in your workplace, please do so below.

#Employee work/life balance

Flexible working

1: Do you have a formal policy and/or formal strategy on flexible working arrangements?

Yes(*Select all that apply*)

...Yes	Policy Strategy
...A business case for flexibility has been established and endorsed at the leadership level	Yes
...Leaders are visible role models of flexible working	Yes
...Flexible working is promoted throughout the organisation	Yes
...Targets have been set for engagement in flexible work	No(<i>Select all that apply</i>)
...No	Not a priority
...Targets have been set for men's engagement in flexible work	No(<i>Select all that apply</i>)
...No	Not a priority
...Leaders are held accountable for improving workplace flexibility	No(<i>Select all that apply</i>)
...No	Not a priority
...Manager training on flexible working is provided throughout the organisation	No(<i>Select all that apply</i>)
...No	Not a priority
...Employee training is provided throughout the organisation	Yes
...Team-based training is provided throughout the organisation	No(<i>Select all that apply</i>)
...No	Not a priority
...Employees are surveyed on whether they have sufficient flexibility	No(<i>Select all that apply</i>)
...No	Currently under development(<i>Select the estimated completion date.</i>)
...Currently under development	31-May-2021
...The organisation's approach to flexibility is integrated into client conversations	No(<i>Select all that apply</i>)
...No	Not aware of the need

...The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)	No(<i>Select all that apply</i>)
...No	Insufficient resources/expertise
...Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel	No(<i>Select all that apply</i>)
...No	Not aware of the need
...Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body	No(<i>Select all that apply</i>)
...No	Not aware of the need
...Other (provide details)	No

2: Do you offer any of the following flexible working options to MANAGERS in your workplace?

...Flexible hours of work	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available Informal options are available
...Compressed working weeks	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available Informal options are available
...Time-in-lieu	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Informal options are available Formal options are available
...Telecommuting (e.g. working from home)	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Informal options are available
...Part-time work	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available
...Job sharing	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available
...Carer's leave	Yes(<i>Select one option only</i>)
	SAME options for women and men(<i>Select all that apply</i>)

...Yes	<i>that apply)</i>
...SAME options for women and men	Formal options are available
...Purchased leave	No(<i>You may specify why the above option is not available to your employees.</i>)
...No	Not a priority
...Unpaid leave	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available

3: Are your flexible working arrangement options for NON-MANAGERS the same as the options for managers above?

Yes

4: Were managers in your organisation allowed to make INFORMAL flexible working arrangements with their team members in response to the COVID-19 pandemic?

Yes, ALL managers

5: Did you see an increase, overall, in the approval of FORMAL flexible working arrangements for your workforce compared to pre-COVID-19?

Yes, for both women and men

6: If your organisation would like to provide additional information relating to flexible working and gender equality in your workplace, please do so below.

#Employee support

Paid parental leave

1: Do you provide employer funded paid parental leave regardless of carer's status (i.e. primary/secondary) in addition to any government funded parental leave scheme?

Yes, we offer employer funded parental leave (using the primary/secondary carer definition)

1.1: Do you provide employer funded paid parental leave for primary carers in addition to any government funded parental leave scheme?	Yes(<i>Please indicate how employer funded paid parental leave is provided to the primary carers.</i>)
1.1.a: Please indicate whether your employer-funded paid parental leave for primary carers is available to:	All, regardless of gender
1.1.b: Please indicate whether your employer-funded paid parental leave for primary carers covers:	Birth Adoption Surrogacy Stillbirth
1.1.c: How do you pay employer funded paid parental leave to primary carers?	Paying the employee's full salary
1.1.d: Do you pay superannuation contribution to your primary carers while they are on parental leave?	Yes, on employer funded parental leave
1.1.e: How many weeks (minimum) of employer funded paid parental leave for primary carers is provided?	12
1.1.f: What proportion of your total workforce has access to employer funded paid parental leave for primary carers, including casuals?	91-100%
1.2: Do you provide employer funded paid parental leave for secondary carers in addition to any government funded parental leave scheme?	Yes(<i>Please indicate how employer funded paid parental leave is provided to the secondary carers.</i>)
1.2.a: Please indicate whether your employer-funded paid parental leave for secondary carers is available to:	All, regardless of gender
1.2.b: Please indicate whether your employer-funded paid parental leave for secondary carers covers:	Birth Adoption Surrogacy Stillbirth
1.2.c: How do you pay employer funded paid parental leave to secondary carers?	Paying the employee's full salary

1.2.d: Do you pay superannuation contribution to your secondary carers while they are on parental leave?	Yes, on employer funded parental leave
1.2.e: How many weeks (minimum) of employer funded paid parental leave for secondary carers is provided?	2
1.2.f: What proportion of your total workforce has access to employer funded paid parental leave for secondary carers, including casuals?	90-100%

2: If your organisation would like to provide additional information relating to paid parental leave and gender equality in your workplace, please do so below.

Support for carers

1: Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities?

Yes(Select all that apply)

...Yes	Policy Strategy
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2: Do you offer any of the following support mechanisms for employees with family or caring responsibilities?

...Employer subsidised childcare	No(You may specify why the above support mechanism is not available to your employees.)
...No	Not a priority
...On-site childcare	No(You may specify why the above support mechanism is not available to your employees.)
...No	Not a priority
...Breastfeeding facilities	No(You may specify why the above support mechanism is not available to your employees.)
...No	Not a priority
...Childcare referral services	No(You may specify why the above support mechanism is not available to your employees.)
...No	Not a priority
...Internal support networks for parents	No(You may specify why the above support mechanism is not available to your employees.)
...No	Not a priority
...Return to work bonus (only select if this bonus is not the balance of paid parental leave)	No(You may specify why the above support mechanism is not available to your employees.)
...No	Not a priority
...Information packs for new parents and/or those with elder care responsibilities	No(You may specify why the above support mechanism is not available to your employees.)
...No	Not a priority
	Yes(Please indicate the availability of this

...Referral services to support employees with family and/or caring responsibilities	<i>support mechanism.)</i>
...Yes	Available at ALL worksites
...Targeted communication mechanisms (e.g. intranet/forums)	Yes(<i>Please indicate the availability of this support mechanism.)</i>)
...Yes	Available at ALL worksites
...Support in securing school holiday care	No(<i>You may specify why the above support mechanism is not available to your employees.)</i>)
...No	Not a priority
...Coaching for employees on returning to work from parental leave	No(<i>You may specify why the above support mechanism is not available to your employees.)</i>)
...No	Not a priority
...Parenting workshops targeting mothers	No(<i>You may specify why the above support mechanism is not available to your employees.)</i>)
...No	Not a priority
...Parenting workshops targeting fathers	No(<i>You may specify why the above support mechanism is not available to your employees.)</i>)
...No	Not a priority
...Other (provide details)	No

3: If your organisation would like to provide additional information relating to support for carers in your workplace, please do so below.

Sex-based harassment and discrimination

1: Do you have a formal policy and/or formal strategy on sex-based harassment and discrimination prevention?

Yes(*Select all that apply*)

...Yes	Policy Strategy
1.1: Do you provide a grievance process in any sex-based harassment and discrimination prevention formal policy and/or formal strategy?	Yes

2: Do you provide training on sex-based harassment and discrimination prevention to the following groups?

...All managers	Yes(<i>Please indicate how often is this training provided (select all that apply):</i>)
...Yes	Every one-to-two years
...All employees	Yes(<i>Please indicate how often is this training provided (select all that apply):</i>)
...Yes	Every one-to-two years

3: If your organisation would like to provide additional information relating to sex-based harassment and discrimination, please do so below.

Family or domestic violence

1: Do you have a formal policy and/or formal strategy to support employees who are experiencing family or domestic violence?

No(*Select all that apply*)

...No

Included in award/industrial or workplace agreement

2: Other than a formal policy and/or formal strategy, do you have the following support mechanisms in place to support employees who are experiencing family or domestic violence?

...Employee assistance program (including access to psychologist, chaplain or counsellor)

Yes

...Training of key personnel

No(*Select all that apply*)

...No

Not a priority

...A domestic violence clause is in an enterprise agreement or workplace agreement

Yes

...Workplace safety planning

No(*Select all that apply*)

...No

Not aware of the need

...Access to paid domestic violence leave (contained in an enterprise/workplace agreement)

No(*Select all that apply*)

...No

Not a priority

...Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)

Yes

...Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)

No(*Select all that apply*)

...No

Not a priority

...Access to unpaid leave

Yes

...Confidentiality of matters disclosed

Yes

...Referral of employees to appropriate domestic violence support services for expert advice

Yes

...Protection from any adverse action or discrimination based on the disclosure of domestic violence

Yes

...Flexible working arrangements

Yes

...Provision of financial support (e.g. advance bonus payment or advanced pay)

Yes

...Offer change of office location

Yes

...Emergency accommodation assistance

Yes

...Access to medical services (e.g. doctor or nurse)

Yes

...Other (provide details)

No(*Select all that apply*)

3: If your organisation would like to provide additional information relating to family and domestic violence affecting your workplace, please do so below.

Workplace Profile Table

Industry: Metal Ore Mining

Occupational category	Employment status	No. of employees		Number of apprentices and graduates (combined)		Total employees*
		F	M	F	M	
Managers	Full-time permanent	6	31	0	0	37
	Part-time permanent	1	0	0	0	1
Professionals	Full-time permanent	15	73	0	0	88
	Full-time contract	1	3	0	0	4
	Part-time permanent	5	1	0	0	6
	Casual	0	5	0	0	5
Technicians And Trades Workers	Full-time permanent	3	36	0	2	41
	Full-time contract	0	2	0	0	2
	Part-time permanent	0	3	0	0	3
Clerical And Administrative Workers	Full-time permanent	14	2	0	0	16
	Full-time contract	3	0	0	0	3
	Part-time permanent	6	1	0	0	7
	Part-time contract	1	0	0	0	1
Machinery Operators And Drivers	Full-time permanent	3	40	0	0	43
	Part-time permanent	0	1	0	0	1
Labourers	Full-time permanent	4	14	0	0	18
	Casual	0	3	0	0	3

* Total employees includes Gender X

Workplace Profile Table

Industry: Metal Ore Mining

Manager category	Level to CEO	Employment status	No. of employees		
			F	M	Total
CEO	0	Full-time permanent	0	1	1
KMP	-1	Full-time permanent	0	2	2
HOB	-2	Full-time permanent	2	6	8
SM	-2	Full-time permanent	0	1	1
		Part-time permanent	1	0	1
	-3	Full-time permanent	1	8	9
	-4	Full-time permanent	0	1	1
OM	-3	Full-time permanent	1	2	3
	-4	Full-time permanent	2	10	12
	Null	Full-time permanent	39	167	206
		Full-time contract	4	5	9
		Part-time permanent	11	6	17
		Part-time contract	1	0	1
		Casual	0	8	8

Workforce Management Statistics Table

Industry: Metal Ore Mining

Question	Contract Type	Employment Type	Manager Category	Female	Gender X	Male
1. How many employees were promoted?	full-time	permanent	KMP	0	0	1
			Managers	1	0	5
			Non-managers	3	0	23
		fixed-term contract	KMP	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	part-time	permanent	KMP	0	0	0
			Managers	0	0	0
			Non-managers	2	0	0
		fixed-term contract	KMP	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	casual	KMP	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
2. How many employees (including partners with an employment contract) were internally appointed?	full-time	permanent	KMP	0	0	0
			Managers	0	0	1
			Non-managers	2	0	5
		fixed-term contract	KMP	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	part-time	permanent	KMP	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		fixed-term contract	KMP	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	casual	KMP	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
3. How many employees (including partners with an employment contract) were externally appointed?	full-time	permanent	KMP	0	0	0
			Managers	1	0	3
			Non-managers	6	0	31
		fixed-term contract	KMP	0	0	0
			Managers	0	0	0
			Non-managers	10	0	10
	part-time	permanent	KMP	0	0	0
			Managers	0	0	0
			Non-managers	2	0	1
		fixed-term contract	KMP	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	casual	KMP	0	0	0
			Managers	0	0	0
			Non-managers	0	0	4

Workforce Management Statistics Table

Industry: Metal Ore Mining

Question	Contract Type	Employment Type	Manager Category	Female	Gender X	Male
4. How many employees (including partners with an employment contract) voluntarily resigned?	full-time	permanent	KMP	0	0	2
			Managers	2	0	2
			Non-managers	6	0	16
		fixed-term contract	KMP	0	0	0
			Managers	0	0	0
			Non-managers	1	0	0
	part-time	permanent	KMP	0	0	0
			Managers	0	0	0
			Non-managers	1	0	0
		fixed-term contract	KMP	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	casual	KMP	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
5. How many employees have taken primary carer's parental leave (paid and/or unpaid)?	full-time	permanent	KMP	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		fixed-term contract	KMP	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	part-time	permanent	KMP	0	0	0
			Managers	0	0	0
			Non-managers	1	0	0
		fixed-term contract	KMP	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	casual	KMP	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
6. How many employees have taken secondary carer's parental leave (paid and/or unpaid)?	full-time	permanent	KMP	0	0	0
			Managers	0	0	1
			Non-managers	0	0	2
		fixed-term contract	KMP	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	part-time	permanent	KMP	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		fixed-term contract	KMP	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	casual	KMP	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

Workforce Management Statistics Table

Industry: Metal Ore Mining

Question	Contract Type	Employment Type	Manager Category	Female	Gender X	Male
7. How many employees ceased employment before returning to work from parental leave, regardless of when the leave commenced?	full-time	permanent	KMP	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		fixed-term contract	KMP	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	part-time	permanent	KMP	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		fixed-term contract	KMP	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0