

DIVERSITY AND INCLUSION PLAN

2023-2026



ACKNOWLEDGEMENT OF COUNTRY

Pilbara Ports acknowledges the Traditional Owners of the land and waters in which it operates – Kariyarra (Port Hedland), Thalanyji (Ashburton), Yaburara, Mardudhunera, Ngarluma, Wong-Goo-Tt-Oo (Dampier), and Whadjuk Noongar (Perth) – and pays its respects to Elders past, present and emerging.



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MESSAGE FROM OUR BOARD

Boards have an important role in building inclusive work environments that support performance and deliver financial results.

As the Board of Pilbara Ports we are responsible for the oversight of strategy, governance, talent, integrity, and performance. We have a clear role within each of these areas to ensure workplace inclusion is firmly embedded in Pilbara Ports' operations.



There is a need to continue to strengthen our commitment and leadership toward diversity and inclusion, and we are achieving this by setting clear goals and priorities for the future. Pilbara Ports does not shy away from this commitment and has demonstrated that results can be achieved. An example of this is the increase of youth representation (people aged 24 and under), from 3.8% in 2019 to 9.1% in 2023.

As a Board, we have identified six areas of focus for this plan:

- 1. WOMEN**

Strengthen opportunities for women, with a particular focus on increasing women in leadership and special employment groups.
- 2. FIRST NATIONS AUSTRALIANS**

Increase employment representation of First Nations Australians at all levels and all areas of the business.
- 3. DISABILITY**

Develop improved employment outcomes and increase representation of people with disability.
- 4. LGBTQIA+**

Ensure the workplace is inclusive of all people including people of diverse gender and sexualities.
- 5. CULTURAL INCLUSION**

Employees who are culturally and linguistically diverse feel included, valued, and respected.
- 6. FLEXIBILITY**

Leave provisions including public holidays are inclusive for all people.



OUR BOARD



Brad Geatches
Chair



Amy Lomas
Deputy Chair



Karlie Mucjanko
Director



Walter Purio
Director



Robert Scharnell
Director



Hon. Tom Stephens
Director



MESSAGE FROM OUR EXECUTIVE

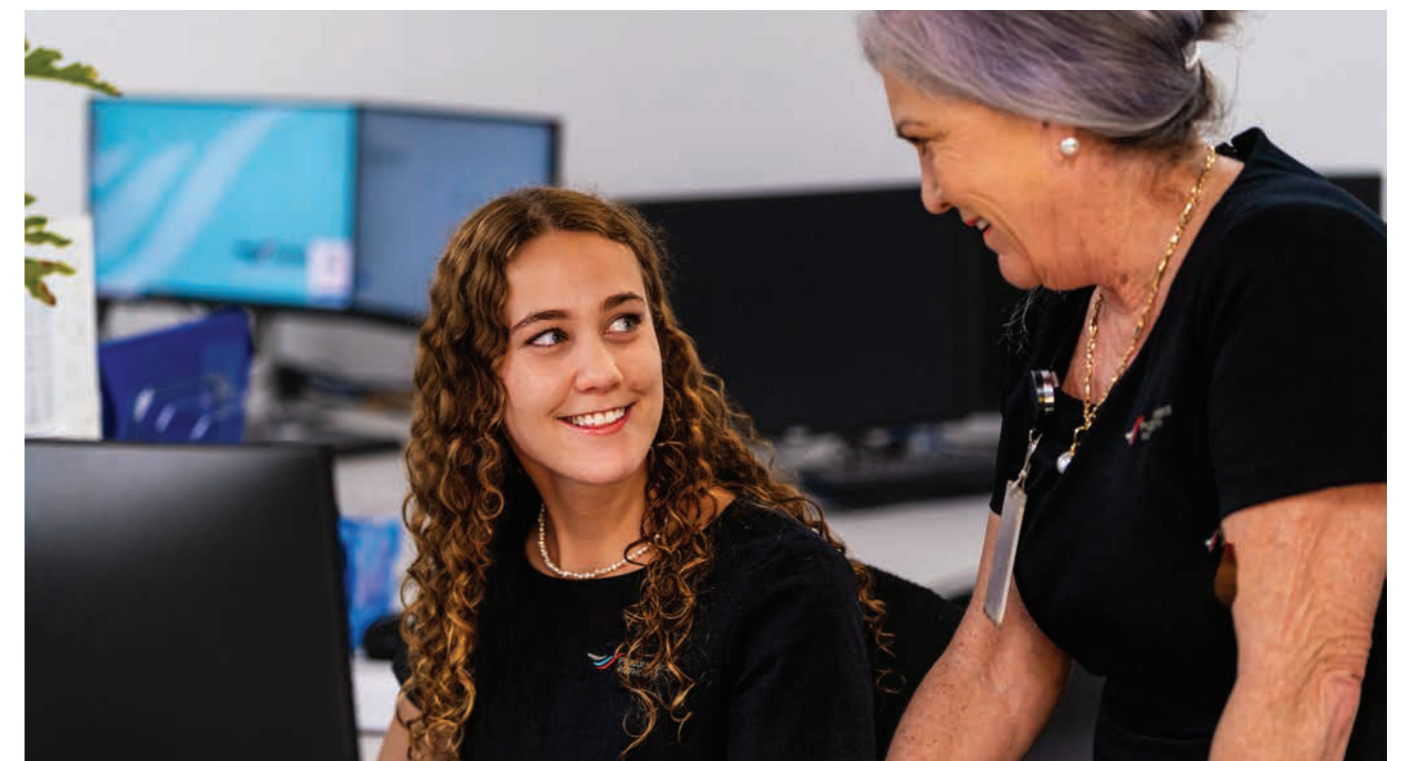
Our previous plan focussed on creating a culture of inclusion through improved reporting to identify trends and barriers, increasing awareness, and creating an environment that welcomes change and diversity.

This plan identifies the actions we will take to address structural barriers and preferences across the organisation. To further demonstrate our commitment and leadership towards positive diversity and inclusion outcomes, we have aligned with the WA Public Sector Commission (PSC) Workforce Diversification Targets and set clear timeframes on when we intend to achieve those targets.

We intend to be transparent about our progress and will provide regular reporting and updates to the Board, our employees, and the public.

As an Executive team, we are accountable for our performance against these targets, and for providing a workplace where our employees are engaged, included, valued, and respected for their contributions.

PSC Target	By When	Pilbara Ports as at 30 June 2023	Gap to Achieve Target
50% Women in Management	31 December 2024	18%	32%
6% Youth <24	Achieved	9%	-
4% First Nations Australians	31 December 2024	3%	1%
16% Culturally and Linguistically Diverse	Achieved	21%	-
5% People with Disability	31 December 2025	2%	3%



DIVERSITY AND INCLUSION STRATEGY

Pilbara Ports' Diversity and Inclusion Strategy (the Strategy) is influenced by the PSC Workforce Diversification Strategy 2020 – 2025, including the twin goals of workforce diversification and workforce inclusion.

FOCUS AREAS					
WOMEN	FIRST NATIONS AUSTRALIANS	DISABILITY	LGBTQIA+	CULTURAL INCLUSION	FLEXIBILITY

Workforce diversification

To increase the representation of people from different backgrounds at levels across the organisation



Workforce inclusion

To ensure all employees experience a sense of belonging and inclusion at work



Getting serious

Shifting culture

Diverse & inclusive



DIVERSITY AND INCLUSION ROLES AND RESPONSIBILITIES

Our strategic pillars set the direction for diversity and inclusion to be integrated in all aspects of our operations, helping us leverage differences to create an inclusive and future-focused environment.



ROLE OF THE EXECUTIVE

The role of the Chief Executive Officer and each Executive is to prioritise diversity and inclusion, address systemic cultural barriers, and ensure the cultural shifts required to meet diversity and inclusion goals are supported and any resistance is managed. They are also responsible for fostering a shared sense of purpose and integration of inclusive behaviours into all aspects of our operations.

ROLE OF MANAGERS AND LINE SUPERVISORS

Managers and line supervisors are responsible for modelling inclusive behaviours and are accountable for actions and outcomes. They are also responsible for leading and supporting high-performing diverse and inclusive teams.

ROLE OF EMPLOYEES

Employees are responsible for furthering an inclusive work culture in all interactions. Employees are expected to stand up to any non-inclusive behaviours and are encouraged to share their inherent characteristics (e.g., gender, Aboriginality, disability), as well as their lived experience (e.g., education, socialisation, beliefs) at work, every day.

CASE STUDY

Inclusive recruitment and selection procedure

Historically, recruitment has focused on a narrow definition of merit-based selection; which identifies the most suitable candidate based on their qualifications, skills, and experience. However, many people, despite their potential, do not have equitable access to higher education and professional experience. Often this occurs due to a person's inherent characteristics, caring responsibilities, and social disadvantage.

Pilbara Ports is supporting the removal of this barrier through its principles for inclusive recruitment and selection.

Pilbara Ports' approach is focussed on selecting the best person for the job, by giving equal rating to quality, diversity, and future-fitness.

Quality refers to the extent that a person has, can transfer, or can develop, the skills, knowledge, and abilities relevant to the work-related requirements; diversity is focused on the characteristics and experience that contributes to diversity areas not reasonably represented; and future fitness values the flexibility and speed with which a person can respond to change, as well as their willingness to learn and grow in a changing environment.

WHAT IS DIVERSITY, INCLUSION AND INTERSECTIONALITY

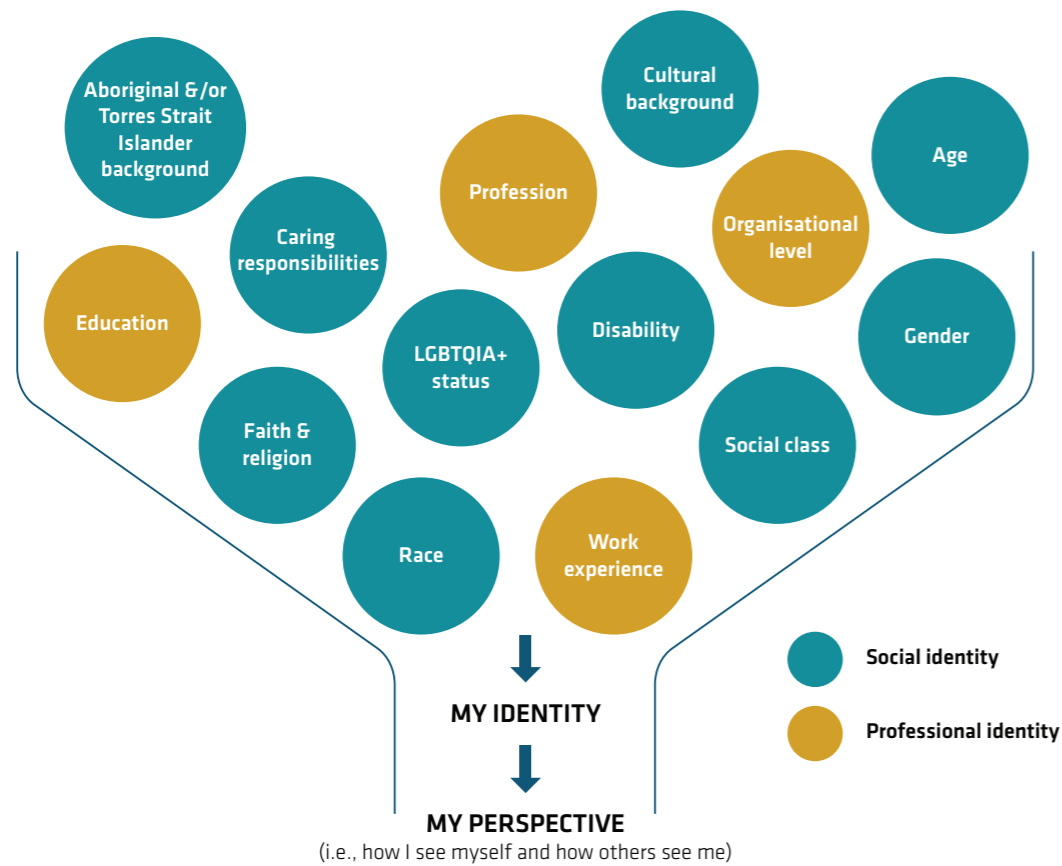
Diversity Council Australia¹ (DCA) identifies that inclusion occurs when a diversity of people (e.g. different ages, cultural backgrounds, genders) feel valued and respected, have access to opportunities and resources, and can contribute their perspectives and talents to improve their organisation.

DCA also identifies that diversity should be understood as all the differences between people and how they identify in relation to factors including their age, caring responsibilities, cultural background, disability,

faith/religion, gender, Indigenous background, race, sexual orientation, and socio-economic background (social identity); and their profession, education, work experiences, and organisational role (professional identity).

Intersectionality refers to the ways in which many different aspects of a person's identity inform their lived experience and can expose them to overlapping forms of discrimination and marginalisation².

All of these aspects of a person's identity inform their perspective of the world.



¹Diversity Council Australia (O'Leary, J., Russell, G. and Tilly, J.) *Building Inclusion: An Evidence-Based Model of Inclusive Leadership*, Sydney, Diversity Council Australia, 2015.

²Diversity Council Australia, *Diversity & Inclusion Definition*, Sydney, Diversity Council Australia, 2017.



CASE STUDY

Supporting parental leave and flexibility – Derek Walker

There are many examples of Pilbara Ports' employees taking parental leave and being supported to return in full-time, part-time, or casual capacities, as well as individual flexibility arrangements to support other types of caring arrangements.

Recently, Pilbara Ports was proud to support its first male employee to take primary carer's leave, Derek Walker, Environment & Heritage Manager.

"My wife took leave after our son was born, and when she became pregnant with our daughter, we agreed it was my turn to take the primary caring role."

"My wife had recently completed enrolled nursing studies as part of a planned change in career and did not want to miss the opportunity to continue gaining experience and I wanted to support her in her career goals.

"Initially, I felt a bit nervous about taking such a long period of leave and was concerned that my absence might let the team down. I also wasn't aware of any men who had taken parental leave at Pilbara Ports and no men in my friendship group had taken parental leave.

"When I brought it up at work, I was well supported and everyone I spoke to was very positive. It has been interesting to hear from other men who have taken parental leave as a primary carer, and I am grateful to have been able to spend those early months with my daughter."

DIVERSITY AND INCLUSION PLAN

In considering the ways, means and ends of diversity and inclusion, the following table focuses on the two ends identified in our Strategy, being workforce diversification and workforce inclusion.

The 'way' describes the techniques we will use to achieve those ends, while the 'means' detail the resources and related activities to be used.

The measurement of performance will be against our targets (currently based on PSC's Workforce Diversification Strategy), and levels of engagement, wellbeing, and inclusion of our workforce.

CASE STUDY

Addressing barriers and supporting development in the maritime industry

Pilbara Ports successfully developed a Marine Cadet Program in 2017. The program, which takes three years to complete, utilises the wealth of experience within Pilbara Ports and provides a fully-mentored pathway for Pilbara-based high school graduates to attain a Watch Keeper (Deck) qualification. Pilbara Ports has seven cadets (4:3 male to female ratio) at varying stages, and congratulated the inaugural cadet on successful completion of the program in 2022.

More recently, Pilbara Ports commenced supporting alternative pathways to becoming a marine pilot at the Port of Port Hedland. Marine pilotage in Port Hedland has, to date, required a Master Mariner Certificate. This is a difficult certificate to achieve for individuals who are

unable to spend long periods at sea. Pilbara Ports' future approach focuses on ensuring marine pilots have the required competencies to undertake pilotage; although they may not have the Master Mariner Certificate.

Removal of this requirement, while maintaining the level of competency required for both marine pilots and shore based technical roles such as Deputy Harbour Masters, increases opportunities for women, who have been disadvantaged through structural barriers and masculine stereotypical norms. Pilbara Ports is hopeful shifting this requirement will have a positive effect on inclusion and diversity both at Pilbara Ports and more broadly across the maritime industry.

Pilbara Ports invites people holding alternate qualifications, especially women, to enquire about marine-based roles and the ongoing professional development we provide.

WAY - Transparent targets, measurement, and reporting

MEANS		BY WHEN
1	Internal and external reporting dashboards developed and published showing monthly performance against targets.	Q3FY24
2	Biannual review of performance against targets, with reporting to Executive and Board on proactive actions to be taken to improve performance.	End Q2FY24 then ongoing
3	Highlight progress on targets and actions annually through Executive and Board reporting; the Annual Report; the intranet; and the external website.	Q3FY24 then ongoing
4	Report to the Public Sector Commission annually on progress of the plan, during the Equal Employment Opportunity Commission annual data collection.	Q3 every year
5	Reporting dashboard developed to review and monitor closing of our gender pay gap against the Australian Bureau of Statistics calculation method.	Q3FY24

WAY - Process and technology that supports goals

MEANS		BY WHEN
6	Develop and measure the success of initiatives as they relate to focus areas, and the areas of talent acquisition, development/advancement, and engagement/retention.	Q3FY24
7	Analyse data quarterly to determine adjustments/changes to actions, for example bias training for hiring managers, coaching conversations for development, etc.	Q4FY24
8	Review and update methods for assessing quality, and future-fitness in the talent acquisition stages to include alternative methods for people with neurodiversity and other disability.	Q2FY24
9	Use diversity targets to inform elements of Pilbara Ports' strategic planning and business planning processes including workforce planning.	Q2FY24
10	Issue guidance notes to assist the review of relevant enterprise-wide documentation (e.g., codes, guidelines, procedures, and inductions) in line with document control processes and in consultation with the Diversity and Inclusion Reference Group to ensure gender neutral language, inclusive images and accessibility is considered.	Q2FY24

END - Diverse workforce

WAY – Accountability at all levels across all business areas in the organisation

MEANS	BY WHEN
11 Incorporate improving diversity outcomes within areas of responsibility as it relates to talent acquisition, development, and retention as a performance measure for management.	Q4FY24
12 Managers, with the support of Human Resources Business Partners, work with their team to improve diversity and inclusion outcomes.	Q4FY24
13 Develop performance metrics for executives and managers using Gallup Engagement and Wellbeing Survey results.	Q4FY24
14 Inclusion and diversity competency is incorporated into PPA's Leadership Capability Framework.	Q4FY24
15 Leaders are held accountable for their performance against inclusion and diversity leadership capabilities during performance review.	Q4FY24
16 Executives and managers are accountable for making decisions that support the closing of Pilbara Ports' gender pay gap.	Q4FY24
17 A positive commitment to inclusion and improving diversity within the organisation is a performance area that all employees are measured against.	During supervision discussions and Annually (Formal)

WAY – A diverse internal and external talent pipeline

MEANS	BY WHEN
18 Human Resources to develop an external marketing strategy in collaboration with Corporate and Government Affairs to attract a quality, diverse and future-fit workforce.	Q3FY24
19 Highlight professional development opportunities, and career mobility in the business.	Q3FY24
20 Human Resources to develop an internal training program in collaboration with Corporate and Government Affairs for employees looking to enhance their professional social media presence and leverage internal talent to attract external talent and be rewarded via the <i>Employee Referral Program</i> .	Q3FY25
21 Develop talent acquisition strategies to attract diverse talent in teams and business areas that are largely homogenous, including trialling of Section 31 of the <i>Equal Opportunity Act 1984</i> to increase the representation of women; Section 51 of the <i>Equal Opportunity Act 1984</i> to increase representation of First Nations Australians; and Sections 66S and 66R of the <i>Equal Opportunity Act 1984</i> to increase the representation of people with disability.	Q3FY24
22 Develop formal partnerships with organisations that support people from focus area groups which may include Women in Maritime, First Nations Australians youth groups and LGBTQIA+ organisations.	Q3FY24
23 Review Pilbara Ports' Total Employment Offering (TEO) and identify incentives to attract and retain a broad and diverse range of talent, with a primary focus on attraction to the Pilbara.	Q3FY24
24 Implement Volunteer Leave as part of Pilbara Ports' TEO, and encourage employees to use their volunteer leave, by volunteering with focus area groups or volunteering for programs like JAWUN with management support.	Q3FY24
25 Review cultural and ceremonial leave, and public holiday leave flexibility as part of Pilbara Ports' TEO to meet diverse cultural needs and preferences.	Q3FY24

WAY – Surface barriers and preferences are addressed

MEANS	BY WHEN
26 Executives actively demonstrate inclusive work practices, including formal or informal engagement and promotion of their team members actively involved in the <i>Including You @ PPA Working Group</i> and Diversity and Inclusion Reference Group.	Q4FY24
27 Ensure leadership capability frameworks address capabilities required to understand the intersectionality of groups, and exhibit behaviours that do not disadvantage characteristics of 'out-group' members.	Q4FY24
28 The <i>Including You @ PPA Working Group</i> and Diversity and Inclusion Reference Group, or other employee reference groups, are consulted in relation to inclusion initiatives, and key procedures relating to recruitment, training and development.	Q4FY23
29 Internal training addresses information in relation to Equal Employment Opportunity and relevant legislation that supports an inclusive, safe and respectful work environment. Training is delivered to all new employees within their first 12 months, and refresher training is provided every two years.	Q4FY23
30 A line supervisor training module is developed and addresses mental health and wellbeing, as well as principles of inclusive leadership.	Q4FY24
31 Employees are encouraged to share and update their diversity dimensions. Data is used to ensure reporting is accurate with metrics developed that are meaningful to employees.	Q4FY24

WAY – Leaders are inclusive who engage and develop talent

MEANS	BY WHEN
32 Training and development will be provided to line managers who undertake performance and development reviews, to support career and development of their team members in a way that supports their professional development. Noting there are nuances in how each individual responds to career feedback, and different learning styles (i.e. principles of adult learning).	Q3FY24
33 Inclusive leadership capabilities are identified in the Leadership Capability Framework, and leaders are provided with development to achieve an inclusive team and work environment.	Q3FY24

WAY – Cultural transformation at all levels across all business areas in the organisation

MEANS	BY WHEN
34 Flexible work and working from home arrangements will be reviewed as part of Pilbara Ports' TEO.	Q3FY24
35 Facilitate an audit of inclusion at Pilbara Ports to measure progress against the plan, and to inform any areas to be strengthened.	Q1FY25

WAY – Nurture inclusive and high performing teams

MEANS	BY WHEN
36 Pilbara Ports' investment in individual training and development to be promoted, in terms of expenditure and time.	Q2FY24

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