



Intersection

SAFE, RESPECTFUL AND INCLUSIVE WORKPLACE REVIEW

FOR CHEVRON AUSTRALIA PTY LTD

Content warning: The content of this report contains references to, and quotes from, people who have experienced bullying, harassment, sexual harassment and/or discrimination.

© Intersection Pty Ltd 2022.

**Safe, Respectful and Inclusive Workplace Review for Chevron
Australia Pty Ltd • Summary Report • 2022**

Acknowledgements (the Review Team): Natasha de Silva, Maria Twomey, Trish Low, Tanaya Roy and Gabriela Sanchez

Design and layout: Dancingirl Designs

Editor: Andy Quan, Boldface Editing

Photography: Cover photo Adobe Stock

Contact details

www.intersection.work
admin@intersection.work

Intersection Pty Ltd respects and honours Aboriginal and Torres Strait Islander elders past, present and future. We acknowledge the stories, traditions and living cultures of Aboriginal and Torres Strait Islander peoples on this land and commit to building a brighter future together.

Safe, Respectful and Inclusive Workplace Review

SUMMARY REPORT

for Chevron Australia Pty Ltd

CONTENTS

1. Executive summary	6
1.1 Reflections on the current workplace culture at Chevron Australia	7
1.2 More than one culture in any organisation	8
1.3 Key findings	8
1.4 Recommendations	13

EXECUTIVE SUMMARY



'I work at Chevron because it's Chevron, you know. There's a sense of pride associated with being part of this organisation because the workforce is more skilled and quite frankly, better behaved than in some other organisations in the industry. Having said that, we do still have our problems with bad behaviour and it doesn't get addressed in the way it should.'

– Employee

The Safe, Respectful and Inclusive Workplace Review (the Review) was conducted with the objective to gain an understanding of:

- The prevalence of inappropriate workplace behaviours (bullying, physical and verbal harassment, sexual harassment and discrimination)
- The nature and impact of these behaviours
- The risk factors for inappropriate workplace behaviours
- The extent to which these behaviours are reported and any barriers to reporting at Chevron Australia workplaces.

The Review takes place at a critical time and in the broader context of a significant change in community expectations with respect to equality, safety, and respect. This change is occurring against the backdrop of significant global social justice movements such as #MeToo, #BlackLivesMatter and #WeThe15. These social justice movements have, in turn, prompted formal investigations into workplace culture and conduct occurring nationally and locally, including the *Respect@Work* National Inquiry into Sexual Harassment in Australian Workplaces (*Respect@Work*),¹ and the Western Australian Parliamentary Inquiry into Sexual Harassment against Women in the FIFO Mining Industry (WA Inquiry).² Against this backdrop, Chevron Australia engaged Intersection as an independent expert to gain an understanding of how its workforce (employees and contractors) experience the Chevron Australia workplace.

This report presents Intersection's findings, analysis and recommendations to drive change, and is prepared in the context of Australian laws and standards. It is based on a detailed analysis of the qualitative and quantitative data collected throughout the Review, as well as those structural or systemic factors that can contribute to or pose risks to the creation of a safe, respectful and inclusive workplace culture: policies, procedures, performance expectations, recognition and rewards, leadership, training, accountability frameworks, demographic profiles and the physical working environment.

The Review did not extend to investigating or making findings about any individual incident or allegation.

Most importantly, this report and its findings are based on the experiences of individuals who make up the Chevron Australia workforce. The voices of Chevron Australia employees and contractors are represented throughout this report through de-identified quotes. The quotes, although expressed in the words of one individual, are illustrative of themes that emerged through the qualitative data, and represent the views expressed by many.

1.1 Reflections on the current workplace culture at Chevron Australia

Most employees who engaged with us throughout the Review spoke of Chevron Australia in positive terms, in particular when compared to other organisations in the resources sector. Among its workforce, Chevron Australia has a reputation for being an organisation that *'hires the best of the best'*, where the *'pay is very, very good'*, and for whom *'it's a privilege to work for'*.

Following a period of uncertainty marked by workforce reorganisation and COVID-19 border closure responses, it was reported to us by a large number of Review participants that there has been a loss of commitment to the organisation and a corresponding loss of trust in the organisation's leadership.

These significant events have occurred in a relatively short period of time and have created an environment of uncertainty impacting some people's sense of job security and in turn a willingness to act upon or report inappropriate behaviours. These events have also significantly affected some people's connection and commitment to the organisation, as they are concerned about the *'next workforce review'* and feel dispensable and undervalued.

'The shine of Chevron has gone. With the number of movements and lack of control [during the workforce review], people's motivation for the company definitely dropped quite significantly. Why should I go and put in the extra effort? People don't feel as committed anymore.' – Employee

Chevron Australia's current culture is one that can be described as *'civil'*. People in the organisation are generally polite to one another. However, there are still inappropriate behaviours, the most prevalent of which is bullying.

'Chevron is a much better place to work than some of the other companies in the industry, both for career progression but also culture. Well, at least it used to be ... Until recently, it was easy to get exposure to different opportunities and to keep your work interesting and people treated each other with respect. Of course, the workforce reviews have changed everything. Now you're lucky if you have a job and it's every man for himself.' – Employee

We heard that people exhibiting inappropriate workplace behaviours throughout workforce engagements were not dealt with in real time, but rather moved around or only dealt with at the time of a workforce reorganisation and that there was little appetite to address inappropriate behaviours when they occur. We heard that some known *'problem'* individuals were considered *'untouchable'* because of their perceived value to the organisation or their connections, undermining trust in leadership. The lack of accountability for poor behaviour meant that it was allowed to continue or escalate, creating added risk to others.

There is also a perception among some of Chevron Australia's workforce that the financial bottom line is valued above wellbeing and ultimately, physical and psychological safety. Many participants expressed the view that the workforce is so lean, that there is no redundancy in the system, creating added pressure and added risk to physical safety. There is also a perception that employees are under consistent threat of being replaced by cheaper and sometimes less experienced contract staff and that this adds further stress and risk across the organisation.

Contractors felt the insecurity of their employment arrangements to be an impediment to raising concerns or issues for fear of losing their job. Many individuals expressed the view that the tempo was unsustainable and that it was having negative impacts on the wellbeing of workplace participants. These stressors are a contributing factor to how people behave in the workplace.

1.2 More than one culture in any organisation

Organisations that operate in different geographic locations often develop subcultures at each location due to differences in leadership, operations, procedures, nature of work and even the physical environment. This is the case with Chevron Australia, with each of the three operational sites describing a different culture and attributing it to different factors.

Safe, respectful and inclusive subcultures can significantly increase employee engagement, safety and productivity and as such should be supported. Negative or toxic subcultures can have the opposite effect by creating unsafe working environments. To prevent negative subcultures from forming, many organisations set policies and procedures that underpin and influence culture at a whole-of-organisation level and expect these to be followed in each location. A clear, unambiguous articulation and understanding of organisational values will assist with this. However, a one-size-fits-all approach may have the unintended consequence of discouraging positive subcultures from forming.

Throughout our visits to Chevron Australia's operational sites, we heard leaders at various levels talk about being 'hamstrung' by some corporate policies or directions on issues such as informal staff recognition, team-building activities or other site-specific initiatives which they felt would have supported building a positive culture on site. It is important to embed flexibility in organisation-wide policies and practices on key issues to support the development of safe, respectful and inclusive subcultures at operational sites.

1.3 Key findings

Key findings relating to the prevalence, nature, impact, risk factors and reporting of inappropriate workplace behaviour are outlined below. Analysis informing the findings and subsequent recommendations is discussed in greater detail throughout the chapters of this report.

Unless otherwise indicated, statistics referred to in this report are made in reference to findings from the survey. Due to the low survey response rate among contractors, the prevalence rates in this report refer to Chevron Australia employees only. For more information on the survey, see 'Methodology' at section 2.4.

Prevalence and nature of inappropriate workplace behaviours at Chevron Australia

Bullying is the most prevalent form of inappropriate workplace behaviour at Chevron Australia, with almost half (47%) of its employees having experienced bullying over the last five years. Nearly a third of employees reported experiencing bullying behaviours for longer than 12 months. Women experienced bullying at higher rates than men.

Belittling or humiliating conduct, repeated undermining of one's work and sustained unjustified criticism of one's work were the top three bullying behaviours experienced by employees. Bullying behaviours are perpetrated at all levels of the organisation, with colleagues at the same level, direct managers or supervisors and senior leaders identified as perpetrators of bullying behaviours.

Sexual harassment is the second most prevalent inappropriate workplace behaviour experienced by nearly a third (30%) of Chevron Australia employees over the last five years, followed closely by other forms of harassment (verbal and physical) at 29%. Sexually suggestive comments or jokes and intrusive questions about one's private life or appearance were the most prevalent form of sexual harassment. Spreading malicious or hurtful rumours, sexist or racist comments were the most prevalent forms of harassment.

Inappropriate workplace behaviours at Chevron Australia appear to occur 'out in the open' or are disclosed to other employees, with more than half of employees reporting that they had witnessed or heard about incidents of bullying, discrimination or harassment and more than a third of employees reporting they had witnessed or heard about incidents of sexual harassment. Overall, there is a high tolerance for 'low-level' behaviours that often get labelled as 'joking' or banter', rather than identified and reported as inappropriate workplace behaviours. This is particularly the case with regard to sexual harassment.

The prevalence of discriminatory behaviours reported through the survey was very low (2%). However, our analysis of Chevron Australia's policies, programs and procedures and the qualitative data gathered through the Review suggests that experiences of direct or indirect discrimination may be more common than those reported in the survey. The low prevalence rate was also inconsistent with the view of Chevron Australia employees of a broad level of tolerance for discrimination in the organisation and that perception that certain groups of employees are treated more favourably than others.

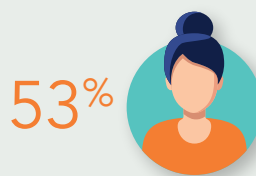
For example, there is a persistent belief among employees that the organisation has set gender and diversity quotas to meet and that selection processes for roles and promotions prioritise diversity characteristics over skills, qualifications and experience. These perceptions were identified as a driver of employee dissatisfaction on the one hand and inappropriate workplace behaviours on the other.

The experience of 'life at Chevron Australia' for its workforce is gendered. Female employees experience all forms of inappropriate workplace behaviours at greater rates than men. Casual sexism and being held to a different standard to men are common experiences for women at Chevron Australia. Overall, women reported observing and experiencing a higher tolerance in the organisation for inappropriate workplace behaviours and less confidence that they would be appropriately addressed.

47% of employees experienced bullying over the last five years



Bullying is the most prevalent form of inappropriate workplace behaviour at Chevron Australia



Women (53%) experienced bullying at higher rates than men (45%)



Belittling or humiliating conduct (27%), repeated undermining of one's work (22%) and sustained unjustified criticism of one's work (21%) were the top three bullying behaviours experienced by employees

28%

senior leaders



38%

direct managers or supervisors



37%

colleagues at the same level



Bullying behaviours are perpetrated at all levels of the organisation, with colleagues at the same level (37%), direct managers or supervisors (38%) and senior leaders (28%) identified as perpetrators of bullying behaviours

Sexual harassment is the second most prevalent inappropriate workplace behaviour experienced by nearly a third (30%) of Chevron Australia's employees, followed verbal and physical harassment at 29%

Sexually suggestive comments or jokes and intrusive questions about one's private life or appearance was the most prevalent form of sexual harassment

Spreading malicious or hurtful rumours, sexist or racist comments were the most prevalent forms of harassment

30%

sexual harassment

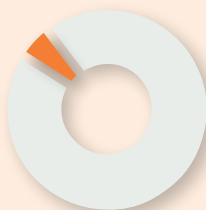


29%

verbal and physical harassment

2%

prevalence of discriminatory behaviours



The prevalence of discriminatory behaviours reported through the Survey was very low (2%). This prevalence rate was found to be inconsistent with employees' views on tolerance for discrimination in the organisation as well as examples of practices and conduct emerging through interviews and focus groups

There is limited national or industry data available on the prevalence of bullying and harassment and as a result, little data exists to allow for a reliable comparison of Chevron Australia's reported prevalence rates in bullying and harassment to other organisations. Anecdotally, evidence suggests that Chevron Australia's reported prevalence of bullying is on par with the industry average.³

A more reliable industry comparison can be made in the context of sexual harassment.

The prevalence of sexual harassment at Chevron Australia (30%) is below the industry average (40%) and slightly below the national average across all industries (33%).⁴

Risk factors of bullying, harassment, discrimination and sexual harassment

Risk factors of inappropriate workplace behaviour are the systemic, structural or workplace-specific factors that underpin or increase the likelihood of inappropriate workplace behaviours occurring or that exacerbate the impacts of such behaviours.

A significant and sustained reduction in the prevalence of inappropriate workplace behaviours can only be achieved by addressing the underlying factors and workplace-specific risks that increase the likelihood of these behaviours occurring.

Some of the systemic risks that underpin workplace inequality and inappropriate behaviours in workplaces were identified by Intersection to be applicable to the context of Chevron Australia. This is based on a review of relevant literature and research, review of Chevron Australia policies, the results of the survey and the hundreds of Chevron employees and contractors we engaged with through focus groups and interviews undertaken in the conduct of this Review. These risk factors included a leadership skills deficit, lack of accountability and transparency, gender inequality, a broader lack of diversity in the workforce and workforce composition in relation to the proportion of employees to contractors.

Chevron Australia is a hierarchical workplace with many levels of leadership throughout the organisation. We heard from staff at all locations that there is a tendency to promote people based on their technical skills or length of service, without regard for, or subsequent development of, people leadership skills. This has acted as a driver for inappropriate workplace behaviours in certain instances. Leaders did not have the skills to address issues in real time and, on several occasions, this led to those issues being allowed to continue. While some participants spoke of Chevron Australia having strong leaders who role modelled respectful, inclusive behaviour, encouraged reporting and took prompt action to address reports, many others spoke of leaders who failed to lead when it came to issues of workplace respect, inclusion and behaviour. Where leaders were selected based on behaviours ahead of technical ability, this was positively acknowledged by employees in consultations.

Although the representation of women at Chevron Australia is on par with industry figures, it still lags behind the representation of women in broader society and has not reached a level considered as a 'critical mass'. We identified several structural and attitudinal barriers to gender equality at Chevron Australia. These have an impact on the recruitment, retention and career progression of women at Chevron Australia and importantly, on the way in which women experience Chevron Australia workplaces. We also identified similar structural and attitudinal barriers to the inclusion of Aboriginal and culturally and linguistically diverse (CALD) people.

Another factor identified as a risk factor for inappropriate workplace behaviours was the composition of Chevron Australia's workforce. Although exact figures were not available as Chevron Australia does not have data on the exact number of people employed by its contractors, estimates given to Intersection indicate that contractors make up at least 50 per cent of its workforce, depending on site activity. The widespread use of contractors in the resources industry was also identified as a risk factor by the WA Inquiry.

Throughout our workforce engagements, we heard about the impact that contractors' employment arrangements have on the Chevron Australia workforce. Workplace participants raised the issues of a fear of speaking up or reporting inappropriate workplace behaviour, confusion about reporting options for contractors and where to seek support and impacts to physical safety.

In addition to systemic risks, we observed and heard about workplace-specific risks that increase the likelihood of inappropriate workplace behaviours. Through the survey, nearly half (44%) of Chevron Australia employees identified the high-pressure work environment and power imbalances as the main risk factors increasing the likelihood of inappropriate workplace behaviours. Approximately two in five employees believe leaders who tolerate discrimination, harassment and bullying and a male-dominated workforce are further risk factors. Women were significantly more likely to cite power imbalances, leadership tolerance and gender imbalance as key risks.

Intersection heard repeatedly about the high-tempo culture at Chevron Australia workplaces and that the pace of work caused a risk of stress. This stress in turn, was identified as a contributing factor to the risk of inappropriate behaviour such as bullying, when people acted out because of the pressures they are under. We note that the evidence gathering phase for this Review began shortly after the COVID-19 hard border closures ended and a consequent COVID-19 infection spike in Western Australia, impacting workforce attendance and workplace pressures.

Reporting of bullying, harassment, discrimination, and sexual harassment

The processes and mechanisms that an employer establishes for reporting and resolving complaints of bullying, harassment and discrimination and the way in which it communicates and applies those processes and mechanisms, can have a significant impact on the experience and wellbeing of those reporting and on the broader culture of the workplace.

The rates of reporting of inappropriate workplace behaviour at Chevron Australia are very low. Only a quarter of employees who had experienced bullying, harassment or discrimination and 10% of employees who had experienced sexual harassment, indicated that they had reported the most recent incident they had experienced.

Where employees did report inappropriate behaviour of any kind, they were most likely to report it to their direct manager or supervisor. Interestingly, the survey data showed that when employees chose to report inappropriate behaviour, they were far more likely to go to Human Resources with complaints about sexual harassment than they were about complaints of bullying, verbal or physical harassment or discrimination.

Although there was a very low number of victims who indicated that they had made a formal report following an experience of inappropriate workplace behaviour, most employees who had made a formal report indicated that they were dissatisfied with the complaint process.

Through focus groups and interviews, some employees spoke about a 'culture of fear' that presents a significant barrier to reporting inappropriate workplace behaviour. This included a fear of negative repercussions for reporting inappropriate behaviour such as exclusion, being 'labelled a troublemaker', dismissal or removal from roles occurring after reporting inappropriate behaviour, including in future workforce reviews.

For contractors, the culture of fear was even more pronounced due to a lack of job security and the possibility of being dismissed at any time. Individuals were hesitant to raise workplace issues or make complaints for fear of being seen to be 'difficult' by Chevron Australia or their employers, with a consequential impact on their current employment or prospects of securing future direct employment with Chevron Australia.

1.4 Recommendations

Strong foundations for change

Chevron Australia is an organisation with strong foundations for a positive workplace culture. However, events over recent years have started to erode these foundations. Increasing lack of commitment to the organisation and its values by its workforce not only impacts the bottom line but is also a driver for inappropriate workplace behaviours. Based on what we heard from its employees, Chevron Australia has an opportunity to re-establish its commitment to and trust in its workforce by acknowledging the experiences shared by employees in the context of this Review and taking action to address the issues outlined in this report.

The most valuable asset of any organisation is its people. Chevron Australia has a highly skilled and qualified workforce with a historically strong commitment to the organisation and a sense of pride in the work that they do and an impressive record of staff retention. Throughout the Review, we were struck by the long tenure of Chevron Australia employees. It wasn't unusual to sit in a room of Chevron Australia employees where the most 'junior' employee present had been with the organisation for 8 years or more. The long tenure of employees reflects the commitment the workforce has felt towards the organisation. Most people we spoke to expressed a genuine pride in the work they do and a love for the unique environment of the oil and gas industry that facilitates this.

Chevron Australia employees have strong relationships that contribute to a positive workplace experience. Many participants spoke of the strong peer-to-peer relationships that exist, particularly among crews and shifts, that are highly valued and add significantly to their positive workplace experience. Colleagues are seen as 'extended family' and provide an important support network for people, particularly when working on site.

We also heard that informal learning is valued and encouraged in the organisation. Several people expressed the view that if they had any questions about the work they do, they felt entirely comfortable asking peers and leaders for advice. In turn, we were told that people were very willing to spend time with others, teaching or assisting them to understand the issues at hand.

Recent changes to workplace health and safety laws and regulation and the impending introduction of a positive duty on employers to prevent sexual harassment in the workplace, further underpin the foundations of a positive culture.⁵

The recommendations for change are made with these strong foundations in mind. The commitment, collegiality and curiosity of the Chevron Australia workforce provide a sound base from which Chevron Australia can, with implementation of these recommendations and commitment to change, be the safe, respectful and inclusive organisation it seeks to be.

These recommendations and actions are presented below.

1 Addressing the prevalence of bullying, harassment (physical, verbal and sexual) and discrimination

Rationale: Mitigating the risks of workplace bullying, harassment and discrimination is critical by reducing prevalence.

1. That a standalone training module on bullying be developed (drawing on the leading practice of 'Be an Upstander') and rolled out as mandatory training for the entire Chevron Australia workforce.
2. That Chevron Australia undertake further appropriate measures to:
 - Understand the sustainability of the operational tempo and its impact on the workforce
 - Understand and alleviate workplace stress
 - Increase physical and psychosocial safety, including by working with contractor companies to promote safe and fair working conditions for contractors as well as employees.
3. That reporting on bullying, harassment, discrimination and other inappropriate workplace behaviours:
 - Be a standing item on the Chevron Australia Leadership Team meeting agenda
 - De-identified data on reports be shared with leaders every quarter, including action taken and outcomes
 - De-identified data on reports is shared at intervals determined sufficient to not risk identification in the same way that 'incident' reporting is currently shared to promote continuous learning and improvement.
4. That Chevron Australia survey the prevalence of inappropriate workplace behaviours 24–36 months after the issuing of this report.
5. That the Bullying, Harassment and Discrimination Policy 277 be updated to reflect leading practice including:
 - Relevant examples of behaviours and explicit reference to the use of digital technology
 - Detailing consequences and relevant action for breaches of the policy
 - Reference to reasonable adjustments
6. That a standalone sexual harassment policy be developed drawing on leading practice including adoption of the definition provided in the federal *Sex Discrimination Act 1984* (Cth).

2 Uplifting leadership accountability

Rationale: Leaders that value safe, respectful and inclusive workplaces set the tone by modelling positive behaviours, responding sensitively and appropriately to disclosures and prioritising transparency to enhance learning and improvement.

7. That leadership acknowledge the loss of trust and damage to organisational commitment caused by the workforce reorganisations and COVID-19 responses and the consequent impacts on workplace behaviours.
8. That leaders take ownership and acknowledge their key role in creating safe, respectful and inclusive workplaces, with an emphasis on creating cultural safety and safety to disclose personal identities or attributes.
9. That leaders throughout the organisation with people management responsibility are upskilled sufficiently to:
 - Manage people effectively and respectfully
 - Develop people management skills for diverse groups, particularly people from different cultural backgrounds
 - Provide constructive, effective and timely feedback.
10. That leaders are equipped to respond sensitively and appropriately to disclosures and reports of inappropriate behaviour including the risk of victimisation following a report.
11. That any future change management process model adopt best practice and take into consideration:
 - The impact of the last three workforce reorganisations
 - The destabilising effect that change processes have on organisational culture
 - The impact on all employees of high levels of change and lack of stability for contractor staff.

3 Increasing diversity, equity and inclusion

Rationale: Diversity is key to increased productivity, profit and innovation. Critical to diversifying the workforce is inclusion. How minority groups experience inclusion will affect attraction, retention and ultimately progression.

The enjoyment of a workplace that is safe, respectful and inclusive where every individual can thrive is a workforce that reflects society and where behavioural norms are not dominated by one group.

12. That the Diversity & Inclusion (D&I) framework be enhanced to set aspirations and strategy for advancing D&I and includes evaluation of initiatives at relevant intervals to promote continuous learning and improvement.
13. That Chevron Australia develop and share a clear articulation of its diversity and inclusion goals and why diversity and inclusion are important in creating a more capable, productive and safe workforce to accompany the D&I framework and to address myths and backlash related to D&I.
14. That leaders throughout the organisation commit to and value the contribution of Employee Diversity Networks and create capacity for this work to be undertaken and recognised.
15. That data collection on diversity be improved upon and reported on to track progress against the D&I framework. In doing so, good practice principles should be followed when undertaking respectful and inclusive diversity data collection, to obtain data that is meaningful, accurate and effective in supporting diversity and inclusion aims. Further, with respect to data collection, work with contracting partners to better understand the composition of its workforce and demographics on its sites.
16. To attract, recruit and retain Aboriginal staff and to increase cultural safety:
 - Consider offering specific, paid cultural leave
 - That upskilling in cultural competency take place across the organisation (drawing on the leading practice of 'Be an Upstander' training) and delivered by Aboriginal trainers
 - That an additional Aboriginal liaison/support role be created with a focus specifically on providing a greater level of mentoring and support and ensure this role is adequately resourced to do so effectively.
17. That Chevron Australia undertake a review to increase workplace flexibility, prioritising technical and site-based roles, that includes consideration of:
 - Part-time/job share options
 - Caring responsibilities
 - Residential options
 - Impact on leadership or progression opportunities.
18. That Chevron Australia conduct a local study of the gender pay gap annually and appropriately communicate the results – including the extent of any gender pay gap across roles – across the workforce.
19. That Chevron Australia review pathway programs and career progression for women, CALD and Aboriginal employees to assess the benefits of programs including conversions to employment and identify any barriers to progression.

4 Improving the response to inappropriate behaviours

Rationale: Improving trust in complaint processes and responding to complainants in a victim-centred manner will encourage more people to come forward. Increasing accountability for inappropriate behaviours and taking action will ultimately reduce the prevalence.

20. That Chevron Australia explore, adopt and implement informal resolution mechanisms to:
 - Respond to the high prevalence rate of bullying
 - Provide a core group of individuals with requisite skills to assist in resolving matters at the lowest level possible
 - Provide clarity and consistency in the approach to resolution.
21. That Chevron Australia explore and adopt an alternative anonymous reporting mechanism to the hotline (e.g. similar to the University of Melbourne Speak Safety Platform) to:
 - Provide an additional mechanism to rebuild trust in reporting mechanisms
 - Provide workers with an opportunity to 'register' their experience, obtain necessary support and convert the registration of that experience into a formal report should they later decide to do so
 - Provide workforce intelligence for problem areas and interventions at a group level.
22. That Chevron Australia sufficiently resource the current Human Resources (HR) Business Partner and Employee Relations (ER) Specialist functions to be able to appropriately respond to the volume of complaints and investigations and to adequately support leaders in the response to disclosures of inappropriate behaviour, with a particular focus on ensuring these resources are effectively mobilised to support leaders in remote locations.
23. That Chevron Australia provide greater clarity in policy and procedure documents as to how complaints of inappropriate behaviour are managed (and the process that follows once a complaint is made) including:
 - A clear indication of which policies apply to contractors working in Chevron Australia workplaces
 - A clear articulation of the role of the ER Specialist
 - Provide details on all reporting pathways (internal and external) including clarification of which mechanisms are confidential and how information will be treated in each pathway
 - Provision of all related materials in one location on Chevron Australia's intranet page (the iWay)
 - Clear guidance about which reporting mechanisms are available to contractors and employees and ensure this is communicated to contractors.
24. That Chevron Australia conduct a review and assessment of the support Contact Officers currently provide with a view to determining whether and what improvements may be possible to build on these services to better support the workforce. The review should include consideration of diversifying the pool to include more women and people from CALD backgrounds.

Endnotes

- 1 Australian Human Rights Commission, *Respect@Work: National Inquiry into Sexual Harassment in Australian Workplaces* (2020).
- 2 Community Development and Justice Standing Committee of the Legislative Assembly of Western Australia, *'ENOUGH IS ENOUGH' – Sexual harassment against women in the FIFO mining industry* (June 2022) Report.
- 3 D Salin, *Ways of explaining workplace bullying: A review of enabling, motivating and precipitating structures and processes in the work environment*, *Human Relations* (2003), 56(10), 1213–1232.
- 4 Australian Human Rights Commission, *Respect@Work: National Inquiry into Sexual Harassment in Australian Workplaces* (2020), 96.
- 5 See the WA Code of Practice for psychosocial hazards in the workplace (2022) issued under the *Occupational Health and Safety Act 1984* (WA) and *Sex Discrimination and Fair Work (Respect at Work) Amendment Bill* (Cth) 2021.



Intersection

www.intersection.work
admin@intersection.work