

BHP

Industry association review

12 December 2019

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Glossary

Term	Description
CCS	Carbon capture and storage
The Chamber	United States Chamber of Commerce
Coal21	Formerly known as Australian Coal Association Low Emissions Technology, Coal21 is a research body funded by Australian coal producers to support the demonstration of low-emissions coal technologies.
COP21	21st Conference of the Parties of the UNFCCC, held in Paris in December 2015.
GHG	Greenhouse gas
IPCC	Intergovernmental Panel on Climate Change
MSAC	NSW Mine Safety Advisory Council
MCA	Minerals Council of Australia
NDC	Nationally Determined Contribution
NSWMC	New South Wales Minerals Council
Paris Agreement	The agreement negotiated and adopted at COP21. Its central aim is to strengthen the global response to the threat of climate change by keeping a global temperature rise this century well below 2°C above pre-industrial levels and to pursue efforts to limit the temperature increase even further to 1.5°C.
TSM	Towards Sustainable Mining
UNFCCC	United Nations Framework Convention on Climate Change
USMCA	United States-Mexico-Canada Agreement
WCA	World Coal Association

Introduction

In accordance with our principles for participating in industry associations¹, BHP keeps under regular review our membership of those associations that hold an active position on climate and energy policy. The purpose of this report (**Report**) is to outline the findings and outcomes of our 2019 industry association review.

We recognise the substantial level of interest among investors and other stakeholders on the climate and energy policy advocacy of industry associations and the importance of consistency with member company positions. Our industry association review process is one element in our commitment to engagement with investors on this issue.

The industry association review we published in 2017² was the first time a major resources company had transparently assessed the climate and energy policy positions of its industry associations.

Our 2019 industry association review builds on the approach we took in 2017. At its core, the review seeks to identify material differences between the climate and energy policy positions held by BHP and those held by our industry associations, and to determine what actions BHP will take where material differences are found. Following extensive engagement with investors and other stakeholders, we have augmented this core approach with a number of enhancements. These include:

- Adopting a new standard where we expect relevant industry associations to have a position in support of the Paris Agreement, and thus make a finding of material difference if no such position exists. This standard reflects the centrality of the Paris Agreement to national and international climate and energy policy debates; and
- Conducting a new assessment of the overall extent to which our industry associations are aligned with BHP on climate and energy policy, along a spectrum of Aligned, Mostly Aligned, Partly Aligned and Misaligned.

In addition to these methodological enhancements, we are implementing a number of governance enhancements for our industry associations that have an active position on climate and energy policy. These include:

- Strengthening our ongoing oversight of industry associations through Board representation; and
- Introducing an expectation that associations will:
 - (1) publish a statement (to be updated annually) outlining their climate and energy policy position; and
 - (2) update BHP on steps taken in line with the policy position.

In line with our commitment to investor engagement, we welcome feedback on both the methodology and findings of our 2019 industry association review.

Background

BHP published the findings and outcomes of our 2017 industry association review in December 2017. The 2017 review identified seven material differences on climate and energy policy between BHP and three industry associations: the Minerals Council of Australia (**MCA**); the United States Chamber of Commerce (**the Chamber**); and the World Coal Association (**WCA**). The review also found that BHP received a high level of benefit from the broader activities of the MCA, a moderate level of benefit from the broader activities of the Chamber, and a low level of benefit from the broader activities of the WCA. Based on these findings, BHP determined that we would remain a member of the MCA and the Chamber (subject to a number of actions) and cease our membership of the WCA.

BHP conducted a subsequent industry association review in 2018. The outcomes of this review were published on BHP's website³.

¹ These principles are detailed in section 1.3.

² See: <https://www.bhp.com/our-approach/operating-with-integrity/industry-associations-bhps-approach>.

³ Ibid.

Report structure

The Report is divided into four sections, as follows.

Section 1 – Our approach

This section summarises BHP's views on the three key elements that provide context for the review, namely climate and energy policy, the role of industry associations, and the principles that guide our membership of, and participation in, industry associations.

Section 2 – Scope and methodology

This section defines the parameters and limitations of BHP's review, and describes the detailed analysis undertaken to reach the conclusions set out in the following sections of this Report.

Section 3 – Review findings

This section outlines the findings of the 2019 industry association review. These findings relate to:

- Identified material differences between the positions BHP holds on climate and energy policy and the advocacy positions on climate and energy policy taken by industry associations to which the Company belongs;
- The benefit BHP derives from the broader activities of those associations that were identified as having at least one material difference on climate and energy policy; and
- The overall alignment between BHP and the industry associations to which the Company belongs on climate and energy policy.

Section 4 – Review outcomes

This section describes the outcomes of BHP's review of its membership of the industry associations where at least one material difference was identified, having regard to our principles for participating in industry associations⁴, identified material differences and the broader activities of the relevant association.

Governance

Our 2019 industry association review was overseen by a Steering Committee comprising the Chief External Affairs Officer and the General Counsel and Group Company Secretary.

The detailed work was undertaken by a cross-functional Working Group, comprising representatives from our Sustainability and Climate Change, Public Policy and Group Governance teams.

BHP engaged the services of KPMG to provide external analysis, research and technical expertise in connection with the matters addressed in this Report. These services are particularised in more detail in section 2 of this Report.

This Report has been approved by the Chief Executive Officer and endorsed by the BHP Board.

All views and conclusions expressed in this Report are those of BHP.

⁴ These principles are detailed in section 1.3.

1. Our approach

This section sets out BHP's views on the three key elements that provide context for the review:

- BHP's view on climate and energy policy;
- BHP's view on the role of industry associations; and
- BHP's principles that inform our approach to membership of, and participation in, industry associations.

1.1 BHP's view on climate and energy policy

Climate change is a global challenge that requires collaboration. Resources companies such as BHP, our customers and governments must play their part to meet this challenge.

Responding to climate change remains a priority governance and strategic issue for us. Our Board is actively engaged in the governance of climate change issues, including our strategic approach, supported by the Sustainability Committee. Management has primary responsibility for the design and implementation of our climate change strategy and our performance against our targets is reflected in senior executive and leadership remuneration. From 2021, the link between our targets and management remuneration will be further strengthened to reinforce the strategic importance of action to reduce emissions.

Our climate change strategy focuses on reducing our operational greenhouse gas (GHG) emissions, investing in low-emissions technologies, promoting product stewardship, managing climate-related risk and opportunity, and working with others to enhance the global policy and market response.

BHP supports the Paris Agreement as a critical element of the global response to climate change. BHP signed the 'CEO Statement on Business and Climate Change and the Paris Negotiations', supporting the Australian government in securing an effective outcome from the Paris negotiations, and became a signatory to the Paris Pledge for Action, pledging the Company's support to ensuring that the level of ambition set by the agreement is met or exceeded. Industry has a key role to play in working with governments and other stakeholders to inform the development of an effective, long-term climate change policy framework that delivers a measured transition to a lower emissions economy. We believe an effective policy framework should include a complementary set of measures, including a price on carbon, support for low-emissions technology and measures to build resilience.

BHP has been taking action on climate change for decades. Key examples include:

- Setting targets to reduce our operational emissions: Our short-term target is to maintain our total operational emissions in FY2022 at or below FY2017 levels while we continue to grow our business. Our long-term goal is to achieve net zero operational emissions in the latter half of this century consistent with the Paris Agreement. We plan to augment our existing targets by setting a medium-term target for the decarbonisation of our operations in 2020.
- Taking a product stewardship role for all emissions across our value chain: We have committed to work with the shippers, processors and users of our products to reduce scope 3 emissions, and to set public goals to address scope 3 emissions.
- Investing in CO₂ removal: We have invested in a range of measures, including carbon capture and storage (CCS), direct air capture and avoided deforestation. We have committed to expanding our efforts through the creation of BHP's Climate Investment Program. This program will invest US\$400 million over the next five years in projects to reduce scope 1, 2 and 3 emissions.
- Evaluating the resilience of our portfolio: We released our Climate Change Portfolio Analysis report in 2015. This describes our approach to scenario planning, and in particular, the potential portfolio implications of a transition to a 2°C world. In line with the goals of the Paris Agreement and the recent work of the IPCC, we will update our analysis in 2020. We will evaluate the potential impacts of a broader range of scenarios and a transition to 'well below' 2°C.

BHP is both a major producer and consumer of energy. Given this, we have been actively engaged in energy policy debates in our host communities. Our participation in these debates has been guided by three overarching principles:

1. Energy security, energy affordability and emissions reduction should be considered on an integrated basis.
2. Technology neutrality (i.e. policy settings that do not favour particular fuels or technologies) provides industry with the necessary flexibility to achieve energy and climate goals at the lowest possible cost.
3. Open and transparent markets in energy are the best means of promoting productivity and economic growth.

Further detail on BHP's views on climate and energy policy is provided in **Appendix A**.

1. Our approach continued

1.2 BHP's view on the role of industry associations

BHP believes that industry associations have the capacity to play a key role in advancing the development of standards, best practices and constructive policy that are of benefit to members, the economy and society. Similar benefits may be available where non-government organisations (NGOs) organise under a peak body in the not-for-profit sector, or where professionals become a member of a standards body.

We recognise that there is increasing stakeholder interest in the nature and role of industry associations, and the extent to which the positions of industry associations on key issues are aligned with those of member companies. We welcome feedback from investors as we work with our industry associations. In our view, there are significant benefits to be gained through engaging with investors and their representative organisations to enhance the performance and contribution of industry associations in the resources sector. BHP is also committed to ensuring that stakeholder expectations are reflected in our governance of our industry association memberships.

We acknowledge that some stakeholders would advocate for BHP to withdraw from industry associations in all circumstances where material differences on climate and energy policy may be identified. Exit from associations remains a clear option for BHP to pursue, and is one that we have exercised. However, there may also be circumstances in which our membership of industry associations can deliver improved positions from within the association even where differences have been identified. The changes adopted by the MCA and by the Chamber following our 2017 Review – where both associations developed new policy positions in favour of the Paris Agreement along with other positive changes – are examples of changes that would not have been possible had BHP exited these organisations.

There are several different types of industry associations. Some are sector specific, such as the MCA, which engages in activities related to the resources sector regarding a wide range of commodities. Some are issue specific, such as the Center for Climate and Energy Solutions, which focuses on reducing GHG emissions and promoting clean energy, with membership drawn from across the corporate sector. Others are geographically specific such as the Business Council of Australia, which provides a forum for the chief executives of Australia's largest companies to contribute to public policy debate.

Industry associations have a number of roles. For example, they can provide a platform for the sharing of industry best practice and identification of opportunities to improve health, safety, environmental and community performance, sometimes through collaborative action. They can look for efficiency improvements and address barriers to competition. They can undertake research and provide technical standards and certification. Many associations organise training and events to build capability, share information and establish networks among members.

We believe that active participation in industry associations provides a leadership opportunity. By working within associations, we can, with other like-minded members, seek to exert what we regard to be a positive influence on the industry as a whole. This does not mean we will always agree with every position or approach that every industry association to which we belong adopts on every issue. The role of each member of an association is to articulate its view in a clear and constructive way, and to seek to influence the association through free and open debate. This is certainly how we see BHP's role within the industry associations to which we belong – both in Australia and globally. It is not the role of any association to represent BHP, and there are times when our views are not aligned.

Industry associations are also an important forum for debate and we believe they are most effective when they allow discussion of a wide range of views. However, having a range of members can also make it difficult to form a consensus or 'industry' view, particularly if the topic has different impacts for different members. In instances where no broad industry consensus exists, our general view is that associations should refrain from advocacy, with individual members being best placed to outline their views independently.

The only exception to this general view relates to the Paris Agreement. Given the centrality of the Paris Agreement to the global effort by national governments to address climate change, it is difficult for an association active at the international or national level to engage on climate and energy policy without having a position on the Paris Agreement. Accordingly, where there is no broad consensus on the Paris Agreement within an association active at the international or national level, we believe it is imperative that the association actively seeks to foster such a consensus, so the association is able to engage constructively in climate and energy policy debates.

1. Our approach continued

1.3 BHP's principles for participation in industry associations

The following principles (**Industry Association Principles**) guide our membership of, and participation in, industry associations that hold advocacy positions on climate and energy policy.

General

1. BHP may choose to participate in an industry association where participation provides access to industry standards, technical insights or other activities that can improve the performance of BHP or of the industry generally, and where such outcomes would otherwise be unavailable, or less effective, in the absence of the industry association's activities.
2. An industry association should have clear and transparent governance arrangements, including direct and regular board oversight of its secretariat activities.
3. The policy advocacy of an association should reflect the views of its membership. On issues where no broad industry consensus exists, an association should refrain from advocacy, with individual members being best placed to outline their views independently. In relation to the Paris Agreement, an industry association active at the national or international level on climate and energy policy⁵ should seek to foster a consensus within its membership, so that it is able to develop a clear position in support of the agreement.

Policy review

4. BHP will keep under regular review its alignment with the climate and energy policy positions taken by industry associations on matters of significance to BHP.
5. If, in the course of such review, a material difference in policy position is identified, BHP will assess its relationship with that industry association, having regard to the nature of the material difference and the extent of the benefit derived from the broader activities of the association. Based on this assessment (and taking into account any consultation with the association), BHP will take one of the actions described in Principles 6 to 8 below.
6. BHP will cease membership of the industry association where there is a finding of material difference that is likely to have a significant impact on policy debate, and where BHP has not established that there is sufficient benefit derived from the association's broader activities. Prior to making a final decision to cease membership, BHP will invite the relevant association to respond to BHP's findings.

7. BHP will remain a member of the industry association, without additional action, where there is a finding of material difference that is unlikely to have a significant impact on policy debate, and where BHP has established sufficient benefit derived from the association's broader activities.
8. BHP will remain a member of the industry association, with additional action, where there is a finding of material difference that is likely to have a significant impact on policy debate, and where BHP has established sufficient benefit derived from the association's broader activities.
9. In relation to an industry association to which Principle 8 applies, the following actions will be undertaken:
 - BHP will communicate the material difference or differences to the board of the association, and maintain a register of material differences;
 - where a material difference has been identified based on an association not having a position on the Paris Agreement, BHP will request that the association foster a consensus within its membership on the Paris Agreement, with the goal of developing a position;
 - for all other material differences, BHP will request that the association refrain from policy activity or advocacy in the area where the material difference exists (unless there is broad industry consensus to the contrary); and
 - BHP will review its membership of the association if the association has not acted upon the identified material differences within a reasonable period (being not more than 12 months).

⁵ Reflecting that the Paris Agreement is a global agreement between national governments.

2. Scope and methodology

2.1 Scope

In-scope industry associations

The 2019 industry association review focused on 29 industry associations, plus Coal21 (see **Appendix B**).

The in-scope industry associations were defined as those that hold an active position on climate and energy policy. They were identified based on a review of BHP's register of industry association memberships.

In-scope climate and energy policies

The 2019 industry association review focused on 10 climate and energy policies (see **Appendix A**).

The in-scope policies were defined as those that are of key importance to BHP's position strategy and/or public advocacy. A climate and energy policy was identified as being of key importance if it satisfied at least one of the following criteria:

- The policy appears in BHP's published climate change position statement;
- The policy is a core part of BHP's climate change strategy; or
- The policy is one in respect of which BHP undertakes significant advocacy or external engagement.

The key change between the 2017 industry association review and the 2019 industry association review is that we merged two similar policy areas (Paris Agreement and Restricting Global Warming to 2°C) into a single policy area (Paris Agreement), and added a new policy area relating to the issue of scope 3 emissions (i.e. Addressing GHG Emissions Beyond our Operations).

Review period

The 2019 industry association review covers statements made by the in-scope associations from 1 January 2018 to 15 November 2019.

2.2 Methodology

Identifying and acting on material differences

The core purpose of the 2019 industry association review is to identify material differences between the positions held by BHP and the in-scope associations and on in-scope policies, and to act on identified differences in accordance with our Industry Association Principles. We utilised a four-step approach to achieve this purpose.

First, we engaged an external provider (KPMG) to collect publicly available information on the positions of the in-scope industry associations in relation to the in-scope policies, and to analyse those positions relative to those held by BHP. KPMG gathered primary and secondary data from a range of sources, including association websites, government review processes, news articles and social media sites.

Second, we assessed the materiality of potential departures identified by KPMG. This assessment was conducted on a case-by-case basis and guided by the following factors:

- The clarity and consistency of the association's position; and
- The reasonableness of claiming that a material difference exists, having regard to relevant policy context, and the nature and extent of BHP's position and that of the association.

Third, for those industry associations that were identified as having a material difference on climate and energy policy, we assessed the benefit that BHP receives from the broader activities of these associations. This assessment focused on five key areas:

- **Health and Safety:** operational safety, occupational health and related activities;
- **Environment:** land use and biodiversity, and water;
- **Community:** sustainable development, community engagement, Indigenous peoples and human rights;
- **Workforce:** inclusion and diversity, and workforce training; and
- **Economics:** policy development in relation to trade and investment, productivity and growth, and economic reform.

Lastly, for those industry associations that were identified as having a material difference on climate and energy policy, we made a determination on our future relationship with these associations (having regard to our Industry Association Principles).

The importance of the Paris Agreement

One of our guiding Industry Association Principles is that the policy advocacy of an industry association should reflect the views of its membership. On issues where no broad industry consensus exists, we believe associations should refrain from advocacy.

As a consequence, we generally do not view the absence of an association position on a climate and energy policy as representing, by itself, sufficient evidence that a material difference exists (given such 'silence' could reflect a lack of consensus amongst the association's membership).

The only exception relates to the Paris Agreement. Recognising the centrality of the Paris Agreement to the global effort by national governments to address climate change, we consider the absence of a position from an association active in energy and climate policy on the Paris Agreement to provide a basis for a finding of material difference. This standard applies to industry associations active at the international or national level, given responsibility for achieving the goals of the Paris Agreement lies with national governments.

Where we find a material difference based on the absence of an association position on the Paris Agreement, we will encourage these associations to foster a consensus within their memberships on the policy area, with the goal of developing a clear position in support of the Agreement.

2. Scope and methodology continued

Assessing overall alignment

In addition to identifying potential material differences, the 2019 industry association review aims to provide a broader view of the extent to which the in-scope associations are aligned with BHP on climate and energy policy. We utilised a three-step approach to conduct this assessment of overall alignment.

First, we identified the in-scope policies that are relevant to each association. In doing so, we had regard to: (1) the nature of the associations (e.g. whether they have a more specialised purpose, like the Carbon Market Institute or ResponsibleSteel, or are intended to represent their memberships in a more comprehensive manner, like the International Council on Mining and Metals or the Business Council of Australia); and (2) the scope of the associations (e.g. whether they have an international, national or regional focus). The intent of this step was to recognise the diversity of focus of the in-scope associations, and the different range of policy areas in which they are active.

Second, we categorised the positions of the in-scope associations on their relevant policies – in terms of whether the associations: (1) have a position that is broadly consistent with the position held by BHP; (2) have a position that is materially different to the position held by BHP; or (3) do not have an articulated position.

Lastly, we made a determination on the extent of overall alignment for each association – in terms of whether the associations were: (1) Aligned; (2) Mostly Aligned; (3) Partly Aligned; or (4) Misaligned. A key consideration was whether the associations had at least one materially different position. If they did, they could only be categorised as either Partly Aligned or Misaligned, depending on the number of broadly consistent positions the associations had relative to their number of materially different positions. If the associations did not have any materially different positions, they could be categorised as Aligned, Mostly Aligned or Partly Aligned, depending on the number of broadly consistent positions the associations had relative to their number of ‘no positions’. The table below provides further detail on the criteria we used to categorise the associations.

Categories of overall alignment	Association had no materially different positions	Association had at least one materially different position
Aligned	The association has a broadly consistent position on <u>all</u> of its relevant policies.	n/a
Mostly Aligned	The association has a broadly consistent position on <u>half or more</u> of its relevant policies, and no position on the remaining policies.	n/a
Partly Aligned	The association has a broadly consistent position on <u>less than half</u> of its relevant policies, and no position on the remaining policies.	The association has <u>more</u> broadly consistent positions on its relevant policies than materially different positions.
Misaligned	n/a	The association has <u>fewer</u> broadly consistent positions on its relevant policies than materially different positions.

2.3 Limitations

Objectivity

The views and conclusions expressed in this Report are those of BHP. No association covered by this review was consulted on BHP’s approach or provided with BHP’s assessment of material differences or proposed outcomes prior to finalisation of this Report. BHP has endeavoured (with the input of KPMG) to provide a balanced and fair summary of the policy and advocacy positions of each association included in the scope of this review, but recognises that the nature of a review of policy and advocacy positions in any area of public debate necessarily involves interpretation, judgement and opinion.

Evidence-based review

The review is based on publicly available information such as websites and social media sites. The review cannot, and therefore does not, encompass or take into account information which may have been disclosed ‘behind closed doors’.

3. Review findings

3.1 Material differences

The review identified six material differences on climate and energy policy across four associations, as outlined below.

American Petroleum Institute

Policy	Association position	Our position
Emissions reduction targets	The American Petroleum Institute (API) has expressed support for the proposed decision by the United States Environmental Protection Agency to remove existing methane requirements for the oil and gas industry ⁶ . These requirements were initially introduced by the Obama Administration, and form part of the United States Nationally Determined Contribution (NDC) under the Paris Agreement ⁷ .	We welcomed the Paris Agreement formalised in December 2015 at the United Nations Framework Convention on Climate Change (UNFCCC) 21 st Conference of Parties (COP21). We support efforts by government and industry to set targets for emissions reductions.
Paris Agreement	The API does not have an articulated position on the Paris Agreement	BHP supports the Paris Agreement as a critical element of the global response to climate change.

Mining Association of Canada

Policy	Association position	Our position
Paris Agreement	The Mining Association of Canada (MAC) does not have an articulated position on the Paris Agreement	BHP supports the Paris Agreement as a critical element of the global response to climate change.

New South Wales Minerals Council

Policy	Association position	Our position
Balancing the trilemma	<p>The formal policy position of the New South Wales Minerals Council (NSWMC) is that 'policy measures must deliver reliable and affordable energy at least cost while putting Australia on a pathway to meeting its emissions reduction targets⁸.</p> <p>In recent times, however, the NSWMC has used language and arguments that suggest the association believes emissions reduction should be deprioritised relative to, or is incompatible with, affordability and reliability. For instance, over the past 12 months, the NSWMC has:</p> <ul style="list-style-type: none"> • Called on State political parties to 'ensure that NSW has reliable and affordable energy' (without requiring a similar commitment around emission reduction)⁹; • Criticised politicians for being 'obsessed with setting emissions targets over delivering affordability and reliability for families and businesses'¹⁰; and • Argued that 'the more radical and ambitious any energy policy seems, the more it's likely to cost'¹¹. 	We believe climate policy and energy policy are inextricably linked, and that energy reliability, energy affordability and emissions reduction should be considered on an integrated basis.

6 API (2019), 'API: Industry leadership combined with smart regulations will continue to drive methane emissions reductions', 29 August, available at: <https://www.api.org/news-policy-and-issues/news/2019/08/28/nsp-revision-proposal-2019>.

7 US Government (2015), USA First NDC Submission, available at: <https://www4.unfccc.int/sites/ndcstaging/PublishedDocuments/United%20States%20of%20America%20First/U.S.A.%20First%20NDC%20Submission.pdf>.

8 NSWMC (2019), 'Climate Change, Energy and Emissions Policy', available at: <http://www.nswmining.com.au/environment/climate-change,-energy-and-emissions>.

9 NSWMC (2019), NSW Election Policy Priorities Manifesto, available at: <http://www.nswmining.com.au/getattachment/aac9c188-8a82-4390-be0a-1d9c3b0584b0/NSWMC-2019-NSW-State-Election-Policy-Manifesto.pdf>.

10 NSWMC (2018), 'Net zero emissions target puts NSW economy and jobs at risk', 19 December, available at: <http://www.nswmining.com.au/menu/media/news/2018/december/net-zero-emissions-target-puts-nsw-economy-and-job>.

11 NSWMC (2019), 'After Liddell shuts, will we be left in the dark?', Daily Telegraph, 14 May, p.13.

3. Review findings continued

United States Chamber of Commerce

The 2017 industry association review identified four material differences on climate and energy policy with the Chamber. These related to the Paris Agreement, Restricting Global Warming to 2°C, Emissions Reduction Targets, and Price on Carbon.

The Chamber published a new climate change statement in April 2019. As part of this statement, the Chamber: highlighted that inaction on climate change is not an option; called for a ‘policy approach that acknowledges the costs of action and inaction and the competitiveness of the US economy’; and expressed support for the Paris Agreement, the UNFCCC and the need for international cooperation to address climate change¹². Based on the

Chamber’s new climate change statement, and our assessment of the association’s advocacy since the statement was released, we believe the previously identified material differences relating to the Paris Agreement and Restricting Global Warming to 2°C have been addressed.

Since the 2017 industry association review, the Chamber has largely refrained from advocacy in relation to Emissions Reduction Targets and Price on Carbon. Such an outcome is aligned with our view that industry associations should refrain from advocacy on issues where no broad consensus exists. Nonetheless, given that the Chamber has not expressly changed its original position on Emissions Reductions Targets and Price on Carbon, we continue to identify both of these policy areas as representing a material difference (as outlined below).

Policy	Association position	Our position
Emissions reduction targets	The Chamber has claimed that the United States NDC is unachievable (due to a lack of specificity and congressional backing) and would impose too high of a cost on American businesses (particularly relative to their international competitors) ¹³ .	We welcomed the Paris Agreement formalised in December 2015 at COP21. We support efforts by government and industry to set targets for emissions reduction.
Price on carbon	The Chamber has maintained that introducing a price on carbon would impose significant costs on the United States economy, and would be unlikely to garner popular support from the American people. Rather than carbon pricing, the Chamber believes ‘technology and innovation offer the greatest potential to reduce emissions’ ¹⁴ .	Emissions reductions are necessary if Australia is to meet its Paris targets and to contribute more broadly to the global effort to address climate change. An effective global framework to reduce emissions should use a portfolio of complementary measures, including a price signal on carbon, implemented in a way that addresses competitiveness concerns and achieves lowest cost emissions reductions.

12 The Chamber (2019), ‘Addressing climate change’, available at: <https://www.uschamber.com/addressing-climate-change>.

13 United States Chamber of Commerce (2017), ‘The high cost of filling in the Obama Administration’s Paris pledge “gap”’, 17 March, available at: <https://www.uschamber.com/above-the-fold/the-high-cost-filling-the-obama-administration-s-paris-pledge-gap>; United States Chamber of Commerce (2016), ‘Statement on the Paris Climate Change Agreement to the U.S. House of Representatives Committee on Science, Space and Technology’, 2 February, available at: <https://science.house.gov/sites/republicans.science.house.gov/files/documents/HRG-114-SY-WState-SEule-20160202.pdf>; United States Chamber of Commerce (2015), ‘Global climate proposal deserves serious scrutiny’, 30 November, available at: <https://www.uschamber.com/above-the-fold/global-climate-proposal-deserves-serious-scrutiny>

14 United States Chamber of Commerce (2017), ‘Climate change’, 19 October, available at: <https://www.uschamber.com/issue-brief/climate-change>; United States Chamber of Commerce (2012), ‘Industry lobbyists call for lighter oil, gas regulations’, November, available at: <https://www.globalenergyinstitute.org/industry-lobbyists-call-lighter-oil-gas-regulations>; Global Energy Institute, United States Chamber of Commerce (2017), ‘The Costs of Achieving the Obama Administration’s GHG Emissions Goals’, January, available at: <https://www.globalenergyinstitute.org/sites/default/files/EIA%20No%20CPP%20vs.%20IEH%20Analysis%20Formatted%20FINAL.pdf>; United States Chamber of Commerce (2016), ‘Statement on the Paris Climate Change Agreement to the U.S. House of Representatives Committee on Science, Space and Technology’, 2 February, available at: <https://science.house.gov/sites/republicans.science.house.gov/files/documents/HRG-114-SY-WState-SEule-20160202.pdf>; United States Chamber of Commerce (2012), ‘Industry lobbyists call for lighter oil, gas regulations’, November, available at: <https://www.globalenergyinstitute.org/industry-lobbyists-call-lighter-oil-gas-regulations>.

3. Review findings continued

Other findings

Coal21

The primary objective of Coal21 is to undertake research and development, and demonstration projects, in relation to low-emissions technology options. It was established in 2006 (as Australian Coal Association Low Emissions Technology, or ACALET). Coal21 is supported by a voluntary levy on coal production and includes 26 investors from Australia's black coal producers. BHP has been a member of Coal21 since its inception.

In addition to its investment mandate, Coal21 has traditionally engaged in a range of communication and awareness activities. These activities have attracted interest from some stakeholders. Though Coal21 is primarily a research body rather than an industry association, we have assessed its position on the in-scope climate and energy policies using the same approach applied to the industry associations covered by this review.

Our assessment did not identify any material differences between Coal21's climate and energy policy positions and the core climate and energy policy positions held by BHP. Nonetheless, BHP believes that some of Coal21's broader communications activities have not been consistent with its core objectives.

In September 2019, the Board of Directors of Coal21 unanimously endorsed a change to its constitution to confirm its mandate on low-emissions research and development, and to ensure that any communications relate only to technical matters in service of its technical program of work. The constitutional amendment is consistent with Coal21's underlying objectives to undertake a technical program of work into low-emissions technology, and confirms that broader advocacy and communications activities are not within the scope of the company and will not form any part of the company's forward program of work.

BHP supported this constitutional change, and believes it will strengthen Coal21's overall research mandate.

Given the above, BHP has determined to remain a member of Coal21. We will nonetheless remain actively engaged with Coal21 to ensure its focus on low-emissions technology research and development is realised.

Minerals Council of Australia

The 2017 industry association review identified two material differences between BHP and the MCA on climate and energy policy. These related to Balancing the Energy Trilemma and Technology Neutral, Free Market Energy Mix.

Following constructive discussions with BHP and other members, the MCA released a new Energy and Climate Policy Position in March 2018¹⁵. This new position endorsed the Paris Agreement and addressed the material differences identified in the 2017 review. The 2019 industry association review did not identify any material differences between BHP and the MCA on climate and energy policy. We note the MCA has made comment on thermal coal during the review period. The review has not identified instances where the MCA has made comment that is materially inconsistent with BHP's policy positions on the need to reduce greenhouse gas emissions as part of the energy 'trilemma' and the MCA has not expressed a policy preference for thermal coal. We will continue to work with the MCA to ensure that, where it is undertaking advocacy, this remains consistent with its stated policy.

15 See: <https://minerals.org.au/energy-and-climate-change>.

3. Review findings continued

3.2 Broader activities

For those associations where one or more material differences on climate and energy policy were identified, the broader activities of these associations were assessed across the following areas:

- **Health and Safety:** operational safety, occupational health and related activities;
- **Environment:** land use and biodiversity, and water;
- **Community:** sustainable development, community engagement, Indigenous peoples and human rights;
- **Workforce:** inclusion and diversity, and workforce training; and
- **Economics:** policy development in relation to trade and investment, productivity and growth, and economic reform.

The results of this assessment are summarised below, while the detailed findings of the assessment are outlined in **Appendix C**.

American Petroleum Institute

The API is the primary oil and gas industry association in the United States, and is active in all five areas of importance to BHP.

Our overall assessment is that BHP receives a high level of benefit from the broader activities of the API. The API is a leader in terms of developing operational safety, environmental protection and equipment standards for the global oil and gas industry. These standards are utilised by BHP and are frequently referenced in government regulations. Beyond this, we benefit from the API's engagement on economic issues (particularly its expansive and frequent efforts on free trade), and programs designed to improve inclusion and diversity in the United States oil and gas industry.

Appendix C provides greater detail on the basis of this summary assessment.

Mining Association of Canada

The MAC is the national industry association for the Canadian mining industry, and is active in all five areas of importance to BHP.

Our overall assessment is that BHP receives a moderate-to-high level of benefit from the broader activities of the MAC. The Towards Sustainable Mining system developed and maintained by the MAC is globally renowned for helping mining companies evaluate and manage their environmental and social responsibilities. In addition, the MAC is a leader in tailings management, and has developed a range of guidance to support mining companies around the world improve their performance in this area. The MAC is also effective in promoting the economic contribution of the Canadian mining industry, and engaging on economic issues of importance to the industry.

Appendix C provides greater detail on the basis of this summary assessment.

New South Wales Minerals Council

The NSWMC is a prominent industry body in New South Wales, and is active in all five areas of importance to BHP.

Our overall assessment is that BHP receives a moderate level of benefit from the broader activities of the NSWMC. On the one hand, the NSWMC is active in areas outside of climate and energy policy that are of value to BHP (particularly around the importance of health and safety, inclusion and diversity, and community engagement). We also benefit from the association's engagement on various regulatory matters, and its promotion of the industry's contribution to regional communities. However, we do not make significant use of the NSWMC to share best practice and improve our performance.

Appendix C provides greater detail on the basis of this summary assessment.

United States Chamber of Commerce

The Chamber is a high profile and longstanding industry association that plays a significant role in the United States business community. We have been a member of the Chamber since 2011.

Our overall assessment is that BHP continues to receive a moderate level of benefit from the broader activities of the Chamber. We derive benefits from the association's advocacy on economic issues, particularly its ongoing advocacy on the importance of free trade and the distortionary impacts of tariffs. We also derive some benefit from having access to issue experts at the Chamber, and the Chamber's information-sharing activities. However, while the Chamber is active across a number of areas of importance to BHP (particularly health and safety, environment, community and workforce), we use the Chamber less to improve our performance in these areas compared to other major industry associations.

Appendix C provides greater detail on the basis of this summary assessment.

3. Review findings continued

3.3 Overall alignment

Section 3.1 focused on those instances where we identified a material difference between BHP and the in-scope industry associations on climate and energy policy. The purpose of this section is to take a broader view. It details our assessment of the overall alignment between BHP and the in-scope associations on climate and energy policy.

Based on the methodology outlined in section 2.2, 14 associations were found to be 'Aligned' with BHP, 12 associations were found to be 'Mostly Aligned' with BHP, and four associations were found to be 'Partly Aligned' with BHP. No association was found to be 'Misaligned' with BHP.

The tables below summarise the results of our assessment of overall alignment.

Aligned industry associations

Australian Petroleum Production and Exploration Association	Canadian Chamber of Commerce
Center for Climate and Energy Solutions	CEO Climate Dialogue
Climate Leadership Council	Carbon Market Institute
Consejo Minero	Global Carbon Capture and Storage Institute
International Association of Oil & Gas Producers	International Chamber of Commerce
International Council on Mining and Metals	International Emissions Trading Association
International Petroleum Industry Environmental Conservation Association	ResponsibleSteel

Mostly Aligned industry associations

Association	Rationale
Australian Industry Greenhouse Network	No position on Climate Science
Business Council of Australia	No position on Climate Science
Business Council of Canada	No position on Climate Science, Emissions Reduction Targets and Balancing the Energy Trilemma
Chamber of Minerals and Energy of Western Australia	No position on Climate Science, Balancing the Energy Trilemma, and Price on Carbon
Coal21	No position on Price on Carbon
Energy Chamber of Trinidad & Tobago	No position on Carbon Capture and Storage
International Copper Association	No position on Price on Carbon and Technology Neutral, Free-Market Energy Mix
Minerals Council of Australia	No position on Price on Carbon
Queensland Resources Council	No position on Price on Carbon
Resource Industry Network	No position on Technology Neutral, Free-Market Energy Mix
South Australian Chamber of Mines & Energy	No position on Adaptation Infrastructure
World Nuclear Association	No position on Technology Neutral, Free-Market Energy Mix

Partly Aligned industry associations

Association	Rationale
American Petroleum Institute	No position on Adaptation Infrastructure, Climate Science and Price on Carbon Materially different positions on Emissions Reduction Targets and Paris Agreement
Mining Association of Canada	No position on Carbon Capture and Storage, Emissions Reduction Targets, and Balancing the Energy Trilemma Materially different positions on Paris Agreement
New South Wales Minerals Council	No position on Price on Carbon Materially different positions on Balancing the Energy Trilemma
United States Chamber of Commerce	Materially different positions on Emissions Reduction Targets and Price on Carbon

4. Review outcomes

This section outlines the determinations we have made in relation to our future relationships with the four associations identified as having materially different positions on climate policy compared to BHP, namely, API, MAC, NSWMC and the Chamber. These determinations were made consistent with the Industry Association Principles (see section 1.3).

American Petroleum Institute

The 2019 industry association review identified two material differences with the API (relating to Emissions Reduction Targets and the Paris Agreement). The review also found that BHP derives a high level of benefit from the broader activities of the API. Given this, BHP has determined to remain a member of the API, subject to the following actions:

- BHP will formally communicate the identified material difference to the board of the API;
- BHP will request that the API refrain from policy activity or advocacy in relation to Emissions Reduction Targets;
- BHP will encourage the API to foster a consensus within its membership in relation to the Paris Agreement, with the goal of developing a position on this policy area;
- BHP will maintain a register of material differences; and
- BHP will review its membership of the API if it has not refrained from advocacy in relation to Emissions Reduction Targets and fostered a consensus on the Paris Agreement within a reasonable period (no later than 31 August 2020).

Mining Association of Canada

The 2019 industry association review identified one material difference with the MAC (relating to the Paris Agreement). The review also found that BHP derives a moderate-to-high level of benefit from the broader activities of the MAC. Given this, BHP has determined to remain a member of the MAC, subject to the following actions:

- BHP will formally communicate the identified material difference to the board of the MAC;
- BHP will encourage the MAC to foster a consensus within its membership in relation to the Paris Agreement, with the goal of developing a position on this policy area;
- BHP will maintain a register of material differences; and
- BHP will review its membership of the MAC if it has not fostered a consensus on the Paris Agreement within a reasonable period (no later than 31 August 2020).

New South Wales Minerals Council

The 2019 industry association review identified one material difference with the NSWMC (relating to Balancing the Energy Trilemma). The review also found that BHP derives a moderate level of benefit from the broader activities of the NSWMC.

During the course of the review, the NSWMC published a new Climate Change, Energy and Emissions Policy statement¹⁶. This statement supports the Paris Agreement and the goal of holding an increase in the global average temperature to well below 2°C above pre-industrial levels. The statement also acknowledges the importance of integrated climate and energy policy.

In light of the positive nature of the new policy statement, and the broader benefits we receive from our membership, BHP has determined to remain a member of the NSWMC at this time. However, we will conduct a further review of our membership of the NSWMC no later than 30 April 2020. Over this period, BHP will request that the NSWMC refrain from advocating in a manner that is inconsistent with our position on Balancing the Energy Trilemma, and engage with the NSWMC and its broader membership to close the identified material difference. BHP will also expect that the NSWMC's support for Paris-aligned climate action, as articulated in its new Climate Change, Energy and Emissions Policy statement, will be clearly reflected in its policy positions.

Consistent with our Industry Association Principles, BHP will also:

- Formally communicate the identified material difference to the board of the NSWMC; and
- Maintain a register of material differences.

United States Chamber of Commerce

The 2017 industry association review identified four material differences with the Chamber (relating to Paris Agreement, Restricting Global Warming to 2°C, Emissions Reduction Targets, and Price on Carbon). The first two of these material differences have been addressed by the Chamber's new climate change statement. The Chamber has also refrained from advocacy in relation to Emissions Reduction Targets and Price on Carbon.

Given the positive movement made by the Chamber, and that we still believe we receive a moderate level of benefit from the broader activities of the Chamber, we have determined to remain a member of the association at the time, subject to a number of actions. These actions will include monitoring the Chamber's ongoing advocacy on climate and energy and engaging further with the Chamber to encourage a member consensus that would close the remaining material differences. We will review our membership of the Chamber within a reasonable period (no later than 31 August 2020).

¹⁶ NSWMC (2019), 'Climate Change, Energy and Emissions Policy statement', available at: <http://www.nswmining.com.au/environment/climate-change,-energy-and-emissions>.

Appendices

Appendix A: BHP climate and energy policies

Policy area	BHP's position
Adaptation infrastructure	<p>We take a robust, risk-based approach to adapt to the physical impacts of climate change. We work with globally recognised agencies to obtain regional analyses of climate change science to inform resilience planning at an asset level and improve our understanding of the climate vulnerabilities that our operations and host communities may face.</p> <p>A policy framework to deliver a measured transition to a lower emissions economy should include a complementary set of measures, including a price on carbon, support for low-emissions technology and measures to build resilience.</p>
Addressing greenhouse gas emissions beyond our operations	<p>We are committed to reducing our operational greenhouse gas emissions. However, emissions from our value chain (Scope 3 emissions) are significantly higher than those from our own operations. We recognise that we have a stewardship role in working with our customers, suppliers and other value chain participants to seek to influence emissions reductions across the full life cycle of our products.</p> <p>Our approach to addressing scope 3 emissions is evolving: we are improving our scope 3 accounting process; developing appropriate metrics and targets that will enable us to track emissions performance and manage our exposure to risk; and looking for opportunities to scale up our current activities to influence emissions reductions across our value chain.</p>
Balancing the energy trilemma	<p>Climate policy and energy policy are inextricably linked. Recognising this connection, and ensuring that the sometimes conflicting demands of energy reliability, energy affordability and emissions reduction are appropriately balanced, is essential to minimising adverse impacts and maximising policy efficacy.</p>
Carbon capture and storage	<p>To provide access to energy and limit climate change, the world must find ways to reduce emissions from the production and use of fossil fuels, as well as increasing the share of alternative energy sources. Carbon capture and storage (CCS) can play a pivotal role in reducing emissions from oil and gas production, and from fossil fuels used in power generation and industrial processes.</p> <p>To enable the expansion of CCS development, policies must be embedded in long-term strategies that recognise a range of abatement options will play a role in the future. In an ideal world, there would be mechanisms, such as a carbon price as part of a suite of policy solutions, to help steer commercial investment into low-emission technologies like CCS. In the nearer term, industry and government must work together to develop pilot projects, demonstration plants and 'first of a kind' commercial scale operations.</p>
Climate science	<p>We accept the IPCC assessment of climate change science, which has found that warming of the climate is unequivocal, the human influence is clear and physical impacts are unavoidable.</p>
Emissions reduction targets	<p>We welcomed the Paris Agreement formalised in December 2015 at COP21. We support government efforts to achieve the goals of the Paris Agreement as set out in NDCs and the requirement to ratchet up these efforts over time.</p>
Land use change for sequestration	<p>Deforestation and land degradation are responsible for up to 20 per cent of GHG emissions and are the largest sources of emissions in many developing countries. Forest resources also contribute directly to the livelihoods of 90 per cent of the 1.2 billion people living in abject poverty. GHG emissions will remain an inevitable part of BHP's business even with low-emissions technology becoming more effective and commercially viable. As a result, identifying cost-effective and robust offsets (carbon credits) is important to meeting future GHG emissions reduction commitments.</p> <p>REDD+ is an international mechanism established under the UNFCCC that provides economic, social and environmental incentives for developing countries to reduce GHG emissions from deforestation and related activities through the creation of carbon credits. Supporting the REDD+ is a key element of our climate change mitigation efforts.</p>
Paris Agreement	<p>BHP supports the Paris Agreement as a critical element of the global response to climate change. BHP signed the 'CEO Statement on Business and Climate Change and the Paris Negotiations', supporting the Australian government in securing an effective outcome from the Paris negotiations, and became a signatory to the Paris Pledge for Action, pledging the Company's support to ensuring that the level of ambition set by the agreement is met or exceeded.</p> <p>Drawing on the recent work of the IPCC, we acknowledge that the potential impacts and associated risks of climate change are more significant under global warming of 2°C compared to 1.5°C.</p>
Price on carbon	<p>An effective global framework to reduce emissions should use a portfolio of complementary measures, including a price signal on carbon, implemented in a way that addresses competitiveness concerns and achieves lowest cost emissions reductions.</p> <p>The ideal solution would be an international price that incentivises a market-based response. But gaining alignment is challenging, and we recognise that countries have different strategic objectives and priorities they must consider.</p>

Appendix A: BHP climate and energy policies continued

Policy area	BHP's position
Technology neutral, free market energy mix	<p>Energy markets need to be both fuel and technology neutral, and not artificially favour one type of technology over another. Governments should instead focus on providing clear emissions reduction goals and system stability requirements. It would then be up to industry to determine the most effective and least cost means of achieving these goals. Such an approach would promote innovation and avoid a scenario where less-efficient technologies are established and/or potentially more efficient technologies are unnecessarily held back.</p> <p>BHP believes that societies and economies can be strengthened by policy and regulatory settings that are risk-based and developed in an open, transparent manner. This is particularly important in energy markets, where the cost impacts of poor market interventions are high; flow across much of the economy; and can persist in the market long after being discontinued. Government intervention in resources and energy markets should only be in response to a demonstrated market failure and informed by cost-benefit analysis.</p>

Appendix B: Industry associations

Name	Geography
American Petroleum Institute	United States
Australian Industry Greenhouse Network	Australia
Australian Petroleum Production and Exploration Association	Australia
Business Council of Australia	Australia
Business Council of Canada	Canada
Canadian Chamber of Commerce	Canada
Carbon Market Institute	Australia
Center for Climate and Energy Solutions (C2ES)	United States
CEO Climate Dialogue	United States
Chamber of Minerals and Energy of Western Australia	Australia
Climate Leadership Council	United States
Coal21	Australia
Consejo Minero	Chile
Energy Chamber of Trinidad and Tobago	Trinidad and Tobago
Global Carbon Capture and Storage Institute	International
International Association of Oil and Gas Producers	International
International Emissions Trading Association	International
International Chamber of Commerce	International
International Copper Association	International
International Council on Mining and Metals	International
International Petroleum Industry Environmental Conservation Association	International
Minerals Council of Australia	Australia
Mining Association of Canada	Canada
New South Wales Minerals Council	Australia
Queensland Resources Council	Australia
Resource Industry Network	Australia
ResponsibleSteel	International
South Australian Chamber of Mines and Energy	Australia
United States Chamber of Commerce	United States
World Nuclear Association	International

Appendix C: Broader activities assessment

Industry associations with identified material differences

The 2019 industry association review identified four industry associations that had one or more material differences on climate and energy policy with BHP. This section outlines the results of our assessment of the benefits that BHP receives from the broader activities of these associations.

American Petroleum Institute

Health and safety	<p>API shares our view that safety is a core value for the resources industry¹⁷.</p> <p>API leads the development of operational safety, environmental protection and equipment standards for the global oil and gas industry, with more than 700 standards currently in place¹⁸. These standards are developed with member, industry and government participation and are frequently referenced in government regulations. The standards program also includes a certification measure, the API Monogram, to support quality management of industry suppliers¹⁹.</p> <p>Each year, API collects workplace safety data and provides it to association members to drive continuously health and safety improvement across the industry²⁰.</p> <p>In 2019, API updated its Recommended Practice for 'Occupational Safety and Health for Oil and Gas Well Drilling and Servicing Operations'²¹. This content informed the development of the 'API Rules to Live By' outreach program²².</p> <p>API's Health, Environment and Safety Committee brings together HSE leaders from across the industry to identify health and safety issues, share best practices and improve industry performance.</p> <p>API provides organisational support for the Center for Offshore Safety, which drives continuous improvement in offshore safety and operational integrity²³.</p>
Environment	<p>API leads the development of operational safety, environmental protection and equipment standards for the global oil and gas industry, with more than 700 standards currently in place²⁴. These standards are developed with member, industry and government participation and are frequently referenced in government regulations. The standards program also includes a certification measure, the API Monogram, to support quality management of industry suppliers²⁵.</p> <p>API has established environmental principles and programs for its members on topics focused on water, air and energy efficiency, supporting continuous performance improvement across the industry²⁶.</p> <p>API launched The Environmental Partnership to bring companies together to take action, learn and collaborate on voluntary efforts to improve environmental performance, initially focusing on reducing methane emissions²⁷.</p> <p>API collates and publishes information on environmental expenditures by the US oil and gas industry²⁸.</p> <p>API coordinates multiple committees of subject matter experts to share information and engage with policymakers on environmental issues and regulations.</p>
Community	<p>API led efforts by member companies to develop Community Engagement Guidelines, outlining best practices for stakeholder engagement to promote the safe and responsible development of oil and gas²⁹.</p>

17 API (2019), 'Safety and system integrity', available at: <https://www.api.org/news-policy-and-issues/safety-and-system-integrity>.

18 API (2019), 'Standards', available at: <https://www.api.org/products-and-services/standards>.

19 API (2019), 'API Monogram Program', available at: <https://www.api.org/products-and-services/api-monogram-and-apiqr>.

20 API (2018), 'Workplace Safety Report 2008-2017', available at: <https://www.api.org/news-policy-and-issues/safety-and-system-integrity/workplace-safety-report>.

21 API (2019), 'API Recommended Practice 54: Occupational Safety and Health for Oil and Gas Well Drilling and Servicing Operations', available at: https://www.api.org/-/media/Files/Publications/RP-54_e4.pdf.

22 API (2019), 'API Rules to Live By', available at: <https://www.api.org/oil-and-natural-gas/health-and-safety/worker-and-worksites-safety-resources/worker-safety-rules-to-live-by>.

23 API (2019), 'Center for Offshore Safety', available at: <https://www.api.org/products-and-services/offshore-safety/>

24 API (2019), 'Standards', available at: <https://www.api.org/products-and-services/standards>.

25 API (2019), 'API Monogram Program', available at: <https://www.api.org/products-and-services/api-monogram-and-apiqr>.

26 API (2019), 'Environment', available at: <https://www.api.org/oil-and-natural-gas/environment>.

27 The Environmental Partnership (2019), 'The Environmental Partnership', available at: <https://theenvironmentalpartnership.org/>.

28 API (2019), 'Environmental Expenditures by the US Oil and Natural Gas Industry', available at: <https://www.api.org/-/media/Files/Publications/Environmental-Expenditures-2019.pdf>.

29 API (2019), 'Community Engagement Guidelines', available at: <https://www.api.org/oil-and-natural-gas/wells-to-consumer/exploration-and-production/hydraulic-fracturing/community-engagement-guidelines>.

Appendix C: Broader activities assessment continued

Workforce	<p>API publishes research and statistics on, and administers programs designed to improve, the participation of young people³⁰, women and minorities³¹, and veterans in the oil and gas industry³². API, through its training program API-U, provides training on API standards and recommended practices. API-U also offers professional development and executive education courses.</p>
Economics	<p>API promotes the economic performance and contribution of the oil and gas industry. For instance, API has published a number of studies highlighting the economic impact of the oil and gas industry, in terms of economic output, employment and taxes paid³³.</p> <p>API develops a quarterly Industry Outlook and weekly and monthly statistical updates to support efforts by policymakers, government and industry to understand oil and gas industry economic trends³⁴.</p> <p>API collects detailed information from its members on topics such as well completions, imports and exports, drilling costs and inventories³⁵.</p> <p>API engages on a range of economic issues, including in relation to infrastructure investment³⁶, tax reform³⁷ and LNG exports³⁸. Most notably, API is a strong advocate for free trade. It seeks to raise awareness of the benefits of free trade³⁹, maintains principles on free trade⁴⁰, and works with others to build support for free trade agreements (such as through the United States-Mexico-Canada Agreement (USMCA) Coalition⁴¹).</p>

30 API (2018), 'Millennials in the oil and gas and petrochemical industries', available at: <https://www.api.org/news-policy-and-issues/american-jobs/millennials-in-the-oil-and-natural-gas-and-petrochemical-industries>.

31 API (2015), 'Minority and female employment – 2015-2035', available at: <https://www.api.org/news-policy-and-issues/american-jobs/minority-and-female-employment-2015-2035>.

32 API (2017), 'Veterans and energy', available at: <https://www.api.org/news-policy-and-issues/american-jobs/veterans-and-energy>.

33 For instance, see: API (2018), *Oil & Natural Gas: Supporting the economy, creating jobs, driving America forward*, available at: https://www.api.org/-/media/Files/Policy/Taxes/DM2018-086_API_Fair_Share_OnePager_FIN3.pdf; API (2017), *Impacts of the Natural Gas and Oil Industry on the US Economic in 2015*, available at: <https://www.api.org/-/media/Files/Policy/Jobs/Oil-and-Gas-2015-Economic-Impacts-Final-Cover-07-17-2017.pdf>.

34 API (2019), 'API's economic industry outlook', available at: <https://www.api.org/products-and-services/statistics/apis-economic-industry-outlook>.

35 IHS Markit (2019), 'API Petroleum Statistical Data', available at: https://global.ihs.com/api_statistical_data.cfm?rid=API1.

36 ICF (2017), *US Oil and Gas Infrastructure Investment through 2035*, prepared for API, available at: <https://www.api.org/-/media/Files/Policy/Infrastructure/API-Infrastructure-Study-2017.pdf>

37 API (2018), 'API tax principles' available at: <https://www.api.org/-/media/Files/Policy/Taxes/tax-reform/Tax-Reform-Principles.pdf>.

38 ICF (2017), *Impact of LNG Exports on the US Economy*, prepared for API, available at: <https://www.api.org/-/media/Files/Policy/LNG-Exports/API-LNG-Update-Report-20171003.pdf>.

39 API (2019), *Energy Benefits of USMCA*, available at: <https://www.api.org/-/media/Files/Policy/Trade/Energy-Benefits-of-USMCA.pdf>.

40 API (2017), 'API member companies' free trade principles', available at: <https://www.api.org/-/media/Files/Policy/Trade/API-Free-Trade-Principles-18Mar2017.pdf>.

41 USMCA Coalition (2019), 'About the USMCA Coalition', available at: <https://www.usmcacoalition.org/about/>.

Appendix C: Broader activities assessment continued

Mining Association of Canada

Health and safety	MAC developed, and continues to maintain, Towards Sustainable Mining (TSM) ⁴² . TSM helps mining companies evaluate and manage their environmental and social responsibilities. It is a set of tools and indicators to drive performance and ensure that key mining risks are managed responsibly at participating mining and metallurgical facilities. TSM is underpinned by a set of Guiding Principles, and focuses on eight operational areas (including safety and health).
Environment	<p>MAC developed, and continues to maintain, TSM⁴³. TSM helps mining companies evaluate and manage their environmental and social responsibilities. It is a set of tools and indicators to drive performance and ensure that key mining risks are managed responsibly at participating mining and metallurgical facilities. TSM is underpinned by a set of Guiding Principles, and focuses on eight operational areas (including tailings management, biodiversity conservation management, mine closure and water stewardship).</p> <p>Beyond TSM, MAC is a leader in tailings management. It has developed a range of guidance material on tailings management which are used by the Canadian mining industry and mining companies around the world⁴⁴.</p>
Community	<p>MAC developed, and continues to maintain, TSM⁴⁵. TSM helps mining companies evaluate and manage their environmental and social responsibilities. It is a set of tools and indicators to drive performance and ensure that key mining risks are managed responsibly at participating mining and metallurgical facilities. TSM is underpinned by a set of Guiding Principles, and focuses on eight operational areas (including aboriginal and community outreach, crisis management and communications planning, and preventing child and forced labour).</p> <p>MAC has also established the Community of Interest Advisory Panel⁴⁶. This is an independent, multi-stakeholder group and is intended to provide a mechanism for a two-way dialogue between MAC and its communities of interest in Canada.</p> <p>MAC has undertaken a number of initiatives to build strong relationships with First Nations, Inuit and Métis communities across Canada. These include signing a Memorandum of Understanding with the Assembly of First Nations to enhance economic development and business opportunities for First Nations from the mining sector, and establishing an Aboriginal Affairs Committee as a means of fostering continuous progress⁴⁷.</p>
Workforce	MAC helps address the workforce needs of the Canadian mining industry by advocating for skills training and employment programming funding, promoting the employment record of the industry, and supporting the inclusion and diversity initiatives of the industry ⁴⁸ .
Economics	<p>MAC promotes the economic performance and contribution of the Canadian mining industry. For instance, MAC publishes an annual <i>Facts and Figures</i>, detailing the economic contribution of the mining industry, and highlighting policy areas in need of reform⁴⁹.</p> <p>MAC engages on a range of economic issues, including in relation to infrastructure investment⁵⁰, regulatory effectiveness⁵¹, international trade⁵², and the competitiveness of the Canadian mining industry⁵³.</p>

42 MAC (2019), 'Towards Sustainable Mining', available at: <https://mining.ca/towards-sustainable-mining/>.

43 MAC (2019), 'Towards Sustainable Mining', available at: <https://mining.ca/towards-sustainable-mining/>.

44 MAC (2019), 'Guides & manuals', available at: <https://mining.ca/resources/guides-manuals/>.

45 MAC (2019), 'Towards Sustainable Mining', available at: <https://mining.ca/towards-sustainable-mining/>.

46 MAC (2019), 'Community of Interest Advisory Panel', available at: <https://mining.ca/towards-sustainable-mining/community-interest-advisory-panel/>.

47 MAC (2019), 'Aboriginal affairs', available at: <https://mining.ca/our-focus/aboriginal-affairs/>.

48 MAC (2019), 'Human resources', available at: <https://mining.ca/our-focus/economic-competitiveness/human-resources/>.

49 MAC (2019), 'Facts & Figures 2018', available at: https://mining.ca/wp-content/uploads/2019/03/Facts-and-Figures-English-Web_0.pdf.

50 MAC (2019), 'Infrastructure', available at: <https://mining.ca/our-focus/economic-competitiveness/infrastructure/>.

51 MAC (2019), 'Regulatory effectiveness', available at: <https://mining.ca/our-focus/regulatory-effectiveness/>.

52 MAC (2019), 'International trade', available at: <https://mining.ca/our-focus/economic-competitiveness/international-trade/>.

53 MAC (2019), 'Economic competitiveness', available at: <https://mining.ca/our-focus/economic-competitiveness/>.

Appendix C: Broader activities assessment continued

New South Wales Minerals Council

Health and safety	<p>NSWMC recognises that safety is paramount to the NSW minerals industry, and actively promotes the initiatives taken by the industry to improve its health and safety performance⁵⁴.</p> <p>NSWMC has developed guidance aimed at improving the health and safety performance of the NSW minerals industry (such as the <i>Blueprint for Mental Health and Wellbeing</i>⁵⁵ and the <i>Blueprint for the Management of Overweight and Obesity</i>⁵⁶).</p> <p>NSWMC represents the NSW minerals industry, and collaborates with unions and regulators, on the NSW Mine Safety Advisory Council (MSAC)⁵⁷. Established under the <i>Work Health and Safety (Mines and Petroleum Sites) Act 2013 (NSW)</i>, the MSAC provides advice to the Minister on policy matters relating to work health and safety in mines.</p> <p>NSWMC, along with the Construction, Forestry, Maritime, Mining and Energy Union, jointly-owns Coal Services. Established under the <i>Coal Industry Act (2001) (NSW)</i>, Coal Services 'provides an integrated suite of services aimed at preventing injury and illness in the workplace. These include occupational health and safety, workers compensation insurance and injury management, mines rescue and training'⁵⁸.</p>
Environment	<p>NSWMC actively promotes the initiatives taken by the NSW minerals industry to improve its environmental performance⁵⁹.</p> <p>NSWMC has developed a range of accessible information sources (including fact sheets⁶⁰, websites⁶¹ and videos⁶²) to provide stakeholders with a comprehensive picture of the environmental practices of the NSW minerals industry and the regulatory environment in which the NSW minerals industry operates.</p> <p>NSWMC engages on environmental issues, such as improving mine site rehabilitation in NSW⁶³, strengthening regulations relating to air quality in NSW⁶⁴, and the Australian Government's review of the National Pollutant Inventory⁶⁵.</p> <p>NSWMC coordinates the Upper Hunting Mining Dialogue. The Dialogue brings together nine regional mining companies (including BHP), community and business leaders, environmental groups, residents, regulators and other industries. It is a collaborative effort that aims to address the local community's priorities by understanding their concerns and then working together to develop and implement solutions. Key focus areas of the Dialogue include water, land management, and emissions and health⁶⁶.</p>

54 NSWMC (2019), 'NSW Minerals Council Health, Safety, Environment and Community Conference 2019 award winners', available at: <http://www.nswmining.com.au/menu/media/news/2019/august/nsw-minerals-council-health,-safety,-environment-a>.

55 NSWMC (2014), *Blueprint for Mental Health and Wellbeing*, available at: <http://www.nswmining.com.au/NSWMining/media/NSW-Mining/Publications/NSW-Mining-Blueprint-for-Mental-Health-and-Wellbeing.pdf>.

56 NSWMC (2016), *Blueprint for the Management of Overweight and Obesity*, available at: <http://www.nswmining.com.au/NSWMining/media/NSW-Mining/Obesity-Blueprint.pdf>.

57 NSWMC (2019), 'Mine Safety and Advisory Council', available at: <https://resourcesandgeoscience.nsw.gov.au/miners-and-explorers/safety-and-health/about-us/advisory-council>.

58 NSWMC (2018), *Annual Report 2018*, available at: https://www.coalservices.com.au/wp-content/uploads/2018/12/Annual_Report_2018.pdf.

59 NSWMC (2019), 'NSW Minerals Council Health, Safety, Environment and Community Conference 2019 award winners', available at: <http://www.nswmining.com.au/menu/media/news/2019/august/nsw-minerals-council-health,-safety,-environment-a>.

60 For example, see: NSWMC (2018), *Mine Rehabilitation*, available at: http://www.nswmining.com.au/getattachment/Environment/Rehabilitation-mine-closure/NSW-Mining-Fact-Sheet_Rehabilitation.pdf.

61 For example, see NSWMC (2019), 'Noise and blasting', available at: <http://www.nswmining.com.au/environment/noise-blasting>.

62 For example, see: NSWMC (2019), 'Land use facts for NSW', available at: <https://landusefacts.com.au>.

63 NSWMC (2018), *Improving Mine Rehabilitation Discussion Paper*, 16 February, available at: http://www.nswmining.com.au/NSWMining/media/NSW-Mining/180216-NSWMC-Submission-to-Improving-Mine-Rehabilitation-Discussion-Paper_FINAL.pdf.

64 NSWMC (2017), *Clean Air for NSW Consultation Paper: NSW Minerals Council submission*, 20 January, available at: <https://www.epa.nsw.gov.au/-/media/epa/corporate-site/resources/air/submissions2017/minerals-council-nsw.pdf?1a=en&hash=18C0B1FB623FD3A042C783C15706E0BF0A882F5A>.

65 NSWMC (2018), *Review of the National Pollutant Inventory: NSW Minerals Council submission*, 10 August, available at: <http://www.npi.gov.au/system/files/resources/dcca72a5-be70-4d7a-b2cd-d1e59b6c07e3/files/nsw-minerals-council.pdf>.

66 NSWMC (2019), 'About the Upper Hunter Mining Dialogue', available at: <http://www.nswmining.com.au/dialogue/about>.

Appendix C: Broader activities assessment continued

<p>Community</p>	<p>NSWMC actively promotes the initiatives taken by the NSW minerals industry to improve its community performance⁶⁷.</p> <p>NSWMC has developed a range of accessible information sources (including fact sheets⁶⁸ and websites⁶⁹) to provide stakeholders with a comprehensive picture of the community practices of the NSW minerals industry and the regulatory environment in which the NSW minerals industry operates.</p> <p>NSWMC has developed guidance aimed at improving the community performance of the NSW minerals industry (such as the <i>NSW Minerals Industry Due Diligence Code of Practice for the Protection of Aboriginal Objects</i>⁷⁰).</p> <p>NSWMC coordinates the Upper Hunter Mining Dialogue. The Dialogue brings together nine regional mining companies (including BHP), community and business leaders, environmental groups, residents, regulators and other industries. It is a collaborative effort that aims to address the local community's priorities by understanding their concerns and then working together to develop and implement solutions⁷¹.</p>
<p>Workforce</p>	<p>NSWMC has helped develop guidance aimed at strengthening career pathways into the minerals industry (such as the <i>Learning Best Practice Guides</i> available for candidates, employers and registered training organisations⁷²). NSWMC has also helped develop 'free educational resources and teacher professional development to assist the teaching and learning of minerals and energy' in schools⁷³.</p> <p>NSWMC raises awareness of inclusion and diversity in the NSW minerals industry (through its NSW Women in Mining Awards and NSW Women in Mining Network programs⁷⁴).</p> <p>NSWMC engages on workforce issues, such as the introduction of a maintenance of competence scheme for practicing certificates in NSW⁷⁵ and the Australian Government's expert review of Australia's vocational education and training system⁷⁶.</p>
<p>Economics</p>	<p>NSWMC raises awareness of the economic performance and contribution of the NSW minerals industry. It does so through its annual <i>NSW Mining Industry Expenditure Impact Survey</i>⁷⁷ and dedicated websites detailing the benefits of the minerals industry to regional NSW⁷⁸.</p> <p>NSWMC engages on economic issues, such as the need for an industry action plan for mining in NSW⁷⁹, industry concerns over ongoing delays in regulatory assessment processes in NSW⁸⁰, and how the minerals industry can support businesses in regional economies⁸¹.</p>

67 NSWMC (2019), 'NSW Minerals Council Health, Safety, Environment and Community Conference 2019 award winners', available at: <http://www.nswmining.com.au/menu/media/news/2019/august/nsw-minerals-council-health,-safety,-environment-a>.

68 For example, see: NSWMC (2015), *Native Title Explained*, available at: <http://www.nswmining.com.au/getattachment/menu/Media/Fact-sheets/Native-Title-New-Brand-Fact-Sheet-V1.pdf>.

69 For example, see NSWMC (2019), 'Partnerships', available at: <http://www.nswmining.com.au/community/partnerships>.

70 NSWMC (2010), *NSW Minerals Industry Due Diligence Code of Practice for the Protection of Aboriginal Objects*, available at: http://www.nswmining.com.au/NSWMining/media/NSW-Mining/Publications/NSWMC_Due-Diligence-Code-of-Practice_Sep2010_FINAL.pdf.

71 NSWMC (2019), 'About the Upper Hunter Mining Dialogue', available at: <http://www.nswmining.com.au/dialogue/about>.

72 NSWMC (2019), 'Employment and careers', available at: <http://www.nswmining.com.au/people/employment-careers>.

73 NSWMC et al (2019), 'Oresome resources', available at: <http://www.oresomerresources.com/>.

74 NSWMC (2019), 'NSW women in mining', available at: <http://www.nswmining.com.au/people/women-in-mining>.

75 NSWMC (2016), *Maintenance of Competence Scheme for Practicing Certificates: NSW Minerals Council submission*, available at: https://www.resourcesandgeoscience.nsw.gov.au/_data/assets/pdf_file/0020/595001/NSW-Minerals-Council.pdf.

76 MCA (2019), 'Submission to the expert review of Australia's vocational education and training system', available at: <https://minerals.org.au/news/submission-expert-review-australias-vocational-education-and-training-system>.

77 NSWMC (2019), 'NSW Mining Industry Expenditure Impact survey 2017/18', available at: <http://www.nswmining.com.au/industry/industry-expenditure-impact-survey-2017-18>.

78 NSWMC (2019), 'NSW mining: Good for Jobs. Good for NSW', available at: [http://www.nswmining.com.au/industry/mining-good-for-jobs-good-for-nsw-\(1\)](http://www.nswmining.com.au/industry/mining-good-for-jobs-good-for-nsw-(1)).

79 NSWMC (2013), *Submission: Progressing the NSW Economic Development Framework*, October, available at: http://www.nswmining.com.au/NSWMining/media/NSW-Mining/Publications/Submissions/131025_NSWMC-Submission_NSW-Economic-Development-Framework_FINAL.pdf.

80 NSWMC (2019), 'NSW Minerals Council welcomes Productivity Commission review of resources regulation', available at: <http://www.nswmining.com.au/menu/media/news/2019/august/nsw-minerals-council-welcomes-productivity-commiss>.

81 NSWMC (2018), *Submission: House of Representatives Standing Committee on Industry, Innovation, Science and Resources inquiry into 'How the mining sector can support businesses in regional economies'*, available at: <https://www.aph.gov.au/DocumentStore.ashx?id=9ab16a19-5120-46f1-8614-1c76a2273166&subId=661943>.

Appendix C: Broader activities assessment continued

United States Chamber of Commerce

Health and safety	<p>The 2017 industry association review highlighted the work that the Chamber had undertaken in relation to workplace wellness. The Chamber has continued to focus on workplace wellness, notably through its hosting of events that aim to emphasise innovations in workplace and community wellness⁸².</p> <p>The Chamber has also become increasingly active in relation to the opioid epidemic. It has created Sharing Solutions, a project designed 'to highlight workforce resources and showcase innovative solutions to the opioid crisis'⁸³. It has also hosted⁸⁴ and participated⁸⁵ in events aimed at improving understanding on how communities and businesses can combat opioid abuse.</p>
Environment	<p>The 2017 industry association review highlighted the activities of the Chamber aimed at improving the environmental performance of American businesses, and the Chamber's engagement on environmental policy issues.</p> <p>The Chamber has continued to help the American business community improve its environmental performance (primarily through the sharing of information and best practice⁸⁶) and engage on environmental policy issues (e.g. relating to water infrastructure legislation⁸⁷, chemical regulation⁸⁸, and hazardous substances⁸⁹).</p>
Community	<p>The 2017 industry association review highlighted the activities of the Chamber aimed at improving how American businesses engage with the communities in which they operate, and the Chamber's Native American Enterprise Initiative.</p> <p>The Chamber has continued to focus on community engagement. For example, it has hosted a Corporate Citizenship Conference (which centred on how businesses and communities can collaborate more meaningfully)⁹⁰, hosted a summit on sustainability and the circular economy⁹¹, and shared information on the link between employee preparedness and community resilience⁹².</p>

82 The Chamber (2019), 'Workplace wellness', available at: <https://www.uschamber.com/issues/health-care/workplace-wellness/>

83 The Chamber (2019), 'Sharing solutions', available at: <https://sharingsolutions.us/about/>.

84 The Chamber (2018), 'Combating the Opioid Crisis: From Communities to the Capital', available at: <https://www.uschamber.com/event/combating-the-opioid-crisis-communities-the-capital>.

85 The Chamber (2018), 'Take Part in National Prescription Drug Take Back Day', available at: <https://www.uschamber.com/series/above-the-fold/take-part-national-prescription-drug-take-back-day-april-28>.

86 The Chamber (2018), 'Business Community Leadership is Critical for a Healthy Environment', available at: <https://www.uschamber.com/series/above-the-fold/business-community-leadership-critical-healthy-environment>.

87 The Chamber (2018), 'S. 3021, "America's Infrastructure Water Act of 2018"', available at: <https://www.uschamber.com/letter/s-3021-americas-infrastructure-water-act-of-2018>.

88 The Chamber (2018), 'Problem Formulation Documents and General Guiding Risk Evaluation Principles', available at: <https://www.uschamber.com/comment/problem-formulation-documents-and-general-guiding-risk-evaluation-principles>.

89 The Chamber (2018), 'Comments on Proposed Action: Clean Water Act Hazardous Substances Spill Prevention', available at: <https://www.uschamber.com/comment/comments-proposed-action-clean-water-act-hazardous-substances-spill-prevention>.

90 The Chamber (2018), '2018 Corporate Citizenship Conference', available at: <https://www.uschamberfoundation.org/event/2018-corporate-citizenship-conference>.

91 The Chamber (2019), 'Fifth Annual Sustainability and Circular Economy Summit', available at: <https://www.uschamberfoundation.org/event/fifth-annual-sustainability-and-circular-economy-summit>.

92 The Chamber (2018), 'Building Resilient Communities through Employee Preparedness', available at: <https://www.uschamberfoundation.org/blog/post/building-resilient-communities-through-employee-preparedness>.

Appendix C: Broader activities assessment continued

Workforce	<p>The 2017 industry association review highlighted the activities of the Chamber aimed at improving the inclusion and diversity performance of American businesses, and the Chamber’s engagement on workforce policy issues.</p> <p>The Chamber has continued to focus on inclusion and diversity issues (e.g. by sharing information on boosting female participation in STEM⁹³ and the growing importance of adapting to an older workforce⁹⁴), and to engage on workforce policy issues, including retirement planning for small businesses⁹⁵, career and technical education programs⁹⁶, and union organising⁹⁷.</p> <p>The Chamber has also begun to focus more on the growing skills needs of American businesses. For instance, it recently published granular research on skills gaps across the American economy⁹⁸, and hosted a major conference on how America can grow, recruit and align the talent it needs⁹⁹.</p>
Economics	<p>The 2017 industry association review highlighted the Chamber’s engagement on economic policy issues, and the activities of its International Affairs Division (encompassing the ‘AmChams’).</p> <p>The Chamber has continued to engage on economic policy issues. It was a leading advocate for the <i>Tax Cuts and Jobs Act of 2017</i> (which passed in December 2017), and has been a leading advocate for regulatory reform¹⁰⁰.</p> <p>The Chamber has also expanded its engagement on free trade. It has advocated for congressional approval of the United States-Mexico-Canada Agreement¹⁰¹, and has sought to raise awareness amongst lawmakers¹⁰² and the general public¹⁰³ about the economic and personal costs of the tariffs introduced by the Trump Administration.</p>

- 93 The Chamber (2018), ‘Confidence, diversity, and a foundation for change in the Dallas STEM pipeline’, available at: <https://www.uschamberfoundation.org/blog/post/confidence-diversity-and-foundation-change-dallas-stem-pipeline>.
- 94 The Chamber (2018), ‘Looking at the aging workforce through a new lens’, available at: <https://www.uschamberfoundation.org/blog/post/looking-aging-workforce-through-new-lens>.
- 95 The Chamber (2018), ‘H.R. 3359, “Retirement Enhancement and Savings Act of 2018”’, available at: <https://www.uschamber.com/letter/hr-3359-retirement-enhancement-and-savings-act-of-2018>.
- 96 The Chamber (2018), ‘Key Vote Alert! - “Strengthening Career and Technical Education for the 21st Century Act”’, available at: <https://www.uschamber.com/letter/key-vote-alert-strengthening-career-and-technical-education-the-21st-century-act-0>.
- 97 The Chamber (2018), ‘Revised Employee Rights Act modernizes union organizing’, available at: <https://www.uschamber.com/article/revised-employee-rights-act-modernizes-union-organizing>.
- 98 The Chamber (2018), ‘Different Skills, Different Gaps: Measuring and closing the skills gap’, available at: <https://www.uschamberfoundation.org/reports/different-skills-different-gaps-measuring-and-closing-skills-gap>.
- 99 The Chamber (2018), ‘Talent Forward 2018’, available at: <https://www.uschamberfoundation.org/talent-forward-2018>.
- 100 The Chamber (2019), ‘Regulatory reform’, available at: <https://www.uschamber.com/regulatory-reform>.
- 101 The Chamber (2019), ‘Business to congress: Approve USMCA’, 12 August, available at: <https://www.uschamber.com/series/above-the-fold/business-congress-approve-usmca>.
- 102 The Chamber (2019), ‘American Consumers Will Pay the Price for More Tariffs, Not China’, 27 June, available at: <https://www.uschamber.com/series/above-the-fold/american-consumers-will-pay-the-price-more-tariffs-not-china>.
- 103 The Chamber (2019), ‘Trade works. Tariffs Don’t’, available at: <https://www.uschamber.com/tariffs>.

Appendix C: Broader activities assessment continued

Minerals Council of Australia

The 2019 industry association review did not identify any material differences between BHP and the MCA on climate and energy policy. Nonetheless, given the ongoing interest in the benefits that BHP receives from its membership of the MCA, we conducted a broader activities assessment for this association. The results of this assessment are outlined below.

Health and safety	<p>The MCA supports workplace health and safety as the number one value and commitment of the Australian minerals industry.¹⁰⁴</p> <p>The MCA administers a number of initiatives designed to improve the health and safety performance of the minerals industry. It:</p> <ul style="list-style-type: none">• Develops and maintains industry guidance (such as the <i>Blueprint for Mental Health and Wellbeing</i>¹⁰⁵ and the <i>Management of Rockfall Risks in Underground Metalliferous Mines</i>¹⁰⁶);• Supports programs to raise awareness of health and safety issues (e.g. the MCA backed two 'Mates in Mining' pilots 'to raise suicide awareness and avenues of assistance in the workforce'); and• Provides general leadership and strategies on achieving the industry's health and safety goals through its Occupational Health and Safety Standing Committee. <p>The MCA engages with policymakers on the development of health and safety laws and regulations, informing policy with direct industry experience and feedback. Issues on which the MCA has recently engaged include the model work health and safety laws¹⁰⁷ and workplace exposure standards¹⁰⁸.</p>
Environment	<p>The MCA administers a number of initiatives designed to improve the environmental performance of the Australian minerals industry. It:</p> <ul style="list-style-type: none">• Develops and maintains industry guidance (such as the Enduring Value Framework, 'which drives continuous improvement of the mineral industry's performance on the social, safety and environmental aspects of its activities'¹⁰⁹, the <i>Cumulative Environmental Impact Assessment Industry Guide</i>, which assists minerals companies 'in accounting for cumulative environmental impacts within normal project approval processes in Australia'¹¹⁰ and the <i>Water Accounting Framework</i>, which provides international best practice on how minerals companies should manage water resources¹¹¹);• Commissions and publishes research on environment-related issues (such as <i>Sustainability in Action: Australian mining and the United Nations Sustainable Development Goals</i>, which is 'Australia's first in-depth industry report on how the private sector is responding to the Sustainable Development Goals'¹¹²); and• Develops and maintains policy principles (such as those for biodiversity offsets¹¹³, water¹¹⁴ and land use¹¹⁵) to guide the industry and its interactions with governments. <p>The MCA provides information to policymakers and the general public about mining industry practices and activities to preserve and protect environmental resources, including mine rehabilitation¹¹⁶ land and water management¹¹⁷ and protecting biodiversity¹¹⁸.</p> <p>The MCA engages with policymakers on the development of environmental laws and regulations, informing policy with direct industry experience and feedback. Issues on which the MCA has recently engaged include water use by the extractives industry¹¹⁹, national standards for environmental risk management of industrial chemicals¹²⁰, the National Pollutant Inventory¹²¹ and the Minamata Convention of mercury¹²².</p>

104 MCA (2019), 'Safety and health', available at: <https://minerals.org.au/safety-and-health>.

105 MCA (2015), *Blueprint for Mental Health and Wellbeing*, available at: http://minerals.org.au/sites/default/files/MCA_Mental_Health_Blueprint.pdf.

106 MCA (2003), *Management of Rockfall Risks in Underground Metalliferous Mines*, available at: http://minerals.org.au/sites/default/files/Management_of_rockfall_risks_in_underground_metaliferous_mines_-_a_reference_manual_2003.pdf.

107 MCA (2019), Submission to the Safe Work Australia Consultation Regulation Impact Statement: Recommendations of the 2018 Review of the Model Work Health Safety Laws, available at: <https://minerals.org.au/sites/default/files/MCA%20Submission%20-%20Safe%20Work%20Australia%20Consultation%20RIS%20Recommendations%20of%20the%202018%20Model%20WHS%20Laws.pdf>.

108 MCA (2019), Submission to the Workplace Exposure Standards for airborne contaminants WES Review, available at: <http://minerals.org.au/sites/default/files/190429%20MCA%20Submission%20to%20SWA%20Consultation%20WES%20Review%20-%20Release%201%20RCS%20and%20RCD.pdf>.

109 MCA (2019), 'Enduring Value Framework', available at: <http://minerals.org.au/enduring-value-framework>.

110 MCA (2015), Cumulative Environmental Impact Assessment Industry Guide, July, available at: http://minerals.org.au/file_upload/files/reports/Cumulative_Environmental_Impact_Assessment_Industry_Guide_FINAL.pdf.

111 MCA (2014), *Water Accounting Framework for the Minerals Industry*, available at: http://minerals.org.au/sites/default/files/WAF_UserGuide_v1.3_%28Jan_2014%29.pdf.

112 MA (2018), 'Sustainable Development Goals', available at: <https://minerals.org.au/sustainable-development-goals>.

113 MCA (2014), Biodiversity Offsets Policy, available at: <https://minerals.org.au/sites/default/files/Biodiversity%20Offsets%20Policy%202014.pdf>.

114 MCA (2012), *Water Policy*, available at: <http://minerals.org.au/sites/default/files/MCA%20Water%20Policy%202012.pdf>.

115 MCA (2012), *Land Stewardship Policy*, available at: <http://minerals.org.au/sites/default/files/MCA%20Land%20Stewardship%20Policy%202012.pdf>.

116 MCA (2018), 'Mine Rehabilitation Brochure 2018', available at: https://minerals.org.au/sites/default/files/Mine%20rehabilitation_Update%20AUG%202018_FINAL.PDF.

117 MCA (2019), 'Land and water management - case studies', available at: <https://minerals.org.au/sustainable-development>.

118 MCA (2019), 'Protecting Native Fauna', available at: <https://minerals.org.au/protecting-native-fauna>.

119 MCA (2018), *Submission to the Senate Environment and Communications Reference Community Inquiry into Water Use by the Extractives Industry*, available at: <https://minerals.org.au/news/water-use-extractive-industry>.

120 MCA (2017), *Submission on the Draft National Standard for Environmental Risk Management for Industrial Chemicals*, available at: https://minerals.org.au/sites/default/files/Submission_on_the_draft_national_standard_for_environmental_risk_management_for_industrial_chemicals_15_Mar_2017.pdf.

121 MCA (2018), *Submission to the Review of the National Pollutant Inventory*, available at: <https://minerals.org.au/news/submission-review-national-pollutant-inventory>.

122 MCA (2017), *Submission to the Regulation Impact Statement - Exposure Draft for the Ratification of the Minamata Convention*, available at: https://minerals.org.au/sites/default/files/MCA_submission_on_the_regulation_impact_statement_-_exposure_draft_for_the_ratification_of_Minamata_Convention_17_Mar_2017.pdf.

Appendix C: Broader activities assessment continued

<p>Community</p>	<p>The MCA administers a number of initiatives designed to improve how Australian minerals companies engage with the communities in which they operate. It:</p> <ul style="list-style-type: none"> • Develops and maintains industry guidance (such as the <i>Enduring Value Framework</i>, 'which drives continuous improvement of the mineral industry's performance on the social, safety and environmental aspects of its activities'¹²³, the <i>Voluntary Community Investment Toolkit</i>, which aims to enhance how the minerals industry delivers regional development outcomes¹²⁴, and <i>The Australian Minerals Industry and Human Rights</i>, which provides guidance on how companies can incorporate the United Nations Guiding Principles on Business and Human Rights¹²⁵); • Develops and maintains policy principles (such as the MCA's overarching principles of Indigenous economic development¹²⁶) to guide the industry and its interactions with governments; and • Commissions and publishes research on community-related issues (such as <i>Sustainability in Action: Australian mining and the United Nations Sustainable Development Goals</i>, which is 'Australia's first in-depth industry report on how the private sector is responding to the Sustainable Development Goals'¹²⁷; and <i>Crafting the Future</i>, a policy paper on Indigenous people and the future minerals industry workforce¹²⁸). <p>The MCA engages on such community-related policy issues as traditional owner participation in northern Australia development¹²⁹, how the mining sector can support businesses in regional communities¹³⁰, and modern slavery.</p>
<p>Workforce</p>	<p>The MCA commissioned a series of reports looking at the future of work in the Australian minerals industry¹³¹, and the economic implications of technology and digital mining. These reports provide the minerals industry with a comprehensive understanding of future skills and training needs, as well as technology trends¹³².</p> <p>The MCA established the Minerals Tertiary Education Council to ensure Australia's education sector is able to train qualified personnel for the minerals industry¹³³.</p> <p>The MCA raises awareness of the role played by the minerals industry in delivering employment outcomes in regional Australia. It also raises awareness of inclusion and diversity in the minerals industry (through its annual Women in Resources awards, and an executive scholarship program).</p> <p>The MCA engages with policymakers on a range of workforce issues, including the national vocational education and training system¹³⁴, women in STEM¹³⁵, the Australian Qualifications Framework¹³⁶ and workplace relations reform¹³⁷.</p>

123 MCA (2019), 'Enduring Value Framework', available at: <http://minerals.org.au/enduring-value-framework>.

124 MCA (2014), *Voluntary Community Investment: A strategic approach that incorporates gender*, available at: <http://minerals.org.au/sites/default/files/14%2020152%20%20Voluntary%20Community%20Investment%20Toolkit%20Aug%202014.pdf>.

125 MCA (2010), *The Australian Minerals Industry and Human Rights*, available at: [http://minerals.org.au/sites/default/files/Australian-Minerals-Industry-Human-Rights%20\(2\).pdf](http://minerals.org.au/sites/default/files/Australian-Minerals-Industry-Human-Rights%20(2).pdf).

126 MCA (2016), *Indigenous Economic Development*, available at: https://minerals.org.au/sites/default/files/Indigenous%20Communique_MCA_FINAL.pdf.

127 MA (2018), 'Sustainable Development Goals', available at: <https://minerals.org.au/sustainable-development-goals>.

128 MCA (2017), *Crafting the Future: Minerals industry engagement with Indigenous Australia*, available at: https://minerals.org.au/sites/default/files/Minerals%20industry%20engagement%20with%20Indigenous%20Australia_October%202017_FINAL.pdf.

129 MCA (2019), *Submission to the Joint Standing Committee on Northern Australia Inquiry into Opportunities and Challenges Associated with Traditional Owner Participation in Northern Australia Development*, available at: <https://minerals.org.au/sites/default/files/MCA%20Submission%20-%20Traditional%20Owner%20Northern%20Australia%20inquiry%20-%2018%20Mar%20..%20WEB.pdf>.

130 MCA (2018), *Submission to the House of Representatives Standing Committee on Industry, Innovation, Science and Resources Inquiry into How the Mining Sector can Support Businesses in Regional Economies*, available at: <https://minerals.org.au/news/submission-how-mining-sector-can-support-businesses-regional-economies>.

131 EY (2019), *The Future of Work: The Changing Skills Landscape for Miners*, prepared for the MCA, available at: <http://minerals.org.au/sites/default/files/190214%20The%20Future%20of%20Work%20the%20Changing%20Skills%20Landscape%20for%20Miners.pdf>.

132 EY (2019), *Future of Work: The economic implications of technology and digital mining*, prepared for the MCA, available at: <http://minerals.org.au/sites/default/files/190214%20The%20Future%20of%20Work%20The%20economic%20implications%20of%20technology%20and%20digital%20mining.pdf>.

133 MCA (2019), 'Minerals Tertiary Education Council', available at: <https://minerals.org.au/minerals-tertiary-education-council>.

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Appendix C: Broader activities assessment continued

Economics	<p>The MCA has recently commissioned a series of policy papers that assess the tax competitiveness of Australia relative to its international peers¹³⁸. This research provides a robust evidence base for the ongoing push for corporate tax reform in Australia.</p> <p>The MCA raises awareness of the economic performance and contribution of the Australian minerals industry. Most recently, the MCA released research outlining the taxes and royalties paid by the Australian minerals industry¹³⁹.</p> <p>The MCA engages with policymakers on a range of economics issues, including remote area tax concessions and payments¹⁴⁰, the proposed Pacific Alliance free trade agreement¹⁴¹, impediments to business investment¹⁴², coastal shipping reforms¹⁴³, diverted profits tax¹⁴⁴, and horizontal fiscal equalisation¹⁴⁵.</p>
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