

# SMI **CSRM**

Centre for Social  
Responsibility in Mining

## Social Aspects of the Closure of Century Mine

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### **Survey of employees in GCA roles at Century Mine**

#### **SUPPLEMENT B**



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## **Centre for Social Responsibility in Mining**

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We are part of the Sustainable Minerals Institute (SMI) at the University of Queensland, one of Australia's premier universities. SMI has a long track record of working to understand and apply the principles of sustainable development within the global resources industry.

At CSRSM, our focus is on the social, economic and political challenges that occur when change is brought about by resource extraction and development. We work with companies, communities and governments in mining regions all over the world to improve social performance and deliver better outcomes for companies and communities. Since 2001, we have contributed significantly to industry change through our research, teaching and consulting.

Cover photo: Timothy Callope, Mine Ops and Jordan Marshall, apprentice. Photo provided by MMG Century.

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## EXECUTIVE SUMMARY

This report documents research undertaken with local Indigenous employees at the MMG Century Mining operation (**Century**) in the Gulf of Carpentaria, northwest Queensland. It is part of a broader study which aims to:

- assess Century Mine's economic and social contribution to Gulf communities
- identify potential impacts on the region after completion of mining
- identify opportunities for Century Mine to contribute to sustainable development of the Gulf region and to realise the Gulf Communities Agreement's (**GCA**) aspirations.

The project was commissioned by the Century Liaison and Advisory Committee (CLAC) which includes representation from all parties of the GCA. It was sponsored by Century.

The study was undertaken by the Centre for Social Responsibility in Mining (CSRSM) with the assistance of Century's Community and Stakeholder Partnerships Department (**CSP** - previously the Gulf Communities Agreement Support Department).

### Objectives

The key objective of the project was to identify how employment at Century mine has impacted on local, predominantly Indigenous, employees and on communities in the Gulf. This was done with the aim of identifying opportunities and necessary measures for Century to leave a positive legacy post closure.

### Overview of Research Methods

#### Primary research

Primary research methods consisted of a survey with mostly closed but some open-ended questions, semi-structured group interviews and individual interviews:

- The survey was distributed to approximately 150 GCA employees at Century Mine, including direct company and contractor employees. A total of 117 responses were received from GCA employees, representing a 79% response rate and 47% coverage of the GCA workforce.
- 66 GCA direct company or contractor employees across all work roles participated in either individual or group interviews. Approximately one third of the interviewees were female.

## Secondary research

We also undertook a review of academic and industry publications addressing Indigenous employment and mine closure and analysed data on indigenous employee numbers and workforce structure obtained from Century.

## Main Findings

### Employment

For the purposes of this report the term 'GCA employee' refers to all those employees identified as having local Indigenous status or long-term affiliation with the Gulf communities as assessed by Century's CSP Department, as of July 2012. It encompasses members of GCA Native Title Groups (regardless of whether they live locally), other Indigenous people who have lived in the Gulf communities for five years or more, and a small number of non-Indigenous people who have lived in the Gulf communities for five years or more.

There are data reliability issues that prevent us from providing accurate estimates of Century's employment contributions over the life of the mine, however, based on samples of information sourced from Century's HR and CSP departments:

- Century has employed a minimum of 918 GCA community members over the life of the mine<sup>1</sup>.
- GCA employees are nearly 21% of the current workforce, while other indigenous employees make 2.5% of the current workforce.
- Consistent with previous studies, GCA employees have spent most of their time at Century in operator, traineeship and apprenticeship roles.
- Over the last three years, an average of \$17,605,575 a year was paid in wages and salaries to GCA employees<sup>2</sup>.

### Experience of working at Century

Many participants had positive work experiences at Century and the majority believe working at Century will help them in the future:

- interviewees stressed the social aspects of working at Century which allow them to extend their social networks, build social skills and increase their confidence

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<sup>1</sup> Source: Century HR data.

<sup>2</sup> Source: Century HR data.

- most interviewees highly value the financial benefits of working at Century and the higher standard of living it allows them to provide to their families
- most interviewees value the support that the CSP Department offers, including professional advice and assistance in resolving workplace issues
- the great majority of survey respondents stated that working at the mine would help them in the future (93%).

Consistent with these findings, 54 per cent of respondents had worked at the mine for two years or more (up from 41 percent in 2007). This indicates a relatively high – and improving – rate of retention. Also, over one-third (38%) had previously worked at the mine and had opted to come back when the opportunity arose.

However, there were a number of workplace aspects that participants were dissatisfied with and would like to see improved. These include:

- concerns about processes for allocating training opportunities, which many participants perceived as unfair
- limited opportunities for career progression for GCA employees
- need for training to build skills that can be used outside the mining sector and in the GCA communities, such as trades or tickets to operate road works machinery
- insufficient support personnel and lack of processes to resolve workplace issues.

### **Impacts of employment on employees and communities**

Survey responses and interviews pointed to a number of benefits for employees and their families as a result of Century employment, including (at least short-term) financial benefits, subsidised airfares, improved mobility and access to health services for employees:

- income from Century work has benefited workers and their families in the short term, although to date there is no evidence that it has increased long term financial security in the form of non-depreciating assets
- employment at Century appears to have facilitated movement of GCA employees within and out of the Gulf
- respondents have been able to access sports activities at the mine and a number of interview participants have experienced lifestyle changes that they see as beneficial to their health.

However, many participants expressed concern over the type of training received at Century, which is seen as too specific to mining and with limited applicability in the Gulf communities.

## **Impacts of closure**

Most respondents believe that completion of mining will have a negative impact on them and their families. The most often mentioned impact was job and financial loss at the personal and family level; loss of sponsorship and other MMG support was a concern when participants considered community impacts; and Karumba participants expressed concern over population decline:

- Many respondents stated that loss of jobs and income would make it difficult to pay for their children's education, pay bills, food expenses, and vehicle and housing loans.
- Most respondents said that the closure of the mine will increase unemployment in the community, causing social issues.
- Karumba participants expressed concerns about a drop in population numbers and the negative impact this would have on businesses and other services.
- Many respondents were concerned about the loss of businesses and sponsorships supported by MMG.

## **Future plans**

The majority of respondents wish to remain working at Century for as long as possible and to continue working in the mining industry after completing employment at Century but some respondents are unsure about their future work plans. Overall participants were concerned that they might not have enough or suitable training to allow them to pursue future careers after Century:

- Most respondents intend to either stay in, or return to, the Gulf after completing employment at Century, but approximately one third (33%) are unsure about their plans.
- Many participants mentioned that more up-skilling and training is necessary for people to be successful in obtaining employment within the mining industry, the Gulf communities and elsewhere.

## **Status of communication on completion of mining**

Many participants stated that they have an incomplete understanding of completion of mining and closure timelines and processes, and suggested that this be improved through more regular, face to face communication.

## **Key changes since the 2007 study**

- Overall the employment experience of interview participants in 2012 resonates with the experience of those interviewed in 2007.
- In 2012, a higher percentage of respondents believe Century work will help them in the future compared to the 2007 respondents.
- There was no significant improvement in training outcomes across the two surveys, other than some increase in participants who completed Cert III or traineeships. The increase in participants receiving training was largely due to first-aid training. As per 2007, the majority of 2012 respondents expressed an interest in further training.
- A larger proportion of respondents in 2012 had worked at the mine for 2 or more years (54%, vs. 41% in 2007). This points to a higher retention rate.
- There were no significant changes in percentage of respondents who have bought houses. This remains small at approximately 7%.
- A higher proportion of 2012 respondents took part in mine organised sport activity and health education sessions compared to 2007.

## **Implications of completion of mining**

The majority of participants perceive there will be significant impacts on them and their families as a result of completion of mining at Century. A number of areas of risk and opportunity for GCA employees and communities have become apparent.

## **Risks for employees and communities**

The main areas of risk relate to economic decline due to loss of income and jobs, constraints to effective transitions into alternative careers, or limited availability of suitable employment options:

- There is a significant risk that the unemployment rates and associated welfare dependency in the Gulf will increase as the Century workforce is downsized.
- Completion of mining is likely to have a detrimental effect on mobility for the GCA workforce and their families, either through loss of income or limited access to air transport.
- GCA employees might face difficulties in accessing alternative employment due to lack of certification of skills ('tickets'), or lack of training to pursue desired careers within Gulf communities or elsewhere.
- There might be insufficient supply of employment alternatives that are aligned with Indigenous employees' needs, such as accessing family networks within the workplace, an area where Century provides favourable conditions (82% of respondents had three or more relatives also working at Century).

- Limited GCA workforce awareness on the timelines and implications of completion of closure might compromise GCA employees' ability to prepare for the transition. This might also affect their families and communities.
- As completion of mining approaches, uncertainty amongst the GCA workforce may lead to GCA employees requiring more support and counselling at the workplace. GCA employee support is not an official responsibility of the CSP Department. However, in absence of other support, GCA employees refer to the CSP Department. Under existing staffing levels, CSP might not be able to meet increasing demand.
- Century employment may not contribute to sustainable, long-term financial benefits, as most study participants have to date not invested in long-term assets and feel that loss of employment will compromise their financial stability.

### **Opportunities**

The human capital created through Century employment provides a platform to support the GCA communities in building a more sustainable economic future. There are opportunities for open dialogue on future careers, and on ways the Gulf communities can capitalise on Century's legacy:

- Century has contributed to creating a cohort of Indigenous people who are skilled at working in mainstream environments and can provide role models to younger people in the Gulf.
- There are opportunities to articulate a strategic approach to training and career development for GCA employees, including room for multi-stakeholder partnerships to equip GCA employees with skills for various career pathways.
- GCA employees' openness to listen presents favourable conditions for constructive dialogue around transition processes in the Gulf region and future career prospects.
- Significant opportunities exist to improve grievance handling procedures at the workplace so as to support good workplace relations as transitions and changes are introduced.

## LIST OF ABBREVIATIONS

ABDT	Aboriginal Business Development Trust
CDEP	Community Development Employment Projects
CSR	Centre for Social Responsibility in Mining
FIFO	Fly in Fly out
GCA	Gulf Communities Agreement
CSP	Community and Stakeholder Partnerships
ICMM	International Council on Mining and Metals
SPSS	Statistical Package for the Social Sciences
MMG	Minerals and Metals Group

## GLOSSARY OF TERMS

### **GCA employees**

For the purposes of this report the term ‘GCA employee’ refers to all those employees identified as having local Indigenous status or long-term affiliation with the Gulf communities as assessed by Century’s CSP Department, as of July 2012. It encompasses members of GCA Native Title Groups (regardless of whether they live locally), other Indigenous people who have lived in the Gulf communities for five years or more, and a small number of non-Indigenous people who have lived in the Gulf communities for five years or more. We often refer to the participants of this research as respondents, interview participants or interviewees:

#### **1. Respondents**

Respondents are people who completed the survey all of whom work at Lawn Hill, where the mine site is located (see Limitations).

#### **2. Interview Participants or Interviewees**

Interview participants or interviewees are people who work at Lawn Hill or Karumba and who were interviewed (individually or as part of a group). The Lawn Hill interview participants also completed the survey.

## **Survey**

A survey is a set of structured questions used to collect information from a number of people. It can include both closed and open-ended questions. Closed questions ask respondents to select their answer from a pre-determined set of answers. Open-ended questions ask respondents to provide their own answers.

## **The Gulf**

For the purpose of this report, 'the Gulf' refers to the communities surrounding the Century mining operation in the Gulf of Carpentaria, Queensland. It includes Burke Shire and parts of Carpentaria Shire and the Aboriginal council areas of Mornington Island and Doomadgee, particularly the settlements of Doomadgee, Gununa (Mornington Island), Normanton, Karumba, Burketown and Bidunggu.

# 1. INTRODUCTION

MMG Century (Century) Mine is a large zinc mining and processing operation located in the lower Gulf of the Carpentaria region of North West Queensland, a remote area with a substantial Indigenous population. The mine operates on a Fly in Fly out (**FIFO**) basis, drawing its workforce from Townsville, Mount Isa and Cairns, as well as the Gulf communities. Century anticipates that zinc mining will be completed by 2016. In preparation for the transition into completion of mining and production, MMG is seeking to demonstrate leading practice in the process of ceasing mining and production and it is undertaking a planning process for this purpose.

This report documents research conducted with local Indigenous employees at Century, in order to understand the impacts and contributions that mine employment has brought to them. The research is part of a broader study which aims to assist Century's closure planning by assessing Century's economic and social contribution to Gulf communities, identifying potential impacts on the region after completion of mining and identifying opportunities for Century to contribute to sustainable development of the Gulf region and to realisation of the aspirations of the Gulf Communities Agreement (**GCA**). The GCA constitutes an accord made between Century, the Queensland Government and four Native Title groups – the Waanyi, Mingginda, Gkuthaarn and Kukatj.

Direct employment as a way to contribute to local communities is advocated through national and international industry standards and initiatives. In Australia, Federal and State governments, in partnership with mining industry associations and mining companies, have undertaken initiatives to promote Indigenous employment in the sector. The Minerals Council of Australia's (**MCA**) Indigenous Economic Development Strategy (2011) includes direct employment as one of its areas of work (MCA, 2011). Increasing Australian mining industry efforts on Indigenous employment have also been partly attributed to the skill shortages that have affected the sector (Tiplady and Barcklay, 2007). Century has stated a commitment to aligning its performance standards with the International Council on Mining and Minerals (**ICMM**) Sustainable Development Principles, and the Minerals Council of Australia's Enduring Value framework, both of which encourage mining companies to contribute to the socio-economic development of the communities in which they operate (see MCA, 2005, ICMM, 2003). Century is part of an ongoing agreement with the Queensland Government and the Queensland Resources Council that seeks to promote indigenous economic development and employment opportunities<sup>3</sup>.

In Century's case, Indigenous employment is not only part of building a positive legacy but also an aspiration of the Traditional Owners articulated in the GCA. The aspirations of the GCA, which inform Century's relationships with its communities, include removing the Gulf communities from welfare dependency, promoting economic self sufficiency through training and employment, and supporting Indigenous participation in mine related ventures.

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<sup>3</sup> See: [http://www.qrc.org.au/01\\_cms/details.asp?ID=3121](http://www.qrc.org.au/01_cms/details.asp?ID=3121)

This report updates a previous study by Parmenter and Love (2007) and contributes to understanding:

- the ways in which mining employment affects Indigenous employees both positively and negatively, and
- the barriers and opportunities for Indigenous people to derive a long-term benefit from large-scale resource projects.

It does this by analysing the results of group and individual interviews, a survey administered to Indigenous employees on site, and employment data provided by Century.

### Report Structure

Seven sections make up the report. Section three outlines the methodology, section four provides some background statistics and estimates on GCA employment at Century, section five outlines the profile of the research participants, section six presents the results of the study, and section seven discusses emerging risks and opportunities.

## 2. METHODOLOGY

### Overview

The study involved desktop research and primary data collection at Century in Northwest Queensland. Some secondary data on Century employment was obtained from the company and other data was sourced from publicly available information. Three main primary research methods were used:

- group interviews
- a selection of semi-structured individual interviews
- a quantitative survey (Appendix 1).

### Interviews

CSRSM researchers conducted semi-structured interviews with GCA employees at Lawn Hill (the mine site) and Karumba.

The interviews were undertaken to surface common elements of work experience at Century, including likes and dislikes, contributions and shortcomings, understandings of closure and future plans and expectations. CSP personnel arranged the interviews for CSRSM researchers while on site.

To gain an understanding of the potential impacts of closure, especially on GCA employees currently living in local communities, CSRSM sought a sample of these employees in a broad cross-section of job roles and types with representation across geographic locales, Native Title Groups and gender. Females were targeted for a representation aligned with current GCA female representation at Century (approximately 25%).

### Lawn Hill

A CSRM research team comprising one male and one female visited Century for eight days to undertake interviews with a cross-section of GCA employees. In all, 60 (33% female) GCA direct company or contractor employees across all work roles participated in either individual or group interviews. Of these, 47 (28% female) participated in 9 group interviews comprising a median of 5 participants per group (group sizes ranged from 3 to 7). The remaining 13 were one-on-one interviews, three of them with female participants. All interviewees (whether taking part in group or individual interviews) also completed the survey.

Individual interviewees were invited to participate based on suggestions by Century management and the CSP department. This group consisted of GCA employees whose careers could be profiled in case studies as a form of recognition of their professional achievement and the contribution of Century to their careers. This report presents three individual case studies based on individual interviews.

In most cases, participants were interviewed by female and male researchers, one researcher leading the interview and the other recording notes. In some cases, a same sex researcher conducted the interview as preferred by participants. This methodology was presented as an option to Indigenous participants for cultural reasons.

Researchers recorded detailed notes for each interview and subsequently conducted thematic analysis.

### Karumba

A female researcher visited Karumba for two days and conducted group conversations with employees including 6 GCA employees one of whom was female. A similar methodology was followed for these interviews and their analysis.

### Survey

Approximately 150 GCA employees at Century, including direct company and contractor employees received the survey. A total of 117 responses were received from GCA employees, representing a 79% response rate.

### Design

The survey instrument closely followed that used in the 2007 study in order to make comparisons and identify trends over time. It consisted mostly of closed, but also some open-ended, questions. Closed questions asked respondents to select from a pre-determined set of answers, while open-ended questions allowed respondents to provide their own answers. The draft survey was trialled by CSP staff members, and two CSP staff members provided detailed feedback on the survey design.

The survey was designed to ascertain information from GCA employees on:

- demographic profile and employment arrangements
- experiences of working at Century
- how working at Century has impacted on them and their families
- how their community/town has or has not changed since Century began
- their plans when they stop working at Century
- predictions of how closure might impact on them personally and on their communities

- their understanding of mine closure
- how MMG can support GCA employees to transition through the closure phases and beyond.

## **Distribution**

The survey was distributed in two ways. CSRSM researchers administered over 50% of the surveys while on site, as part of the individual and group interviews. The remaining surveys were distributed by GCA employees from Century's CSP Department. Completed surveys were either returned to CSRSM by hand during interviews or via mail using reply paid envelopes.

## **Analysis**

Responses to closed questions were entered into SPSS (Statistical Package for the Social Sciences) to obtain basic frequencies, compare responses between groups and explore relationships between different variables. All analyses conducted for the employee survey used a significance level of  $p < .05$ . Open-ended responses were entered into a database and coded by theme.

## **Generalising conclusions**

It is recognised that many employment experiences and effects of closure will be unique to the individual concerned, but in undertaking an SIA for closure the objective is to gain an understanding of the general contribution that has been made and to anticipate potential opportunities or negative impacts that might affect numbers of employees and communities. For this reason, the analysis in this report aggregates and compares responses based on aspects such as place of residence, age, gender, type of role, etc. This generalisation seeks to support overall planning processes and identification of key messages, but in no way seeks to portrait a unified perspective or experience of GCA employees. Neither Indigenous cultures nor Indigenous development visions are homogenous (see Martin et al., 2004).

## **Ethical Considerations**

This project incorporated the ethical issues related to informed consent, cultural considerations, participant feedback and confidentiality (including inferred identification).

All GCA employees were invited to participate voluntarily. Project information sheets (Appendix 1) were given out to all participants and any questions answered. On the basis of this information, consent was gained before recording any data. Consent was also sought from the participants profiled in the case studies and a draft of the cases was offered for comment ahead of publication.

Male and female GCA Indigenous employees from Century were involved in coordinating the interviews and distributing the survey. The advice of the CSP Department was sought as to cultural protocols that might be relevant; for instance, timing of visits to respect periods of mourning and sorry business.

All participants were given a code and names were not recorded either in the researchers' notes or in the final report. Any information that is potentially identifiable is kept securely at The University of Queensland. Based on feedback from Century's CSP team, CSRSM exercised caution in the use of direct quotes of GCA employees. CSRSM was warned that because of the small size of the Gulf Community, literal quotations can be easily attributed to individuals, even in absence of a name, or specific details, as community members know what expressions others use frequently. For this reason, we have kept the use of quotes to a minimum and have instead presented GCA employee views in aggregate form to avoid potential inferred identification.

All participants will receive summary feedback in the form of reports or a newsletter.

### **Limitations of the research**

There were some methodological limitations which emerged through this research that need to be considered when interpreting results:

- Firstly, the Karumba survey responses (a small number) were received after the close date and statistical analysis had already been finalised. Therefore the survey information presented here refers only to respondents who work at Lawn Hill. Therefore the term respondents refers to Lawn Hill survey respondents, while the term interview participants refers to both Karumba and Lawn Hill participants.
- Secondly, due to unforeseen circumstances the research team that visited Karumba consisted of only one female. The lack of a gender balanced team could have affected the information that Karumba participants were willing to provide. However, this is unlikely to affect the overall results of the study.
- Thirdly, most of the data analysis and coding was undertaken by non-Indigenous people. To minimise the risk of findings being misinterpreted, we involved local Indigenous employees in the design and implementation of the research and also sought their feedback on preliminary findings.
- Fourth, due to incomplete records, it proved difficult to determine the total number of GCA employees over the life of the mine. The numbers presented here therefore represent a 'best estimate' only.

## **3. CENTURY EMPLOYMENT STATISTICS**

To situate the study, this section provides some estimates of numbers of GCA community members that Century employs currently and has employed in the past, and provides estimates of benefits resulting from employment such as work experience and wages earned. Estimates are based on data provided by the HR and CSP departments at Century.

### **Overall workforce**

Century's total workforce in 2012 was 1195, down from 1504 at the time of the 2007 study. Table 1 shows the workforce according to residential location and gender.

Table 1. Total number of employees at 2007 and 2012

Community/town	2007			2012		
	Female	Male	Total	Female	Male	Total
Within the Gulf	82	216	298	39	119	158
Out of the Gulf	123	1083	1206	132	905	1037
<b>Total</b>	<b>205</b>	<b>1299</b>	<b>1504</b>	<b>171</b>	<b>1024</b>	<b>1195</b>

### GCA workforce

Due to a combination of changes in ownership and the introduction of new information management systems, records on the GCA workforce at Century do not provide comprehensive, consistent and accessible information about the current workforce and provide only patchy historical data. These limitations were raised in three previous reports (Brereton and Barker, 2005, Parmenter and Love, 2007, The Right Mind, 2008) and confirmed through the current study.

Estimates of the current size of the GCA workforce range from 208 to 247. The variation seems to be due to the way the GCA status of some Karumba employees is interpreted. In this report, we use the higher figure of 247, as it is on the basis of this figure that most workforce splits data was provided to us. These workforce splits are presented here to provide a rough idea of the places of residence and gender of members of the GCA workforce.

Nearly 21% of Century's current workforce are GCA employees, as shown in Table 2 below. GCA employees residing in Gulf communities make up over 8% of the total workforce and those residing out of the region constitute 12% of the workforce. Over one quarter of the GCA workforce are female, whereas women comprise just over 14% of the total workforce. Other Indigenous employees (i.e. not classified as GCA) make up 2.5% of the current workforce. A more detailed breakdown is offered in Appendix 2.

Table 2. GCA employees as a % of total workforce as of July (2012)

Community/town	Female	Male	Total GCA
<b>Within the Gulf region</b>	2.1%	6.5%	8.62%
<b>Out of the Gulf region</b>	3.2%	8.9%	12.05%
<b>Total</b>	<b>5.3%</b>	<b>15.4%</b>	<b>20.67%</b>

Most GCA employees do not have their primary residence in the Gulf communities (as shown in Figure 1).

Figure 1. GCA workforce by place of residence (2012)

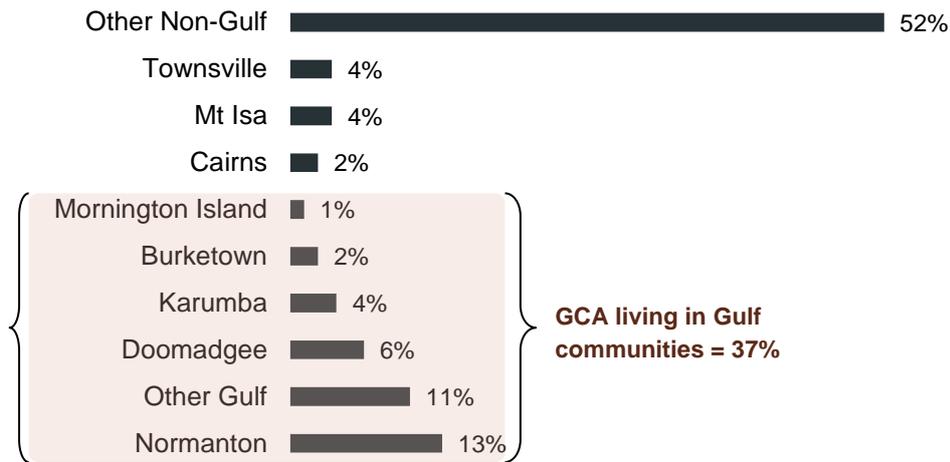


Figure 1. GCA workforce by place of residence (2012)

Based on Century records, Waanyi employees constitute the single largest group in the GCA workforce with a 38% representation (Table 3). It is important to note that the data on Table 3 is difficult to interpret because a large proportion of the GCA workforce is classified as Native Title affiliation ‘other’. This category might include people who self identify as belonging to more than one Native Title group, or people who do not self identify as belonging to a Native Title group.

Table 3. GCA workforce by Native Title groups (2012)

Native Title Group	GCA workforce	As percent of total
Other	126	51%
Waanyi	95	38%
Kukatj	15	6%
Gkuthaarn	8	3%
Mingginda	3	1%
<b>Total</b>	<b>247</b>	<b>100%</b>

## Estimates of employment benefits over the life of the mine

There is not a complete record of all GCA employees over the life of Century. However, data reconciliation between HR and CSP databases indicates a minimum of 918. While only 410 of these current and previous GCA employees are in the current HR databases, this sample can provide useful information to understand the types of employment experience that GCA employees have obtained at Century.

### Employment experience

Based on the 410 previous and current employees for whom we have data and consistent with previous studies at Century, GCA employees, as a group, appear to have spent most of their employment time in operator roles (31% of time), apprenticeships, traineeships and 'other' roles (see table 4). Participation in professional and managerial roles has been minimal.

Table 4. Percent of total GCA employment years by employment type

Level of employment/ Position	% of total GCA employment years		
	Female	Male	Total
Operator	4.9%	25.7%	31%
Other	3.9%	13.9%	18%
Apprenticeship	1.9%	14.0%	16%
Traineeship	6.1%	4.6%	11%
Administration	5.2%	2.6%	8%
Cultural and community	2.3%	2.9%	5%
Trades person	0.0%	5.2%	5%
Professional	1.9%	1.0%	3%
Lab technician	1.1%	0.7%	2%
Supervisor	0.0%	0.8%	1%
Superintendent	0.0%	0.6%	1%
Utility person	0.5%	0.1%	1%
Labouring	0.0%	0.3%	0%

### Historic recruitment and Training

At present there is no reliable data to report on the pattern or trend of GCA recruitment and training at Century because data in current HR systems is believed to cover less than half of the GCA community members employed over the life of the mine.

### Historic wages and allowances paid to GCA Employees

Over the last three years, an average of \$17,605,575 a year was paid in wages and salaries to GCA employees.

## 4. SAMPLE GROUP

This section describes the profile of survey respondents and interview participants. It reports 'valid' percentages rather than 'actual' percentages (thereby excluding missing or non-applicable data).

## Profile of Survey Respondents

The survey was distributed to approximately 150 GCA employees at Century, including direct company and contractor employees. A total of 117 valid responses was received, representing a 79% response rate and 47% coverage of the total GCA workforce. Female respondents accounted for one-third (33%) of the responses – slightly higher than their overall representation in the GCA workforce (25%).

The number of responses to the current survey was 22% greater than in 2007. The proportion of GCA employees completing the survey was similar in both studies (Figure 2).

Figure 2. Total GCA workforce and survey representation (2007 and 2012)

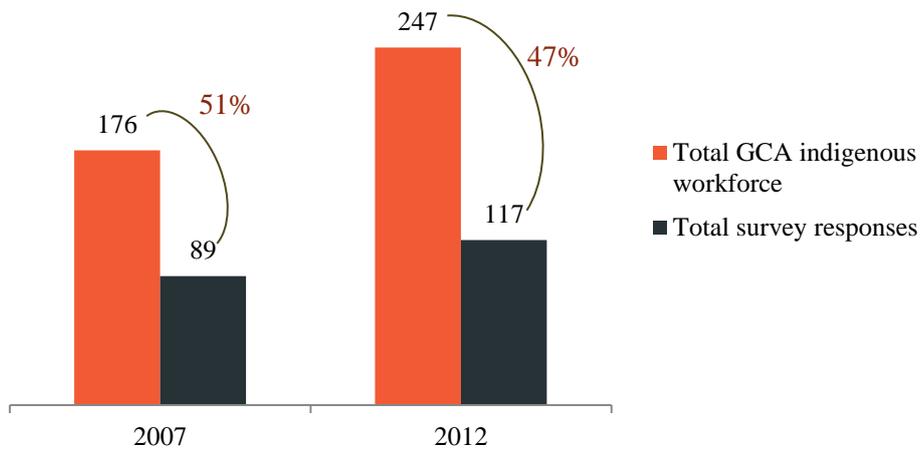


Figure 2. Total GCA workforce and survey representation (2007 and 2012)

Most respondents (82%) were aged between 18 and 44 (Figure 3). This is indicative of a relatively young workforce. Note also that female GCA employees are significantly younger, on average, than their male counterparts. This is probably because women are more likely to exit the workforce once they take on family responsibilities.

Figure 3. Respondents by age and gender  
number of responses=114

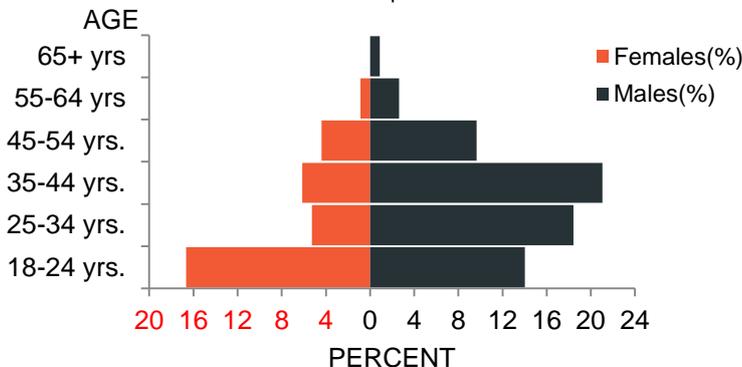


Figure 3. Respondents by age and gender

Fifty seven percent of respondents were married or partnered, 38% were single and 4% separated or divorced. Seventy six percent of respondents had one or more children. Of these, 73% had children who are school-age (Figure 4).

Figure 4. Number of school aged children  
number of responses=66

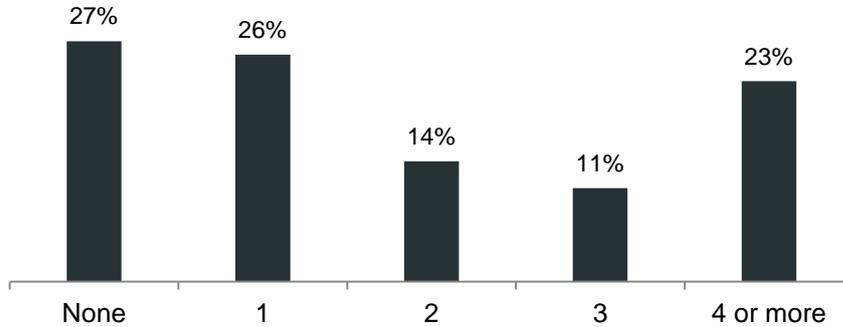


Figure 4. Number of school-age children

Of the respondents with school-age children, 58% reported that their children attended local schools, 28% attended schools outside the Gulf, and 15% attended both.

Fifty seven percent of respondents identified as belonging to the Waanyi Native Title group (Figure 5), which is over-representative of the total percentage of Waanyi employees within Century’s GCA workforce (approximately 38%) at the time of survey.

Figure 5. Respondents by native title groups  
number of responses=112

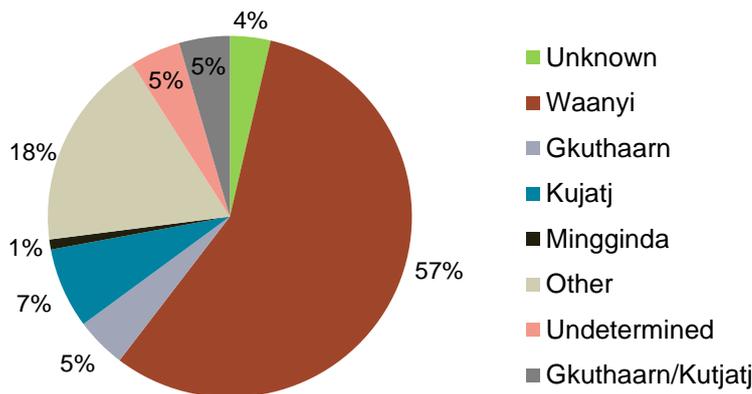


Figure 5. Respondents by native title groups

Just over half of the respondents (55%) lived in the six Gulf community towns of Normanton, Doomadgee, Burketown, Mornington Island, Karumba and Bidunggu. Respondents lived in various communities throughout and beyond the Gulf (Figure 6), with the most common being Normanton (26%), Townsville (21%), Doomadgee and

Cairns (11% each). As compared to the 2007 survey, there was a decline in respondents residing in Doomadgee (22% to 11%) and Mornington Island (13% to 7%). Respondents residing in Burketown increased from 1% in 2007 to 7% in the current survey, while there was no significant change in Normanton representation.

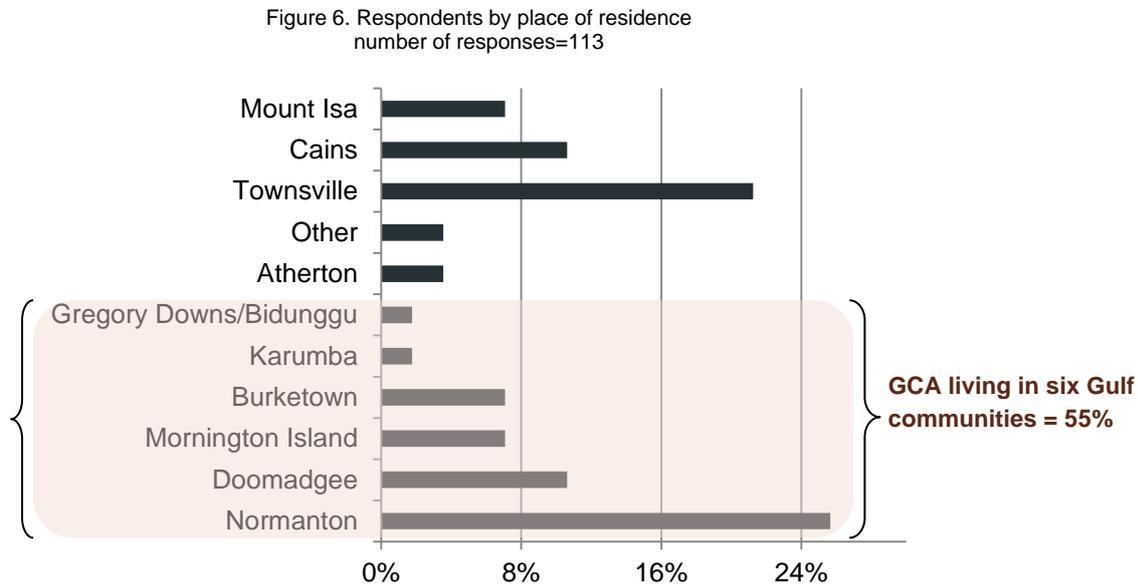


Figure 6. Respondents by place of residence

### Profile of interview participants

A total of 66 GCA employees participated in individual or group interviews, in addition to completing the survey. The interviewee profile is broadly reflective of the larger group that completed the survey.

## 5. RESULTS

This section discusses the respondents education and work history, current century employment and future work plans; the participants' experience at Century and the impacts of Century employment; the status of communication on completion of mining with the GCA workforce; and expected impacts of completion of mining and closure mainly from an employment perspective.

### Education and Work History

The great majority (89%) of respondents had completed Year 10 or above (Figure 7). Only eleven respondents (of which eight are females) had completed a level above Year 12. Overall, the female GCA workforce is more educated than the male

workforce. This most probably reflects the difference in average age between the two groups (i.e. younger people are more likely to have made it through to year 12).

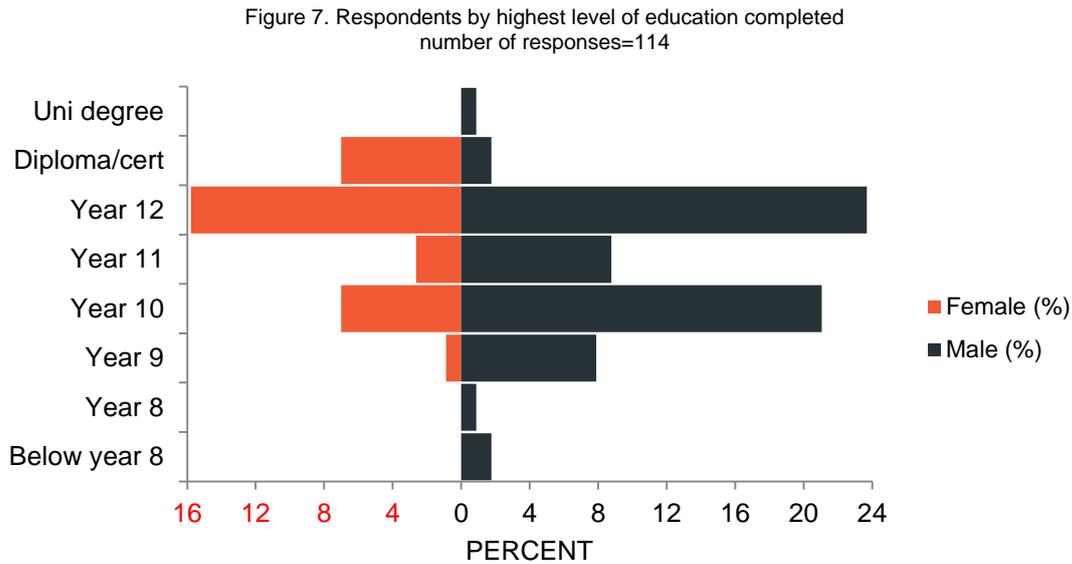


Figure 7. Respondents by highest level of education completed

Fifty-six percent of respondents had attended primary schools in the Gulf: Normanton (26%), Doomadgee (18%), Mornington Island (6%), and Burketown (10%). Of the remaining forty four percent of respondents, twenty percent went to primary schools in the main north Queensland centres of Townsville (4%), Mount Isa (15%), and Cairns (1%). The rest went to Croydon (6%) and other towns (18%).

Sixty six percent of respondents were working in either a full-time or part-time/seasonal position prior to working at Century, and 19% were working for CDEP (Figure 8). This indicates that a substantial amount of participants had previous exposure to the mainstream labour market.

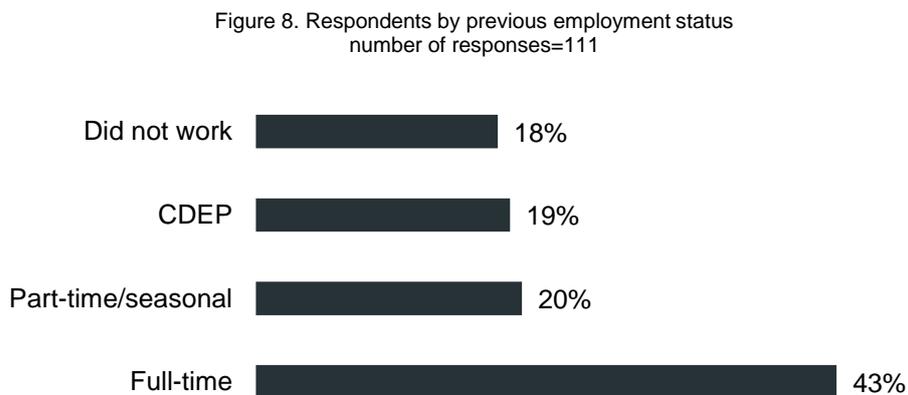


Figure 8. Respondents by previous employment status

Only one respondent had worked in the mining industry immediately prior to commencing at Century, indicating that the mine is likely to have played a critical role in providing an entry point into the industry. However, some respondents may have worked in mining ahead of their last job prior to Century employment.

Figure 9 shows the various occupations that respondents worked in before joining Century. The single largest category was labouring (21%). Again, there were significant gender differences, with female respondents under-represented in labouring and more likely to be employed in areas such as childcare, hospitality, administration, retail and education.

The CDEP category was not as well represented in 2012 as in the 2007 survey, most likely due to changes to the CDEP program. The program was reformed in 2008 shifting its focus in remote locations from direct employment provision towards job readiness and pathways to mainstream employment with the overall outcome being a progressive reduction in CDEP placements (Hunter and Gray, 2012)<sup>4</sup>.

Figure 9. Respondents by previous job type  
number of responses=86

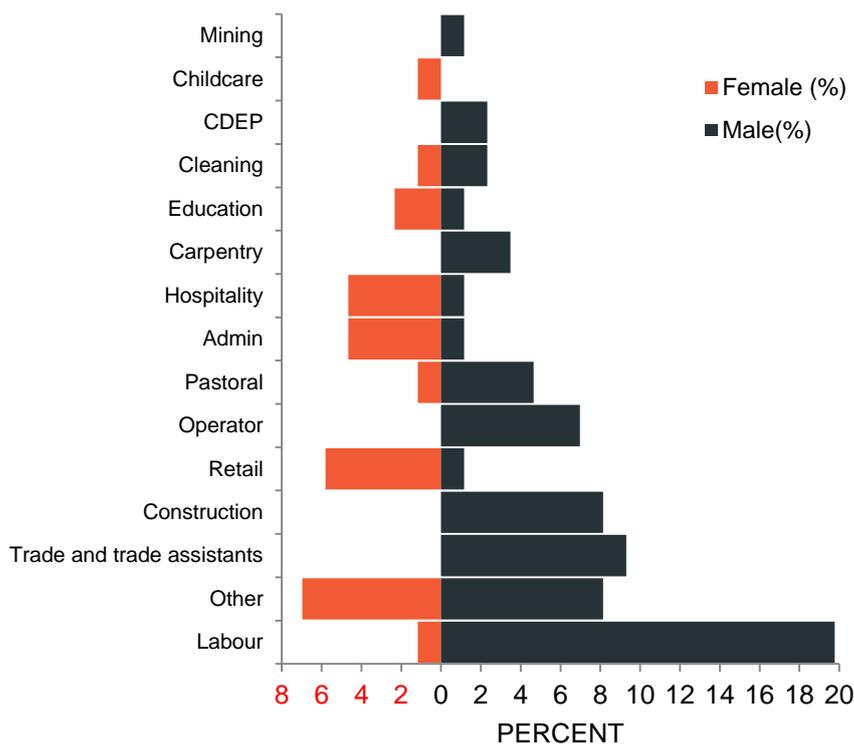


Figure 9. Respondents by previous job type

<sup>4</sup> See: <http://www.fahcsia.gov.au/our-responsibilities/indigenous-australians/programs-services/communities-regions/community-development-employment-projects-cdep-program>

## Current Century Employment

Survey respondents worked across various roles and operational areas at Century. The single largest category was truck driver/plant operator, accounting for 39% of respondents. Of these respondents, 80% were male (Figure 10).

The 2012 GCA survey sample included more apprentices (14% of total respondents) and trainees (14%) than did the previous survey (3% and 7% respectively).

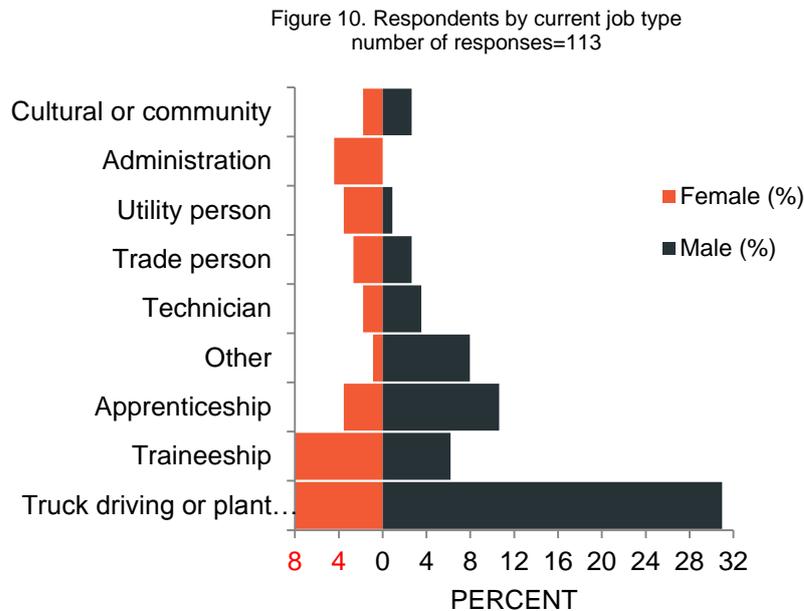


Figure 10. Respondents by current job type

Fifty four per cent of respondents to the 2012 survey had worked at Century for over two years, while only 10% have worked for Century for 6 months or less (Figure 11). By comparison, only 41 per cent of respondents to the 2007 survey had worked for 2 or more years. This points to an improvement in retention over the five years.

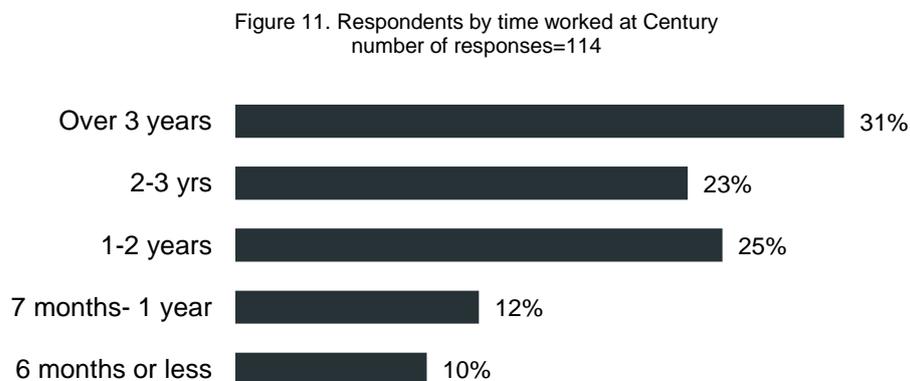


Figure 11. Respondents by time worked at Century

Over one third of respondents (38%) had worked at Century previously. This might be an indicator of previous positive experiences on site. It also signals recruitment processes that, by allowing flexibility for career breaks, maintain working relationships with GCA community members. Ability to take career breaks and articulate participation in customary roles and various types of employment has been identified as an important factor in supporting Indigenous employees' work in various contexts (Trigger, 2005, Altman, 2009, Altman, 2005, Altman, 2001, Austin-Broos, 2003).

Most respondents (82%) had three or more family members working at Century. Only 9% of respondents had no relatives working at the mine (Figure 12). This is likely a factor contributing to retention as employees are able to maintain a family support network within their workplace despite many of them being FIFO workers (as long as rosters allow for concurrent work by family members).

Figure 12. Respondents by number of relatives working at Century  
number of responses=113

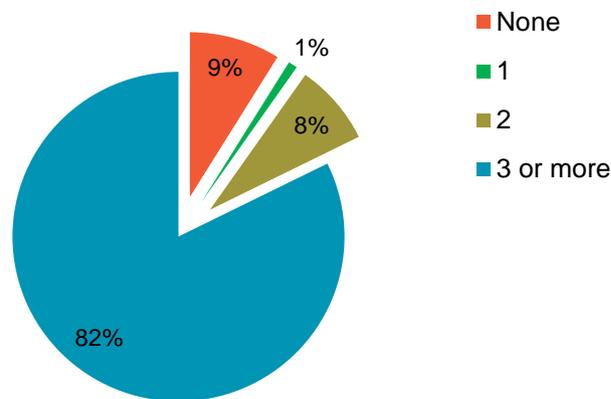


Figure 12. Respondents by numbers of relatives working at Century

### Box 1. GCA Employee Experiences

#### **Michael Cameron Junior**

**Current employment status:** Dispatch

**Native title group and current residence:** Waanyi, Mornington Island.

Michael is 29 years old. He was born and grew up in Cairns and lives in Mornington Island. Michael works in Dispatch at Century.

After going to school in Cairns, Michael went to Mornington Island and lived with his Grandmother for a while. At Mornington Island, he worked for CDEP as a cleaner and cook at the hospital. Michael then did pre-vocational training with Pasminco – a previous owner of Century – in Normanton, for eight months. Towards the end of 2001, he started work at Century as a truck driver, he did well in that job and later worked as a loader driver, which he really liked because he found it rather relaxing without too much traffic to worry about. Michael's next job was as a dozer driver. Now he works at dispatch, where he has been for the last six years.

Michael values the different working experiences Century has offered. In particular, he enjoyed the previous work arrangements in the dispatch crew when he knew everyone in the crew and it

was like a little family. There were a number of family members in that crew, providing him with a supportive work environment. This is something that he now misses.

Although his experience at Century has generally been positive, Michael feels that sometimes employment benefits might not be commensurate with GCA employees' skill level. Another aspect where he would like to see improvement is the roster structure. In his opinion it could be changed to better allow workmates across crews to meet and form a good working relationship.

After completing work at Century, Michael would like to go back and work in the communities at least in the short-term, because he misses being at home and would like to spend some time with his Grandmother. He also would like to open a business and hopes to have an opportunity to be trained as a chef. After more than ten years in various roles at the mine, he may go full circle and return to work similar to his pre-Century life as a cook at Mornington Island hospital.

### Future Plans

More respondents expressed an interest in staying at the mine longer term than was the case in 2007, possibly because the option to remain working during rehabilitation and caring for country is now available and as such was included in the survey.

As indicated in figure 13, less respondents would like to stay at Century 'as long as the mine is here' than in 2007 (38% vs. 57% in 2007). However, 39% of respondents would like to continue through rehabilitation and caring for country. Overall, this reflects an increase in respondents interested in staying at Century in the medium to long term and strong interest in rehabilitation and caring for country roles.

Figure 13. Respondents by intention to stay at Century  
number of responses(2012)=114, (2007)=89

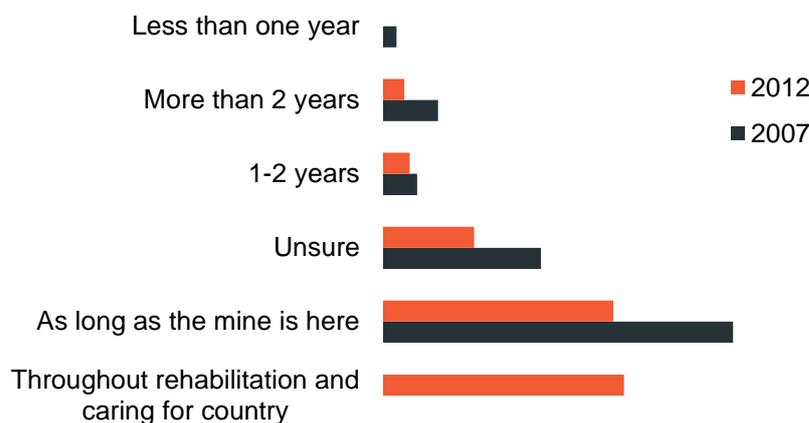


Figure 13. Respondents by intention to stay at Century

Sixty four percent of all respondents indicated they plan to work in the mining industry post Century (Figure 14). Of the remaining respondents, 19% said they would like to find other work. The majority of respondents (96%) intending to work post Century said they would prefer full-time positions.

Fifteen percent of the respondents were unsure about their future work plan and only two planned to stop work altogether.

Figure 14. Respondents by post-closure work plan  
number of responses=114

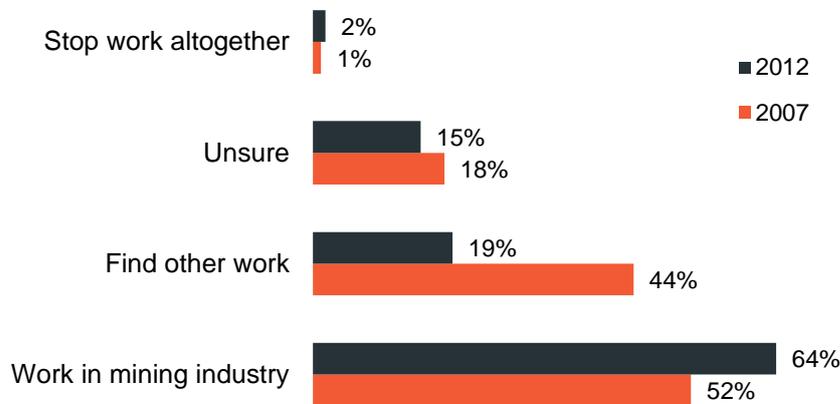


Figure 14. Respondents by post-closure work plan

## Experience of Employment

There is fairly wide variation in employment experiences amongst interviewees. While most participants raised some areas of dissatisfaction with Century the majority felt that Century employment has made a positive contribution to their lives.

The extent to which people are satisfied or otherwise with their work seems to depend significantly on their perceptions of workplace fairness. Access to training, relationships with supervisors and pay relativities inform these perceptions. These factors seem to vary significantly depending on where employees work at Century. There is a perception amongst some interview participants that workplace issues can remain unresolved for extended periods and processes to resolve them are not always clear. Most of the interviewees mentioned access to, and relationships with, CSP personnel as aspects that improved their work experience, and most hoped to be able to interact with CSP more regularly to obtain assistance with workplace issues. However, it became clear that it is not realistic for CSP to handle all issues under current resourcing.

While some aspects are relevant to interviewees in general, others are specific to employee groups such as trainees, apprentices, middle aged employees, or employees based at Karumba.

### Box 2. GCA Employee Experiences

#### **Edmond Busch**

**Current employment status:** Communications technician

**Current residence:** Normanton

Edmond grew up and went to school in Normanton, his mother is from the Croydon area and his father grew up at the Mapoon mission. He likes spending time with his family: Edmond has a 1 year old daughter and a second baby on the way.

Edmond studied a diploma of science at the University of Canberra (6 months). He went back to Normanton to work as a teacher aid at the school and he found working with the kids very enjoyable. After that Edmond went back to study, this time at James Cook University in Townsville, but his father fell ill so he discontinued his studies. Edmond also worked in the local council at Mornington Island operating machinery and as administration officer in the HR payroll office of the council.

Twelve years ago, when Pasminco owned the mine, Edmond started working at Century as a construction trainee. As part of this training he completed two weeks of work placement in the warehouse. He was offered a one year contract and later a permanent position at the warehouse, where he worked for 7 years. Edmond completed a communications apprenticeship at Century two years ago and has since been working as a communications technician, setting up and looking after networks, computers, telephones, radios, truck tracking systems, and looking after communication lines to Karumba.

Edmond enjoys the diversity and learning opportunities that his job provides. He sees his position at the warehouse as the best of his work experiences because it allowed him to get a trade qualification, build up his confidence and experience, and get his current technical role. The financial benefits of Century employment have brought him positive lifestyle changes and better living conditions. However, he finds that something that can be difficult about working away from home is being away from relatives when there are issues in the family.

Edmond would like to stay at Century for as long as his trade is needed to continue to build experience and exposure in the industry. In the future, he would like to see more long-serving Indigenous employees achieving promotion at Century.

### **Positive contribution to individuals and families**

Most of the interviewees felt that employment at the mine has helped them and their families financially, and provided new skills, healthier lifestyles (in several cases) and suitable rosters:

- The material benefits of Century employment allow GCA employees to provide higher standards of living to their families.
- Employees value the opportunity to stay working within the region.
- Working at Century has helped many to increase their social network, develop better relationships and social skills, and increase their self confidence.
- The participants value the transferrable skills that some of them have gained at Century, including not only mining specific skills but other work skills such as the ability to work in a mainstream environment.
- Employment at Lawn Hill has provided access to healthier lifestyles due to the routine, food, fitness facilities and programs, and the enforcement of restrictions on alcohol and drug use. This aspect was not emphasised by Karumba participants, however.
- Most people were satisfied with their roster structure as it allows them to engage in other activities (except for the 5/2/5/2/7/7 roster which can be draining for some).

Most interview participants highly valued the contribution of the CSP team in helping resolve workplace issues that GCA employees experience, and in providing guidance and support to apprentices and trainees (see Box 4 for a description of apprenticeship

and traineeship programs). However, interviewees often reported that they had difficulty accessing CSP personnel (see aspects that need improvement).

### Box 3. GCA Employee Experiences

#### **Peter Cameron**

**Current employment status:** CSP advisor

**Native title group and current residence:** Waanyi, Normanton

Peter is a Waanyi man from Normanton. He is part of a core group of long-serving GCA employees who have played a key bridging role between Century mine management and the Gulf communities and GCA employees. He's had a diverse career both in Century and elsewhere. Peter has worked with all the companies that have run Century mine since negotiations, but 'first and foremost' he is a Traditional Owner, active within the community and the GCA. For example, he is part of the board of the Aboriginal Development Benefits Trust. Most of his work at Century has been about engaging with the Gulf communities in his role as a community relations or CSP Advisor and Peter helped in the initial negotiations that led to the GCA. However, he has also worked in catering, administrative work and worked as a bus driver at the mine.

Before working at Century, Peter lived in many locations and worked in a number of sectors, in and around Cairns. He was a footballer, a chef apprentice, worked in sugar mill processing and for a concrete company. He also worked for three years in child care for Aboriginal children at risk. Before starting at Century, he went to Mornington Island and worked part-time in aged care and as a legal aid officer for about a year. He also gained work experience in mining at Mount Isa.

Peter finds that working at Century gives him the opportunity to do what he enjoys most: working with the community. His work includes introducing parents of young Aboriginal people to mine managers and introducing managers to the communities. He gets to encourage and prepare young Indigenous people to work in mainstream jobs. However, his work is not without challenges, it involves solving often complex problems and his workload is significant as the scope of his role is very broad and fluid. A key challenge for Peter is that his high workload does not allow him to devote as much time as he'd like to helping GCA employees raise issues with managers and supervisors.

Peter told us that his life and the lives of his children and family have changed for the better as a result of Century. Four of his children have trained and worked at the mine, one of them has progressed into a team leader role. In addition, his two brothers and their children have also worked at the mine.

Peter believes that many Indigenous employees have developed skills that qualify them for higher positions than those they hold, but they need more encouragement to move higher up the ladder. He hopes that in the future Century can provide more career progression opportunities including access to training and education. Peter would like to see high potential individuals receiving leadership and management training, as well as support to gain university qualifications.

Peter would like to stay and see the mine continue post-closure and continue to work so that his children and grand children and the general Indigenous community in the region can benefit from the mine.

#### Box 4. Century's Apprenticeship and Traineeship Programs

Century's CSP Superintendent leading the apprenticeships and traineeships programs explained that through the training and apprenticeship programs, Century seeks to improve the level of education in the community (pers.com. 1 May 2012).

Century has approximately 80 apprentices and trainees. The program begins with CSP visits to communities to commence recruitment, followed by applications, phone and or face to face interviews and short listing. The process continues as follows (pers.com. 3 May 2012):

- Beyond Billabong<sup>5</sup> program for four weeks to lift participants' self esteem.
- Three weeks of horsemanship, leatherwork, art, sport, and other activities.
- Eight to ten weeks of training on-site, including Certificate 2 courses, coaching on life skills, literacy and numeracy skills, arts activities, inductions etc.
- Three weeks of work experience, including some off-site experience in some cases.
- Participants are signed in for an initial three-month period.
- Participants are signed for Apprenticeship (4-year program), or Traineeships (1-2 years).
- The participants receive ongoing support from the CSP team.

#### Aspects that need improvement

While the overall perception of Century employment was positive, survey participants also expressed dissatisfaction about a number of aspects. These concerns were similar to those raised in the 2007 study, and related to:

- difficulties in achieving career progression and up-skilling
- perceived excessive 'casualisation' of the GCA workforce through the use of contractor companies
- cultural issues such as limited cultural awareness amongst people in leadership positions
- difficulties resolving workplace problems
- limited access to workplace support
- difficulties navigating large levels of documentation.

These were reported in several group sessions. Some of the concerns were more widespread amongst specific crews/groups, however they were raised in most of the groups interviewed.

#### Difficulties in achieving career progression and up-skilling

Participants mentioned a number of factors that can lead to difficulties in achieving career progression or higher skill levels:

- There are cases of GCA employees who have become highly skilled but do not receive promotion and pay increases in line with their higher skill level.
- Some participants felt that training opportunities were limited and that in some crews they were not allocated fairly but based on favouritism. The participants

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<sup>5</sup> Beyond Billabong is a life and vocational training programs for Indigenous people across in Queensland who have limited access to mainstream resources and opportunities (see <http://www.beyondbillabong.com.au/who-we-are/our-story>) .

stated that this leaves GCA employees feeling unfairly treated and their career prospects compromised. Karumba participants felt that there are far more training opportunities at Lawn Hill.

- There were concerns that apprentices are treated too much as workers so that not enough priority is given to their training over completing other tasks. It was argued that, paradoxically, in some cases this can limit apprentices' capacity to complete work in a timely fashion because they have not received the necessary training.

### Excessive 'casualisation' through the use of contractor companies

Some perceived that GCA employees can be left for too long in contractor roles as opposed to MMG positions, resulting in less stable work arrangements and possibly pay issues. Those who raised this issue felt it was not clear what criteria were used to make decisions as to whether GCA community members were given Century employment or remained as contractors with companies like NPC. Similar issues were raised during the 2007 study.

### Cultural issues

Consistent with the findings of the 2007 report, several participants spoke of gaps in cultural awareness amongst some managers and supervisors that limit managers' understanding of Indigenous employees' behaviours and family responsibilities. For example, interviewees reported that some people in supervisory roles see funeral attendance responsibilities as 'attendance issues' and shyness amongst young Indigenous people as laziness. Some interview participants believe the lack of understanding of funeral responsibilities results in employees not being considered for training opportunities as they are perceived as having issues of 'absenteeism'.

A few participants mentioned that the signalling of hematite in the pit is not always appropriately placed thus putting women at risk of breaching cultural protocol. Hematite, present at Century's lease area, is of significant cultural importance. Hematite/red ochre is specifically the domain of men for some of the Native Title Groups represented at Century, it is important in male ceremonial contexts. Cultural protocol requires that women not enter in contact with red ochre (Parmenter and Love, 2007). Protocols related to hematite on site include the presence of GCA employees who act as cultural monitors and signalling of exposed hematite to avoid female employees entering in contact with it.

### Difficulties in resolving workplace issues

A concern raised by a number of interview participants is that workplace issues or difficulties can remain unresolved for extended periods. Limited awareness of grievance handling processes, lack of willingness to raise issues, as well as difficulties in obtaining support to handle difficult situations all contribute to this. Some interviewees stated that there are not enough people to talk to about equal opportunity-related issues, or to consult about career problems or problems with supervisors/managers. Some had experienced difficulties finding a contact person from the CSP department to talk to during work hours. Most of the participants who raised concerns about equal opportunity seemed uncertain as to how to handle these issues. We were told about one case where a GCA person was successful in raising an issue with HR and getting it resolved, but also heard accounts of a number of instances where issues have been raised several times with HR but there has been no answer or resolution for the complainant.

### Workplace support

In general, employees including trainees and apprentices would like to have more interaction with CSP team members to have closer communication and talk about future career plans. This is particularly important for apprentices near completion of the program as there are concerns that some of them are not clear about their career plans or direction. Overall, employees felt comfortable talking to the CSP team but also spoke of significant availability constraints. The difficulty appears to rest with availability of enough or key staff not with the quality of their work, which is highly valued by most interview participants. Limited access to CSP personnel was particularly a concern in the Pit, but also widespread across other areas.

## Impacts of Employment

### Future

The survey asked respondents whether working at Century would help them in the future. The great majority (93%) of respondents said 'yes', with 6% 'unsure' and only one of 115 respondents answering 'no' (Table 5).

Table 5. Will working at Century Help Employees in the Future

Answer	No. of respondents
Yes	107
No	1
Unsure	7
<b>Total</b>	<b>115</b>

### Financial

Nearly all respondents (97%) reported that at least one other relative or family member (other than their children) benefits financially as a result of the respondent's employment at Century (Figure 15). Eighteen percent said ten or more relatives benefited. Many interview participants also commented that they occasionally provide financial assistance to up to 10 relatives or family members.

Figure 15. Number of relatives who benefit financially from the respondents' work at Century  
number of responses=104

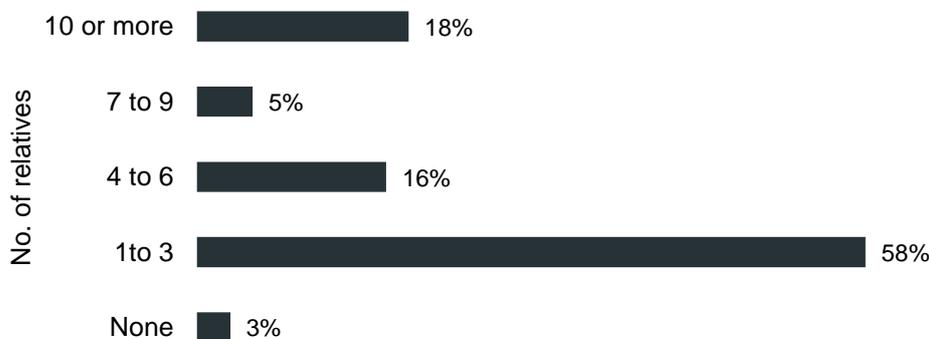


Figure 15. Number of relatives who benefit financially from the respondents' work at Century

Most respondents (81%) had purchased at least one asset since working at Century (Figure 16). The most common purchases were cars (70%) and whitegoods (58%). Only 7% of respondents had purchased a house. Those who had moved were significantly more likely to have purchased a house: five of the eight who have purchased a house had moved since starting work at Century.

Figure 16. Assets acquired since working at Century  
number of responses=112

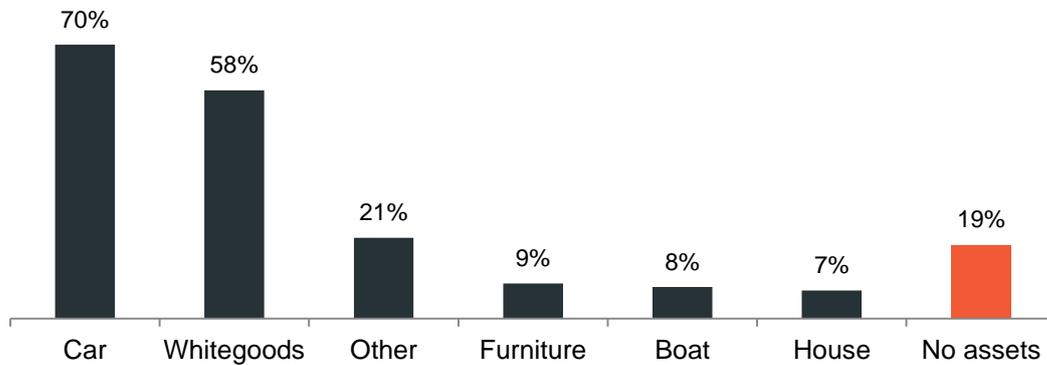


Figure 16. Assets acquired since working at Century

\*Other assets mentioned include motorbikes, personal items and household items.

## Flights

Fifty eight percent of respondents said they did not personally pay for any flights in or out of their community. This is a significant decrease compared to the 79% of respondents who gave the same response in the 2007 survey. There was an increased proportion of respondents in the current survey who paid for 'less than 5' (29%) and 'more than 10' (13.5%) flights.

## Managing Money

Interview participants in the previous study reported managing money and debt as a significant issue. In the present study these issues did not profile as strongly in interviews but were raised by several survey respondents.

Overall, interview participants presented the financial benefits of working at Century in a very positive light. However, the limited extent of investment in long-term assets (see Figure 16) indicates that money may not necessarily be being managed with long-term goals in mind. Other limitations such as the lack of a property market in some Gulf communities also need consideration.

The survey asked respondents what were the key barriers that prevented them from investing in assets such as houses and businesses. Responses indicate financial literacy and difficulties managing money as key barriers. Around one-quarter (25%) of

valid responses referred to financial literacy as an issue and 19% to financial responsibilities. Some of the respondents' comments include:

*Supporting family members financially that don't work to earn enough money.*

*The cost of living and kids' education, and not being confident enough about business management, owning house.*

*No financial understanding.*

*Not understanding some of the requirements and wording in some of the documents.*

*Not qualifying for a loan.*

The survey asked respondents about the proportion or amount of their income that they saved. Half of the respondents (50%) reported they save less than 15% of their income, 20% of respondents stated they save 16-25% and another 20% reported they save 26 -50 %. This question was not asked in 2007 and there is no data available on general savings habits in the Gulf that could be used for comparison purposes. However, it indicates that some GCA employees are saving significant proportions of their income.

### Mobility

Thirty eight percent of respondents had moved residence since starting work at Century. These relocations have been both in and out of the Gulf communities, but the net effect is for Century workers to relocate to larger centres (Figure 17). Employees have been more likely to move out of rather than into Gulf communities, and more likely to move into rather than out of larger centres like Cairns and Townsville.

Figure 17. Movement of respondents into and out of towns after starting at Century  
number of responses=44

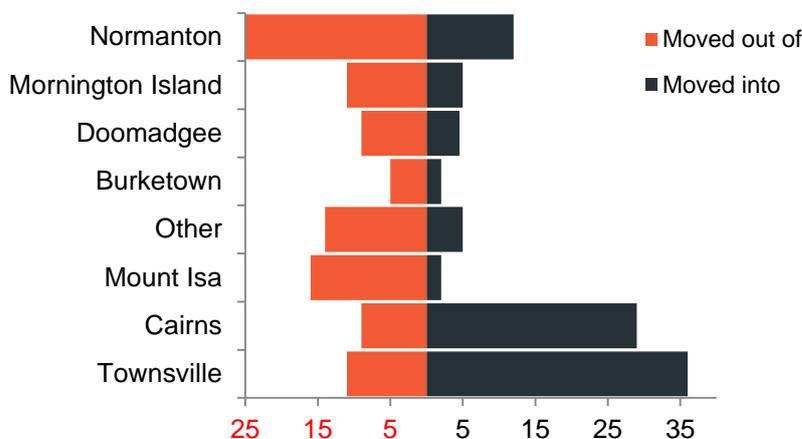


Figure 17. Movement to and from towns once started at Century

It must be noted that the survey results are likely to under-represent the extent of mobility, as the surveys only provide a snapshot of two points in time. The survey did not capture continuous movement or short stays elsewhere.

Respondents who had moved out of the Gulf communities since starting work at Century cited their children’s education, problems in their community, and more economic opportunities as the most common reasons for leaving (Figure 18). The same applies more broadly to respondents who moved regardless of their initial location.

Figure 18. Reasons for moving out of Gulf communities since starting work at Century  
number of responses=20

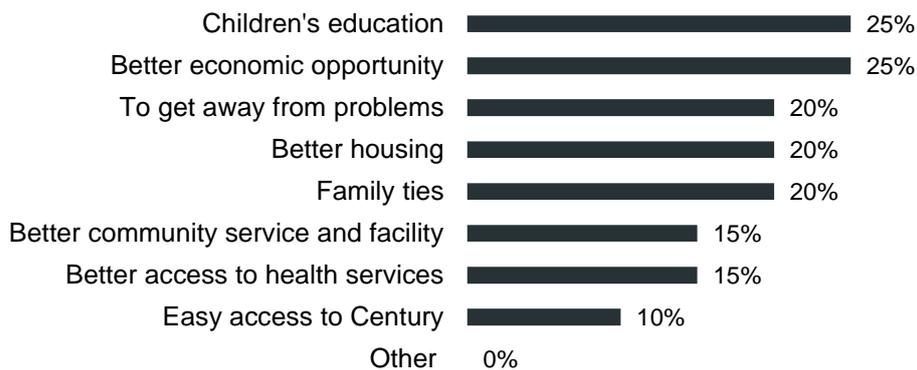


Figure 18. Reasons for moving since starting work at Century

\*multiple responses permitted

Respondents were asked where they planned to live when they stop working at Century (Figure 19). One third of the respondents (33%) were unsure about where they will live. The remaining responses indicate the net flow of GCA employees moving back into the Gulf is likely to be small.

Figure 19. Intention to move after closure  
number of responses=112

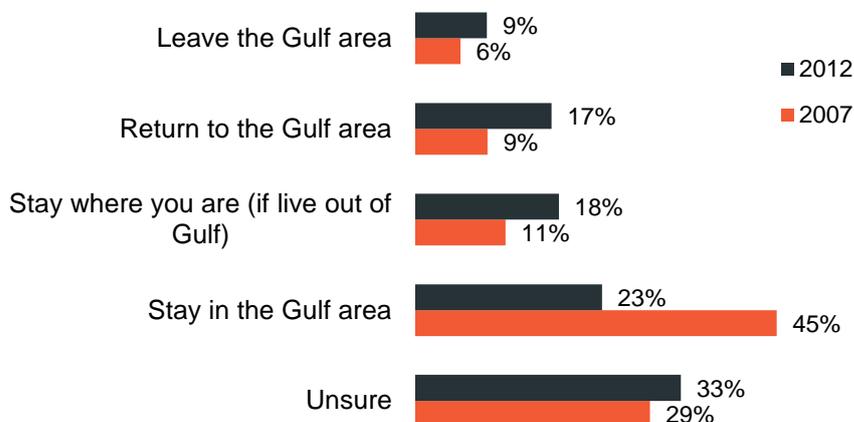


Figure 19. Intention to move after closure

Just over half of those who plan to stay in, or return, to the Gulf would like to work in mining after finishing at Century. Ability to access mining positions would be linked to a number of factors such as specific job preferences, commuting distance preferences, commuting alternatives, skills transferability, re-skilling program availability, and total available positions, amongst others. For example, MMG's Dugald River project near Cloncurry would provide an alternative employment source in the region, however skill requirement would differ as Dugald River is underground while Century is open-cut.

**Health**  
**Employee Health**

Around fifty nine percent of respondents indicated that they participated in mine organised exercise (Figure 20), a substantial increase in comparison with the 2007 survey. Use of the company gym was the most commonly reported form of participation (43%), followed by sports teams (35%) and physical fitness programs (15%).

Figure 20. Participation in mine organised exercise  
 number of reseponses=111

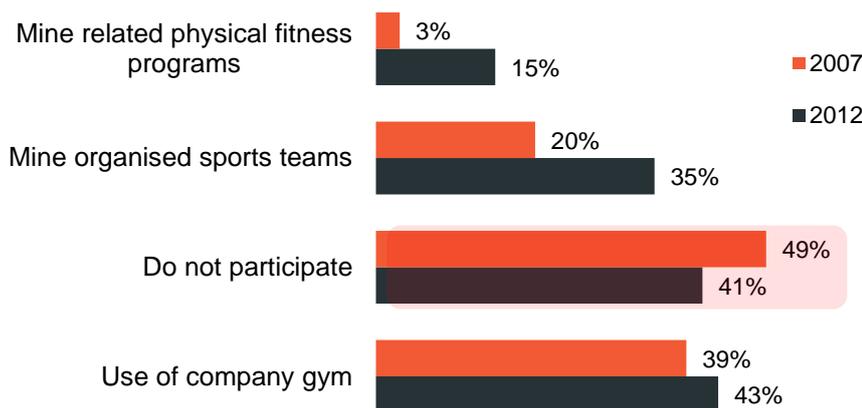


Figure 20. Participation in mine organised exercise

\*Multiple responses allowed excluding 'do not participate'.

Younger respondents were more likely to use the gym and participate in at least one mine organised exercise.

When asked if they had attended any health education sessions since working at Century, 33% said “never”, representing a significant decrease compared to 76% in the 2007 survey and suggesting these sessions are reaching a higher proportion of the workforce now. Forty percent had attended one or two sessions and 27% had attended two or more.

**Community Health**

Other than flights provided to assist GCA community members in medical treatment, the participants did not report significant health changes or benefits for the GCA

communities coming from Century. However, it was largely acknowledged that the transport facilities are a significant contribution.

### Bush Tucker

Fifty three percent of survey respondents reported that they were not able to eat the same amount of bush tucker since working at the mine (Figure 21). Women were significantly less likely to have eaten bush tucker prior to working at Century.

Figure 21. Amount of bush tucker consumed since working at Century  
number of responses=113

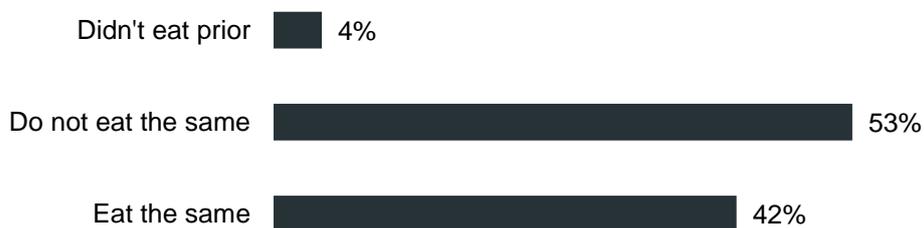


Figure 21. Amount of bush tucker consumed since working at Century

### Training opportunities

Most of the respondents (83%) said they had participated in training programs since starting work at Century (Figure 22). A higher proportion of survey respondents have completed training of various types (compared to 2007), but this was mainly first-aid training, which might be related to statutory requirements rather than any broader initiative to up-skill the workforce.

Figure 22. Training received since working at Century  
number of responses=113

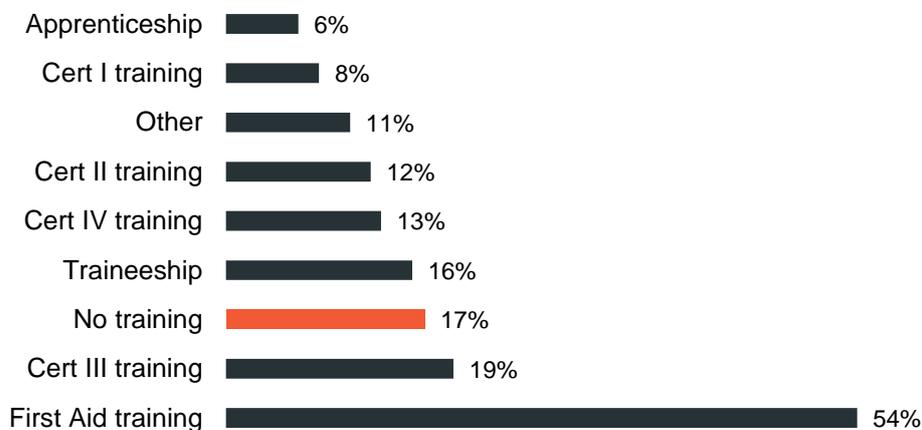


Figure 22. Training received since working at Century

\*Multiple responses allowed for all excluding 'no training'

When respondents were asked if they would like to receive training, 94% said yes (Figure 23). The most common request for training was for truck or other operator jobs (30%), followed by trades (21%), management (17%) and cultural and community (15%).

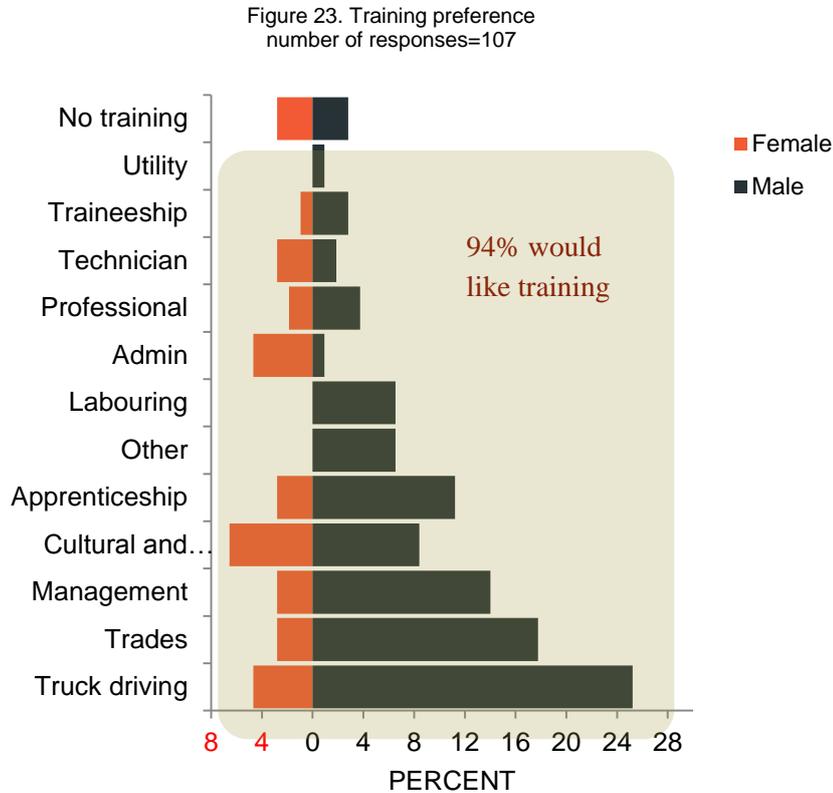


Figure 23. Training preference

\*Multiple responses allowed for all excluding 'would not like training'

Women were more likely to want training in cultural and community work and administration, whereas men were more likely to desire training in truck driving followed by trades, management and apprenticeships. Ninety-one per cent of women said they would like to receive training, of whom, 9% requested management training. Ninety seven per cent of men said they would like to receive training, of whom, 14% requested management training.

As per our previous report, GCA employees in the pit continue to perceive that training is allocated unfairly with supervisors tending to favour their friends and/or non-Indigenous employees over Indigenous employees. There is a generalised concern in terms of training, that most of the training received at Century does not cover skills that are transferrable to the Gulf communities.

## Contribution to the Gulf

Interviewees mentioned the following contributions to the Gulf community at large:

- direct employment and income for community members
- direct payments to communities
- support for schools
- access to flights for community members, this is particularly helpful for access to medical services
- sponsorships of sports, social and cultural activities for the communities
- in-kind support for community activities
- start up and support for some community businesses such as car rental in Mornington Island
- demand for local businesses in the Gulf, including demand for accommodation services in Karumba.

## Information on Completion of Mining

Overall, respondents were unsure about the timing of completion of mining. The largest group of respondents (41%) were those who said they do not know when zinc mining will end, with 35% believing it to be in 2016 (Figure 24). Respondents who are in labouring and truck driving roles were less aware of when zinc mining would be completed than were those in professional and administration roles. The more information respondents reported receiving, the greater their knowledge about the completion of mining timelines.

Figure 24. Respondents' knowledge about the completion of zinc mining  
number of responses=113

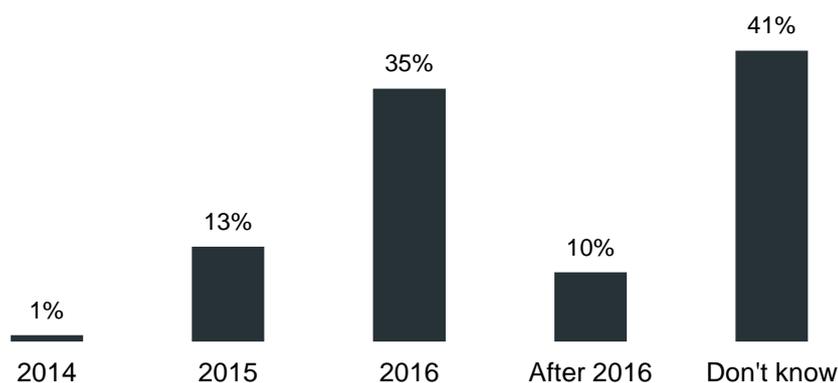


Figure 24. Respondents' knowledge about the completion of zinc mining

Most interview participants perceived that the communication on closure is not sufficient and that they are not receiving enough guidance to make decisions about their future. With few exceptions, the participants felt that they had a poor understanding of what Century's closure process involves in practice. In some groups,

there were a few people who referred to dates for completion of production and referred to rehabilitation and caring for country work in general terms.

### Information that participants would like to have

The participants indicated that they are interested in, but have not received much information on the following aspects:

- what will happen leading up to and after completion of mining
- what will be done with the infrastructure (such as the accommodation village)
- the type of employment and number of positions that will be available
- whether GCA employees will be prioritised for employment opportunities after completion of zinc production
- the kinds of redundancy packages that will be offered
- the length of notice period that people will receive should their employment at Century cease.

### Participants' suggestions on communication mechanisms

Some participants have attended the 'State of the Nation' briefings where the General Manager of Queensland operations provides general information that covers completion of mining. However, some others have not had this opportunity and would like to hear more from senior management about completion of mining or closure. Some of the avenues that GCA employees suggested MMG could use to inform people about completion of mining include:

- a. small group sessions where people can discuss and benefit from sharing ideas with others
- b. presentations at the PASS meetings at the pit
- c. newsletters – however we note that the group with least awareness about closure planning also seemed to be one in which literacy issues were more widespread.

## Impacts of Closure

### Employees

Most respondents (74%) thought that mine closure would have an impact on themselves and their families, and lead to financial loss (73%). Young adults (18-34) were relatively more conscious of this impact, in particular those in professional roles. Twenty two percent referred to job losses, with respondents in professional roles voicing this impact the most. Other impact areas which respondents raised include lifestyle changes (11%) and emotional impact (13%):

*I truly hope MMG will find another deposit of zinc/copper to keep Century running. Century means so much and gives so much to its community/locals. Century is a great place to work especially the culture we got here.*

*Gonna miss it.*

Several participants expressed concerns about career pathways after completion of production because they do not have transferrable skills that can be used later in their communities, or because they feel they do not have sufficient information to plan for the future. Some people were concerned that they have not been given tickets to take their skills back to the community.

## Communities

In the interviews, we observed that people feel that their ability to imagine the types of community impacts of closure is limited because they do not know exactly how MMG will manage completion of mining.

Some of the impacts that the interviewees mentioned included:

- loss of sponsorships (sports, recreation and event funding)
- diminished transport services (access to flights) which could affect access to health services and kids' travel to educational centres
- loss of employment and cadetships
- loss of income compromising access to health, education and transport
- loss of income for local businesses
- people moving away from communities to find jobs elsewhere that allow them to maintain their lifestyle and the goods they have purchased
- reduction of population in Karumba, which was seen as having a detrimental effect.

The survey asked respondents about the impacts they expect completion of mining to have on their communities or towns. Approximately 10% provided general comments indicating that they saw a significant impact, but did not specify how: :

*It will affect the community in a big way.*

*It would affect the whole of the community in more ways than one.*

*It will impact on the community a great deal.*

Jobs and income losses were the most frequent concern with 36% of respondents mentioning them:

*There will be less employment. People might have to move elsewhere to find jobs, people might find it hard to get jobs elsewhere if they don't have tickets or a trade etc.*

*No work for Gulf communities, no experience to work in other mines, flights will stop, funding will stop for road repairs.*

*No jobs to go back to. So most people are going to be jobless.*

*Low on money, can't pay rent, bills and buy food.*

*Honestly I don't know what many people are going to do after Century closes. Especially the workers who are the only ones with an income in their family. It will be hard to find another job in these communities with barely any job opportunities as there is.*

A small proportion of respondents (7%) said that they expected the impact to be minimal. For example:

*Not much, they really got no help when the mine was working.*

*Very little because my community don't benefit much from the mine as much as the other communities do.*

Some of the respondents who live in Townsville or Cairns mentioned that the impact is unlikely to be felt in their towns but it will be felt in the Gulf communities. For example:

*Not so much Townsville. But smaller communities I think will affect them in a sense that Century isn't there anymore so things will go back to the way they were before Century.*

*Not so much effect where I live, but for the surrounding communities it will probably affect them more. Just with the people losing jobs, having to may be travel or move away to get employment.*

Around 13% of the respondents mentioned loss of sponsorships, over 10% mentioned impacts on local businesses, 9% mentioned less access to flights, 4% less access to training, and 8% were not sure about the impacts.

## Suggestions from Participants

### Assistance for GCA employees

Interview participants suggested a number of ways that MMG could support or assist GCA employees in the transition. These include:

- communicating clearly and openly about the transition into completion of mining
- providing employees with training that allows them to obtain skills that can be used outside the mining sector and in the GCA communities
- providing training and comprehensive support to employees to set up new businesses – this includes feasibility assessment, training on business skills, and assistance in accessing capital
- providing career advice and counselling to assist employees in coping with the impacts of the transition and in planning for their future career
- providing information to employees on other employment opportunities available in the Gulf region
- designing an assistance program to build confidence amongst employees
- offering placement services to assist employees with their future job search

*I would like MMG to find me job placement when closure becomes closer, show support in return for the support we show them.*

*Century find a job for me to help me support my family.*

- offering comprehensive support to employees of all ages, including middle aged employees, most of whom have families
- increasing the number of employees who have tickets or who have a trade so that they can use their skills in the communities
- if Dugald River is offered as an employment pathway, the company could consider offering relocation allowances for people so that those willing can move closer to Cloncurry
- assisting apprentices in transferring to work at other mines in groups to maintain their peer support groups.

### Assistance for communities

The interviewees suggested some forms of assistance that the company could consider providing to the Gulf communities including:

- more training and education
- long term assistance to start-up businesses including:
  - support for the start-up of tourism ventures, for example by providing training on archaeology, cultural heritage and tourism
  - support for local businesses to be created to exploit the opportunities of the infrastructure that is left
- building more infrastructure in Karumba
- *“formation of partnerships with governments and community to provide sustainable employment in communities”*

## 6. IMPLICATIONS OF COMPLETION OF MINING

The majority of participants perceive there will be significant impacts on them and their families as a result of completion of mining at Century. A number of areas of risk and opportunity for GCA employees and communities have become apparent. Risks include:

- Increase in unemployment rates paired with increased welfare dependency.
- Higher incidence of workplace conflict and dissatisfaction due to limitations in workplace support and a lack of grievance handling procedures.
- Communication and planning difficulties resulting from poor GCA workforce awareness on completion of mining and gaps in internal systems for monitoring Century’s employment contributions.

A key area of opportunity rests on leveraging on the human capital created through Century employment to assist GCA employees and communities in building sustainable economic futures. Opportunities for open planning and communication processes also exist given the willingness of most GCA employees to discuss closure and how it will affect them, their families and their communities.

## **Risks for employees and communities**

### **Economic decline**

There is a significant risk that the unemployment rates and associated welfare dependency in the Gulf will increase as the Century workforce is downsized. This could be a direct result of reduced job opportunities, but might be aggravated by limited training or training accreditation, and lack of availability of employment aligned with the cultural and family responsibilities of indigenous workers. Impacts on incomes are also likely to affect boarding school attendance and therefore the educational achievement and employment prospects of the younger generation.

Personal and household/ family economic hardship may become more widespread in a context of regional economic decline and significant interfamilial connectivity. This becomes clearer when considering that 67% of the survey respondents have school-age children, most GCA employees (82%) have 3 or more relatives also working at Century, and only 3% of the respondents do not provide some form of financial support to relatives.

### **Loss of mobility**

Completion of mining is likely to have a detrimental effect on mobility for the GCA workforce and their families either through loss of income or reduced access to air transport. This would have negative consequences on ability to engage in various economic activities, and access education and health services.

Various authors have offered perspectives on the importance of participation in multiple modes of economic activity by Indigenous people, which points to the importance of maintaining mobility (Altman, 2009, Altman, 2005, Altman, 2001, Hunter and Gray, 2012).

### **Difficulties in obtaining employment due to training limitations**

GCA employees might face difficulties in accessing alternative employment due to training limitations including:

- lack of certification of skills or 'tickets'
- lack of training to pursue desired careers within Gulf communities and/or outside the mining sector.

In the medium to long-term, increasing automation in the mining sector might make operator skills less relevant (Brereton and Parmenter, 2008), which is a risk considering that the vast majority of the GCA workforce experience is in truck driving or operator roles.

### **Insufficient supply of employment alternatives that align with Indigenous employees' needs**

Within the Gulf region, there might be limited alternative employment opportunities allowing Indigenous employees to maintain family support networks in the workplace, to the extent that this is made possible at Century. This emerges as a risk because:

- Century is a source of 'family employment', as a number of family members might be simultaneously employed at the site.

- Compatibility with family responsibilities and connections has been identified as a crucial factor in Indigenous work success in mining and other sectors (Tiplady and Barcklay, 2007, McRae-Williams, 2008).

#### Information and communication constraints affecting employees' ability to make effective transitions

To date efforts to communicate Century's employment contributions, closure plans and timelines as well as their implications for the GCA workforce have had only partial effectiveness. Limited GCA workforce awareness of the timelines and implications of completion of closure might compromise GCA employees' ability to prepare for the transition. This might also affect their families and communities.

#### Difficulties in communicating Century's contribution to employment in the Gulf

Century might struggle to document and communicate its contribution to the Gulf region if it does not improve its data management systems for HR aspects relevant to the GCA such as GCA employment and training. This has been highlighted in three previous reports (Brereton and Barker, 2005, Parmenter and Love, 2007, The Right Mind, 2008).

#### Lack of workplace support

As completion of mining approaches, uncertainty amongst the GCA workforce may lead to GCA employees requiring more support and counsel at the workplace. However, CSP might not have sufficient resources to cope with increased demand and the HR department is seen as less accessible by many GCA employees. As a result, Century might not be able to identify and satisfactorily resolve situations where GCA employees feel undervalued, disoriented or unfairly treated. This could affect GCA employees' morale.

#### Century employment may not result in long-term financial benefit

The contribution of Century employment to sustainable, long-term financial benefit might be limited. While many respondents are saving over 15% of their income, most have not invested in long term assets, such as property, and feel that loss of employment will compromise their financial stability and their ability to retain assets such as cars.

### **Opportunities**

#### GCA employees as role models, trainers and entrepreneurs

Century has contributed to creating a cohort of Indigenous people who are skilled at working in mainstream environments and can provide role models to younger people in the Gulf. This presents opportunities such as:

- Century 'alumni' participating in programs to prepare community members to work in mainstream employment
- GCA business development.

#### Training and career planning

There are opportunities to articulate a strategic approach to training and career development for the GCA workforce, including room for multi-stakeholder partnerships to equip GCA employees with skills appropriate for alternative career pathways (e.g.

outside mining). There is strong interest amongst GCA employees, including trainees and apprentices, in engaging in career planning, which offers opportunities to plan for individually tailored career pathways.

Economic diversity has been highlighted as a crucial element of social sustainability in the Gulf (Martin et al., 2004). Therefore, training programs would need to be cognisant of this need.

#### Communication on Completion of Mining

The large majority of participants are very interested in hearing more about the transition towards completion of mining and would like to listen to the perspectives of MMG management. This willingness to listen presents a favourable climate for constructive dialogue around transition processes and offers opportunities to design strategies to address the concerns identified in this study.

#### Resolving workplace issues

An area where significant opportunities exist, as far as the workplace is concerned, is grievance handling procedures. Their improvement will underpin good workplace relations as transitions and changes are introduced.

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*Social Aspects of the Closure of  
Century Mine and assistance with  
GCA 15 year review*

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**A survey of employees in GCA roles at Century Mine**

June - July 2012

- This is a survey of GCA employees. It will help assess the contribution of Century mine to the Gulf and will support the Gulf Communities Agreement's 15 year review.
- Your survey responses are anonymous. Please do not write your name on the survey.
- Researchers from the Centre for Social Responsibility in Mining (CSRSM) at the University of Queensland will analyse the survey responses. When the results are reported, your responses will not be linked to you or reported with any information that might identify you.
- Please place your completed survey response in an envelope addressed to the Centre for Social Responsibility in Mining.
- Surveys are DUE back to CSRSM by 6 July 2012.

## BACKGROUND

The Gulf Communities Agreement was signed in 1997 and Century mine has been operating for 13 years. With completion of mining and zinc production approaching at Century, MMG is undertaking a planning process to ensure Century Mine leaves a positive legacy and a demonstrable contribution to sustainable development of the community and region.

The Gulf Communities Agreement (GCA), which guides Century's relationships with Traditional Owners, is required to be reviewed every five years. The Fifteen Year Review is scheduled for 2012 and the Century Liaison and Advisory Committee (CLAC), of which MMG Century is a member, will undertake this review.

The GCA states the following aspirations:

- *"to remove the Native Title Groups and the other members of the Communities from welfare dependency and, to the greatest extent possible, promote economic self-sufficiency;*
- *to participate as fully as possible in the Project and mine related ventures;*
- *to be able to live on their traditional lands;*
- *to protect fully their natural environment and its resources;*
- *to identify and protect sites of significance to the Native Title Groups;*
- *to ensure that the material benefits do not corrupt indigenous cultures but enable people to re-affirm the cultures and enhance the lifestyles of the members of the Native Title Groups and other members of the Communities through community and cultural development initiatives; and*
- *to ensure that the standard of health, employment rates, education opportunities and other social indices of Native Title Groups and other members of the Communities is comparable to ordinary Australian standards"*

## ABOUT THIS PROJECT

This project is being undertaken by the Centre for Social Responsibility in Mining (CSRSM) at The University of Queensland. It has two purposes: **(1)** to assess the contribution of Century mine to the economic and social development of the Gulf communities and identify what might happen once mining has been completed; and **(2)** to support the 15-year review of the Gulf Communities Agreement.

To do this CSRSM will interview Century management, conduct surveys and some interviews with Century employees; undertake consultations at Gulf communities; interview key regional businesses and analyse company and government sourced data.

## WHO IS INVOLVED?

Only CSRSM researchers will read the completed surveys. This research is funded by MMG Century and will receive in-kind support, in the form of information and assistance with consultations, from all members of the Century Liaison and Advisory Committee (CLAC) – the Native Title Groups, MMG Century and the State government.

## TIMELINE

March 2012: Community consultations scoping with CLAC.

April 2012: Consultation and data collection with Century managers.

June 2012: Interviews/focus groups/surveys of GCA employees.

July 2012: Community and stakeholder consultations/interviews.

August 2012: Report back to CLAC.

August-September 2012: general workforce surveys, stakeholder consultations, business interviews.

October 2012: report key findings of closure study to Century managers.

December 2012: Final reports and

## **ABOUT THE SURVEY**

The survey of GCA employees is a key component of the study. Through the survey, we hope to gather information that will help us to understand:

1993 the changes that Century brought to GCA employees' lives,

1994 employee plans and aspirations post-closure,

1995 the levels of understanding of and preparedness for the closure process, and

1996 the economic contribution or impact that Century has brought to its GCA workforce and to the broader region.

The survey will be administered in the workplace commencing on 15 June 2012 and will involve the support of two CSP employees. Two CSRSM researchers – Diana Arbelaez-Ruiz and Fitsum Weldegiorgis – will visit MMG Century from 15-22 June 2012 and help with the administration of surveys. Surveys are due back to CSRSM by 6 July 2012. Reply paid envelopes will be provided with each survey to protect the participant's privacy.

### **HOW LONG WILL THE SURVEY TAKE?**

This survey will take about 20 minutes to complete.

### **WHAT WILL WE DO WITH THIS INFORMATION?**

Your answers will be coded and combined with all other survey information to build an overall picture of the experience of employees working in GCA roles at Century.

### **CONFIDENTIAL AND ANONYMOUS**

Your survey responses are anonymous. Please do not put your name on the survey and please place your completed survey into one of the envelopes addressed to CSRSM. Survey responses will be processed by University of Queensland researchers. When research findings are reported, your answers and any comments you make will not be linked to you, or to details that might identify you.

recommendations.

### **DO YOU HAVE TO DO THIS?**

Your participation is voluntary, you don't have to answer all the questions, and you can stop at any time. There are no risks to you personally from being involved in the research, or from withdrawing from the research above the risks of everyday life.

### **CAN YOU FIND OUT WHAT THE RESULTS OF THE STUDY ARE?**

CSRSM is due to report back to MMG on the outcomes of the study in December 2012. Around this time, CSRSM will produce a summary of findings and feedback to study participants in newsletter form. This will be widely distributed through company and community networks.

### **ETHICAL ISSUES?**

This study adheres to the Guidelines of the ethical review process of The University of Queensland (Approval #2006000932). If you would like to discuss your participation in this survey with one of the researchers, you are welcome to contact Diana Arbeláez-Ruiz on (07) 3346 4008 or 0425 831 864. If you would like to speak to an officer of the University *not* involved in the study, you can contact the Ethics Office on (07) 3365 4584.

### **WHO IS CSRSM?**

The Centre for Social Responsibility in Mining (CSRSM) is a leading research centre, committed to improving the social performance of the resources industry globally. Our focus is on the social, economic and political challenges that occur when change is brought about by resource extraction and development.

You can find out more about the Centre from our website:

[www.csrsm.uq.edu.au](http://www.csrsm.uq.edu.au)

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Tel: (07) 3346 4008

Mob: 0425 831 864

Fitsum Weldegiorgis – [f.weldegiorgis@uq.edu.au](mailto:f.weldegiorgis@uq.edu.au),

Tel: (07) 3346 4041

**Please complete all questions.**

**Even if you feel unsure, please have a go!**

**Do NOT put your name on the survey.**

## **RETURNING THE SURVEY:**

There are three options to return the survey:

### **By Post:**

Place the completed survey in the reply paid envelope (provided by the Centre for Social Responsibility in Mining) and post it through Century's mail system or at Australia Post outlets. If you did not receive a reply paid envelope, they can be obtained from GCA employee Patrick Wheeler, or by contacting Diana Arbeláez-Ruiz from CSR, contact details below.

### **By Hand**

Return the envelope containing the completed survey to a CSR researcher while on site during the week **15-22 June 2012**, or to CSP employees Patrick Wheeler and Corrine Richardson who, will post it to CSR.

### **By Email**

Scan your completed survey and send as an attachment to [d.arbelaezruiz@uq.edu.au](mailto:d.arbelaezruiz@uq.edu.au). Please be aware that your name will appear in the email, however this email address is to a CSR researcher, so confidentiality will be maintained.

## **RETURN DATE:**

Please return the survey by **FRIDAY 6 July 2012**.

## **NEED HELP?**

Please feel free to contact either of the following people from CSR for assistance:

Project Manager  
Dr Jo-Anne Everingham  
Centre for Social Responsibility in Mining  
The University of Queensland  
Brisbane 4072  
Ph: (07) 3346 3496  
Email: [j.everingham@uq.edu.au](mailto:j.everingham@uq.edu.au)  
Web: [www.csr.uq.edu.au](http://www.csr.uq.edu.au)

Assistant Project Manager  
Diana Arbeláez-Ruiz  
Centre for Social Responsibility in Mining  
University of Queensland  
Brisbane 4072  
Phone: (07) 3346 4008  
Mobile: 0425 831 864  
Email: [d.arbelaezruiz@uq.edu.au](mailto:d.arbelaezruiz@uq.edu.au)  
Web: [www.csr.uq.edu.au](http://www.csr.uq.edu.au)

<ul style="list-style-type: none"> <li>• Are you:</li> </ul>	<ul style="list-style-type: none"> <li>• Female</li> <li>• Male</li> </ul>
<ul style="list-style-type: none"> <li>• About how old are you?</li> </ul>	<ul style="list-style-type: none"> <li>• 18 - 24 years</li> <li>• 25 - 34 years</li> <li>• 35 - 44 years</li> <li>• 45 - 54 years</li> <li>• 55 - 64 years</li> <li>• 65+ years</li> </ul>
<ul style="list-style-type: none"> <li>• Are you:</li> </ul>	<ul style="list-style-type: none"> <li>• Single → <b>Go to Question 5</b></li> <li>• Partnered or married</li> <li>• Separated or divorced → <b>Go to Question 5</b></li> </ul>
<ul style="list-style-type: none"> <li>• Does your partner:</li> </ul>	<ul style="list-style-type: none"> <li>• Work in full-time paid employment</li> <li>• Work in part-time paid employment</li> <li>• Not work in PAID employment</li> </ul>
<ul style="list-style-type: none"> <li>• Which Native Title Group do you belong to?</li> </ul>	<ul style="list-style-type: none"> <li>• Unknown</li> <li>• Waanyi</li> <li>• Gkuthaarn</li> <li>• Kujatj</li> <li>• Mingginda</li> <li>• Other <i>please specify</i> _____</li> <li>• Undetermined</li> </ul>
<ul style="list-style-type: none"> <li>• What community or town do you currently live in?</li> </ul>	<ul style="list-style-type: none"> <li>• Normanton</li> <li>• Doomadgee</li> <li>• Mornington Island</li> <li>• Burketown</li> <li>• Karumba</li> <li>• Gregory Downs/ Bidunggu</li> <li>• Townsville</li> <li>• Cairns</li> <li>• Mount Isa</li> <li>• Other (<i>please specify</i>) _____</li> </ul>
<ul style="list-style-type: none"> <li>• Were you living somewhere else when you started work at Century?</li> </ul>	<ul style="list-style-type: none"> <li>• Yes</li> <li>• No → <b>go to Question Error!</b></li> </ul> <p><b>Reference source not found.</b></p>
<ul style="list-style-type: none"> <li>• If yes, where was that?</li> </ul>	<ul style="list-style-type: none"> <li>• Normanton</li> <li>• Doomadgee</li> <li>• Mornington Island</li> <li>• Burketown</li> <li>• Karumba</li> <li>• Gregory Downs/ Bidunggu</li> <li>• Townsville</li> <li>• Cairns</li> <li>• Mount Isa</li> <li>• Other (<i>please specify</i>) _____</li> </ul>

<ul style="list-style-type: none"> <li>• <b>If you have moved, what was the reason? (tick all that apply)</b></li> </ul>	<p>1994</p> <ul style="list-style-type: none"> <li>• Children's education</li> <li>• To get away from problems where I was living</li> <li>• Better housing</li> <li>• More economic opportunities</li> <li>• Better community services and facilities</li> <li>• Better access to health services</li> <li>• Family ties</li> <li>• Easier to access Century</li> <li>• Other <i>(please specify)</i> _____</li> </ul>
<ul style="list-style-type: none"> <li>• <b>What is the highest level of education you have completed?</b></li> </ul>	<ul style="list-style-type: none"> <li>• Below Year 8</li> <li>• Year 8</li> <li>• Year 9</li> <li>• Year 10</li> <li>• Year 11</li> <li>• Year 12</li> <li>• Certificate/Diploma/Advanced Diploma</li> <li>• University degree</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Where did you go to primary school?</b></li> </ul>	<ul style="list-style-type: none"> <li>• Normanton</li> <li>• Doomadgee</li> <li>• Mornington Island</li> <li>• Karumba</li> <li>• Gregory Downs/ Bidunguu</li> <li>• Burketown</li> <li>• Townsville</li> <li>• Cairns</li> <li>• Mount Isa</li> <li>• Other <i>(please specify)</i> _____</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Where did you complete your last year of school education?</b></li> </ul>	<p><i>(please specify)</i> _____</p>
<ul style="list-style-type: none"> <li>• <b>How many children do you have?</b></li> </ul>	<p>_____ (If none → <b>go to Question 16</b>)</p>
<ul style="list-style-type: none"> <li>• <b>How many of them are school aged children?</b></li> </ul>	<ul style="list-style-type: none"> <li>• None → <b>go to Question 16</b></li> <li>• 1</li> <li>• 2</li> <li>• 3</li> <li>• 4 or more</li> </ul>
<ul style="list-style-type: none"> <li>• <b>If you live in the Gulf and have school aged children, do they attend schools in the Gulf or schools outside the Gulf?</b></li> </ul>	<ul style="list-style-type: none"> <li>• Schools in the Gulf</li> <li>• Outside the Gulf</li> <li>• Both</li> </ul>
<ul style="list-style-type: none"> <li>• <b>How many of your relatives/family members benefit financially from your employment at Century? (NOT including your children)</b></li> </ul>	<ul style="list-style-type: none"> <li>• 1 - 3</li> <li>• 4 – 6</li> <li>• 7 – 9</li> <li>• 10 or more</li> </ul>
<ul style="list-style-type: none"> <li>• <b>How many of your relatives/family members work at Century mine?</b></li> </ul>	<ul style="list-style-type: none"> <li>• None</li> <li>• 1</li> <li>• 2</li> <li>• 3 or more</li> </ul>

<ul style="list-style-type: none"> <li>• What were you doing before you came to Century mine?</li> </ul>	<ul style="list-style-type: none"> <li>• Worked fulltime</li> <li>• Worked part-time/seasonal</li> <li>• CDEP</li> <li>• Did not work → <b>go to Question Error!</b></li> </ul> <p><b>Reference source not found.</b></p>
<ul style="list-style-type: none"> <li>• If you were working before Century, what type of work were you doing?</li> </ul>	<p>_____</p>
<ul style="list-style-type: none"> <li>• Is this the first time you have worked at Century?</li> </ul>	<ul style="list-style-type: none"> <li>• Yes → <b>go to Question Error!</b></li> <li>• No</li> </ul> <p><b>Reference source not found.</b></p>
<ul style="list-style-type: none"> <li>• How long did you work at Century before?</li> </ul>	<ul style="list-style-type: none"> <li>• _____ Years and _____ months</li> <li>• Can't remember</li> </ul>
<ul style="list-style-type: none"> <li>• How long have you been currently working at Century?</li> </ul>	<ul style="list-style-type: none"> <li>• 6 months or less</li> <li>• 7 months- 1 year</li> <li>• 1 -2 years</li> <li>• Over 2 years (<i>please specify</i>) _____</li> </ul>
<ul style="list-style-type: none"> <li>• What is your current position at Century?</li> </ul>	<ul style="list-style-type: none"> <li>• Truck driving or other plant operator</li> <li>• Utility person (<i>e.g. cleaning, laundry</i>)</li> <li>• Hospitality <ul style="list-style-type: none"> <li>• Administration</li> <li>• Cultural and Community</li> <li>• Labouring</li> </ul> </li> <li>• Technician (<i>e.g. working in laboratory, surveying, environment</i>)</li> <li>• Management</li> <li>• Professional (<i>e.g. geology, engineering</i>)</li> <li>• Trade person (<i>e.g. electrician, carpenter</i>) <ul style="list-style-type: none"> <li>• Traineeship (<i>please specify type</i>) _____</li> <li>• Apprenticeship (<i>please specify type</i>) _____</li> <li>• Other (<i>please specify</i>) _____</li> </ul> </li> </ul>

<ul style="list-style-type: none"> <li>• <b>Have you completed any training since starting work at Century? (tick all that apply)</b></li> </ul>	<ul style="list-style-type: none"> <li>• <i>No training</i></li> <li>• Pre-work training</li> <li>• First Aid</li> <li>• Cert I</li> <li>• Cert II</li> <li>• Cert III</li> <li>• Cert IV</li> <li>• Apprenticeship</li> <li>• Traineeship</li> <li>• Competency-based training</li> <li>• Other (<i>please specify</i>) _____</li> </ul>
<ul style="list-style-type: none"> <li>• <b>If you had the opportunity, what kind of work would you like to be trained for? (tick all that apply)</b></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Would not like training</i></li> <li>• Environment related</li> <li>• Administration</li> <li>• Apprenticeship (<i>please specify type</i>) _____</li> <li>• Cultural and Community</li> <li>• Tourism</li> <li>• Hospitality</li> <li>• Cattle station</li> <li>• Business</li> <li>• Construction</li> <li>• Labouring</li> <li>• Lab technician</li> <li>• Management</li> <li>• Professional (<i>e.g. geologist, engineering</i>) <ul style="list-style-type: none"> <li>• Trade person (<i>e.g. electrician, carpenter</i>)</li> <li>• Traineeship (<i>please specify type</i>)</li> </ul> </li> <li>• _____</li> <li>• Truck driving or other plant operator</li> <li>• Utility person (<i>e.g. cleaning, laundry</i>) <ul style="list-style-type: none"> <li>• Other (<i>please specify</i>) _____</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• <b>How much longer would you like to work for Century?</b></li> </ul>	<ul style="list-style-type: none"> <li>• Less than 1 year</li> <li>• 1-2 years</li> <li>• More than 2 years</li> <li>• As long as the mine is producing</li> <li>• Throughout rehabilitation and caring for country</li> <li>• Unsure</li> </ul>
<ul style="list-style-type: none"> <li>• <b>What would encourage you to stay working for Century until mine completion? (tick all that apply)</b></li> </ul>	<ul style="list-style-type: none"> <li>• Attractive financial package for employees</li> <li>• More training opportunities</li> <li>• Better rosters</li> <li>• Better career opportunities</li> <li>• Suitable job roles available</li> <li>• Other (<i>please specify</i>) _____</li> </ul>

<ul style="list-style-type: none"> <li>When you stop working at Century, is it likely that you will:</li> </ul>	<ul style="list-style-type: none"> <li>Leave the Gulf area</li> <li>Stay in the Gulf area</li> <li>Return to the Gulf area</li> <li>Stay living out of the Gulf area</li> <li>Unsure → <b>go to Question Error!</b></li> </ul> <p><b>Reference source not found.</b></p>
<ul style="list-style-type: none"> <li>What would be the main reason for your choice in question 28? (tick all that apply)</li> </ul>	<ul style="list-style-type: none"> <li>Job opportunities</li> <li>Access to better housing</li> <li>Education opportunities</li> <li>Access to medical services</li> <li>Family matters</li> <li>Other (please specify) _____</li> </ul>
<ul style="list-style-type: none"> <li>When you stop working for Century, do you plan to: (tick all that apply)</li> </ul>	<ul style="list-style-type: none"> <li>Find work in the mining industry</li> <li>Find work in your community</li> <li>Find other work (please specify type) _____</li> <li>Stop work altogether → <b>go to Question Error! Reference source not found.</b></li> <li>Unsure</li> </ul>
<ul style="list-style-type: none"> <li>If you plan to find other work, would you prefer it to be:</li> </ul>	<ul style="list-style-type: none"> <li>Full time</li> <li>Part time</li> <li>Casual</li> <li>Unsure</li> </ul>
<ul style="list-style-type: none"> <li>Do you participate regularly in: (tick all that apply)</li> </ul>	<ul style="list-style-type: none"> <li>Mine organised sports teams</li> <li>Mine related physical fitness programs</li> <li>Use of the company gym</li> <li>Do not participate</li> </ul>
<ul style="list-style-type: none"> <li>How often have you attended health education sessions during your employment at the mine?</li> </ul>	<ul style="list-style-type: none"> <li>Never</li> <li>1 or 2</li> <li>2 or 3</li> <li>More than 3</li> </ul>
<ul style="list-style-type: none"> <li>Do you find health awareness notifications helpful?</li> </ul>	<ul style="list-style-type: none"> <li>Yes</li> <li>No</li> <li>Not sure</li> </ul>
<ul style="list-style-type: none"> <li>Have you been able to eat the same amount of bush tucker since working at the mine?</li> </ul>	<ul style="list-style-type: none"> <li>Yes</li> <li>No</li> <li>Didn't eat it before working at Century</li> </ul>
<ul style="list-style-type: none"> <li>If you use Century flights for personal reasons, please specify why you prefer Century flights to other options. (tick all that apply)</li> </ul>	<ul style="list-style-type: none"> <li>Not applicable</li> <li>Cost</li> <li>Seat availability</li> <li>Other (please specify) _____</li> </ul>
<ul style="list-style-type: none"> <li>About how many flights in and out of your community/town would you pay for personally each year?</li> </ul>	<ul style="list-style-type: none"> <li>None</li> <li>Less than 5</li> <li>5-10</li> <li>More than 10</li> </ul>





- **Please tell us about your personal aspirations for after zinc production ceases at Century.**

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- **Is there anything else you would like to comment on or know about the closure process?**

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**END OF SURVEY - THANK YOU!!!!!!**

**Please return this survey to the Centre for Social Responsibility in Mining (CSRM) in the reply paid envelope provided.**

Appendix 2: Gender and place of residence breakdown of the GCA workforce based on a workforce estimate of 247 people.

Community/town	No. Of employees in GCA roles				Other indigenous people			
	Female		Male		Female		Male	
	End of 2007	current	End of 2007	current	End of 2007	current	End of 2007	current
<b>Within the Gulf region</b>	<b>35</b>	<b>25</b>	<b>90</b>	<b>78</b>	<b>17</b>	<b>2</b>	<b>36</b>	<b>3</b>
Normanton	13	9	36	24	4	0	2	0
Doomadgee	6	2	8	14	2	0	12	0
Mornington Island	4	0	10	3	0	0	0	0
Bidunggu	0	0	1	0	0	0	0	0
Burketown	1	3	2	3	1	0	2	0
Karumba	6	3	7	7	1	0	0	0
Mt Isa	2	1	13	8	9	0	11	1
Other	3	7	13	19	0	2	9	2
<b>Out of the Gulf region</b>	<b>17</b>	<b>38</b>	<b>34</b>	<b>106</b>	<b>5</b>	<b>5</b>	<b>32</b>	<b>20</b>
Townsville	4	4	2	5	0	1	0	1
Cairns	0	1	1	5	1	0	2	1
Brisbane	0	0	1	0	0	0	0	0
Other	13	33	30	96	4	4	30	18