

# Allyship Toolkit

Active participation: Building confidence & creating a sense of belonging

## Foundations of Allyship

**An ally** someone who actively works to visibly support and advocate for a marginalised or minority group. **Allyship** is the active, consistent, and intentional practice of using one's position and privilege to promote and affirm the experiences of marginalised people. It is an ongoing process of learning and action.

Small but intentional actions can be best demonstrated through allyship. This is so powerful because anyone can be an Ally.

This toolkit is designed for site leaders, frontline workers, DEI champions, corporate teams and executives who are already allies or, who want to know more about being an ally.

This toolkit details what allyship is, how you can be an active participant, shares strategic messaging, personal stories, and actionable insights to drive positive impact and change.

## Allyship: Little things make a big impact

Allyship is using your voice, power, and influence to support underrepresented groups in meaningful ways, such as:

- Action over empathy - respectfully speak up, step in, challenge exclusion
- Listen, learn, amplify others' experiences - be curious, ask questions to build your understanding
- Be accountable for fostering inclusion, even if you're not directly impacted

Allyship is most effective when visible, sustained, and backed by leadership influence.

**Anyone can be an ally.** You do not need to belong to a specific group to stand in solidarity with others. Allies come from all walks of life, regardless of race, gender, sexuality, or background. Allies can be leaders, friends, colleagues, or strangers who choose to speak up and support others. What matters is intention, awareness, and action.

**Active Participation:** Is a deeper commitment to allyship that co-owns the change.

It's the shift from *"I support you"* to *"I'm in this with you"*, for example:

- Leading initiatives, not just attending them (YOU send the invitation for the event or create the learning session)
- Designing solutions with diverse voices (the person or group being impacted MUST have a seat at the table to co-develop the outcome!)
- Embedding inclusion into core decisions (hiring, safety, leadership development)

- Measuring impact through KPIs and cultural shifts (using both quantitative and qualitative indexes)

**What could this look like?** Sponsoring women for advancement, redesigning workspaces with gender safety in mind, or challenging legacy norms that exclude Indigenous or culturally and linguistic diverse workers.

## Two Approaches to Allyship

### Formal Approach

Targeted initiatives or programs embedded into an existing DEI Strategy. These are structured efforts that align with organisational goals and are often supported by leadership, policy, and resourcing. Examples include:

- **Rio Tinto's Everyday Respect Program.** Developed in response to findings from their 2022 workplace culture review, this initiative includes training modules, leadership accountability, and behavioural standards to foster respectful and inclusive environments.
- **BHP's Inclusion & Diversity Council.** A formal governance structure that oversees strategic DEI priorities, including allyship campaigns tied to gender equity, LGBTIQ+ inclusion, and Indigenous engagement. Their "I'm an Ally" campaign encourages visible support across operations.

### Informal Approach

Empowering individuals to take everyday action. This approach relies on personal initiative, peer influence, and cultural reinforcement. It's often the most sustainable and impactful at the ground level. For example:

- **Site Champions & Peer Allies.** At companies like Newmont and Orica, informal peer networks have emerged where individuals take it upon themselves to check in with colleagues, call out exclusionary behaviour, and model inclusive language, especially in pre-starts and crib rooms.
- **"Mate to Mate" Conversations.** Inspired by mental health and safety campaigns, some sites have adapted this model to encourage employees to have honest chats about bias, belonging, and respect. These are often sparked by visual aids, such as posters, or toolbox talks and personal stories shared by crew members.
- **Inclusive Language Stickers & Lanyards.** In partnership with Pride in Mining and Energy (PiME), some companies distribute visual cues like ally lanyards or stickers that signal support for LGBTIQ+ colleagues.

These informal gestures help normalize inclusion and can be rolled out without requiring formal training.

## Industry Context – The Business Case

There is no shortage of reasons why creating diverse, equitable and inclusive work environments matters. The business case is that whether they are safety reasons, innovation reasons or financial performance, it is also the right thing to do and makes good business sense.

Data from recent research shows:

### McKinsey’s “Increasing Diversity in Mining” (2023)

- Diverse crews had 67% lower injury rates.
- Gender-diverse leadership teams are 25% more likely to outperform peers.

### Gold Industry Group Report (2023)

- ESG engagement is a key attraction for diverse talent - 30% cite it as a reason to join.

### Monash University’s South Flank Study (2023)

- BHP’s South Flank mine achieved 40% female frontline workforce through inclusive design and leadership commitment.

### Diversity Council Australia’s Inclusion@Work Index (2023)

- Employees in inclusive workplaces are 4x more likely to feel respected and 10x more likely to trust their colleagues.

### AusIMM’s DEI Survey (2023)

- 60%+ of respondents believe visible senior leadership is critical to fostering inclusion in workplaces.

### Respect@Work reforms

- Prompted companies to implement training as part of broader harassment and discrimination prevention strategies.

Now while these figures do not necessarily quantify inclusive work environments directly, they reflect a cultural shift towards the values and measures of DEI and in turn **inclusive behaviours** and **leadership accountability**.

## Male Allyship

Male allyship is essential for advancing gender diversity, fostering inclusive workplaces, and driving cultural change. Initiatives focusing on educating men about gender inequality and encouraging their active participation in creating inclusive workplaces is most successful to drive real change.

Male Allyship is critical in the resources sector with key research and data underscoring why engaging men as allies is not just beneficial, but essential for driving systemic change. Men still make up the majority of the workforce and are overly represented at leadership levels, hence targeting their support will make a difference.

### 1. Progress Requires Male Engagement

Gender equality depends on active support from men, not because women lack capability, but because men hold most decision-making power. Male allyship helps dismantle biased leadership stereotypes.

### 1. Male Allies Drive Measurable Impact

NAWO (National Association of Women in Operations) states that organisations with engaged male allies, report 96% progress on gender diversity: boosting collaboration, engagement, and culture.

### 2. Challenge Masculinity Norms

Some dominant forms of masculinity in Australia are linked to exclusionary behaviours and gender-based harm. This must be addressed and men play a key role in shifting workplace culture.

### 3. Structured Allyship Creates Safer and More Inclusive Workplaces... for EVERYONE

Programs like Working Together With Men (piloted by RMIT Uni) found that structured allyship programs help men understand power, privilege, and inequality — and equip them to lead change in hierarchical, male-dominated environments like mining.

### 4. Industry Sector Insights

The International Women in Mining (IWIM) emphasizes that male allies are conduits to unlocking women's empowerment in mining, especially in operational settings where cultural change is slowest.

Research from Chief Executive Women indicates that men are more likely to become champions of change when they have:

- Education on gender inequality
- Other active male participants
- Promotion of inclusive behaviours
- Exposure to female role models
- Belief in gender equality

#### ***Initiatives in action:***

- **Champions of Change Coalition:** Mobilizes male leaders to act alongside women to address inequality.
- **NAWIC (National Association of Women in Construction) Male Allies Program:** Offers digital modules and workshops equipping men to champion inclusion.
- **KOMATSU's allyship program "Say Again?":** In a male dominated work environment, promoting a phrase that encourages all employees to call out inappropriate comments (*see the case study further on in this toolkit*).

These initiatives centre around driving cultural change that focus on inclusive behaviours.

## Barriers to Engagement

So why aren't more men actively involved? What do we know about the barriers to engagement and how can we overcome them.

We've made progress but male engagement is still often passive. Some reasons include:

1. **Cultural inertia:** Legacy systems and masculine norms persist.
2. **Fear of mis-stepping:** Many male leaders hesitate due to discomfort or lack of clarity.
3. **Visibility problem:** DEI seen as 'women's work' or HR/ People & Culture team driven.
4. **Perception Gap:** Many men identify as allies, yet research shows a perception gap, with women experiencing less active support than men believe they provide.

Shifting from passive allyship to active participation can boost diverse leadership representation, improve culture and performance and reduce isolation in male-dominated environments.

Behaviours of an active ally can include:

- Challenging bias and exclusion
- Amplifying underrepresented voices
- Mentoring and sponsoring women
- Advocating for inclusive policies such as parental leave and work flexibility
- Role modelling inclusive behaviours
- Championing equity
- Calling out exclusion and foster accountability

## Five Ways to Activate Allyship - Be visible, be accountable, and be a catalyst!

Allyship isn't a box to tick. It's an opportunity to influence safety, equity, and improved performance in powerful, lasting ways.

### 1. Shift from Passive Support to Visible Leadership

- Encourage others (especially leaders) to publicly advocate for inclusion, not just support it behind the scenes.
- Share personal stories of learning and growth
- Sponsor DEI initiatives and events
- Use your platform to challenge exclusionary behaviours

### 2. Embed Accountability into Leadership KPIs

- Make inclusion a measurable leadership priority.
- Integrate DEI metrics into performance reviews
- Track allyship behaviours (e.g. mentoring, inclusive hiring)
- Recognise and reward inclusive leadership

### 3. Co-Design Solutions with Diverse Teams

- Move beyond consultation to co-creation.
- Involve male leaders in designing DEI programs

- Facilitate cross-gender leadership workshops
- Use lived experience to inform policy and practice

#### 4. Normalize Conversations About Bias and Privilege

- Create psychologically safe spaces for critical reflection.
- Host facilitated sessions on unconscious bias
- Encourage peer-to-peer dialogue among male leaders
- Share data on workplace inequities to spark action

#### 5. Activate Male Champions as Cultural Catalysts (part of the solution not the problem)

- Position male leaders as agents of change, not just supporters.
- Enlist them in storytelling campaigns
- Include them in DEI ambassador networks
- Equip them with tools to challenge resistance and drive momentum



Rob Jackson: Vice President of Global Commercial and Supply Chain, South32



#### Industry Profile: Rob Jackson, South32

**“Little things end up making the biggest difference... small but intentional actions!”**

With over 30 years of international experience across multiple commodities and aspects of the value chain, Rob brings deep operational and commercial expertise to the resources sector.

Rob holds an Honours Degree in Mining Engineering and a Master’s Degree in Finance, also as a Graduate Member of the Australian Institute of Company Directors and an alumnus of the INSEAD LEAP program. He currently serves as a Director of the Queensland Resources Council and several South32 subsidiary companies.

#### How has DEI in the sector changed?

When I started out as a graduate engineer at UQ, diversity wasn’t really part of the conversation. Today, we are wiser and richer for it being at the centre of shaping a sustainable, innovative future. Inclusion has become a buzz word but I think for good reason. We need it and it is our responsibility to create it.

#### How has it impacted you personally?

I’ve worked across operations, marketing, and strategy at BHP and South32. One of the most rewarding parts of my journey has been mentoring future leaders and seeing how gender-diverse teams unlock better performance and safer operations. Further, as Co-Chair of WIMARQ and Chair of the QRC Inclusion & Diversity Committee, I’ve seen firsthand how being an Ally and specifically engaging male leaders to make a commitment is the catalyser to systemic change.

### Is there something that you feel makes the biggest difference?

Something that I feel is at the core of embedding sustainable allyship is taking small and intentional actions. Frequent small actions that model and acknowledge behaviours that foster inclusion are very impactful. As is acting in the moment when behaviours counter inclusion. The little things that end up making the biggest difference. DEI doesn't happen overnight. It requires leadership and many continually pulling in the same direction.

### What is one action that male leaders could take to demonstrate allyship?

Mentoring women is high impact. Formal and informal mentoring are sources of learning for both parties. Don't underestimate the value that sharing a small amount of your time to listen, coach and share experiences can provide. It has been a huge source of learning for me, especially when the feedback has been two way. Regularly seeking feedback on what is working and not, learning and adjusting your approach is also an important active role leaders can take.

## Case Study: Komatsu Australia's 'Say Again?' Allyship Program

Launched in August 2019, 'Say Again?' is Komatsu's flagship inclusion initiative designed to foster a "safe, respectful, and inclusive workplace". It empowers employees to call out inappropriate language or behaviour "with kindness and respect" and encourages reflection and accountability across all levels of the organisation.

Key features include 'Six Motivators' that guide the program:

1. What people say matters
2. Times are changing
3. Consideration of others
4. Giving space to rethink words
5. Fix it first time - address issues early
6. Everyone has the right to call it out



**Cultural Shift:** Employees are encouraged to say "Say again?" when they hear something inappropriate, prompting reflection without confrontation.

**Leadership Endorsement:** CEO Sean Taylor emphasized that allyship is critical to Komatsu's future success and innovation, stating: "We want everyone at Komatsu to have the courage to use 'Say again?', and everyone in the company to have the character to accept when they are being called out."

**Outcomes:** Increased Gender Diversity through Komatsu's 2020 apprentice intake including 29 women and 28 men, reflecting a deliberate shift toward gender balance.

**Sector Influence:** The program has been shared globally through webinars and industry forums, inspiring other companies to adopt similar allyship models.

## Support Tools

Support tools, like posters and toolbox talks, are essential components of embedding allyship and inclusion into everyday practice, especially in dynamic, high-risk environments like mining and resources. Here's why they matter:

### Make Inclusion Visible

- Posters, stickers, and signage act as visual cues that signal a commitment to respect, safety, and belonging.
- They normalize inclusive language and behaviour, making allyship part of the physical and cultural landscape.

### Reinforce Key Messages

- Toolbox talks and visual prompts help translate DEI strategy into action.
- Repetition builds familiarity, especially for FIFO crews, contractors, and shift workers who may not access formal training.

### Empower Everyday Action

- These tools give people simple, practical ways to engage, whether it's saying "Say Again?" to interrupt bias or wearing an ally lanyard to show support.
- They lower the barrier to entry for those who want to help but aren't sure how.

### Create Safe Conversation Starters

- Toolbox talks offer structured moments to discuss sensitive topics like respect, language, and inclusion in a psychologically safe way.
- They invite reflection and dialogue without judgment.

### Support Cultural Change

- When used consistently, support tools help shift norms and expectations.
- They reinforce that inclusion isn't just HR's job... it's everyone's responsibility!

## Top 10 Ways to be an Active Ally

- Educate Yourself:** Learn about the experiences and challenges faced by marginalized groups.
- Listen and Validate:** Actively listen to the experiences of others and validate their feelings.
- Speak Up:** Use your voice to challenge discrimination and injustice when you see it.
- Support:** Offer your support to marginalized individuals and communities in meaningful ways.
- Reflect on Your Privilege:** Acknowledge your own privileges and understand how they impact your perspective.
- Amplify Voices:** Use your platform to amplify the voices of marginalized individuals.

- ❑ **Be Inclusive:** Ensure that your actions and words are inclusive and respectful of all identities.
- ❑ **Take Action:** Participate in initiatives and movements that promote equality and justice.
- ❑ **Hold Yourself Accountable:** Reflect on your actions and be open to feedback and growth.
- ❑ **Stay Committed:** Being an ally is an ongoing process, so stay committed to learning and advocating for change.

## Toolbox Talks

Toolbox Talks are a powerful way to reinforce consistency and embed key messages into daily practice. In high-paced operational environments, repetition helps cut through noise and ensures that safety, inclusion, or respect-based messages are remembered and become embedded. It also signals that the issue is important, not a one-off. Regular reminders support behavioural change by keeping expectations clear, prompting reflection, and encouraging individuals to take everyday action. Over time, this builds a shared language and culture that drives lasting impact.

The below messaging can be included as part of toolbox talks.

## Toolbox Messaging 1

### 1. What Is Allyship?

Allyship is not a label, it's a commitment to visible action. It refers to the ongoing practice of using one's privilege and influence to support, amplify, and advocate with marginalized individuals and communities, not for them.

- It's about behaviours, not titles.
- It involves building trust, accountability, and consistency.
- It requires self-awareness of power, privilege, and social identity.
- It's rooted in education, empathy, and humility.

Being an ally is about recognising your own privilege and using it to uplift others without centering yourself in their narrative.

### 2. Who Can Be an Ally?

Anyone can be an ally. You don't need to belong to a specific group to stand in solidarity with others.

- Allies come from all walks of life, regardless of race, gender, sexuality, or background.
- Allies can be leaders, friends, colleagues, or strangers who choose to speak up and support others.

What matters is intention, awareness, and action.

### 3. How Can I Be an Ally?

Allyship is a lifelong journey. Here are key steps to practice it meaningfully:

1. **Educate Yourself.** Learn about the history, struggles, and perspectives of marginalized people and their communities.
2. **Listen Actively.** Create safe spaces for others to share their experiences. Validate their voices without interrupting or redirecting the conversation.
3. **Speak Up:** Challenge stereotypes, microaggressions, and discriminatory behaviour. Use your voice to amplify others—not to overshadow them.
4. **Reflect & Adjust:** Be open to feedback and willing to admit mistakes. Practice humility and keep evolving your understanding.
5. **Use Inclusive Language:** Respect pronouns, avoid assumptions, and choose words that include everyone.
6. **Show Up Consistently:** Support causes, attend events, and advocate in both public and private spaces.

## Toolbox messaging 2

### 1. What Is Allyship?

Allyship is an active, ongoing practice of using one's privilege, voice, and influence to support and advocate for individuals or groups who experience marginalization or exclusion. It's a commitment to visible action.

Allyship fosters psychological safety, strengthens team cohesion, and drives inclusive workplace cultures. In the resources sector where diversity is growing and inclusion is essential, allyship is a strategic advantage.

### 2. Who Can Be an Ally?

Anyone. Allyship is not limited by role or title. Whether you're a site supervisor, executive, contractor, or community partner, you can be an ally by:

- Listening with empathy and curiosity
- Challenging exclusionary behaviours and language
- Amplifying underrepresented voices
- Advocating for fair systems and practices

Allyship can be most powerful when practiced by those with influence and in leadership positions.

### 3. How do I Practice Allyship?

1. **Listen Actively:** Seek to understand lived experiences without defensiveness.
2. **Speak Up:** Respectfully interrupt bias, microaggressions, and exclusion.
3. **Learn Continuously:** Educate yourself on DEI topics, histories, and systemic barriers.
4. **Share the Stage:** Make space for others to lead, speak, and be recognised.
5. **Build Relationships:** Connect across difference.
6. **Reflect & Adjust:** Be open to feedback. Ask, don't assume.

In our work environment, allyship means looking out for each other, not just in safety protocols, but in how we speak, include, and support. It's about creating a culture where everyone belongs.