Aligning organisational environmental policy and practice in the Australian coal industry

Mahdi Mason

Southern Cross University

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Appendix 1: Main study project information sheet and consent form
INFORMATION FOR PARTICIPANTS

Force Field Analysis for Minimising Environmental Harm in the context of the Australian Coal Mining Industry

First of all, thank you so much for considering to take part in my research. I currently work in the coal mining industry as the Sustainability Manager at Caledon Coal. After working in the industry for approximately six years, I became familiar with the issues facing environmental management and wanted to understand how they could be improved. To investigate the subject in more detail, I signed up for a Doctor of Business Administration degree through Southern Cross University.

My research project is titled: Force Field Analysis for Minimising Environmental Harm in the Australian Coal Mining Industry. As the title suggests, I will be attempting to understand the internal and external forces which have the ability to impact on the way the environment is managed in the Industry. I will also be looking to determine whether these forces are driving or restraining for companies in their ability to reach their overarching environmental management targets.

It should be noted that I am aiming to get the PERCEPTIONS of PARTICIPANTS only. Not the views of the companies in which they work. As such, I ask for no information relating to, or alluding to, the identity of the companies which participants work for. I’m interested to understand the individual views of my fellow colleagues in the industry with environmental management accountability. You are the people who I see as having the knowledge and experience to understand the issues facing the Industry and also the interest in seeing it moving forward.

To obtain the majority of the data required for this study, I will be conducting an online survey. The survey consists of approximately 30 questions and should take no longer than forty minutes to complete. It consists of both open and closed type questions and there are no restrictions on what you can write as responses. I have tried to make the questions as clear as possible, however, if you feel they are not, please do not hesitate to contact me for clarification. My contact details are at the bottom of this form.

I am also looking to recruit as many people as possible with environmental management experience for the survey so if you can think of anyone else who may be willing to take part, please let me know. I have allocated a large proportion of my free time to this project and I would really like to ensure that the findings are accurate and useful for the Industry. By involving more participants, this can be achieved.

After analysing the results of the survey, I will be conducting a limited number of interviews to clarify and confirm any findings. It is unlikely that you will be requested to take part in this phase of the research, although, if you are, I will be in contact to again ask if you would be interested in partaking.

It is my responsibility as a researcher to ensure all information gathered from individuals remains confidential. Participants’ identities will be de-identified at the time of data analysis. Any statements made by participants will be held in confidence. Information will be securely stored by myself. Please note that all research material will be stored for a minimum of seven years to comply with university policy.

Findings of the research will be available to all participants upon completion of analysis. They can be requested verbally or via email. Email requests should be sent to: mahdimason@gmail.com. This email address can also be used for any inquiries relating to the research. Alternatively, the researcher can be contacted on +61 0416 031 705. The supervisors for this research are Associate Professor Michelle Wallace (Michelle.Wallace@scu.edu.au) and Professor Bill Boyd (William.Boyd@scu.edu.au) and they may also be contacted as a secondary means of information.

This research has been approved by the Human Research Ethics Committee at Southern Cross University. The approval number is ECN-13-163. If you have concerns about the ethical conduct of this research or the researchers, the following procedure should occur.

Write to the following:
The Ethics Complaints Officer
Southern Cross University
PO Box 157
Lismore NSW 2480
Email: ethics.lismore@scu.edu.au

All information is confidential and will be handled as soon as possible.
CONSENT FORM

The Consent Form is given to and retained by the Southern Cross University researcher for their records. The Information Sheet is kept by the participant. The participant may request a copy of their consent form.

Title of research project: Force Field Analysis for Minimising Environmental Harm in the context of the Australian Coal Mining Industry

Name of researcher: Mahdi Mason

Tick the box that applies, sign and date and give to the researcher

I agree to take part in the Southern Cross University research project specified above. [Yes] [No]

I understand the information about my participation in the research project, which has been provided to me by the researchers. [Yes] [No]

I agree to be interviewed by the researcher. [Yes] [No]

I agree to allow the interview to be *audio-taped and/or *video-taped. [Yes] [No]

I agree to make myself available for further interview if required. [Yes] [No]

I agree to complete questionnaires asking me about environmental management. [Yes] [No]

I understand that my participation is voluntary and I understand that I can cease my participation at any time. [Yes] [No]

I understand that my participation in this research will be treated with confidentiality. [Yes] [No]

I understand that any information that may identify me will be de-identified at the time of analysis of any data. [Yes] [No]

I understand that no identifying information will be disclosed or published [Yes] [No]

I understand that all information gathered in this research will be kept confidentially for 7 years at the University. [Yes] [No]

I am aware that I can contact the researchers at any time with any queries. Their contact details are provided to me. [Yes] [No]

I understand that this research project has been approved by the SCU Human Research Ethics Committee [Yes] [No]

Participants name: ______________________________________________________

Participants signature: ____________________________________________________

Date: ______________________

☐ Please tick this box and provide your email or mail address below if you wish to receive a summary of the results:

Email: ________________________________________________________________
Appendix 2: Pilot study information sheet and consent form
INFORMATION FOR PARTICIPANTS

Institutional Force Field Analysis Study for Minimising Environmental Harm in the context of the Australian Coal Mining Industry

Hello, as you may already know, my name is Mahdi Mason and I am an employee at Caledon Coal. What you may not know is that I am also a student. I am conducting research as part of my Doctor of Business Administration degree at Southern Cross University. My research project is titled: Institutional Force Field Analysis for Minimising Environmental Harm in the Australian Coal Mining Industry. At this stage in my research, I am looking to undertake a pilot study at Caledon to gain an understanding of the best methodology to use for the rest of the project. I will be also looking to streamline my research focus based on the findings of the pilot study.

As the title of my research suggests, I will be attempting to understand the internal and external forces which have the ability to impact on the way the environment is managed at our company. I will also be looking to determine whether these forces are driving or restraining forces in the company's ability to reach its overarching environmental management targets.

To obtain this information, I will be looking to retrieve data from a number of sources. Firstly, I will be seeking to undertake a focus group session with the senior management team in the Brisbane office. During this focus group, we will complete something called a force field analysis which is usually utilised for change management initiatives within companies. In short, the management team will be asked a series of questions during the session which will last no longer than two hours. Following this session, I will approach the participants to provide some feedback on how they felt the session went and whether they can see any areas for improvement.

Secondly, I will be undertaking a series of 40 minute face to face interviews with employees at the mine site. There will be approximately five interviews conducted in total. Three will be with people who have either direct environmental management responsibilities or have overarching management responsibility for it. The other two will be with employees who have no formal responsibility for environmental management.

I will then be observing employees at the mine site in a bid to identify any cultural, non-verbal or subconscious signs pertaining to environmental management. In addition, I will be seeking documental evidence of any forces which may impact the way the environment is managed. I am hoping to conduct this research during the period of December 2012-March 2013.

Prior to involving any participants in the research, I will gain their consent. For the focus group session and the face to face interviews, this consent will be written (see attached consent form). For the observational and documental data research, consent will be verbal as these interactions are expected to take less than one minute and are much less formal.

It is my responsibility as a researcher to ensure all information gathered from the company remains confidential. The company’s name will not be published anywhere and the participants’ identities will be de-identified at the time of data analysis. Any statements made by employees will be held in confidence. Information will be securely stored by myself. Please note that all research material will be stored for a minimum of seven years to comply with university policy.

Findings of the research will be available to all participants upon completion of analysis. They can be requested verbally, via email or by ticking a box on their consent forms. Email requests should be sent to: mahdimason@gmail.com. This email address can also be used for any inquiries relating to the research. Alternatively, the researcher can be contacted on +61 7 3309 3112. The supervisors for this research are Associate Professor Michelle Wallace (Michelle.Wallace@scu.edu.au) and Professor Bill Boyd (William.Boyd@scu.edu.au) and they may also be contacted as a secondary means of information.

This research has been approved by the Human Research Ethics Committee at Southern Cross University. The approval number is ECN-12-316. If you have concerns about the ethical conduct of this research or the researchers, the following procedure should occur.

Write to the following:
The Ethics Complaints Officer
Southern Cross University
PO Box 157
Lismore NSW 2480
Email: ethics.lismore@scu.edu.au

All information is confidential and will be handled as soon as possible.

For more information on the research or to obtain research findings, contact Mahdi Mason on +61 7 3309 3112 or mahdimason@gmail.com
CONSENT FORM

The Consent Form is given to and retained by the Southern Cross University researcher for their records. The Information Sheet is kept by the participant. The participant may request a copy of their consent form.

Title of research project: ...........................................................................................................................................................................................

Name of researcher: .........................................................................................................................................................................................

Tick the box that applies, sign and date and give to the researcher

I agree to take part in the Southern Cross University research project specified above. Yes ☐ No ☐

I understand the information about my participation in the research project, which has been provided to me by the researchers. Yes ☐ No ☐

I agree to be interviewed by the researcher. Yes ☐ No ☐

I agree to allow the interview to be *audio-taped and/or *video-taped. Yes ☐ No ☐

I agree to make myself available for further interview if required. Yes ☐ No ☐

I agree to complete questionnaires asking me about environmental management. Yes ☐ No ☐

I understand that my participation is voluntary and I understand that I can cease my participation at any time. Yes ☐ No ☐

I understand that my participation in this research will be treated with confidentiality. Yes ☐ No ☐

I understand that any information that may identify me will be de-identified at the time of analysis of any data. Yes ☐ No ☐

I understand that no identifying information will be disclosed or published Yes ☐ No ☐

I understand that all information gathered in this research will be kept confidentially for 7 years at the University. Yes ☐ No ☐

I am aware that I can contact the researchers at any time with any queries. Their contact details are provided to me. Yes ☐ No ☐

I understand that this research project has been approved by the SCU Human Research Ethics Committee Yes ☐ No ☐

Participants name: ______________________________________________________

Participants signature: ____________________________________________________

Date: ______________________

☐ Please tick this box and provide your email or mail address below if you wish to receive a summary of the results:

Email: ________________________________________________________________

For more information on the research or to obtain research findings, contact Mahdi Mason on +61 7 3309 3112 or mahdimason@gmail.com
Appendix 3: Focus group force field analysis questionnaire
1. Is the company’s overarching environmental management aim to minimise environmental harm as much as possible in a bid to become more sustainable? Y/N
   If not, what is the overarching environmental management aim?

2. What is the company’s current overall environmental performance level? (Please circle)
   a) Rejection of environmental impact responsibilities, requirements or information
   b) Non-responsiveness to internal or external calls for environmental management action
   c) Compliance with environmental regulation
   d) Acts on environmental issues to gain benefits out of efficiency of processes or equipment (i.e. energy efficiency improvements which provide financial incentive for the improvement)
   e) Strategically proactive with environmental management issues to reduce the company’s environmental harm (voluntarily initiatives)
   f) The sustainable organisation

3. What are the external (to the company) driving forces for reducing environmental harm?

*Participants must not complete this questionnaire without first reading the pilot study information sheet and signing the consent form provided.*
Institutional Forces – types of external forces on a company

There are three main categories of institutional forces which, in theory, influence the way a firm operates. They are coercive forces, mimetic forces and normative forces.

Coercive forces come from external bodies who place laws, rules, sanctions or pressure on how the company is to operate. Companies succumb to these pressures in order to remain operating. Examples include government regulations, NGO pressures, funding agreement obligations, community pressure etc.

Normative forces come from professional organisations and educational institutions. Through certification, accreditation and affiliation, they ‘professionalise’ the firm. Such forces provide the firm with what they should know and how they should act. Companies succumb to these forces through social obligation. Examples include university degree content, professional organisation accreditation standards such as AusIMM CP, standards of industry bodies of which the company is a member such as the Minerals Council of Australia or QRC.

Mimetic forces come into play when the company is uncertain about what to do and so they copy well regarded organisations. The company may lack clarity regarding technology, new legal requirements or tasks and therefore mimic strategies used by other companies. Examples of this may include when a large company rehabilitates a piece of land to achieve licence condition objectives and then all the other companies do their rehabilitation in exactly the same way.

4. What are the external coercive pressures that are driving the company towards having minimal environmental harm?

___________________________________________________________________________
___________________________________________________________________________
___________________________________________________________________________

5. Which are the strongest three coercive pressures in order of strength?
   Strongest coercive pressure:____________________
   Second strongest coercive pressure:______________
   Third strongest coercive pressure:________________

6. What are the external normative pressures that are driving the company to reduce its environmental harm? _________________________________________________________

7. Which are the strongest three normative pressures in order of strength?
   Strongest normative pressure:____________________
   Second strongest normative pressure:______________
   Third strongest normative pressure:________________
8. What are the mimetic external pressures driving the company to reduce its environmental harm?
___________________________________________________________________________
___________________________________________________________________________
___________________________________________________________________________

9. What are the strongest three mimetic pressures in order of strength?
   Strongest mimetic pressure:____________________
   Second strongest mimetic pressure:_______________
   Third strongest mimetic pressure:_________________

10. Which is the strongest type of external pressure driving the company to minimise its environmental harm?
   a) Coercive
   b) Normative
   c) Mimetic

11. What are the internal (to the company) driving forces for minimising the company’s environmental harm? (For example, leadership, culture, policies).
___________________________________________________________________________
___________________________________________________________________________
___________________________________________________________________________

12. What are the strongest three internal driving forces for minimising environmental harm?
   Strongest internal driving force:____________________
   Second strongest internal driving force_________________
   Third strongest internal driving force_________________

13. Does the strongest pressure to reduce the company’s environmental harm come from within the organisation or from outside of the organisation?____________________

14. Where does the strongest pressure (internal or external) come from to minimise environmental harm of the company?____________________

15. What are the external (to the company) restraining forces for reducing environmental harm?
___________________________________________________________________________
___________________________________________________________________________
___________________________________________________________________________

16. What are the external coercive pressures that are restraining the company towards having minimal environmental harm? (For example, competing government demands, finance conditions of funding, union demands, external economic pressures).
___________________________________________________________________________
___________________________________________________________________________
___________________________________________________________________________

17. Which are the strongest three coercive restraining forces in order of strength?
   Strongest coercive restraint:____________________
   Second strongest coercive restraint:_______________
   Third strongest coercive restraint:_________________
18. What are the external normative pressures that are restraining the company from
minimising its environmental harm? (For example, poor university degree content, relatively
low professional organisation standards). _________________________________________

19. Which are the strongest three normative restraining forces in order of strength?
   Strongest normative restraint:___________________
   Second strongest normative restraint:______________
   Third strongest normative restraint:_______________

20. What are the mimetic external forces restraining the company from minimising its
environmental harm? (For example, other mining companies who have failed to achieve
minimal harm and have set their standard as a benchmark).
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________

21. What are the strongest three restraining mimetic forces in order of strength?
   Strongest mimetic restraint:___________________
   Second strongest mimetic restraint:______________
   Third strongest mimetic restraint:_______________

22. Which is the strongest type of external force restraining the company from minimising its
environmental harm?
   d) Coercive
   e) Normative
   f) Mimetic

23. What are the internal (to the company) restraining forces for minimising the company’s
environmental harm? (For example, lack of leadership, non-supportive culture, no clear
targets to achieve minimal harm).
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________

24. What are the strongest three internal restraining forces for minimising environmental harm?
   Strongest internal restraining force:___________________
   Second strongest internal restraining force_________________
   Third strongest internal restraining force_________________

25. Does the strongest restraining force to reduce the company’s environmental harm come
from within the organisation or from outside of the organisation?_____________________

26. Where does the strongest restraining force (internal or external) come from to minimise
environmental harm of the company?_____________________________________________

27. Out of the following internal company attributes, please state whether each item supports
or inhibits the company minimising its environmental harm. If the item does not exist in the
company, it is an inhibitor.

<table>
<thead>
<tr>
<th>Item</th>
<th>Supports/Inhibits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership</td>
<td></td>
</tr>
<tr>
<td>Capabilities of employees and systems</td>
<td></td>
</tr>
<tr>
<td>Employee commitment to reducing</td>
<td></td>
</tr>
</tbody>
</table>

*Participants must not complete this questionnaire without first reading the pilot study information sheet and signing the consent form provided.*
<table>
<thead>
<tr>
<th>Focus Group Force field analysis pilot study questionnaire</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mahdi Mason, DBA candidate, Southern Cross University</td>
</tr>
<tr>
<td>environmental harm</td>
</tr>
<tr>
<td>Resource allocation</td>
</tr>
<tr>
<td>Clear action plan to achieve minimal harm</td>
</tr>
<tr>
<td>Culture</td>
</tr>
<tr>
<td>Company structure</td>
</tr>
<tr>
<td>Company rules, policies and procedures</td>
</tr>
<tr>
<td>Company routines</td>
</tr>
<tr>
<td>Sense of urgency for minimising environmental harm</td>
</tr>
<tr>
<td>Team assigned with enough power to lead the change to minimise environmental harm</td>
</tr>
<tr>
<td>Clearly communicated vision of the target to minimise environmental harm</td>
</tr>
<tr>
<td>Ability to remove current obstacles for minimising environmental harm</td>
</tr>
<tr>
<td>Short term wins and rewards for minimising environmental harm</td>
</tr>
<tr>
<td>Ongoing momentum to minimise environmental harm</td>
</tr>
<tr>
<td>Ability to continually improve and increase resources that will support initiative</td>
</tr>
<tr>
<td>Ability to instil new values in culture</td>
</tr>
<tr>
<td>Formal change management initiative for minimising environmental harm</td>
</tr>
</tbody>
</table>

Thank you for your time!!!!!
Appendix 4: Pilot study questionnaire
Pilot study - Questionnaire 2013

Mahdi Mason, DBA candidate, Southern Cross University

*Note: Prior to completing this survey, please ensure you have completed and signed the attached consent form.

Name:___________________________   Date:____________________________
Position:_________________________

1. Do you have direct accountability (or have you in the past two years) for environmental management (i.e. is it in your position description or do you manage people that do)?    Y/N

2. Would you say that the overarching aim of the mine in regards to environmental management is to reduce its environmental harm?       Y/N
   If not, what would you say the overarching environmental management aim is?___________
   __________________________________________________________________________

3. How would you describe the mine site’s environmental performance?__________________
   __________________________________________________________________________

4. Out of the following, where would you consider the mine to be in regards to its environmental performance level?
   a) Rejection of environmental impact responsibilities, requirements or information
   b) Non-responsiveness to internal or external calls for environmental management action
   c) Compliance with environmental regulation
   d) Acts on environmental issues to gain benefits out of efficiency of processes or equipment (i.e. energy efficiency improvements which provide financial incentive for the improvement)
   e) Strategically proactive with environmental management issues to reduce the company’s environmental harm (voluntarily initiatives)
   f) The sustainable organisation

5. What are the forces driving the company to reduce its environmental harm?
   __________________________________________________________________________
   __________________________________________________________________________

6. Who drives the mine to reduce its environmental harm?
   __________________________________________________________________________

7. What are the external forces driving the mine to reduce its environmental harm?
   __________________________________________________________________________

8. What external organisations drive the company to reduce its environmental harm? i.e. NGOs, companies, banks, community, government.
   _________________________________
   __________________________________________________________________________

9. Out of the following, how would you rate the following in order of strength in terms of their influence on the mine to reduce its environmental harm? (1 strongest, 3 weakest)
   • Government regulations, community pressure, NGOs, financial institutions: #_____
   • University course curriculum, professional accreditations, company member association guidelines: #_____
   • Other mining company standards, technology or way of doing business: #_____  

10. For a), b) and c), please circle which is the most influential in terms of driving the company to reduce its environmental harm.
11. What are the internal forces driving the company to reduce its environmental harm?
___________________________________________________________________________

12. Who is internally driving the mine to reduce its environmental harm?____________________
___________________________________________________________________________

13. Would you say the internal or external forces are stronger for reducing environmental harm at the mine?_____________________________________________________

14. What are the forces restraining the company from reducing its environmental harm?
___________________________________________________________________________

15. Who restrains the mine from reducing its environmental harm?________________________
___________________________________________________________________________

16. What are the external forces driving the mine to reduce its environmental harm?
___________________________________________________________________________

17. What external organisations drive the company to reduce its environmental harm? i.e. NGOs, companies, banks, community, government. _________________
___________________________________________________________________________

18. Out of the following, how would you rate the following in order of strength in terms of their ability to prevent the mine from reducing its environmental harm? (1 strongest, 3 weakest)
   - Government regulations, community pressure, NGOs, financial institutions: #_____
   - University course curriculum, professional accreditations, company member association guidelines:
   - Other mining company standards, technology or way of doing business:        #_____ 

19. For a), b) and c), please state which is the most influential in terms of restraining the site from reducing its environmental harm.
   d) Government regulations, community pressure, NGOs, financial institutions
   e) University course curriculum, professional accreditations, company member association guidelines
   f) Other mining company standards, technology or way of doing business

20. What are the internal forces restraining the site from reducing its environmental harm?____
___________________________________________________________________________

21. Who is restraining the mine to reduce its environmental harm?________________________
___________________________________________________________________________

22. Would you say the internal or external restraining forces are stronger for reducing environmental harm mine?_____________________________________________________

23. What are some ways that the mine could reduce its environmental impact?______________
___________________________________________________________________________

24. Why aren’t these things currently being done?_____________________________________
___________________________________________________________________________
Thank you for your time!!!!
Appendix 5: Pilot study focus group outline
Focus group session outline – Pilot study

1. Welcome and consent forms – have gained ethics approval from uni etc.
2. Introduction for participants
   - My DBA
   - This is a pilot study to see what questions work etc
   - Has foundations in change management models (where have a planned goal and need to get things in place for that goal to happen)
   - Force field analysis (drivers and restraining forces)
   - Institutional theory
   - What I want to get out of session – show diagram
   - What’s in it for Caledon
3. Hand out questions for people to write answers before we discuss as a group
4. Tell people about the mimetic, coercive and normative. Tell people can get examples of internal forces on last page.
5. Go through FFA questions and wait for people to write responses
6. Talk about responses and get overall strengths of drivers and restraining forces (with diagram on board)
7. Thank everyone for their time and advise that I will come and see them personally to undertake a 5 minute SWOT review.

FOCUS GROUP QUESTIONS

1. What is the overarching goal of environmental management within the company? To have minimal environmental harm? To be sustainable?
2. What is the current status Quo? – along sustainability scale
3. What are the external driving forces – coercive, mimetic, normative?
4. Which is strongest out of coercive, mimetic and normative?
5. Who are the external forces for coercive? Name five and their relative strength
6. Who are the external forces for mimetic? Name five and their relative strength
7. Who are the external forces for normative? Name five and their relative strength
8. What are the internal driving forces? CM factors
9. What are the strengths of the CM factors?
10. Which is a strongest driving force – internal or external?
11. Which is the strongest driving force completely?
12. Can you think of any other driving forces for environmental management?
13. What are the external restraining forces? Coercive, mimetic, normative
14. Which is strongest?
15. Who are external forces for coercive? Name 5 and relative strength
16. Who are external mimetic? Name 5 and relative strength
17. Who are external normative? Name 5 and relative strength
18. What are the internal restraining forces? CM factors and strengths
19. Which is strongest restraining force - internal or external?
20. Which is strongest restraining force completely?
21. Can you think of any other restraining forces for environmental management?
Diagram on whiteboard in front of group at end:

(need to get consensus from group for each)

1. Say what current goal is
2. Say where we are now
3. Say what strongest external driving force is
4. Say what strongest internal force is
5. What is strongest out of all driving forces?
6. Say what strongest external restraining force is
7. Say what strongest internal restraining force is
8. Say what strongest restraining force is overall
9. Everyone discuss whether that restraining force can be worked on
Appendix 6: Pilot study interview sheet
1. Do you have direct accountability (or have you in the past two years) for environmental management (i.e. is it in your position description or do you manage people that do?)? Y/N

2. Would you say that the overarching aim of the mine in regards to environmental management is to reduce its environmental harm? Y/N
   If not, what would you say the overarching environmental management aim is?__________________________

3. How would you describe the mine site’s environmental performance?__________________________

4. Out of the following, where would you consider the mine to be in regards to its environmental performance level?
   a) Rejection of environmental impact responsibilities, requirements or information
   b) Non-responsiveness to internal or external calls for environmental management action
   c) Compliance with environmental regulation
   d) Acts on environmental issues to gain benefits out of efficiency of processes or equipment (i.e. energy efficiency improvements which provide financial incentive for the improvement)
   e) Strategically proactive with environmental management issues to reduce the company’s environmental harm (voluntarily initiatives)
   f) The sustainable organisation

5. What are the forces driving the company to reduce its environmental harm?__________________________

6. Who drives the mine to reduce its environmental harm?__________________________

7. What are the external forces driving the mine to reduce its environmental harm?__________________________

8. What external organisations drive the company to reduce its environmental harm? i.e. NGOs, companies, banks, community, government.__________________________

9. Out of the following, how would you rate the following in order of strength in terms of their influence on the mine to reduce its environmental harm? (1 strongest, 3 weakest)
   - Government regulations, community pressure, NGOs, financial institutions: #_____
   - University course curriculum, professional accreditations, company member association guidelines: #_____
   - Other mining company standards, technology or way of doing business: #_____

10. For a), b) and c), please state which is the most influential in terms of driving the company to reduce its environmental harm.
Pilot study - Interview 2013

Mahdi Mason, DBA candidate, Southern Cross University

a) Government regulations, community pressure, NGOs, financial institutions
b) University course curriculum, professional accreditations, company member association guidelines
c) Other mining company standards, technology or way of doing business

11. What are the internal forces driving the company to reduce its environmental harm?
_________________________________________________________________________
_________________________________________________________________________

12. Who is internally driving the mine to reduce its environmental harm?
_________________________________________________________________________

13. Would you say the internal or external forces are stronger for reducing environmental harm at the mine?

14. What are the forces restraining the company from reducing its environmental harm?
_________________________________________________________________________
_________________________________________________________________________

15. Who restrains the mine from reducing its environmental harm?
_________________________________________________________________________

16. What are the external forces driving the mine to reduce its environmental harm?
_________________________________________________________________________

17. What external organisations drive the company to reduce its environmental harm? i.e. NGOs, companies, banks, community, government.
_________________________________________________________________________
_________________________________________________________________________

18. Out of the following, how would you rate the following in order of strength in terms of their ability to prevent the mine from reducing its environmental harm? (1 strongest, 3 weakest)
   • Government regulations, community pressure, NGOs, financial institutions: #_____
   • University course curriculum, professional accreditations, company member association guidelines: #_____
   • Other mining company standards, technology or way of doing business: #_____

19. For a), b) and c), please state which is the most influential in terms of restraining the site from reducing its environmental harm.
   d) Government regulations, community pressure, NGOs, financial institutions
   e) University course curriculum, professional accreditations, company member association guidelines
   f) Other mining company standards, technology or way of doing business

20. What are the internal forces restraining the site from reducing its environmental harm?
_________________________________________________________________________
_________________________________________________________________________

21. Who is restraining the mine to reduce its environmental harm?
_________________________________________________________________________

22. Would you say the internal or external restraining forces are stronger for reducing environmental harm mine?
_________________________________________________________________________

23. What are some ways that the mine could reduce its environmental impact?
_________________________________________________________________________
_________________________________________________________________________

24. Why aren’t these things currently being done?
_________________________________________________________________________
_________________________________________________________________________
Appendix 7: Pilot study SWOT template
SWOT analysis form – Pilot Study 2013

Mahdi Mason, DBA candidate, SCU

S
What were the strengths of the focus group, questionnaire or interview you took part in?
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________

W
What were the weaknesses of the research you took part in?
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________

O
What were the opportunities you saw in the research you took part in?
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________

T
What were the threats you saw in the research you took part in?
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________

Thank you for your participation!!
Appendix 8: Research Phase 1 (website review) Leximancer theme and concept list
THEME: environmental

(environmental, operations, mining, management, development, sustainable)

environmental  (Hits: 21)

honors

for environmental excellence and good

more...

operations  (Hits: 13)

Environment

Effective and holistic environmental management is crucial to the success of our operations.

more...

mining  (Hits: 13)

Detailed post-mining plans are researched, designed and approved. Contemporaneous land restoration ensures the smallest active area for mining operations, and ongoing monitoring allows the company to swiftly measure results and adjust to changing environmental conditions.

more...
management (Hits: 10)

Peabody limits water use whenever possible and integrates environmental best practices into the management of this vital resource. We won four of the highest

more...

development (Hits: 6)

We are committed to target zero harm, operating in an environmentally sustainable way and contributing to the long-term development of the communities that surround our operations.

Our aim is to minimise environmental harm caused by our operations by designing, operating and ultimately closing our mines in an environmentally responsible and sustainable way.

more...

sustainable (Hits: 8)

We work to identify and use the most practical and sustainable methods of environmental management to minimise the impacts of our activities on the environment and community. This is essential not only to our business but to the sustainable development of Australia’s mining industry.

more...

THEME: local

(local, communities, impacts, community, needs, social, operate)

local (Hits: 12)

are accountable to communicate the requirements of this Policy to all our employees, contractors, suppliers, local community and visitors and to

more...

communities (Hits: 10)

Our social commitment is extensive in the communities and countries in which we operate. We listen to people’s aspirations and concerns,
impacts

We seek to engage openly and honestly with communities to address concerns and we respect local laws, customs and culture. Before we start operating in an area, we conduct studies with local people, governments and other stakeholders to determine both the potential positive and negative impacts of our operations on the community.

community

respect

their rights, and work with them to implement community projects that deliver lasting benefits that maintain our licence to operate.

needs

We interact with many diverse communities around the world and we recognise the importance of involving local communities in decisions that affect them. In short, listening to the needs and concerns of local people helps us to run a more successful business.

social

Xstrata Coal has a robust track record of leading practice social, environmental and ethical performance at our operations around the world, and of working cooperatively and respectfully with local communities.

By following and implementing internationally recognised standards of sustainable development wherever we operate, we are improving our productivity, maintaining our licence to operate and simultaneously helping address the specific needs of individual cultures.

operate

Going beyond legislative requirements, we proactively manage any potential impacts upon the local environments in which we operate, implementing specific initiatives to address matters such as dust, noise, greenhouse gas emissions, subsidence and water management.

Our operations generate financial benefits and contribute towards the economic development and prosperity of the countries in which we operate and the communities close to our sites, through the direct and indirect creation of jobs, royalties, taxes, wages, benefits, goods and services and port and rail.
THEME: water

water

using

water more efficiently to ensure there is enough for everyone who needs it

more...

THEME: health

health

community

health

more...

THEME: business

business
Our position on climate change is clear and well-established. We accepted the science almost 20 years ago and spend considerable time understanding and assessing the risks and opportunities for our business.

more...

THEME: benefits

(benefits)

benefits

respect

their rights, and work with them to implement community projects that deliver lasting benefits that maintain our licence to operate.

more...

THEME: performance

(performance)

performance

Our goals

We will set high standards to continue to improve our performance as we strive

more...

THEME: better
Many of these awards recognize our success in restoring thousands of acres of mined lands, often to a condition better than before mining occurred. Environmental initiatives begin before any mining activity starts.

**THEME: monitoring**

An Environmental Management System guides New Hope’s environmental practices, supported by advice from independent environmental consultants. This assists the company to improve environmental performance by increasing awareness, optimising operational control, monitoring compliance and enabling continuous improvement.

**THEME: practices**

Neighbor practices.
THEME: energy

(energy)

energy

reducing

our contribution to climate change by being more energy efficient and using more renewable energy

more...
Appendix 9: Research Phase 2 (qualitative questionnaire) Leximancer theme and concept lists
**THEME: compliance**

*(compliance, site)*

**compliance**

Regulatory compliance and general environmental diligence.

more...

**site**

Ensuring environmental compliance for site and achieving goals of best practice

more...

(Hits: 25)

(Hits: 8)

Back to top

**THEME: impact**

*(impact, environment, harm)*

**impact**

To minimise the impact on the environment to

(Hits: 5)
more...

**environment**  
(Hits: 5)

goal is to carry out all operations in a manner that eliminates or minimises the long term harm to the environment.

more...

**harm**  
(Hits: 8)

Minimise harm to the environment by complying with Government guidelines/legislation.

more...

**THEME: legislation**

*(legislation, development, guidelines)*

**legislation**  
(Hits: 7)

legislation

more...

**development**  
(Hits: 5)

Advise clients in the construction and resource industries of to their regulatory environmental management requirements and assist in the development of their approvals documentation to comply with Local, State and Federal legislation, guidelines and policies.

more...

**guidelines**  
(Hits: 3)

Not to exceed the approved government legislation.

more...

Back to top
**THEME: compliance**

*(legislation, harm)*

**legislation**

Minimise harm to the environment by complying with Government guidelines/legislation.

more...

**harm**

Compliance with environmental legislation and regulation, including the legislated requirement for no unauthorised material environmental harm.

more...

**THEME: reduce harm**

*(environmental)*

**environmental**

Minimise environmental damage.

more...
THEME: sustainable

(sustainable)

sustainable

sustainable development by meeting environmental legislative requirements.

more...

(Hits: 6)

Back to top

THEME: approvals

(approvals)

approvals

gaining project approvals

more...

(Hits: 2)

Back to top

THEME: Minimise

(Minimise)

Minimise

Minimise harm to the environment by complying with Government guidelines/legislation.

more...

(Hits: 2)

Back to top
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**THEME: Environmental impact**

*(activities, mining, impact, environment, Minimise)*

**activities** *(Hits: 6)*

Minimise direct and indirect environmental and social impacts arising from activities

more...

**mining** *(Hits: 3)*

minimise environmental harm associated with mining activities

more...

**impact** *(Hits: 2)*

The ultimate responsibility: (1) is for your impact on the local environment through your site activities and to ensure these are minimised and indeed sustainable and (2) that the overall environmental impact of the product produced is minimised and sustainable

more...

**environment** *(Hits: 2)*

Minimise impact on the environment by mining activities

more...

**Minimise** *(Hits: 2)*

Back to top
THEME: cost effective

(cost)

cost

Conduct business in an environmentally responsible manner.

more...

(Hits: 5)

Back to top

THEME: compliance

(compliance)

compliance

To achieve statutory compliance as the priority and then implement sustainability improvements beyond compliance as the second priority.

more...

(Hits: 10)

Back to top

THEME: corporate

(corporate)

corporate

corporate

more...

(Hits: 2)

Back to top
compliance

Corporate desire to remain in compliance at all times.

more...

(Hits: 3)

Back to top
<table>
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<th>Theme</th>
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DEPARTMENT TARGET LABELLED

THEME: compliance

(compliance, Maintaining, site)

**compliance**

Regulatory compliance and general environmental diligence.

more...

**Maintaining**

Maintaining site compliance and general improvement of site environmental performance

more...

**site**

Ensuring environmental compliance for site and achieving goals of best practice

more...

Back to top

THEME: goal

(goal, main)

**goal**

no net environmental harm.

more...
The main goal is to minimize environmental harm and to look for areas where we can improve.

more...
THEME: sustainable

(sustainable)

sustainable

(Hits: 8)

economy in an environmentally sustainable manner

more...

Back to top

THEME: requirements

(requirements)

requirements

(Hits: 6)

To balance the environmental management requirements of a proposed project with the need to extract coal at a profit.

more...

Back to top

THEME: mining

(mining)

mining

(Hits: 6)

To manage environmental impacts and risks associated with mining. Provide timely advise to

more...

Back to top
THEME: achieve

(achieve)

achieve

achieve

more...

(Hits: 5)

Back to top

THEME: outcomes

(outcomes)

outcomes

stable long term outcomes.

more...

(Hits: 3)

Back to top

THEME: performance

(performance)

performance

Compliance with codes, regulation and industry accepted performance benchmarks

more...

(Hits: 2)

Back to top
### Theme: Compliance

*(trying, achieve, compliance)*

**Trying**

Do you mean what am I trying to achieve or at what level can I influence? The level of influence is site (and of course department).

**Achieve**

What I am trying to achieve is environmental compliance.

**Compliance**

Compliance.

**The overarching environmental**

### Theme: Harm Reduction

*(environmental)*

**Environmental**

The overarching environmental
THEME: effective site management

(site)

site

(Hits: 3)

Maintain the site's "Social Licence to Operate", maintain good working relationships with the regulators, the community and other stakeholders. Compliance with EA conditions is the bare minimum.

more...
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</table>

**THEME: community**

*(community, performance, expectations, business)*

**community** *(Hits: 15)*

Personal beliefs and community commitment.

more...

**performance** *(Hits: 12)*

Driving improved standards of environmental performance by the business, to deliver a net benefit to the community.

more...

**expectations** *(Hits: 10)*

Stakeholder and community expectations - wanting to be perceived as a good Corporate Citizen

more...

**business** *(Hits: 9)*

Community driving forces are mainly demonstrable contributions to the communities in which the business operates

more...
THEME: compliance

(compliance, targets, ensure, company)

compliance \(\text{(Hits: 30)}\)

s beyond compliance.

more...

targets \(\text{(Hits: 14)}\)

The strongest internal driving forces are compliance with organisational goals as well as personal commitments towards achieving the environmental targets.

more...

ensure \(\text{(Hits: 10)}\)

Internally we want to ensure compliance with the Government departments

more...

company \(\text{(Hits: 12)}\)

Appropriate resources within the company were provided to environmental management to ensure regulatory compliance was maintained and environmental diligence was promoted.

more...

THEME: operate

(operate, requirements, outcomes)

operate \(\text{(Hits: 15)}\)
Do the right thing, restore land use, maintain the social license to operate,

more...

**requirements**

Q5 answer should have been mostly. There is a high level of public scrutiny, forcing a high level of internal awareness within the corporation that we need to satisfy the requirements or cease operations

more...

**outcomes**

We currently use a 14001 based approach and develop our goals and targets in line with the wider strategic drivers but now with more discretion to choose targets that make sense for the business in terms of outcomes. This approach rather than a head office push allows us to build more ownership in the initiatives as the stakeholders involved (whether they be operational or environmental personnel) can understand the business drivers and benefits.

more...
regulation

Honest, open, transparent and scrupulous dealings with all environmental regulators involved.

more...

THEME: Personal

Personal

Personal beliefs and community commitment.

more...

THEME: reputation

reputation

Legal and reputational consequences.

more...

THEME: Regulatory
(Regulatory)

Regulatory requirement.

more...

(Hits: 8)

Back to top

THEME: standards

(standards)

standards

This has occurred due to the Government's minimum standards.

more...

(Hits: 7)

Back to top

THEME: resources

(resources)

resources

Desire to see society be more efficient and in turn sustainable in the use of and interaction with the world's natural and social resources.

more...

(Hits: 5)

Back to top
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<td>Government</td>
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**THEME: environmental professionals**

*environmental*  

The personality and drive of the senior environmental officer

more...

**THEME: compliance**

*compliance*  

Internally we want to ensure compliance with the Government departments

more...

**THEME: role requirement**

*role*
**role**

Our role as consultants is to enable our Clients to achieve compliance with regulation (EAs, legislation etc.) - if we don't achieve the target, we aren't doing our job properly!

more...

---

**THEME: project requirements**

*(project)*

**project**

(Hits: 3)

comprehensive baseline studies that show the potential impacts associated with the project to the environment

more...

---

**THEME: Government**

*(Government)*

**Government**

(Hits: 3)

Internally we want to ensure compliance with the Government departments

more...
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<tr>
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THEME: corporation

*(corporation, public, requirements, awareness, internal)*

**corporation** *(Hits: 4)*

The environment department is focused on the delivery of this goal and has also been assisted by the gradual re-introduction of the corporation’s environmental management system

more...

**public** *(Hits: 6)*

Q5 answer should have been mostly. There is a high level of public scrutiny, forcing a high level of internal awareness within the corporation that we need to satisfy the requirements or cease operations

more...

**requirements** *(Hits: 8)*

Compliance requirements and working to achieve the corporation’s ‘social licence to operate’ are the main external forces.

more...

**awareness** *(Hits: 4)*

systems, governance, education / awareness and risk management

more...

**internal** *(Hits: 2)*

Regulatory and NGO pressure but also demonstrated and recognized accomplishments, good environmental
outcomes and industry leadership. This gets the attention of our internal management.

more...

THEME: compliance

(environmental, compliance, performance, Regulatory)

environmental

weak environmental standards

more...

compliance

Robust environmental compliance management systems including auditing and inspections.

more...

performance

A mixture of environmental compliance and corporate reputation. Any public recognition of good environmental performance (awards etc) is well regarded within the corporation.

more...

Regulatory

, infrastructure. Regulatory driving forces are mainly strict compliance to environmental conditions.

more...

THEME: targets

(targets, business)
We currently use a 14001 based approach and develop our goals and targets in line with the wider strategic drivers but now with more discretion to choose targets that make sense for the business in terms of outcomes. This approach rather than a head office push allows us to build more ownership in the initiatives as the stakeholders involved (whether they be operational or environmental personnel) can understand the business drivers and benefits.

more...

**business**

(Hits: 5)

Firstly, satisfying the stringent targets already set and agreed, but then to show responsible bench-mark performance to ensure ongoing approvals and business continuity.

more...

**THEME: expectations**

(expectations)

(Hits: 4)

Compliance with overarching corporate requirements which are driven by stakeholder expectations.

more...

**THEME: operate**

(operate)

(Hits: 4)

manner as possible in order to benefit the locations we operate in as well as the downstream customers.

more...
THEME: team
(team)

team  (Hits: 2)

The whole team remained focussed, are proactive on most issues & we negotiate hard with the regulator to moderate their excesses / over-reactions to issues.

more...
### Theme: compliance

*(future, compliance)*

**future**

Perception at board level that to enable future successful applications, compliance with current accountability is a must.

more...

**compliance**

Sorry but again it is regulatory compliance.

more...

### Theme: expectations

*(driving, expectations)*

**driving**

Site driving forces

more...

**expectations**

*Hits: 6*

*Hits: 4*

*Hits: 2*
Corporate expectations and the expectation of the site general manager.

more...

THEME: targets

(targets)

targets

environmental professional are employed

more...

THEME: goals

(goals)

goals

they are employed in. Provide sufficient support, direction and mentoring to ensure individual and departmental goals and

more...

THEME: Corporate

(Corporate)
Corporate expectations and the expectation of the site general manager.

more...

THEME: Regulatory

(Regulatory)

Regulatory

Regulatory requirement.

more...

(Hits: 2)
THEME: environmental staff

(environmental staff, site, manager)

**environmental staff**

Dedicated staff and management that supports environmental initiatives/excellence

more...

**site**

The intrinsic motivations of the environmental professionals are the greatest motivation to achieving these targets, as well as a desire to do the right thing by the company.

more...

**manager**

Mine site compliance is achieved by input from the environmental officers on site, the sustainability manager and contracted environmental professionals. With a broader perspective it could be noted that site compliance is achieved by everyone on site in their day to day activities and is reinforced through management.

more...
THEME: Personal

(Personal, pressure)

Personal

Personal goal from environmental staff to do the best job possible with some pressure from internal management

more...

pressure

(Hits: 2)

The strongest external force is the pressure from the leadership team to ensure compliance, especially around aspects related to water.

more...

Back to top

THEME: compliance

(compliance, team)

compliance

(Hits: 6)

Dedicated individuals 'on the ground' doing the work and making sure compliance targets are met.

more...

team

(Hits: 3)

The strongest external force is the pressure from the leadership team to ensure compliance, especially around aspects related to water.

more...

Back to top

THEME: corporate
**THEME: procedures**

*procedures*  
(Hits: 2)
A systematic approach to implementing procedures and permits - the environmental process in Thiess is very clear in its boundaries and is communicated in a consistent manner.

more...

Back to top

**THEME: government**

government  
(Hits: 3)
State government requirements.

more...

Back to top

**THEME: achievement**
achievement

feel my role is focused on assisting the achievement of these goals.

more...

THEME: improvement

improvement

I believe management are responsible for performance improvement through

more...
INDIVIDUAL DRIVERS

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THEME: performance level

*(performance, community, standards, operate, business)*

**performance**

(Hits: 6)

performance expectation at all times.

more...

**community**

(Hits: 6)

Community Opinion: I am shocked at the current general community opinion of Coal Mining. On reflection the Industry has a poor reputation due to the historical environmental performance.

more...

**standards**

(Hits: 3)

Driving improved standards of environmental performance by the business, to deliver a net benefit to the community.

more...

**operate**

(Hits: 3)

Current performance levels need to continue to lift to negate the past practices and to place the industry in a better position with the community if we are to continue to operate.

more...

**business**

(Hits: 3)

the environmental impact of the business
THEME: desire
(desire, compliance, possible, maintain)

desire (Hits: 6)
Integrity, desire to contribute to a company that is successful and environmentally responsible
more...

compliance (Hits: 7)
A desire to be acknowledged as achieving environmental compliance as a minimum whilst driving and
more...

possible (Hits: 2)
My own desire to see a mining operation come to fruition with an environmental footprint as small as possible.
more...

maintain (Hits: 2)
Desire to maintain employment which could be harmed by poor environmental performance and a general
desire to protect the environment from unnecessary environmental harm.
more...

THEME: environment
(environment, harm)

environment (Hits: 10)
more...

harm

I would like to cause as little or no harm to the environment as possible, so that the future generations can enjoy it.

more...

THEME: change

(change)

change

The change I have already made. My passion for doing it right -
more...

THEME: mining

(mining)

mining

environmentally sustainable mining.

more...

THEME: Passion
Passion

I enjoy my work and I'd like to make a difference. Passion and motivation. more...
**THEME: environmental professionals**

*environmental, internal, compliance*

*environmental*  
(Hits: 16)

The personality and drive of the senior environmental officer  
more...

*internal*  
(Hits: 7)

Total internal driving forces  
more...

*compliance*  
(Hits: 8)

The collective initiative of the consultant-client team to look for beyond compliance environmental outcomes  
(this is rare in my 10 years of consultancy)  
more...

Back to top

**THEME: performance**

*(performance, corporate, ensure)*
**performance**

Strong departmental and corporate influence as seen by interest and allocation of resources to achieve environmental performance levels.

more...

**corporate**

Firstly, satisfying the stringent targets already set and agreed, but then to show responsible bench-mark performance to ensure ongoing approvals and business continuity.

more...

**ensure**

Internally we want to ensure compliance with the Government departments

more...

---

**THEME: targets**

*(targets, driving, forces)*

**targets**

Company targets

more...

**driving**

Personal motivation and company position description targets are amongst the main driving forces.

more...

**forces**

The strongest internal driving forces are compliance with organisational goals as well as personal commitments towards achieving the environmental targets.

more...
THEME: reputation

(reputation, possible)

reputation

The need to push project approvals through the process as fast as possible to the construction stage and eventually a profit.

more...

possible

reputation, possible project stalling due to non-compliance

more...

THEME: management

(management)

management

focus of higher management

more...

THEME: company

(company)
company

Truly passionate people in the company that

more...

THEME: plan

(plan)

(plan)

Compliance to the plan i.e. zero reporting of noncompliance so as to maintain sublease agreement

more...

THEME: employees

(employees)

(employees)

Great cross section of skills from employees (from practical/technical to legislation/process)

more...
THEME: environmental professionals

(environmental, compliance)

evironmental

The personality and drive of the senior environmental officer

more...

compliance

Internally we want to ensure compliance with the Government departments

more...
THEME: management

(management, compliance, recognition)

management

Corporate internal driving

more...

(compliance) (Hits: 3)

A strong management commitment to environmental management to ensure compliance is maintained.

more...

recognition (Hits: 3)

Regulatory and NGO pressure but also demonstrated and recognized accomplishments, good environmental outcomes and industry leadership. This gets the attention of our internal management.

more...

Back to top

THEME: company performance
company

Truly passionate people in the company that believe this is important and are vocal.
more...

THEME: employees

employees

Great cross section of skills from employees (from practical/technical to legislation/process).
more...
 THEME: compliance

(compliance)

compliance

Sorry but again it is regulatory compliance.
more...

(Hits: 5)

 Back to top

 THEME: environmental professionals

(environmental)

environmental

The strongest internal driving forces are compliance with organisational goals as well as personal commitments towards achieving the environmental targets.
more...

(Hits: 2)

 Back to top

 THEME: Corporate

(Corporate)
Corporate

Corporate expectations and the expectation of the site general manager.

more...

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**THEME: environmental professionals**

(environmental, Personal)

*environmental*

Department internal driving

more...

*Personal*

Personal achievement

more...

(Hits: 7)

**THEME: management**

(management, Demands)

*management*

The management team

more...

*Demands*

Demands from senior management.

more...

(Hits: 5)

(Hits: 1)

Back to top
**THEME: compliance**

*(compliance, forces, expectations, achieve)*

### compliance

State government - maintaining compliance with the Environmental Authority

more...

### forces

Total external driving forces

more...

### expectations

The strongest external driving forces are stakeholder expectations followed by legislative compliance requirements.

more...

### achieve

Clients that need to achieve compliance with Government legislation and guidelines.

more...

Back to top
THEME: Government

(Government, Regulatory)

Government  (Hits: 15)

Government, community

more...

Regulatory  (Hits: 11)

Government regulation and their approval process coupled with the public opinion of the mining industry generally.

more...

Back to top

THEME: community

(community)

community  (Hits: 14)

Government, community

more...

Back to top

THEME: requirements

(requirements)

requirements  (Hits: 9)

Regulatory requirements.
THEME: water

(*water*)

*water*

EHP for water only.

more...

THEME: operate

(*operate*)

*operate*

Public questioning the right to operate

more...

THEME: mining

(*mining*)

*mining*

environmental outcomes as "leave well alone - no mining at all".

more...
THEME: beyond

(beyond)

beyond

(can be achieved by going beyond compliance or providing
more...

(Hits: 2)
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THEME: Government

(Government)

Government

Clients that need to achieve compliance with Government legislation and guidelines.

more...

(Hits: 6)

Back to top

THEME: community

(government)

government

Community perception/lobby groups, government/carbon targets

more...

(Hits: 2)

Back to top

THEME: expectations

(expectations)

(expectations)

(Hits: 2)
Commonwealth, State and Local Government regulations, Client expectations and community expectations.

more...

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**THEME: regulation**

(regulation, Government, support)

**regulation**

government regulation

more...

**Government**

(Hits: 4)

Government regulation and their approval process coupled with the public opinion of the mining industry generally.

more...

**support**

(Hits: 2)

Government regulation and community support for future projects

more...

Back to top

**THEME: community**

(community, expectations)

**community**

(Hits: 8)
Community outrage at mine site water management in the region

more...

(expectations)  (Hits: 4)

Stakeholder and community expectations - wanting to be perceived as a good Corporate Citizen

more...

THEME: requirements

(requirements)  (Hits: 5)

requirements

lack of legal requirements

more...

THEME: public

(public)  (Hits: 5)

public

Raised public awareness of environmental issues

more...

THEME: compliance
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### THEME: external expectations

*(external)*

**external**

Site external driver

more...

*(Hits: 3)*

[Back to top](#)

### THEME: compliance

*(compliance)*

**compliance**

Regulatory compliance.

more...

*(Hits: 2)*

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**THEME: compliance**

*(compliance, government, environmental)*

*compliance*  
Department external driving  
more...  

*government*  
State government - maintaining compliance with the Environmental Authority  
more...  

*environmental*  
The government environmental authorities  
more...  

*(Hits: 6)*

*(Hits: 5)*

*(Hits: 2)*

**THEME: leadership team**

*(team, external)*

*team*  
The strongest external force is the pressure from the leadership team to ensure compliance, especially around

*(Hits: 2)*
aspects related to water.

more...

**external**

Department external driving

more...

**THEME: authorities**

**(authorities)**

authorities

Regulatory authorities, legislation

more...

**THEME: community**

**(community)**

community

Government, community

more...

**THEME: requirements**
requirements

Regulatory requirements.

more...

(Hits: 2)
Theme: compliance

(compliance, beyond, government, cost)

compliance

My clients generally meet the compliance criteria. However, in some cases, the criteria are not well developed (viz. impact of underground mining/subsidence on strategic crop land).

more...

beyond

of interest from senior management in moving beyond compliance.

more...

government

ability to manage relevant legislation. For example there is not enough resources within government to assess environmental development applications, policies, compliance matters -

more...

cost

of Knowledge and experience of the full management team in environmental management and the lack of acceptance of accountability in this field. / Company attitude to the cost of going beyond compliance and the
lack of any clear advantage that this would bring.

more...

**THEME: performance acceptance**

*(performance, industry, level, required, community)*

**performance** *(Hits: 16)*

impossible to improve (from the list provided) in terms of environmental performance.

more...

**industry** *(Hits: 11)*

Differing ideologies between managers (some on board, some less considerate of environmental management) and that the industry, by its nature, has environmental impacts - the required level of performance is largely set by community expectations as a licence to operate. Extending beyond efficiency environmental performance may not be economically justified.

more...

**level** *(Hits: 14)*

Environmental performance should keep improving well beyond my level of accountability. The corporation's environmental management system is designed to ensure that accountability is distributed to those in the organisation who are responsible for the main business tasks with environmental aspects.

more...

**required** *(Hits: 6)*

Those in areas which may not have the same sensitivities tend to do only what is required (i.e. why spend the money if you don't have to!)

more...

**community** *(Hits: 7)*

The community does not recognize its power to drive improved environmental performance within corporations, and tends not to hold corporations to account for poor performance. Without this driver, corporations will be satisfied with mediocre performance.
THEME: business
(business, goal)

business  
(Hits: 9)

highly in business decision making.
more...

.goal  
(Hits: 7)
The commitment (to the goal of conducting business in an environmentally sustainable ma
more...

THEME: external
(external, environment)

external  
(Hits: 6)
"Tape" be it poor internal or external processes. As additional context to previous responses you will note the
top 2 enablers and inhibitors are the same.
more...

environment  
(Hits: 10)
In the current economic environment, restricted budgets, and especially a slash and burn approach to
consultant and contractor spend, present the greatest external hurdles at the moment.
more...
THEME: resources

(resources, time)

resources

Finite resources and the legacy of previous poor environmental management.

more...

time

Responding to anti-mining group propaganda, which takes away valuable time and resources that could be spent on more productive tasks.

more...

Back to top

THEME: Lack

(Lack)

Lack

Lack of experience in rehabilitation of EHP staff. The out when it comes to determining when

more...

Back to top

THEME: legislation

(legislation)
**THEME: change**

*(change)*

*change*

Continuing change in the regulatory framework driven by political agendas.

more...

**THEME: focus**

*(focus)*

*focus*

It is key focus

more...

**THEME: economic**

*(economic)*

*economic*
economic

more...

THEME: constraints

(constRAINTS)

constraints

Budget constraints

more...

(Hits: 7)
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**THEME: compliance**

*(compliance, environmental, clients, cases, required)*

**compliance**  
(Hits: 7)

My clients generally meet the compliance criteria. However, in some cases, the criteria are not well developed (viz. impact of underground mining/subsidence on strategic crop land).

more...

**environmental**  
(Hits: 10)

In other cases, e.g. water quality, testing is required for numerous contaminants which may or may not be a function of the industry, while more important criteria have unrealistic goals for local ecosystems.

more...

**clients**  
(Hits: 5)

Unfortunately I believe the majority of clients are economically driven, which often results in compliance being the main goal for environmental management.

more...

**cases**  
(Hits: 3)

I suspect it is the feeling that, although no one wants to wreck the environment, there are few real consequences when errors are made. Possibly more important is the drive for production and the general unwillingness to spend money ensuring that things are done properly and THAT in many cases assumes there is someone around with a clue how to accomplish compliance and best practice.

more...

**required**  
(Hits: 2)
I think that if the environmental target is set at legislative compliance, there are few restraining forces. In terms of achieving anything above that, this relates to the ability of government to implement policy to promote improved environmental outcomes (if this is required), or the ability of project owners (based on motivation and financial ability) to achieve outcomes above and

more...

THEME: assessment process

(assess)

assess

The fact that Government legislation/departments continue to change and it can create confusion of what is expected

more...

THEME: standard practice

(practice)

practice

It is difficult to explain to people that there are regulatory requirements that make no sense whatsoever, and basic best practice requires a thoughtful approach that may address non-regulated factors. I feel sorry for any young enviro

more...

THEME: rehabilitation
rehabilitation

Also for conducting rehabilitation in the last few years on one mine

more...

THEME: staff

(staff)

staff

of environmental staff at mines.

more...

(Hits: 6)

(Hits: 2)
**THEME: compliance**

*(compliance, beyond, cost, interest, accountability)*

**compliance** *(Hits: 10)*

Regulatory models in place are so onerous that a lot of effort has to go into compliance, and whilst these do try to do some 'sustainability' improvements, they often miss the mark.

more...

**beyond** *(Hits: 9)*

of interest from senior management in moving beyond compliance.

more...

**cost** *(Hits: 6)*

Hard to put an economic cost or benefit on environmental performance, whereas compliance is easy to measure. / It is easy to see cost of improving env

more...

**interest** *(Hits: 4)*

interest in moving beyond compliance.

more...

**accountability** *(Hits: 3)*

of Knowledge and experience of the full management team in environmental management and the lack of acceptance of accountability in this field. / Company attitude to the cost of going beyond compliance and the
lack of any clear advantage that this would bring.

more...

THEME: performance

(performance, community, industry, managers)

performance (Hits: 8)

Business performance is focussed on dollars. Until environmental

more...

community (Hits: 4)

The community does not recognize its power to drive improved environmental performance within corporations, and tends not to hold corporations to account for poor performance. Without this driver, corporations will be satisfied with mediocre performance.

more...

industry (Hits: 4)

Differing ideologies between managers (some on board, some less considerate of environmental management) and that the industry, by its nature, has environmental impacts - the required level of performance is largely set by community expectations as a licence to operate. Extending beyond efficiency environmental performance may not be economically justified.

more...

managers (Hits: 2)

at all levels of the business, and not all managers are committed to achieving the goal. The primary focus is on technical compliance, rather than sustainability.

more...

Back to top
THEME: resources

(resources, perception)

resources

(costs more in issues, resources and money. Do it right the first time

more...

perception

(Poor perception driven by media and interest groups drives response from government that makes the cost of compliance costly and complex. This fixed effort base removes resources from being involved in improvement activities.

more...

Back to top

THEME: lack

(lack)

lack

lack

more...

Back to top

THEME: corporate

(corporate)

corporate

The primary internal drivers are production and safety. Environmental considerations are given much lower
consideration in corporate decision making.

more...

THEME: target

(target)

target

(Hits: 3)
The overarching environmental target is my personal target not the company's. If the question is changed and it is what

more...
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**THEME: incentive**

*(Lack, government, incentive, compliance)*

**Lack** *(Hits: 9)*

In the current cost environment there is little incentive to go beyond compliance.

more...

**government** *(Hits: 4)*

Lack of knowledge within government however industry

more...

**incentive** *(Hits: 3)*

No incentive to go above compliance.

more...

**compliance** *(Hits: 3)*

Lack of experience and knowledge in government. No incentive for business to do better than compliance.

more...

Back to top

**THEME: industry**

*(industry, restraining)*
industry

Site order restraining

more...

restraining

(Hits: 4)

environmental performance is still not valued to the same degree as profit (e.g. EBIT) and safety.

more...

Back to top

THEME: profit

(profit)

profit

(Hits: 3)

Reduced profit

more...

Back to top
THEME: Internal support

(environmental, performance, work, reactive, site, time, targets, achieving, environment)

environmental  (Hits: 12)
Lack on social concern and public knowledge about environmental impacts
more...

performance  (Hits: 9)
impossible to improve (from the list provided) in terms of environmental performance.
more...

work  (Hits: 5)
Senior management not understanding how environmental processes work.
more...

reactive  (Hits: 5)
Executive management not understanding how environmental processes work.
more...

site  (Hits: 5)
Production targets and perceptions on site. If an environmental initiative or action may present inhibitions on
production, it loses its focus and often becomes disregarded.

more...

**time**

Costs and time constraints associates with improved environmental practices.

more...

**targets**

Lack of available time to undertake the required work programmes (while partly an external force), means that it can be easy to miss the little things that contribute to achieving these targets.

more...

**achieving**

may be unfair or strict for the company to adhere to. This puts pressure on my role in achieving environmental compliance.

more...

**environment**

Train and persist with performance managing to ensure that they begin to have the same goal and improve environmental management. This step from a reactive to a proactive work environment is the most difficult and can take some time.

more...

**THEME: current climate**

**current**

I believe we have all of the procedures, resources and tools to be able to meet world class standards however the culture within my current work location is still a reactive culture. To change culture we must commence making departments and individuals responsible for their activities.

more...
THEME: Lack

(Lack)

Lack

Lack of care or drive from middle to snr site
more...

THEME: news

(news)

news

Within the Environment team we hear what is being done but we are often the only ones. At times we have held off rolling something out as someone higher up was going to start it to see a half hearted effort that potentially does more harm than good by displaying those in leadership positions lack of
more...

THEME: compliance

(compliance)

compliance

compliance
THEME: organisation

organisation

As I believe the organisation is already working

more...

Back to top

THEME: conditions

conditions

more...
THEME: cost

(cheap, compliance, better, expensive, outcomes)

cheap  
Lack of accurate knowledge of the potential severity of long term environmental impacts.
more...

compliance  
The sense of apathy and rejection by the industry and its mindset of the quick buck. In addition much time is given over to fixing problems that arise due to a lack of consolation or similar or people blatantly doing the wrong thing.
more...

better  
This reflects that while some internal and external processes are enablers and support better performance, there are just as many that are bottlenecks to true performance improvement.
more...

expensive  
A sense that it is all a waste of time. When I put options up and the one that while more expensive now, is cheaper long term and has better environmental outcomes loses out to the option that is cheap and just makes compliance.
more...
outcomes

Policy could be influenced and amended. Projects could be trialled to test the outcomes and the benefits analysed.

more...

THEME: site support

(site, restrictions, Lack, support, experience, poor)

site

Support on a site level that

more...

restrictions

Lack of experience, poor environmental attitudes amongst personnel, priority of production, restrictions on funding, mine site specific environmental training.

more...

Lack

Lack of site planning and lack of follow-through on plans. Lack of budget and sometimes lack of common sense.

more...

support

Lack of management support. Profit focus.

more...

experience

Lack of knowledge & experience at determining the best environmental solution.

more...
A poor relationship with my direct manager who can also be unsupportive at times.

more...

**THEME: personnel**

(personnel)

Cost constraints, limited personnel resources

more...

**THEME: resources**

(resources)

Lack of time and HR resources.

more...

**THEME: perception**

(perception)
Continuous changes and contradictions within state and Commonwealth wants, legislation, and community perception of environmental performance

more...

**THEME: acceptance**

*(accept)*

**accept** *(Hits: 2)*

Getting operational managers to accept THEIR responsibility for environmental performance, rather than expecting environmental professionals within the business to manage the consequences for poor operational performance (pollution etc).

more...

**THEME: legislation**

*(legislation)*

**legislation** *(Hits: 2)*

Poor Government enforcing the existing legislation

more...
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**THEME: beyond compliance**

*(beyond, compliance)*

**beyond**

(Hits: 21)

Cost burden in the current economic market - short term expense

more...

**compliance**

(Hits: 9)

Compliance focused environmental outcomes - the majority of projects are looking for compliance, nothing more.

more...

---

**THEME: cost**

*(cost, knowledge, accountability)*
Cost burden in the current economic market - short term expense
more...

knowledge

of knowledge and experience of the full management team in environmental management and the lack of acceptability of accountability in this field. / Company attitude to the cost of going beyond compliance and the lack of any clear advantage that this would bring.
more...

accountability

Lack of accountability. No incentive to go above compliance.
more...

THEME: production

(production)

production

The primary internal drivers are production and safety. Environmental considerations are given much lower consideration in corporate decision making.
more...

THEME: lack

(lack)

lack
Lack of capital
more...

**THEME: management**

*(management)*

management

Finite resources and the legacy of previous poor environmental management.
more...

**THEME: practice**

*(practice)*

practice

I suspect it is the feeling that, although no one wants to wreck the environment, there are few real consequences when errors are made. Possibly more important is the drive for production and the general unwillingness to spend money ensuring that things are done properly and THAT in many cases assumes there is someone around with a clue how to accomplish compliance and best practice.
more...

**THEME: time**

*(time)*
Sometimes Clients push for work to be done in unrealistic time frames and therefore, work is done to a minimum standard.

more...

**THEME: industry**

(industry)

Cyclical nature of the industry and short term focus that can result.

more...

**THEME: goal**

(goal)

Conflicting priorities perceived by other functions/levels of accountability within the organisation. Due to other priorities of the organisation, the time required for achieving the overarching goal at my level of accountability can be significantly reduced.

more...

**THEME: senior**

(senior)
senior

lack of senior

more...

(Hits: 3)

Back to top

THEME: resources

(resources)

resources

Allocation of scarce financial resources

more...

(Hits: 5)

Back to top
THEME: standard practice

(practice, outcomes, environmental, money)

practice  

I suspect it is the feeling that, although no one wants to wreck the environment, there are few real consequences when errors are made. Possibly more important is the drive for production and the general unwillingness to spend money ensuring that things are done properly and THAT in many cases assumes there is someone around with a clue how to accomplish compliance and best practice.

more...

outcomes  

Compliance focused environmental outcomes - the majority of projects are looking for compliance, nothing more.

more...

environmental  

Some don't know, some don't care, combine the two and you have a recipe for poor environmental practice. Even more basic: Poor managers will never have the tools (knowledge, time, personnel, and money) to plan for good environmental outcomes.

more...

money  

Back to top

THEME: compliance
(compliance)

**compliance**

I suspect it is the feeling that, although no one wants to wreck the environment, there are few real consequences when errors are made. Possibly more important is the drive for production and the general unwillingness to spend money ensuring that things are done properly and THAT in many cases assumes there is someone around with a clue how to accomplish compliance and best practice.

more...

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**THEME: time**

(time)

**time**

Sometimes Clients push for work to be done in unrealistic time frames and therefore, work is done to a minimum standard.

more...

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**THEME: compliance**

*(management, lack, compliance, environmental, cost)*

**management**

(Hits: 8)

A strong upper corporate level environmental position that reports directly to the CEO and who also promotes rehab and integrated approaches from the top down through the entire company structure.

more...

**lack**

(Hits: 8)

A lack of Production/Operational acknowledgement that environmental compliance is essential and non-negotiable.

more...

**compliance**

(Hits: 5)

of interest from senior management in moving beyond compliance.

more...

**environmental**

(Hits: 5)

Awareness and perception of importance of environmental management; cost imperatives

more...

**cost**

(Hits: 3)

History of heavy industry not being environmentally conscious / Compliance seen as the ultimate goal / Environmental initiatives seen as added cost than value adding to the business

more...

Back to top
THEME: resource allocation

(resources)

resources

Allocation of scarce financial resources

more...

(Hits: 5)
**THEME: contractors**

*(contractors, reducing, impacts, activities)*

**contractors** *(Hits: 1)*

The strongest internal restraining forces come from the less than ideal management of the activities of the workforce including contractors to go beyond achievement the environmental targets and be actively engaged in reducing environmental impacts.

more...

**reducing** *(Hits: 1)*

**impacts** *(Hits: 1)*

**activities** *(Hits: 1)*

Back to top

**THEME: engagement**

*(engaged)*

**engaged** *(Hits: 1)*

The strongest internal restraining forces come from the less than ideal management of the activities of the workforce including contractors to go beyond achievement the environmental targets and be actively engaged in reducing environmental impacts.

more...

Back to top
### THEME: time and cost

**(environmental)**

*environmental*  

(Hits: 6)

Costs and time constraints associates with improved environmental practices.

more...

### THEME: management

**(management)**

*management*  

(Hits: 3)

Finite resources and the legacy of previous poor environmental management.

more...

### THEME: work
Senior management not understanding how environmental processes work.

more...

**THEME: priority**

(targets)

Production targets and perceptions on site. If an environmental initiative or action may present inhibitions on production, it loses its focus and often becomes disregarded.

more...

**THEME: production**

(site)

Production targets and perceptions on site. If an environmental initiative or action may present inhibitions on production, it loses its focus and often becomes disregarded.

more...

**THEME: resources**
resources

Sometimes a lack of resources:

more...

(Hits: 2)
Theme: government

(government, legislation, restraining, response, policy, financial)

government

Government interference. It seems that every level of government has multiple departments all demanding more and more reporting, threats, and so on.

more...

legislation

The fact that Government legislation/departments continue to change and it can create confusion of what is expected

more...

restraining

Total external restraining

more...

response

The strongest external restraining forces in the past have been the slow response by Government organisations to engage with the industry during times of abnormal environmental conditions.

more...

policy

(Hits: 3)
government policy - more...

financial  \( \text{(Hits: 2)} \)

I think that if the environmental target is set at legislative compliance, there are few restraining forces. In terms of achieving anything above that, this relates to the ability of government to implement policy to promote improved environmental outcomes (if this is required), or the ability of project owners (based on motivation and financial ability) to achieve outcomes above and beyond compliance.

more...

THEME: compliance

\( \text{(compliance, cost)} \)

compliance  \( \text{(Hits: 6)} \)

Regulatory models in place are so onerous that a lot of effort has to go into compliance, and whilst these do try to do some 'sustainability' improvements, they often miss the mark.

more...

cost  \( \text{(Hits: 4)} \)

International Coal market has removed the ability of most companies to be profitable and therefore cost cutting measures will limit the ability to justify a move beyond compliance.

more...

THEME: knowledge

\( \text{(knowledge, Lack, community)} \)

knowledge  \( \text{(Hits: 5)} \)


Lack on social concern and public knowledge about environmental impacts:

more...

**Lack**

(Budget constraints / Lack of knowledge as to best initiatives)

more...

**Community**

Lack of community pressure on non-immediate impacts

more...

 Thema: expectations

(expectations)

Moving goal posts, regulatory expectations constantly moving, regulator contact staff turnover, loss of familiarity with site issues/challenges, lack of

more...

Thema: experience

(experience)

EA 'get-out' condition on when rehabilitation is undertaken. Lack of EHP experience to assess landform and rehabilitation sections of an EIS and to impose appropriate EA conditions to ensure good rehabilitation standards.
THEME: company

(company)

company

Issues. As such, the company is not concerned with the fine but more with the community reaction.

more...

THEME: projects

(projects)

projects

Economic climate - places certain emphasis on the importance of holding onto work and winning new jobs as opposed to my role of supporting current projects in environmental management outcomes.

more...
Theme: Government

(Government, restraining)

Government

The fact that Government legislation/departments continue to change and it can create confusion of what is expected

more...

restraining

Government policy inadequacies,

more...

Theme: regulatory assessment

(assess, experience, Lack Of Ehp)

assess

EA 'get-out' condition on when rehabilitation is undertaken. Lack of EHP experience to assess landform and rehabilitation sections of an EIS and to impose appropriate EA conditions to ensure good rehabilitation standards.

more...

experience

Lack of EHP experience to critically assess rehabilitation in the field.
Lack Of Ehp

(Hits: 2)


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**THEME: compliance**

*(compliance, interest, resources, groups, threats)*

**compliance** *(Hits: 7)*

Regulatory models in place are so onerous that a lot of effort has to go into compliance, and whilst these do try to do some 'sustainability' improvements, they often miss the mark.

more...

**interest** *(Hits: 2)*

Financial performance imperatives; perceived low level of interest in environmental performance from controlling entity

more...

**resources** *(Hits: 2)*

Responding to anti-mining group propaganda, which takes away valuable time and resources that could be spent on more productive tasks.

more...

**groups** *(Hits: 2)*

for NGO or environmental groups.

more...

**threats** *(Hits: 3)*

discouraged. In general, all the threats and red-tape are just a turn off.
THEME: government

government (Hit: 6)
government policy -
more...

THEME: new projects

projects (Hit: 2)
Economic climate - places certain emphasis on the importance of holding onto work and winning new jobs as opposed to my role of supporting current projects in environmental management outcomes.
more...

THEME: requirements

requirements (Hit: 2)
Client expectations and budget requirements, time
THEME: inexperience

(inexperienced)

inexperienced  (Hits: 2)

Regulatory authority with unreasonable expectation and inexperience

more...
### THEME: industry perception

*(industry, external, restraining)*

**industry**

Continued government red/green/or any other colour tape that is introduced to placate minority views on the mining industry.

more...

**external**

Site external restraining

more...

**restraining**

The strongest external restraining forces in the past have been the slow response by Government organisations to engage with the industry during times of abnormal environmental conditions.

more...

**Back to top**

### THEME: government experience

*(experience)*

**experience**

Lack of experience and knowledge in government. No incentive for business to do better than compliance.
THEME: government

(government)

government

(Lists: 2)

Lack of experience and knowledge in government. No incentive for business to do better than compliance.

more...
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**THEME: environmental awareness**

*(environmental, strong)*

**environmental**

Executive management not understanding how environmental processes work.

more...

**strong**

Conflicting requirements in the EA, no strong leadership/guidelines from the State Government

more...

Back to top

**THEME: conditions**

*(strict, conditions, compliance)*

**strict**

I don't really feel as though any external forces are restraining. It could be argued that government legislation or approval from government departments is restrictive and some conditions may be unfair or strict for the company to adhere to.

more...

**conditions**

(Impact: 2)
This puts pressure on my role in achieving environmental compliance. However, part of me feels as though strict environmental conditions are a strong driver for improving overall environmental performance.

more...

**compliance**

Lake of any teeth to compliance issues. As such the company is not concerned with the fine but more with the community reaction

more...

**THEME: leadership**

**leadership**

is usually viewed as a cost with little to no benefit despite any evidence to the contrary.

more...

**THEME: company**

**company**

ich they often feel they could mitigate by explaining things away as not being foreseeable where it is more likely that didn't prepare as they only saw such things as a cost. / With our company there is

more...
Theme: operate

(operate, maintain, company, licence, social, industry, mining)

operate
ability to operate
more...

(Hits: 16)
maintain
Our company has a long published desire to be seen as an employer and coal producer of choice. A large part of this is seen as ensuring we maintain our license to operate which includes completing what we commit to and engaging with our stakeholders including landholders, surrounding communities, the regulators and interest groups.
more...

(Hits: 11)
company
To not having the company involved in any extensive environmental damage situations which would lead to litigation.
more...

(Hits: 12)
licence
Compliance with codes and legislation; perceived licence to operate issues (more...
social

The social license to operate, reduce long term liabilities and costs. Achieve good rehab and environmental outcomes.

more...

industry

The long term advantage would be a continued licence to operate. This is something that is rapidly diminishing in the Coal industry

more...

mining

Do the right thing, restore land use, maintain the social license to operate, continue environmentally sustainable mining.

more...

THEME: environment

(environment, incentive, future, community, mine)

evironment

The motivation is to ensure harm does not occur to the environment in a way that would receive public attention.

more...

incentive

In part it is the right thing to do in regards to preserving the environment. However, I think the greater incentive is that as the approval process is long and protracted, the more the company bends to the will of the assessing authority the easier the approval process becomes.

more...

future

preserve future environment
community

The incentive is to be acknowledged as a company that respects the environment and supports the surrounding community.

mine

We would like to ensure that our work does not result in any major harm to the environment, so that we have a greener future. Also, if we don't follow the environmental targets set, we may be fined for breaching any legislative conditions and the mine may be shut down by the authorities and we would lose our jobs.

THEME: performance

performance

I do also feel that direction form management, specifically the sustainability manager, is imperative in motivating the individual performance of the environmental department which would be considered short on workplace experience.

THEME: outcomes

outcomes

continue to influence good environmental outcomes
THEME: reputation

(reputation)

reputation

reputation. Make money.

more...

Back to top

THEME: compliance

(compliance)

compliance

Regulatory compliance

more...

Back to top

THEME: targets

(targets)

targets

Achieving environmental targets form part of HSE KPIs and therefore affects

more...

Back to top
THEME: process

(process)

(process)

Managing the waste process can ensure that an area is effective and efficient.

more...
THEME: attention from regulator

(environmental, water, rehabilitation, progressive, EHP, motivation, incentive, non-compliance, company)

environmental (Hits: 12)

Reputation with our clients. But more so than this, the team of professionals with whom I work genuinely care about environmental protection and conservation.

more...

water (Hits: 4)

Good question. In some cases, I think there is NO motivation for compliance.

more...

rehabilitation (Hits: 4)

With water, EHP inspections as a first year graduate can determine that a water analyses exceeds a standard prescribed in an EA condition. There is no motivation for progressive rehabilitation due to the ‘get-out’ clause on when disturbed land becomes available.

more...

progressive (Hits: 4)

Not get in trouble, have no reportable incidents, etc pretty negative "incentive"!

more...
A water breach brings down the wrath of the EHP with an environmental non-compliance and a protection order requiring a company to agree to a set of actions to correct the non-compliance. No incentive to practise progressive rehabilitation.

more...

**motivation**

The motivation is to ensure harm does not occur to the environment in a way that would receive public attention.

more...

**incentive**

The incentive is ensuring not getting bad press and maintaining a social licence

more...

**non-compliance**

A true commitment to company purpose that is "Creating, enhancing and sustaining the world's built, natural and social environments". This commitment also helps to differentiate our offering in the consulting market.

more...

**THEME: requirements**

**(requirements)**

To meet legislative requirements on behalf of the client to ensure there not a protracted approvals process

more...
THEME: favourable license conditions
(potential)

potential

If projects meet the minimal harm to the environment criteria, the Government Departments allow them to proceed and therefore there is a potential for profit.

more...

THEME: environment
(environment)

environment

economic benefits while still preserving the environment.

more...

THEME: future
(future)

future

preserve future environment

more...

Back to top
THEME: bad

**bad**

(Hits: 3)

It seems to derive from the site culture, which can be influenced for the good or the bad based on a few individuals.

more...

Back to top

THEME: outcomes

**outcomes**

(Hits: 2)

Our organisation rewards employees through formal and informal processes when an employee strongly demonstrates our purpose, core values or great outcomes for a Client.

more...

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<table>
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**THEME: licence**

*(licence, operate, maintain, social)*

**licence** *(Hits: 19)*

Good relations with government authorities and potentially impacted neighbours

more...

**operate** *(Hits: 9)*

Compliance with codes and legislation; perceived licence to operate issues

more...

**maintain** *(Hits: 8)*

Avoid penalties from regulator, avoid loss of reputation; maintain a low profile i.e. not be in the news for breaches

more...

**social** *(Hits: 3)*

the social license to operate, reduce long term liabilities and costs. Achieve good rehab and environmental outcomes.

more...
THEME: environment

(environmental, incentive)

environmental

 corporate environmental standing
 more...

incentive

 10% of the financial incentive scheme is lined to environmental targets.
 more...

THEME: compliance

(compliance)

compliance

 legal compliance and reputation
 more...

THEME: codes

(codes)
Compliance with codes and legislation; perceived licence to operate issues (more...)

**THEME: company**  
*(company, performance)*

**company**  
*(Hits: 3)*

To not having the company involved in any extensive environmental damage situations which would lead to litigation.

more...

**performance**  
*(Hits: 3)*

performance form

more...

**THEME: regulatory**  
*(regulatory)*

**regulatory**  
*(Hits: 3)*

The primary motivation is to be in compliance with regulatory requirements.

more...
THEME: business

*business*

Survival as a business.

more...

(Hits: 3)

THEME: reputation

*reputation*

improved reputation from a good outcome

more...

(Hits: 3)

THEME: stakeholders

*stakeholders*

The right thing to do and the community and mining stakeholders expect this from large organisations

more...

(Hits: 3)
THEME: industry

(industry)

industry

KPI's. Pride and accomplishment, industry leadership.

more...

(Hits: 3)

Back to top
**THEME: license to operate**

*(environment, operate)*

**environment** *(Hits: 2)*

Licence to operate, future approvals, no real sense as yet of looking after the environment as part of good stewardship.

more...

**operate** *(Hits: 5)*

The incentive is to be acknowledged as a company that respects the environment and supports the surrounding community.

more...

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</table>

**THEME: feel compelled**

*feel, mine, compliance, negative attention, site, potential, maintain*

**feel** *(Hits: 10)*

In my role specifically and within the environmental department

more...

**mine** *(Hits: 5)*

feel a responsibility to try and aid the general operation of the mine where possible. I believe that individuals within this type of role will commonly be very pro-environment and will generally have some passion towards environmental management and trying to reduce negative environmental impacts.

more...

**compliance** *(Hits: 5)*

To maintain legal compliance thereby minimising environmental harm to as low as possible and maintaining a good public image.

more...

**negative attention** *(Hits: 3)*

So the mine continues to operate and does not draw negative attention from the community/joint venture partners

more...

**site** *(Hits: 3)*

feel as though the main driving force for mine site compliance is just that; achieving the required conditions set
out that allow the mine to operate. In addition to that, more...

potential

Ultimately, the company just wants to avoid negative publicity, and this is the greatest potential liability due to the current social environment, where any non-compliance is likely to be picked up and reported.

more...

maintain

To maintain authority to continue to mine.

more...

THEME: returns

(ensure, returns)

ensure

To ensure ongoing operations for the site.

more...

returns

The incentive is that environmental management can have positives, for example cleaning up waste and recycling can have returns. It can ensure that all chemicals are being used instead of sitting in multiple areas.

more...

THEME: future

(future)
future

We want a greener future.

more...

(Hits: 2)

THEME: harm
(harm)

harm

We would like to ensure that our work does not result in any major harm to the environment, so

more...

(Hits: 2)

THEME: financial
(financial)

financial

The cost in financial and corporate image terms if compliance is not maintained and the potential positive benefits (again financial and corporate image) which can be gained from voluntary environmental programs which promote sustainability.

more...

(Hits: 2)
THEME: positive environmental outcomes
(outcomes, job, personal, best, achieve, project, possible, satisfaction)

outcomes

(Satisfaction in a job well done, achieving balanced outcomes.)

more...

job

(Personality-type to do the best job possible, I am a career-driven person who wants to achieve the best possible outcomes for the site as well as myself through professional development)

more...

personal

(This is really just a personal goal to promote positive environmental outcomes on a project by project basis)

more...

best

(Achieving the best possible environmental outcomes. Trying not to be a traitor to my world)

more...

achieve

(A belief that you can positively influence project design to achieve better environmental outcomes, and the possibility that additional ideas/outcomes may be taken up and implemented by the client)
more...

project

project!

more...

possible

Indirect - zero benefit for no impact or compliance, possible large impact for noncompliance.

more...

satisfaction

Personal satisfaction and we have an Excellence Awards at Thiess, in which I was shortlisted for due to the efforts I have made.

more...

THEME: environment

(environment, performance, future, operate, generations, mining)

environment

Helping the environment.

more...

performance

Maintaining a licence to operate for sustainability of the industry (and so therefore future employment for me), a reasonable environment for future generations, minimising mining footprint (within economic constraints) and noting overlaps between environmental performance and cost effectiveness of companies.

more...

future

I feel that we should look after the environment, so future generations can enjoy it too.
operate

From a personal level, performance in license to operate categories is built into performance appraisal and remuneration processes for employees.

more...

generations

provide future generations quality of life

more...

mining

the "mining"

more...

THEME: goal

(goal)

goal

Financial, altruistic (concern for the environment) and internal goal attainment.

more...

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THEME: bonus

(bonus)

bonus

Back to top
I stand to benefit to the extent of 5 percent of variable remuneration (annual bonus).

more...

**THEME: Personal**

(Personal)

*Personal*

Personal fulfilment / Bonus scheme

more...

**THEME: ensure**

(ensure)

*ensure*

To ensure the continuation of the mine.

more...
Appendix 10: Research Phase 3 (in-depth interviews) Leximancer theme and concept lists
<table>
<thead>
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**THEME: collaboration**

*(companies, Regulators, mining, government, collaboration, Work, work)*

**companies**

(Hits: 8)

Hard because good ones get taken by companies.

more...

**Regulators**

(Hits: 7)

Win for companies because they have good regulators. Regulators gain good experience and understanding of sites.

more...

**mining**

(Hits: 6)

Regulators should be ensuring that all officers dealing with mining companies are competent.

more...

**government**

(Hits: 5)

Partnership between industry and government to train young government personnel up

more...

**collaboration**

(Hits: 3)

More collaboration between regulators and mining companies

more...

**Work**

(Hits: 2)

Work in collaboration with regulators to work out solutions to problems.
work

Regulators work more closely with industry and do more site visits. Regulators collaborate between themselves.

more...

**THEME: onsite**

*(time)*

(time)

Government should introduce training programs that require participants to be retained for a certain period of time.

more...
**THEME: industry bodies**

*(companies, bodies, mining, Industry, QRC, piecemeal)*

**companies**  
(Hits: 8)

They only consult with QRC.

more...

**bodies**  
(Hits: 8)

Industry bodies, QRC (but not really effective)

more...

**mining**  
(Hits: 5)

Submissions to govt by mining companies

more...

**Industry**  
(Hits: 6)

Industry body – if individual companies, get piecemeal legislation. Industry bodies

more...

**QRC**  
(Hits: 4)

Interest groups like QRC. However, govt know that they need to engage so they will talk to mining companies and the industry bodies but they DON’T LISTEN.

more...

**piecemeal**  
(Hits: 1)
THEME: government interaction

(government, interaction)

**government**

More direct interaction with government representatives

more...

**interaction**

Work more in collaboration with government

more...

(Hits: 6)

(Hits: 6)

Back to top
<table>
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**THEME: Scientific based**

(driven, based)

*driven*

More scientifically based rather than politically driven

more...

*based*

Science based

more...

(Hits: 7)

Back to top

**THEME: environmental harm**

(environmental)

*environmental*

Understanding of regulator of what causes harm

more...

(Hits: 7)

Back to top
THEME: regulator understanding

(understanding)

understanding

Better understanding of issues by Department

more...

(Hits: 3)

Back to top
<table>
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<th>Theme</th>
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**THEME: scientific**

*(change)*

**change**

*so that there is no need to keep changing it based on whatever is the flavour of the day more...*  

(Hits: 8)

**THEME: regulator communication**

*(regulators)*

**regulators**

*Better communication from regulators more...*  

(Hits: 6)
**Theme: regulator**

*(regulator, incentives, practice, companies, government)*

**Regulator**

Greater requirement from regulator

More...

**Incentives**

More incentives by regulator

More...

**Practice**

More incentives offered – financial or good publicity of good practice

More...

**Companies**

More effective regulation

More...

**Government**

Greater enforcement from government

More...

Improve standard of practice
THEME: senior management

(management, senior)

management

Get senior management onboard

more...

senior

Better awareness of environmental issues for senior management. ( 
more...

Back to top
<table>
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**THEME: Regulator knowledge**

*(regulators, visits, taken, site)*

**regulators**

(Hits: 0)

**visits**

(Hits: 1)

More site visits by regulators – would get taken notice of

more...

**taken**

(Hits: 1)

**site**

(Hits: 1)

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**THEME: practical requirements**

*(understanding, Better, requirements)*

**understanding**

(Hits: 3)

Better understanding from regulators

more...

**Better**

(Hits: 3)
Better understanding of requirements

more...

requirements

Clearer of understanding of the requirements

more...

THEME: onsite

(onsite, doing, demonstrate)

onsite

Be able to demonstrate to regulators that you are doing the right things. If regulators more onsite.

more...

doing

(demonstrate)

THEME: clear conditions

(conditions)

conditions

Work by QRC to ensure we don’t have ridiculous conditions.

more...
THEME: regulator relationship

(regulator)

regulator

(Hits: 0)

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Theme: approvals

(approvals, process, processes, streamline, conditions, EIS)

**approvals**

(Hits: 10)

on companies to demonstrate that they are not causing unacceptable harm

more...

**process**

(Hits: 3)

Shouldn't have to go through process just for going through process.

more...

**processes**

(Hits: 2)

Current challenges – project approval processes. Green tape reduction process does not streamline approvals for mines.

more...

**streamline**

(Hits: 2)

Every time they try to streamline or help processes, they actually make it more difficult.

more...

**conditions**

(Hits: 4)

The conditions you get are same whether you did an EIS or not.

more...

**EIS**

(Hits: 3)

Don't have conditions that are already set before you do the entire EIS process – should be based on assessments
THEME: Clearer

(Clearer)

Clearer

Clearer and precise wording

more...
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<td>businesses</td>
<td>09%</td>
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**THEME: profit**

*(profit, produce, business, gain, costs)*

**profit**

Reduction in profit

more...

**(Hits: 6)**

**produce**

Mining companies are businesses. Their aim is to produce profit

more...

**(Hits: 6)**

**business**

Companies are a business and are required to produce profit

more...

**(Hits: 6)**

**gain**

gain – costs profit.

more...

**(Hits: 1)**

**costs**

**(Hits: 1)**

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**THEME: businesses**
THEME: environmental awareness

(environmental)

companies

more...

(Indices: 4)

environmental

More environmental awareness

more...

(Indices: 3)