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- Identifying gaps in policy and practices at worksites
- Develop and disseminate tools and resources to assist employers to attract and retain women
- Provide support services to facilitate organisational change and overcome barriers that affect women's participation
- Build on available research and existing best practice in the resources, construction and allied sectors
- Establish and grow a network of top executive talent in the resource industry to provide oversight and coordination of AWRA
- Strategically unite the various women's networks, existing programs and major industry stakeholders across Australia
- Engage, collaborate and strengthen the work of existing women's networks, other industry bodies and state and federal government agencies, and
- Share information and closely liaise with the Equal Opportunity for Women in the Workplace Agency (EOWA), now the Workplace Gender Equality Agency

Key items discussed at ARG meetings are:

- The 'AWRA – The Way Forward' document, delivered in March 2012. The ARG provided feedback on the document, which introduces the AWRA Project; outlines its benefits; and calls for organisations to become 'accredited AWRA members'
- Working Groups. Identification of three key 'clusters' to work on different aspects of the Project:
  - Attraction
  - Industry Organisation and Culture
  - Retention
- A list of 'critical resource' outputs for the Project, e.g. case studies; 'how to' guides
- Leadership Group to underpin AWRA'S work – 9 CEOs/MDs currently signed up
- A Business Case for Gender Diversity document
- An e-mentoring program for women

The Australian Women in Resources Alliance (AWRA) and Skills Queensland have invited resource employers to support the Supporting Women Scholarships offered by the Queensland Government to assist women to undertake study, and ultimately employment, in fields traditionally under-represented by women and experiencing skills shortages.

### ***MCA-supported Scholarships***

In 2012, the MCA inaugurated an initiative that awarded scholarships for women to complete the Company Directors Course through the Australian Institute of Company Directors, to prepare them for Board roles.

Forty three women applied and three scholarships were awarded. Those who applied were at all stages of experience and some had demonstrated Committee or Not-for-Profit Board experience, demonstrating that there is a pipeline of female talent for mining company boards.

Since 2009, MCA has worked with Thiess Australia to award the annual Thiess MCA Women in Engineering Scholarship, Thiess having previously partnered with QRC to deliver the scholarship.

### *Women in Mining/Resources Groups*

Women in Mining and Resources Groups have grown in number and influence since 1998 and now have the critical mass to be important networking and mentoring bodies for women in the industry.

Operating under the auspices of AusIMM, there is a national WIMnet body and state bodies in all mainland states. WIM functions now regularly attract thousands of women and the bodies have built up mentoring capacity with the Western Australian body Women in Mining and Resources WA (WIMWA) fostering one-on-one mentoring sessions (experienced mining women mentoring newer female employees).

WIMWA has undertaken annual seminars since 2009, with education scholarships offered to secondary and post-secondary students to attend the seminar.

WIMWA has also instituted the Diverse Boardroom Series, where board members can expand their networks and meet talented and emerging mining women, who have been drawn from WIMWA's 2013 mentoring programme.

A particular board takes the lead each time and invites other board members from their networks. In this way senior members of the industry will work together on 'sponsorship' of the growing cadre of successful women with hands on management experience in the mining industry to enable them to realise opportunities and to make even bigger contributions to the industry.

Women in Mining and Resources Queensland (WIMARQ) is a voluntary, not-for-profit group that organises events aimed at bringing together women in all areas of the resource sector. WIMARQ seeks to include people from the mining, exploration, metals processing, oil and gas industries. Women and men from all sections of the sector are warmly welcomed to attend events to meet others and expand their networks.

Events attract from 50 to 120 people and WIMARQ aims to schedule events on different weekdays and at different times so as to allow people with varying family and work commitments to attend when they can. WIMARQ are also keen to help support regional and remote networking events and now has active committees in Moranbah, the southern Bowen Basin, Townsville and Mount Isa.

There are also similar groups in Victoria, New South Wales and South Australia.

## **4Girls2**

A program introduced for year 10 girls in high school, particularly targeting QRC's Queensland Minerals and Energy Academy (QMEA) schools which places women working in the industry in front of girls to promote resources sector careers to girls. It targets girls prior to making subject choices for senior high school, and particularly encourages them to retain maths and science to enable them to take up resources careers.

## ***International Women's Day Breakfast and Resources Awards for Women***

The International Women's Day Breakfast and Resources Awards for Women was started by QRC in 2006 and is now also conducted in WA and NSW (dinner rather than breakfast). Discussions in train with all states to instigate national awards system

## ***Mentoring programs***

Formal mentoring program in place via WIMWA and similar program to be launched in 2013 by QRC and WIMARQ in Queensland. Queensland government has provided funding of \$175,000 over three years.

## ***Inspire!Convention***

Run by QRC with WIMARQ – a professional development day for women in sector. Inaugural event in 2012 attracted 500 women from throughout the state and high profile attendees including the premier.

## ***Women Engineering Queensland***

Conducted since 2006, originally by Queensland Government, now managed by QRC attracts about 300 student engineers from throughout Queensland universities to encourage them to complete their degrees by providing mentoring, inspirational speakers and networking with other students and industry.

## **Learnings from Other Industries and the Indigenous Experience**

### ***Defence industry***

The Australian Defence Force (ADF) wants to be more representative of the community in which it lives and serves and has actively sought to recruit women, who make up around 13 per cent of the force's numbers. Frontline combat roles will also be offered to women if they can meet the standards.

*The Chief of the Defence Force Action Plan for the Recruitment and Retention of Women*<sup>34</sup> aims to increase the number of women enlisting in the ADF and retain the women already there.

The action plan targets six priority areas and introduces a cultural change program. The six priority areas are:

- Enlistment
- Workplace flexibility
- Career management
- Accountability
- Mentoring, and
- Communication

The action plan builds on achievements and initiatives already in place and introduces new measures to increase the options and attractiveness of an ADF career.

The Federal Government is also introducing gender diversity targets in the Australian Defence Force to ensure women are recruited and promoted throughout the military.

Defence Minister Stephen Smith has pledged in-principle support for the recommendations of Sex Discrimination Commissioner Elizabeth Broderick in her new report on treatment of women in the ADF.

Mr Smith warned steps to correct under-representation of women serving at senior or executive level positions in the defence force would not occur "overnight".

But he said defence would accelerate the process of ensuring women were adequately represented across the services and their ranks.

"The extent of this report combined with the six reviews conducted last year leads me to believe that no other organisation or institution in Australia has been so exhaustively and publicly examined," he said.

Ms Broderick said despite progress over two decades, women in the military faced career impediments, a lack of understanding and sometimes bad behaviour.

"Our over-arching finding is that, despite progress over the last two decades, I am not confident that, in all the varied workplaces that comprise the ADF today, women can and will flourish," she said.

"Increasing the representation of women and improving their pathways into leadership goes to the very heart of the sustainability and operational effectiveness of the ADF.

"To be a strong force into the future and a first-class employer with a first-class reputation, the ADF must address the problem of a shrinking talent pool, the significant cost of unwanted departures, the lack of diversity among leadership and the unacceptable behaviour sometimes faced by women.

"In selected areas, targets are crucial to ensuring that women have the same opportunities as men in all aspects of ADF life.

"Without these targets, there will be no change - men and women will not be operating on a level playing field."

Ms Broderick said a male-dominated culture within the ADF was to blame.

"We also found a lack of understanding about the cultural and structural impediments to female representation, as well as a certain level of acceptance of a status quo that no longer reflects the needs of a contemporary fighting force," she said.

The report, commissioned by the government in the wake of the recent Skype sex scandal, makes 21 recommendations in relation to; diversity of leadership; the participation, recruitment and retention of women; workplace flexibility; harassment, violence and abuse; and the responsibility of defence leadership to deliver reform.<sup>35</sup>

### ***Construction industry***

Based on data collected by the Workplace Gender Equality Agency, women make up approximately 20 percent of employees within the construction industry, below the average 47.7 percent female workforce across all industries. Only 16.2 percent of managers in the construction industry are female, and there were no female CEOs amongst the 114 construction companies reporting to the Agency in 2012.

In a survey conducted by the National Association of Women in Construction (NAWIC), one in four female respondents speculated that family commitments would be the most likely cause of them leaving the construction industry, while one in five cited inflexible working conditions. Just over one in five also indicated that a negative organisational culture could see them walk away from construction.

The findings, published in NAWIC's 'What women want in a construction career' discussion paper<sup>36</sup>, are a call to action for the industry said NAWIC CEO Sheryle Moon.

Encouraging flexibility, embracing diversity and investing in attraction are critical to increasing the number of women in the construction workforce," Ms Moon said.

"At the attraction stage these types of considerations – flexibility and family friendly policies - may change women's minds about entering the field, particularly for Gen Y, which values flexibility more than salary and other traditional working conditions," Ms Moon said.

NAWIC is a not-for-profit organisation formed in 1995 whose mission is to promote and improve the construction industry by the advancement of women within it; and:

Provides a forum for its members to meet and exchange information, ideas and solutions to problems; and

Offers individual members an opportunity to expand personal and business networks, maintain awareness of industry developments, improve skills and knowledge, and make a contribution to other women in the construction industry.

NAWIC's objectives are:

- To unite women actively involved in the various areas of the construction industry for their mutual benefit
- To promote co-operation, fellowship and a better understanding among members of NAWC
- To promote education and contribute to the betterment of the construction industry
- To encourage women to pursue and establish careers in construction
- To provide members with an awareness of issues relating to the industry

NAWIC provides an extensive range of activities to assist and promote women in the construction industry, through:

- Awards Program
- Education Seminars
- Mentoring Programs
- Community Involvement
- Advocacy on Behalf of Women in Construction
- Newsletters
- Marketing and Sponsorship Activities
- Liaison with Like Minded Related Associations
- Scholarships
- Regular events
- Fostering international links

One of NAWIC's core objectives is to "encourage girls and women to pursue and establish careers in the construction industry". NAWIC believes this project will encourage more girls and young women to consider a career in construction.

Stories and images of women actively involved in the construction industry are featured on the [Build a Better Future website](#). The stories will include information about how these women got to the position they are in, what they studied,

what challenges they overcame and what the highlights of their career in construction have been. In addition to the stories the site will provide links to current websites that provide relevant training and career related information.

### ***Indigenous inclusion***

Indigenous participation is now firmly 'baked in' as industry best practice, with industry in all key mining regions routinely employing a sizeable number of indigenous employees. 2.5 per cent of Australians are of indigenous status – 3.1 per cent of the mining workforce is indigenous<sup>37</sup>. Success has been dependent on company support from the CEO down, industry-wide endorsement, cultural awareness training aimed at management and other employees and high levels of mentoring and support for employees and trainees.

Often indigenous employment is a condition of land use agreements signed with local indigenous representatives.

The MCA has signed an Indigenous MoU with the Australian Government, building on a partnership commenced in 2005. At its launch, former MCA Chairman Ian Smith said "Members of the MCA have long recognised that engagement with Indigenous peoples needs to be founded in the mutual respect and recognition of Indigenous Australians' rights, interests and special connection to land and waters, and we fully support the recognition and protection of those rights.

"The Minerals industry recognises that the effective engagement of Indigenous people in our industry is not only the right thing to do, but there is a compelling business case. The majority of our operations are co-located with Indigenous communities - local workforces and communities with shared aspirations to create societal value from minerals development."<sup>38</sup>

In working with the Australian Government to redevelop the MoU, it was agreed there was value in further aligning the Minerals industry's efforts with the Government's priorities on Indigenous affairs, specifically "Closing the Gap".

### **Other initiatives**

#### ***Scholarships***

##### *Board Diversity Scholarships (Commonwealth/AICD)*

The Board Diversity Scholarship program is an initiative by the Australian Government and the Australian Institute of Company Directors, designed to support the increase of women on Australian boards. The program awards 70 full fee scholarships to emerging professional women to undertake the prestigious Australian Institute of Company Director's *Mastering the Boardroom program* or *Company Directors Course*. In addition to this full-fee scholarship, recipients also receive 12-months membership to the Australian Institute of Company Directors.

##### *Victorian Women's Governance Scholarships*

The Victorian Women's Governance Scholarships is an initiative by the Victorian Government and the Australian Institute of Company Directors (AICD), designed to increase the knowledge and skills of Victorian women to enable them to join public, private and community sector boards, and to successfully contribute as a Director. In 2013 the AICD offered 34 full fee scholarships to eligible women, to whom the successful applicants were notified in the first week of May.

##### *University Scholarships*

There are a number of university scholarships for women in mining. These include:

- the BHP Billiton Research Scholarship, which will be offered in 2013 to female students at the University of Melbourne commencing full-time PhD studies in the Department of Mathematics and Statistics in an area of mathematical optimization related to applications in the mining industry;
- the Centenary Trust for Women Kate Sommerville Scholarship at the University of Western Australia; and
- the Parsons Brinkerhoff Scholarship for Women in Engineering at the University of Queensland

### ***BoardLinks Network***

BoardLinks is a network established to assist board-ready females who are seeking their first appointment and to form better connections between these women and the Australian Government. The aim of BoardLinks is to focus on strategies to aid appropriately skilled and experienced women in gaining their first board appointment. The BoardLink initiative will also assist the Australian Government in achieving its 40:40:20 target by 2015.

Nominees are put forward by a "Champion Affiliate" from a leading Australian Company or a Not-for-Profit organisation. Successful candidates can then access a number of programs aimed at enabling wider engagement with other board-ready women and successful board professionals. Programs the BoardLinks Network offers include: a mentoring program to facilitate the transfer of skills and knowledge to potential board members; a half-day induction course aimed at informing participants of key Australian Government policies; and initiatives, an annual BoardLinks Forum to discuss.

### ***Women on Boards***

Women on Boards (WOB) was formed as an informal network in 2001 and has since been founded as a company in 2006 with the primary aim to improve gender balance on Australian boards. WOB is funded through a subscription and service basis, and partners with corporate, government and Not-for-Profit sectors to hold events, create opportunities for women and also coach and mentor women into directorship roles. Currently more than 16,000 women are registered with WOM, many of whom are highly qualified and experienced female board members.

### ***Chief Executive Women***

CEW is a member-based organisation, comprising over 270 of Australia's leading business women. CEW has a shared goal to facilitate greater representation of women at senior levels of Australian business, government and the not-for-profit sectors.

Founded in 1985 by a group of pioneering female executives, the original mission of CEW was to provide a supportive environment for its members to meet and discuss issues of mutual interest. This has evolved over the years to include a range of programs and activities to support the development of women leaders at all levels within the business world.

Today, CEW runs a highly successful Leaders program for senior women in over 30 of Australia's top corporations; supports in conjunction with Ernst and Young the CEO Kit which provides a framework for companies to identify and address barriers within their organisations; and provides sponsorships annually to fund professional development opportunities for aspiring women leaders. CEW also continues to play a key role to play in the public debate over equal gender representation in the Australian business landscape.

### ***Robogals***

Robogals' core activity is university student volunteers visiting schools to introduce girls to engineering through robotics workshops, and presentations about what engineers do and the difference we make in society.

Only 9.6% of engineers in Australia are women, and the rate of women in engineering degree courses has remained around 14% since the 1990s. This is against the backdrop of an ever-increasing shortage of qualified engineers, with



Engineers Australia estimating that 70,000 engineers will have retired in the five years leading to 2011, with just 45,000 graduates to take their places. As recently as December 2010, Prime Minister Julia Gillard noted, "skills shortages in the engineering profession are of serious concern, holding back investment and productivity growth."

A comprehensive review of engineering education coordinated by the Australian Council of Engineering Deans in 2008 included as two of its six key recommendations to improve public understanding of engineering, particularly in schools, and to attract more women into the field. Report author Emeritus Professor Robin King said that underpinning the current engineer shortage, "the underrepresentation of women in engineering is something which has continually concerned us. We thought we'd taken measures in the 90s to improve the situation and undoubtedly we have, but the incremental growth in the participation of women has plateaued or may be slightly negative."

This problem starts at school with "fewer than 12% of year 12 students studying advanced maths, and 66% not studying either advanced or intermediate maths". Take-up rates for physics and chemistry study are similar.

'Engineering' is rarely articulated for school students and for many, especially young women, is not part of their vocabulary, let alone considered as a career option. Part of the reason for this is that unlike many other areas of study such as maths, science or literature, engineers rarely become schoolteachers.

Robogals targets girls in grades 5-7 with fun, educational robotics workshops that aim to introduce 'engineering' into the girls' vocabulary, and show that it can be fun and exciting. Teachers have reported an increased interest in engineering among their students following visits from Robogals.

## Overseas Experience

The closest comparator to Australia in mining and resources is arguably Canada.

The issue of gender diversity has parallels across the industry in both countries, with a similar percentage of women in mining (18 per cent in Canada and 14 per cent in Australia) and perception problems among women. In the United States, the relevant figure is 13.2 per cent (<http://www.catalyst.org/knowledge/women-gas-mining-oil-australia-canada-us>).<sup>39</sup>

A Canadian expert in the field argues that the industry needs to sell itself better not just to women, but also to men.

"The old, traditional idea of people just digging underground doesn't represent what the mining sector is today," said Clare Beckton, executive director of Carleton University's Centre for Women in Politics and Public Leadership, which has done a [comprehensive study](#) on women in the mining industry.

Beckton said many women just aren't aware of the different types of careers available in mining, citing positions in engineering, geology, technology, finance, administration and human resources.

Change needs to start within the mining sector, with C-suite executives continuously working to develop strategies to [recruit, retain and promote women](#), she said. If the labour shortage isn't enough of an incentive, higher profits should be.

"Many studies have shown that greater gender diversity in corporate leadership results in higher profits for corporation and brings in new ideas, talents and approaches," Beckton said.

This is particularly important in a country like Canada, where mining activities represented 4.5 per cent of GDP in 2011, and 23 per cent of Canadian exports.

Women accounted for about 18.6 per cent of the mining industry workforce in 2011, according to Beckton's report released late last year. That's below industries such as manufacturing (21.7 per cent), energy (24.6 per cent) and the financial sector (61.5 per cent).

Less than 5 per cent of women are working in trades and production, scientific and management positions in the industry, according to a [recent report from the Mining Industry Human Resources Council](#) (MiHR). MiHR said about 95 per cent of women are employed in clerical and support roles in the industry, and about 60 per cent can be found in corporate services positions.

In a [separate report](#), MiHR cited barriers for women such as limited flexibility in work practices, schedules and career paths, as well as difficulties integrating into a male-dominated workforce.

"The image of the mining and exploration sector as unfriendly to women may be influencing the educational and career choices of young women as much today, as in the past," the MiHR report states, adding that the perception of mining as a "noisy, dirty and harmful environment" could also be deterring women.

That said, women are making strides in the industry, said Ryan Montpellier, executive director at MiHR. "The culture in mining is evolving and women are becoming increasingly engaged in the sector."

Part of the responsibility to increase the number of women in the industry also rests with women themselves, said Beckton.

"Women can do a number of things, including putting themselves forward for roles ... and for promotions," said Beckton.

## Case studies

### *Minerals sector*

#### **BHP Billiton Iron Ore, Pilbara Childcare Strategy<sup>40</sup>**

In 2007, recognising a severe shortage of childcare places in the Pilbara, BHP Billiton set out to alleviate the issue for local families, developing the Pilbara Childcare Strategy. Working closely with YMCA Perth, two new childcare centres were established, one in Newman in August 2009 and one in Port Hedland in March 2010, each able to host up to 120 children.

In addition to the building the childcare centres, professional childcare staff were recruited, staff accommodation established and ongoing skills training provided.

Previously faced with waiting lists in excess of 12 months, local women are now able to return to work if they choose, improve their work-life balance and connect with other families.

BHP Billiton Iron Ore's Pilbara Childcare Strategy has delivered many positive outcomes including more opportunities for women in the Pilbara, the eradication of the childcare shortage in the Pilbara and the establishment of community infrastructure beyond the provision of childcare services.

#### **Driving Force - Newmont Asia Pacific<sup>41</sup>**

As a residential mine site, Newmont has found employing locals has numerous benefits for the Boddington community.

Newmont identified there was a large loss of production time occurring while full time equipment operators on twelve hour shifts were taking morning tea and lunch breaks. This was equating to thousands of tonnes of ore not being moved.

The Boddington management team decided to pursue the employment of women looking for work within the hours of morning tea and lunch breaks to relieve the full time equipment operators.

This initiative employed and trained local, inexperienced women for operator roles during the hours of 9am to 2pm. The women involved gained industry training, skills and experience and enabled them to continue to drop off and collect their children from school. From an operational perspective, the newly introduced shift covered the production downtime during the breaks of the full time equipment operators, with an estimated additional 120-160 hours of equipment operational time gained.

### **Leading My Career - Oz Minerals (with Beach Energy and Thiess)** <sup>42</sup>

OZ Minerals is an industry leader in gender diversity, with 24 percent of employees being women, with 18 per cent of women site.

OZ Minerals has set targets to increase female representation to 25 per cent across each job band. Internal workforce profiling has highlighted that women are less represented within middle management positions.

As such, OZ Minerals are running a development and mentoring program with Beach Energy and Thiess to help high performing women advance to more senior positions.

The Program is called 'Leading My Career' and aims to assist senior specialist women to move into the middle management ranks.

There is a focus on developing specific career goals with a strategy to move forward and enhancing critical skills that are linked to achieving career and life success. Topics include, resilience, negotiation, public speaking, and how to promote your achievements.

A fundamental component of the program is the opportunity for participants to be mentored by a senior executive. Participants were strategically matched with mentors through information gathered from participant profiles. The mentoring component has proved to be an effective way to assist participants to achieve their career objectives.

Leading My Career has been combined with succession planning, and OZ Minerals has identified positions within their middle management levels that participants have the potential to move into in the future. Already the Program has achieved a range of successful outcomes, with half the group achieving promotions and two participants seconded to senior Acting positions.

Specifically, the program has prompted participants to think and act on their career goals. The mentoring component has helped shape participant perspectives to consider future opportunities. As one participant, Aimee Chadwick remarks, 'Overall, I now have a better understanding of my strengths and have identified areas for further professional development. The program has also been a great platform to expand professional networks both within and outside the organisation.'

13 women participated in the 2012 group (OZ Minerals, Beach Energy) and 19 are participating in the 2013 program (OZ Minerals, Beach Energy and Thiess).

### **Rio Tinto**

Rio Tinto's goal is to have a workforce that is representative of the countries and communities in which they operate. Currently, the focus is to improve the representation of women and of people from nationalities which are under-represented in our workforce and continue to build an inclusive culture in which all talent can thrive.

The company has made a commitment as follows:

- Women to represent 20 per cent of senior management by 2015
- Women to represent 40 per cent of 2015 graduate intake

In Perth, Rio Tinto Iron Ore has successfully implemented a job share for arrangement for two returning mothers at a senior level. Lucy Stocker and Fern Dyball share the role of General Manager – Business Improvement.

Rio Tinto has announced the University of Western Australia (UWA) as the first partner in its Global Education Partnerships Programme. Rio Tinto will invest \$3 million with UWA as part of a long-term objective to foster skills for the future and build education capability.

The Programme will establish a worldwide network of leading universities to generate and foster an appropriate expertise base for the resources industries.

The UWA partnership will be built around a series of education-related initiatives including a strong scholarship framework that will provide support and access to mining related education for more than 40 students. Supporting Rio Tinto and UWA's focus on building a supply of diverse talent, the scholarship framework also aims to encourage more female, international and Indigenous students into these study areas.

Rio Tinto and UQ have also announced a new Corporate Education Agreement, as one that will focus on developing academic leadership, building skills and capability for the mining industry, and increasing diversity levels by targeting female and Indigenous students.

### **Anglo American<sup>43</sup>**

Anglo's diversity strategy "is not about singling anyone out or favouring any one particular group. It's about making sure we are doing all we can to include all people."

It is firmly anchored in a business case that seeks "to grow the resourcing pool rather than fishing it dry".

They key planks are:

- Resourcing our requirements from the very competitive and limited Queensland underground coal mining pool is impossible
- To attract currently marginalised groups into the industry requires a new approach – a focus on diversity
- Diversity for the Metallurgical Coal business is creating an inclusive culture which embraces all employees
- Key dimensions are gender, ethnicity, age and religion
- Achieving best in class performance in our own backyard provides significant sourcing opportunity.

In terms of actions, among other things:

- A Diversity Council has been established with 50:50 men and women, chaired by the CEO
- There is gender-balanced recruitment in pipeline development programs (graduates, associates, apprentices and scholars) with 50-70% females since 2011
- Anglo's leadership team completed inclusive leadership training for more than 150 corporate and site leaders
- Advertisements placed in national newspapers to promote Anglo American as an employer of choice offering inclusive and flexible working arrangements

- Celebrated our women finding success in non-traditional roles, through the Queensland Resources Council's Resources Awards for Women (2 winners and 1 runner up this year) and the Women in Mining NSW Awards (1 winner this year)
- Strengthened our partnership with the Qld Minerals & Energy Academy (QMEA) in encouraging female students to consider careers in Mining
- Targeting an increase of women in senior positions by talent mapping high potential women and helping them plan their future development
- Visited schools, conducted mine tours to highlight opportunities in mining
- Support for innovation in rostering & work arrangements; Foxleigh Mine Working Parents (hot-seat) roster (2010)

In terms of results, gender diversity has improved 32 per cent since 2010, with overall female representation at 17 per cent, with 12 per cent of mine site employees being female, 23 per cent of all new hires in 2012 being female, and 50% of pipeline program covering women.

Development is now the key challenge, with

- Internal mentoring program, partnering identified female talent with Executive Leadership Team members as sponsors
- Pro-active career mapping and talent management program
- Reinforcing and maintaining inclusive culture in support of the progress of diverse groups through the business
- Target 'break through' areas; CHPP, underground growth project and trades (electrical & mechanical)

### ***Non-minerals industries***

#### **Woodside Energy Limited<sup>44</sup>**

Underpinning their Diversity Policy, Woodside has developed and implemented targeted flexible work and support initiatives across their business. This has supported workforce diversity and enabled employees to better balance work and home priorities.

Woodside has established a suite of initiatives which include; part-time employment, job sharing, extended annual leave arrangements, modified start and finish times, work from home arrangements, 16 weeks paid parental leave, 'Women of Woodside' network group, 'Work-Life' workshops, and Childcare: Karratha.

Woodside's targeted suite of flexible work and support initiatives has delivered many positive outcomes including increased flexible work practices, increased available childcare in Karratha, an increase in women returning to work after parental leave and an increase in the number of women in senior level positions.

#### **Chevron – Women in Engineering<sup>45</sup>**

Chevron has formed a powerful partnership with Challenger Institute's Australian Centre for Energy and Process Training (ACEPT) to provide women with the skills and confidence to make a successful transition into an engineering career pathway in the oil and gas sector.

A key focus of the course is to provide women with an insight into engineering from a female perspective and to address barriers that might discourage women from entering an engineering career in the resources sector. The initiative is built around the Certificate III in Engineering (Technical) MEM30505 which is the foundation for a range of career, employment and further education pathways in professional engineering or trades.

Participants gain an understanding of engineering career opportunities, develop technical and practical skills for engineering related careers, gain knowledge of engineering design principles, technology and practices and articulate towards employment or higher level qualifications. The program has successfully attracted women from a diverse range of ages and backgrounds to the field of engineering, from school leavers to mature-age mothers, with experience and qualifications in areas far-removed from the world of engineering such as nursing and music.

This highly successful initiative has supported a 50% growth in women participating in engineering pathways at Challenger Institute since 2009.

### **Caltex Australia**

Caltex Australia employs about 3,500 people around Australia and is one of the few resource organisations that has a female chair, Elizabeth Bryan. About 34 per cent of Caltex's employees are women, rising 4 per cent in comparison to last year.

The company said it sets regular goals to bridge the gender gap. Last year its aim was to increase the number of women managers in its "pipeline critical successor talent pool" from 16 per cent to a minimum of 20 per cent, the final achievement was 25 per cent. A decade ago women were twice as likely to leave Caltex compared to their male counterparts, realising this the company has worked to reduce female voluntary turnover rates by providing external mentoring and holding networking events.

Caltex has also introduced more family friendly work practices with a paid parental leave scheme and the introduction of bonuses for parents returning to work after having children.

Under its 'BabyCare' scheme, Caltex is paying primary care-giver employees a quarterly bonus amounting to 3 per cent of their base salary until the child's second birthday, as well as offering up to \$1,500 of emergency child care.

Recognising the need for a multi-faceted approach toward gender equality Caltex has provided employees with the support and flexibility that they needed as well as career advancement opportunities ('Gender equality: Caltex chooses commitment over token gestures', Australian Mining, 8 March 2013). Caltex management reports increased employee engagement overall as a result of this measure.

### **IBM**

IBM Australia was recently placed 5th in the 2013 Top 10 listing of LGBTI inclusive employers at the Australian Workplace Equality Index Awards. In 2012 IBM Australia won the Best Workplace Diversity Strategy at the Human Capital HR Awards

Gender diversity is fully embedded in IBM's business values - the company takes a strong leadership position on gender diversity whereby the vision is clearly enunciated from the CEO down, backed by an effective structure (eg. Diversity Council and Diversity Network groups eg. Women in IT) and encouragement for managers to undertake diversity as policy and practice, supported by training and development and a program of monitoring and measuring outcomes.

IBM's key gender diversity objectives are to attract and retain women, and build a strong pipeline of women throughout the business.

As such, gender diversity is linked to succession planning, with management taking account of a readily identified cohort of women, who are actively mentored or sponsored.

This is supported by targets at all levels of the organisation – for example, there is a target of 50 per cent for female graduates (currently achieving 46 per cent), managers (target 35 per cent, achievement 29-30 per cent) and executives (target 23 per cent, achievement 21 per cent).

Efforts are made to facilitate smooth returns from maternity leave, with an emphasis on flexible work and maintenance of career direction, leading to a return rate from maternity leave of 96 per cent. There is a view that this approach outweighs the business costs related to attrition and loss of skills sets, added to intangible business benefits.

This approach is strongly supported in IBM internal communications leading to a strong 'demonstration effect'.

External advertising for positions has also been recast so that the position and accompanying skills sets are more relevant and enticing to female candidates.

Female and indigenous school students are also invited to IBM's 'Exite' Technology Camps, with a company and wider industry benefit.

## **Mirvac**

Mirvac has established a Diversity Steering group for the organisation. This group is comprised of leaders and staff from across the organisation reflecting the desired shape and construct of our business.

The purpose of this group is to oversee the management of the Group Diversity policy, implementation of the Diversity strategic initiatives and reporting of progress of the program.

The sponsor for the program at Mirvac is the Chairman of the Board. The organisational champion is the Managing Director who also serves as chair of the Diversity Steering group. The objectives of Mirvac's Diversity Program are:

- To achieve a competitive advantage and reputation in the market place and Australian Business Community resulting from an inclusive approach to difference
- Develop the Mirvac Organisational make up and culture to reflect the communities we serve and customer base we support
- Optimise the Quality of our Commercial Decision Making
- Maximise Mirvac capacity to attract the best talent
- To achieve 'Preferred Employer' status by 2014

Key aims include:

- 50 per cent female graduates employed by 2014
- All Executive Recruitment Briefs to include guideline for 50% of shortlisted candidates to be Women with a targeted percentage of women at each level of the organisation
- Flexible Work Program implemented by 2014
- No material difference in the average Total Fixed Pay increases (in percentage terms) awarded to males and females during the annual review process; and
- No material difference in the average market positioning of male and female employees against published remuneration survey data

## ANZ

ANZ consider a gender-balanced, diverse and inclusive workforce a strategic asset for the business and critical to achieving the super regional strategy.

ANZ have set annual gender targets since 2004 and this year aim to increase the representation of women in management to 40%, however they remained steady at around 38%. While ANZ did not achieve its overall goal, there was progress at the senior executive level. In the Australia Division, women hold 43% of all management positions.

ANZ's approach and progress in creating a more gender balanced business was recognized through its citation as Employer of Choice for Women by the Workplace Gender Equality Agency (formally known as EOWA) for the eighth time.

ANZ's Gender Action Network connects people who are passionate about gender diversity and prepared to turn this passion into personal action to increase the representation of women at ANZ.

The Gender Action Network is defined by its focus on activism and providing support, primarily for people managers, both male and female. All existing Network members have pledged to take action to establish gender diversity within their own teams and encourage their colleagues and leaders across ANZ to do the same.

Gender Action Networks currently exist in Australia, New Zealand and India and discussions are underway to establish more formal networks throughout the region. Kathleen Bailey-Lord is the sponsor of the Gender Action Network and is a keen advocate for tapping into the passion and commitment of middle-level managers across ANZ to help us better understand, attract, develop and retain women.

Kathleen is also the Group General Manager of ANZ's Global Shared Services function.

ANZ CEO Mike Smith is attempting to begin a Melbourne chapter of the Male Champions for Change network.



## CONTINUING ISSUES AND IMPEDIMENTS

### Study choices and unconscious bias

The underrepresentation of women in STEM subjects at school translates into underrepresentation in university and in mining professions. Minerals Tertiary Education Council statistics bear this out, with women only making up 12 per cent of mining engineering students and 33 per cent of geological sciences students<sup>46</sup>.

According to Human Rights Commissioner Elizabeth Broderick, there is empirical evidence that girls are discouraged from developing their maths and science skills from a young age.

This is in large part associated with gendered stereotypes. The Harvard Implicit Association Test, taken by more than a half million people globally, found that 70 per cent of the test takers associated male with science and female with the arts.

This stereotyping can be reinforced at home, where it is rare to find female role models encouraging the other women and girls in their families to consider careers in mining, construction or utilities - or demonstrating their own paths in these fields. It is hard for women to find information about possible career paths in male-dominated industries as the conversation about such a career is rarely directed at them<sup>47</sup>.

It is postulated that 'unconscious bias' continues in the workplace in allocations of roles and responsibilities. This characteristic can equally apply to both sexes, and be applied in relation to race, appearance, sexuality and other characteristics as well as gender.

### Lack of qualified mentors

Age differences between men and women on site remain - the age profile of women in the industry is also heavily concentrated on those aged 34 and under, a significantly younger cohort than men, who on average fall in the 45 to 54 age bracket.

The 1998 AusIMM study cited not enough appropriate mentoring opportunities for young female professionals (eg. paternalism, lack of mentoring skill of older males)<sup>48</sup>.

There is also a view that support for new professional entrants to mining, including women, should continue beyond the graduate phase.

Queensland statistics indicate that in the first 2-4 years graduates receive a lot of support (and there is 80% retention), then there is a big drop-off in support and consequent retention issues<sup>49</sup>.

### Working conditions - long work hours/lack of part-time work/FIFO/Remoteness

Work-life balance is another area of focus, with perceived and actual family responsibilities having the potential to impact on the retention of women. When this is combined with the need to work remotely or on shift it appears that the challenges can become insurmountable for both organisations and for individual women.

There were some differences noted in responses relating to recruiting women into FIFO roles. An interviewee from one recruitment company noted a very low rate of success for recruiting women into FIFO roles. Another noted that both men and women applied for these roles.

However, respondents who identified FIFO as particularly problematic for women noted the difficulties associated with accommodating pregnancy and parenthood:

*"Women don't return from parental leave in these roles".*

*"The company employs couples on the same roster. This doesn't work anymore once they have kids".*

*"The FIFO roster to a remote mine site is 9 days on, 5 off. This precludes participation of women with young children and those seeking to go part-time".*

*"With family life and pregnancy it's too difficult to cope with FIFO. For some roles they can work 4 days on site, and the 5th day in the office, but this isn't possible for the majority of roles. E.g. processing technicians working on equipment need to be at site to do their jobs".*

Some participants discussed aspects of flexibility in roster systems as potential solutions. One interviewee stated that their company is trying to be flexible with rosters but a minimum of 2-3 days is difficult to accommodate. One interviewee noted that a new roster system (8 days on, 6 days off) was an attractive option.<sup>50</sup>

### **Discrimination and harassment**

Stronger application of EEO legislation is evident – discrimination/harassment is less acute but is still present, albeit often in more subtle ways. Generational change in the industry has most likely been a net positive here.

According to CRSM research (2008) based on surveys, interviews and focus groups:

- Sexual harassment is not the issue it once was
- Management generally seen as responding well to reported incidents
- 78% agreed/strongly agreed that management takes reported incidents seriously
- In general, women don't report until issues escalate
- Mine site culture appears to accept moderate levels of sexual harassment

However, the same study found that:

- Discrimination on the basis of gender is seen by women as a serious and systemic issue particularly for career progression and development
- Men did not consider gender discrimination against women a serious issue
- 'Nothing stopping women from getting ahead'

In discussions with women:

- Widely held perception that promotion and access to training not based on merit, but discretionary and up to supervisor
- Perceived arbitrary nature of performance management and career development exacerbates perceptions of discrimination
- Perception of salary inequity, particularly amongst professionals
- Few report their concerns
- policies and processes appear to be more effective for sexual harassment than for discrimination<sup>51</sup>

## Confidence

The statistics for female representation at the top levels of corporate Australia reveal interesting anomalies.

While women today are just as well, if not better educated than men (women edged out men when it came to Bachelor degrees and higher qualifications, with 27 per cent of women compared to 24 per cent of men holding such as degree<sup>52</sup>, only 12 of Australia's top 500 listed companies (ASX 500) are headed by women, an increase of one since 2010.

The latest WGEA figures show that there are only two CEOs among the 89 mining companies reporting to the Agency<sup>53</sup>.

As Billabong CEO Launa Inman, observes "When you see all these smart young women coming out of uni, why are they not there at the top end?"<sup>54</sup>

The latest Australian Bureau of Statistics social-trend report found that many women simply lack the self-confidence necessary to become leaders: "It has been suggested that women tend to be uncomfortable with self-promotion. Being more hesitant to promote themselves and their accomplishments may come across as a lack of confidence in their abilities<sup>55</sup>.

Even high-achieving businesswomen tend to downplay their achievements: a poll of the 104 finalists in the 2012 Telstra Business Women's Awards in Australia found 92 per cent of respondents tended to talk about "we rather than "me" when discussing their achievements.<sup>56</sup>

Sheryl Sandberg's book *Lean In* argues that one reason that women have not reached the top of the corporate world is that they have held themselves back, lacked in self-confidence "by not raising our hands and by pulling back when we should be leaning in"<sup>57</sup>.

According to QBE Chair Belinda Hutchinson, the book "is about building self-confidence, which Sheryl covers in the chapter 'Sit at the Table' and, believe me, many of the most senior women in business and government suffer from a lack of it".<sup>58</sup>

Sandberg identifies a tendency among professional women: lack of ambition, the desire to be liked rather than respected and a reticence to "sit at the table"<sup>59</sup>.

Sandberg observes that "differences in self-confidence matter and play out every single day". Observes that, in a meeting, men will sit at the centre or the front of the room and women are more likely to sit at the side of the table or not at the table at all<sup>60</sup>.

Men are adept at creating their own success – a 2011 report by Europe's Institute of Leadership and Management found that 31 per cent of male managers would admit self-doubt to others, compared to half of their female equivalents<sup>61</sup>.

Men will take opportunities they are not totally qualified for, whereas women will wait until they feel completely qualified (women apply for jobs when they have 100 per cent of selection criteria covered; women take a punt with 60 per cent).<sup>62</sup>

Interviewees from recruitment companies reported their perception of a more conservative approach taken by women compared with men in assessing their suitability as applicants for positions:

*"Women can impose their own glass ceiling. For example, men will apply for a job if they tick four out of ten boxes. Women feel they need to tick eight out of ten boxes before they will apply for a job".*

*"Women don't apply for jobs – they read the selection criteria too literally".*

*"Women won't apply for a position if they meet eight out of ten selection criteria. Men will apply if they meet two out of ten".<sup>63</sup>*

Men constantly agitate for promotion, women passively await accolades and wait for Prince Charming like mentors to discover them, according to Sandberg.

"Multiple studies in multiple industries show that women often judge their own performance as worse than it actually is, while men judge their own performance as better than it actually is. Assessments of students in a surgery rotation found that when asked to evaluate themselves, the female students gave themselves lower scores than the male students despite faculty evaluations that showed women outperformed the men<sup>64</sup>.

Sandberg describes the 'leadership ambition gap' – a 2012 Pew Study found that for the first time among young people aged between eighteen to thirty four, more young women (66 per cent) than young men (59 per cent) rated "success in a high paying career or profession" as important to their lives. However, millennial women are less likely than their male peers to agree to the statement "I aspire to a leadership role in whatever field I ultimately work" or characterise themselves as "leaders, visionaries, self-confident or willing to take risks"<sup>65</sup>.

The Sandberg viewpoint is not without controversy. Federal Sex Discrimination Commissioner Elizabeth Broderick says she is "troubled" by Sandberg's argument that women have to "lean in".

"It suggests that the problem is with women and if they were a bit more like men everything would be fine. If they put themselves forward more often, communicated differently, negotiated differently," she says. "Such an approach undermines the logic behind the diversity argument.

"Women will never be as good at being men as men; diversity is about embracing difference.

"It also means that any failures to advance women will be laid at the feet of women themselves.

"It's the system that needs changing not the women."<sup>66</sup>

Broderick's arguments are backed by a 2011 McKinsey report noted that men are promoted based on potential while women are promoted based on past accomplishments<sup>67</sup>.

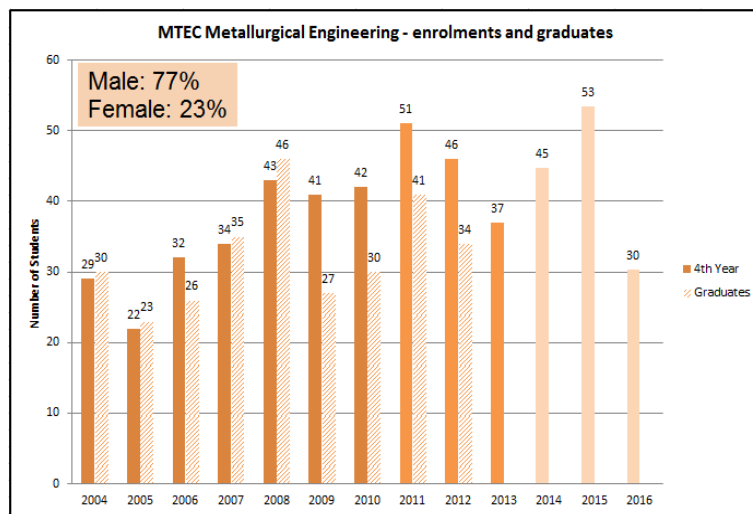
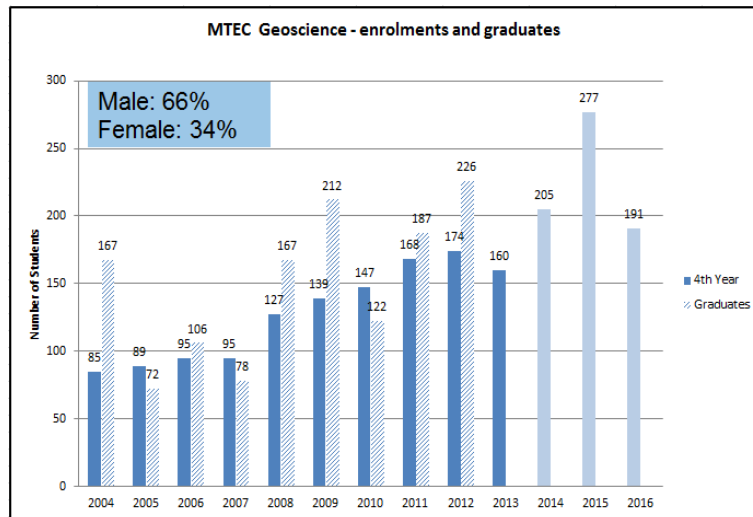
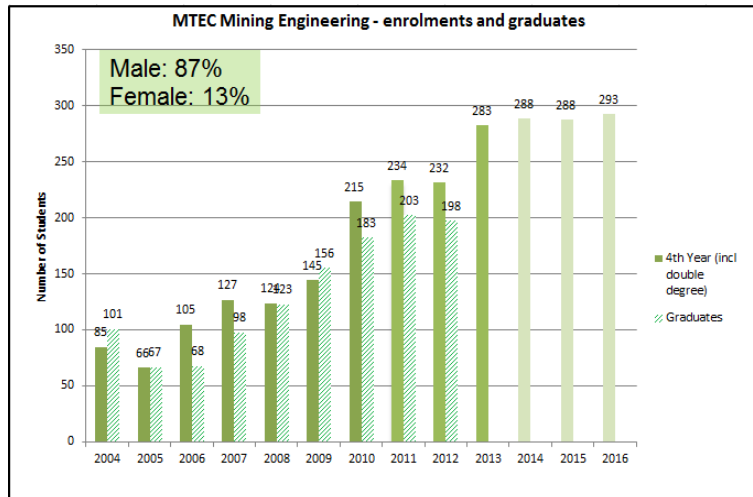
Both viewpoints are correct – aligning both "push and pull" factors at both the pre-career and company level is the key to change.

### *Professional Role Confidence and Gendered Persistence in Engineering*

Sandberg's 'confidence' thesis is backed by a US study 'Professional Role Confidence and Gendered Persistence in Engineering' (<http://asr.sagepub.com/content/76/5/641>), which argues that

*Social psychological research on gendered persistence in science, technology, engineering, and mathematics (STEM) professions is dominated by two explanations: women leave because they perceive their family plans to be at odds with demands of STEM careers, and women leave due to low self-assessment of their skills in STEM's intellectual tasks, net of their performance. This study uses original panel data to examine behavioral and intentional persistence among students who enter an engineering major in college. Surprisingly, family plans do not contribute to women's attrition during college but are negatively associated with men's intentions to pursue an engineering career. Additionally, math self-assessment does not predict behavioural or intentional persistence once students enrol in a STEM major. This study introduces professional role confidence—individuals' confidence in their ability to successfully fulfil the roles, competencies, and identity features of a profession—and argues that women's lack of this confidence, compared to men, reduces their likelihood of remaining in engineering majors and careers. We find that professional role confidence predicts behavioral and intentional persistence, and that women's relative lack of this confidence contributes to their attrition<sup>68</sup>.*

On face value, there would appear to be easy threads to extend the findings of this research into the professional skills arena in the minerals industry in Australia. Considering the university student profiles of female student representation across the core disciplines of mining engineering, metallurgy and minerals geoscience (represented in these graphs). Simply, the female student cohorts in these three disciplines (and especially in mining engineering) are small and may very well exhibit similar traits to those in the research presented.



'MTEC Key Performance Measures Report 2013', Minerals Tertiary Education Council, June 2013

## Engineering “culture”

As outlined above, intertwined with confidence is the issue of work culture.

The Australian reported on 22 September 2011 that Australia has an engineer shortage, which would reduce if the profession was female friendly<sup>70</sup>. But the industry, the article reported, does not appeal to them; in 2008 five times more men completed undergraduate degrees in engineering than women.

Even worse, if US evidence applies, women who do become engineers do not stay in the profession. And it is not because they give it away to have families. They leave because they don't like the blokes, or more accurately the blokes don't like them.

According to University of California, Irvine sociologist Carroll Seron, “women don't stay in the profession because of the stereotypes.”

Professor Seron, who is reporting on her research at Flinders University, says this makes engineering unusual compared to other once-segregated professions, like law and medicine, where women are at, or approaching parity.

To work out why Seron is working with colleagues Susan Silbey (MIT) Brian Rubineau (Cornell) and Erin Cech (Stanford) on a study of woman engineers' employment outcomes, including a study of undergraduates at MIT, the University of Massachusetts plus the Olin College of Engineering (which aspires to gender parity) and women-only Smith College.

And their results don't tick any of the boxes that supposedly explain why women engineers give it away.

It's not about ability, women with an interest in science, technology, engineering and math at university level can match men. Certainly the top 5 per cent of males outperform females on standardised tests, “but you do not need to be in the top 5 per cent to be an engineer,” she says. In any case women engineers who leave the profession go and work in other intellectually demanding STEM industries.

And it's not about money. According to Serron, for STEM disciplines in general “the gender gap in earnings for women is significantly smaller, and essentially nil for younger cohorts in engineering.”

It's not even because they are more likely than their peers in law and medicine to decide to have families instead. “Women in engineering are no more, or less, concerned about this than their female counterparts across the university,” Seron says.

The reason they leave is engineering culture.

“This is not a story of poor women who can't make it – they have options and they don't want to put up with male engineers who don't feel comfortable with women around them.”

This starts according to Seron, at university and continues in the workplace, with women feeling their competencies are undervalued by men. “Professional role confidence is a significant predictor of persistence for men and women, but women enjoy significantly smaller endowments of expertise and especially career-fit confidence,” Seron says.

“Lots of engineering education is based on teams and male students stereotype women. These experiences persist in the workforce and women decide ‘why bother?’ ”

So why are men in engineering so much more uncomfortable with women than their peers in other professions like law and medicine where women are much more accepted? Seron says engineering education in the US began in the army (the original West Point curriculum trained engineers not tacticians) and that may have something to do with it but she does not really know.

But what she does say for certain is that the gender imbalance in engineering, “is a wake-up call for work sites, they need to deal with the legacy issue of macho culture.”<sup>70</sup>

Yassmin Abdel-Magied speaks of her experience as “the only woman on a twenty-five person rig in Central Western Queensland” as not one of outright hostility but one of being “in a man’s world” with “a constant reminder of gender”.

Abdel-Mageid observes that “there are strong factors forcing welcome change... the increasingly strict Occupational Health and Safety regulations and the presence of women on rigs... ”

Some men have welcomed her presence (“It feels more like the real world”) whereas some others see it as an inconvenience (women being “more trouble than their worth”). Abdel-Mageid also mentions the lack of a critical mass of women to force change<sup>71</sup>.

The gender wage gap in engineering is caused by cultural ideologies in the engineering profession according to research by Rice University Assistant Professor Erin Cech, Ph.D. (co-author of the *Professional Role Confidence and Gendered Persistence in Engineering* research).

The report *Ideological Wage Inequalities? The Technical/Social Dualism and the Gender Wage Gap in Engineering*<sup>72</sup> was published by Oxford University Press in partnership with the Department of Sociology at the University of North Carolina at Chapel Hill, and first appeared in *Social Forces*, a leading social research journal.

In her research, Cech found that the gender pay gap in engineering is greatest in more “technical” engineering positions and smaller in the more “social” engineering positions. Furthermore, only 12% of engineers are women and even fewer women are employed in those more technical engineering positions such as mechanical engineering where just 7% of workers are women.

It’s important to point out that the gender gap in pay and positions comes from a cultural ideology in the engineering field that Cech identifies as “engineering’s technical/social dualism.” She explains that there is a clear distinction between “technical” and “social” engineering subfields and work activities, and the professional culture that exists in the engineering field perpetuates this dualism.

In fact, the dualism begins in college when engineers learn to draw strong lines between ‘people-focused’ versus ‘technology-focused’ activities. Cech says, “Such dualisms are false representations of engineering in practice, as engineers’ work necessarily involves technical and social activities simultaneously.”

Ultimately, Cech believes the engineering profession is perfect to study the effects of cultural ideologies and the gender wage gap. She explains, “This [report] demonstrates the importance of understanding how professional cultures contribute to inequality within professions. Professional cultures serve as a touchstone for judgments of professional competence, excellence, and fit, yet such cultures are largely ignored in current inequality literature.”

As a comment, aspects of this research may again be relevant to the minerals industry in considering the female representation in the core disciplines of mining engineering, metallurgy and minerals geoscience (reflected in the above graphs).

### **‘Reasonable’ objections – can they be overcome?**

There are often seemingly valid reasons for a lack of female advancement in the workplace, for example the ‘career gap’ brought on by maternity and the ‘lack of female talent’ to promote into management or onto boards.

We have to be careful, however, not to enter the realm of excuse making.

Female board representation in Australia is slightly healthier than senior management representation, although still ample room for improvement. The latest percentage of women on ASX 200 boards is 15.7% (19 April 2013), up from 8.3% on 31 December 2009. In December 2009 there were 105 companies in the ASX200 without a female director. This has fallen to 64 in March 2012<sup>73</sup>.

The [ASX Corporate Governance Council](#) made several important amendments to the [ASX Corporate Governance Principles and Recommendations](#) in 2010, the most prominent recommendation being that ASX-listed companies

disclose in their annual reports achievements against gender objectives set by the board, and the proportion of women in senior management and wider company roles.

In terms of mining, 79 out of the ASX 300 miners have no women on their boards, sparking debate about why this is so<sup>74</sup>. Many of these companies are explorers or small miners – in contrast, the report noted that some of the larger miners led the pack, with BHP Billiton and Rio Tinto appointing two directors each.

Shareholder advisory firm CGI Glass Lewis in part attributed the problem to the “insular Western Australian director pool” and the “Perth old boys’ network”. Others indicated that the talented women with technical expertise were quickly “snatched up by the big players”.

“The problem in the west is that all the appropriate candidates already sit on five or six other bloody boards” one mining executive said.

It has also been argued that the sheer number of board meetings, particularly for mid-tier companies, makes it unworkable for non-Western Australians to sit on these boards.

There is a factual thread in both arguments, and the MCA is in a unique position to shed some light on the issue and propose a solution (see *Keeping the Talent Pool Alive*, p.52).

### **Return to work barriers**

Lack of return to work on-ramps has been cited as a key reason for the loss to the workforce of significant numbers of women, as a “gender pay gap” occurring resumption of career path.

The concept of the “maternal wall” may also be at play<sup>75</sup>. Maternal walls are an organisational challenge women face in which they are given less desirable jobs, or less opportunity for promotion because they have children or may have children in the future. There is an underlying assumption that women with children cannot be ‘good’ employees because their primary commitment is to family rather than the organisation. This is an area that will need significant attention in order to increase retention rates and to ensure that women can gain the type of experience and be given a range of opportunities over the course of their career that are considered essential for career development.

The observations by the interviewees on the perceived incompatibility of family responsibilities with the demands associated with senior positions in the industry are consistent with research as well as the results of a study undertaken by one of the recruitment organisations and described by one of the interviewees. The interviewee commented on a global study which sought to understand why people at managing director level in large organisations tended to move to mid-cap organisations. Eighty-five people were interviewed for the study, eleven of whom were women. They found that all of the women they interviewed had actively chosen to put career in front of family. This suggests that for women to reach managing director level they need to forego commitment to family. Thus an area that companies can address is to more proactively identify ways in which senior roles can be undertaken without significantly compromising work-life balance.

Lord recommends that “this is an area that will need significant attention in order to increase retention rates and to ensure women can gain the type of experience and be given a range of opportunities”.

Lord notes that “some practices have, or are in the process of changing... (while) some ingrained practices remain and have the potential to impact on the attraction and retention of women in the resources sector”.

Sandberg observes that becoming a parent decreases workforce participation for women but not for men – in the United States, the maternal employment rate drops to 54 per cent for mothers with children under three and recovers to 75 per cent for women with children aged six to fourteen. In Australia, the employment rate drops to 49 per cent for women under three and recovers to 73 per cent for women with children aged six to 14<sup>76</sup>.

The exodus of highly educated women contributes to the leadership gap. A study by Harvard Business School found that while men’s rates of full-time employment never fell below 91 per cent, only 81 per cent of women who graduated in the early 2000s and 49 per cent of women who graduated in the early 1990s were working full-time.



This is despite 57 per cent of US bachelor's degrees being awarded to women<sup>77</sup>.

Parenting patterns might offer a partial explanation: recent ABS report shows that a woman working full-time spends, on average, six hours and 39 minutes taking care of children each day and a man spends three hours and forty three minutes actively parenting. Australian mothers' average earnings decline 4 per cent with their first child, and another 4 per cent with their second.<sup>78</sup>

Sandberg thinks the "having it all" debate is the worst thing that ever happened to women and considers revolutionising childcare and paid maternity leave is of vital importance<sup>79</sup>.

Lisa O'Brien, Chief Executive of The Smith Family believes one "can have it all, just not all at once". O'Brien was able to work less than full time for several years and in non-line management roles, before resuming a linear career path. She advocates a stronger market for part-time roles and a greater acceptance of the concept of "on ramps"<sup>80</sup>.

It is important to note that "maternal walls" are somewhat reinforced by Government policy. For example, statutory maternity leave in Australia is considerably longer than paternity leave.

Importantly, Sandberg also observes that many women in the workplace give up when they have children and recommends to women "Don't leave before you leave" – even if you have made the decision to have children, keep moving forward in the workplace<sup>81</sup>.

### **Management skills**

The Curtin study noted the lack of people skills in management in some companies. This can be an issue when leading professionals or tradespeople are promoted into management or supervisory roles without appropriate training.

The Curtin Study also noted 'rigidity and discipline' at the company level, and the need to be more imaginative

"We need to get the brightest of the brightest, these that can think differently". One respondent noted that Human Resources can be very transactional and process oriented and needed to think more strategically. It was noted that in addition to more flexible work options "the workplace needs to embrace new technologies (videoconferencing etc.) and new ways of measuring peoples' performance"<sup>82</sup>.

## RECOMMENDED OPTIONS - DISCUSSION

In the work we have completed, we have concluded that there are four pillars that are key to building a diverse workforce.

- Image and Perception – Positioning industry image to attract diverse talent
- Mobilising Resources to Increase Diversity – Systematically recruiting, retaining and developing diverse talent
- Building a Diverse Culture – Creating a culture encouraging the development and retention of diverse talent
- Implementing Measures - setting clear performance goals, using benchmarking standards, tools, data and analysis to measure and drive progress

### Image and Perception

#### *Education around the “benefits” – business case*

The business case for gender diversity was made on p.5 of this paper. While the macro case is apparent, the benefits of employing and promoting women will be more apparent if a business case can be made at a company level.

#### *Early attraction – pathways and pipelines*

Minerals Education Victoria (MEV) and the Queensland Mining and Energy Academy (QMEA) are two initiatives designed to stimulate an interest among school-aged children in the sector.

QMEA works with 34 state, catholic and independent schools across Queensland. The QMEA is a virtual academy and is a partnership between the Queensland Resources Council, the peak industry association, the Queensland Government, in particular Skills Queensland and many of the largest and most forward thinking resources companies in the world. QMEA is primarily funded by its industry sponsors.

QMEA develops its events to support career development and knowledge for students across two pathways – professional and trade. QMEA also supports teacher development via professional development, awards and use of contextualised work units.

Formed in 2005, QMEA's focus is to help young people start highly rewarding and long term careers in the resources sector and support its industry sponsors to develop their workforce for the future.

MEV is an initiative of the Victorian Division of the Minerals Council of Australia, and has been supporting teachers and school students to learn more about the minerals industry since 1996. MEV is a not-for-profit organisation with funding for programs provided by MCA members operating in Victoria and the Melbourne Mining Club.

The goal of Minerals Education Victoria is to assist the education community to deliver useful information about Australia's important minerals industry through school visits, site tours and on line resources.

Oresome Resources, supported by key mining industry bodies, is an interactive website that provides free educational resources and teacher professional development to assist the teaching and learning of minerals and energy.

Given the poor STEM take up among secondary students, it is recommended that there be exploration of further concentrated effort on school programs Australia-wide, with a strong emphasis on female participation. Parental influence on career choices is important in this respect, particularly in this respect the influence of mothers on daughters.

Career counsellors also need to better understand the extent of career and education/training pathways in the mining sector. The critical years are as early as Year 8 and 9 when maths and science streaming often begins, with these classes prerequisites to year 11 and 12 study choices.

Rather than re-inventing the wheel, it is recommended that any new initiatives draw upon or support existing programs such as QMEA and Robogals which, as outlined above, stimulates female interest in the broader engineering space.

Further enhancements of the student and job-seeker facing websites (eg. People for the Future, MTEC and MiningCareers.Com) are recommended.

Technology is one tool that can be used in the quest to attract more women to the industry. Simulators are increasingly widely used in the industry and can give students an idea of what it is like on a mine site.

Many companies now use vacation employment as an integral part of their graduate recruitment pipeline. It is possible that more can be done to expand this practice at an industry-wide level.

"Little comment was made regarding vacation employment or university based programs. In part this is to be expected given that the recruitment specialists were focussed on more senior level appointments. However given the comments relating to lack of qualified women available to fill vacant positions it was somewhat surprising how little attention building and expanding the talent pool attracted. (LL concluding remarks)

### ***Advertising campaign***

Advertising campaigns, while expensive, demonstrate a strong industry commitment to a particular position.

The message can be narrow-casted, unadulterated by the spin and sensationalism of the mainstream media, with its often negative messages about the industry and its variable business-cycle centred coverage.

The MCA's 'This is Our Story' campaign has won widespread praise as an effective advertising campaign. It included QRC Resources Award for Women winner Heather Parry, and other leading women in the sector, providing highly visible role models particularly for young women.

Advertising was cited heavily by industry players in the 2007 MCA road-shows as a valuable tool, with the 'I'm a CPA' ads being used as a positive example. Any advertising campaign should show that mining is a place for women, showing women in a range of roles; selling the undoubted benefits the industry offers women.

### ***Celebrating Success - National Awards***

It is important that positives and successes are built upon. Too often, analysis focusses on negatives, the "hole rather than the doughnut", as it were.

The QRC held its first International Women's Day breakfast and Resources Awards for Women in 2006.

It was introduced as part of QRC's Women in Resources Action Plan (WRAP) to increase the proportion of women working in the sector, in response to the then looming skills shortage.

At that time, women represented 6 per cent of the sector's workforce in Queensland in 'non-traditional' roles (such as senior management engineering, geology, trades and operators).

The goal of WRAP was to increase that proportion to 12 per cent by 2020. However, having almost reached this goal by 2011, the bar was raised and a new goal of 20 per cent by 2020 was set by the QRC board<sup>83</sup>.

The QRC's International Women's Day Breakfast and Resources Awards for Women have become pillars of QRC's Women in Resources Action Plan, and do much to promote the successes and contributions of women in the resources workforce. The winning candidates have become excellent ambassadors for the sector, encouraging women to consider our sector as a career option and to stay in the industry.

Subsequently, IWD breakfasts and awards have been launched by the CMEWA and NSW Minerals Council, based on the QRC model, and a South Australian breakfast is also planned.

The QRC awards events attracted more than 1000 people at events in Brisbane, Moranbah, Mount Isa and Townsville this year and the event in WA was supported by about 800 people.

NSW Minerals Council conducted its inaugural awards and awards event this year, attracting a crowd of more than 100.

These awards have provided a terrific platform to showcase and encourage female talent in the industry, demonstrating to younger women a set of path-breakers and role models across occupation categories.

There has been strong support for a national award and presentation event from all these quarters. QRC have proposed a National Awards for Women in Resources (NAWIR) with:

- Candidates selected from winners of the state-based awards, or where state awards are not yet in place, nominated by the state body
- A high profile judging panel made up of a nomination from each state body
- The panel would meet either face-to face or via phone/internet linkup to select the winner(s) following examination of candidate entries compiled by QRC or other nominee

It is recommended that a National Awards concept be supported

### **Mobilising Resources to Increase Diversity**

#### ***CEO Information Exchange/Industry Ambassador***

In line with the notion that culture needs to be changed from the top, the CEOs of key mining companies need to be engaged. The exchange of information directly with CEOs via an Industry Ambassador, particularly with smaller companies, is recommended.

It is easier to engage CEOs at their level – it is proposed that a top level Industry Ambassador be appointed to reach out to company CEOs. This concept is being considered for other key issues that need CEO attention, such as adult apprenticeships.

#### ***Mentoring and networking***

All major studies of gender diversity in mining over the past decade have highlighted the importance of mentoring in female attraction and retention, and have recommended more of it.

This is certainly an area that needs more focus and perhaps more systematisation.

During the 2008 workshops following the Women in Mining Dialogue, Queensland stakeholders called for the development of a mentor network across all sites. One-on-one mentoring has also been successfully conducted by Women in Mining Western Australia (WIMWA).

MTEC, as a bridge between the companies and tertiary institutions, is well equipped to take on a matching or brokering role in terms of bringing students and company mentors together, as well as being able to reach out to alumni.

Networking is a close cousin of mentoring and has been something of a success story in developing a critical mass of women in mining, largely through the state and national Women in Mining/Resources groups.

A common theme among members of these groups, however, is that increased male involvement would be welcomed ie. gender diversity is not just a women's issue.

On site, Lean In Circles<sup>84</sup>, are a bottom-up way of encouraging women's participation and progression. Lean In Circles are small groups that meet regularly to share and learn together—like a book club focused on helping members achieve their goals and put into practice the idea that we often achieve more in groups than we do as individuals. Lean In provides an online space that makes it easy for Circles to get organized and stay connected.

Given the mismatch between the pool of potential female mining board directors and companies that are seeking such directors, more work needs to occur in properly matching 'supply and demand' in terms of female mining board positions, as well as the use of increasingly available technology to connect remotely-based board members to each other.

#### *Keeping the talent pool alive – leveraging the talent pool from scholarship processes*

In 2012 MCA undertook a process to find three scholarship winners for the MCA Company Directors Scholarships for Women in Mining (AICD Company Directors' Course).

There were 43 applicants. Some applicants were early career and not board ready (although it was encouraging to see board roles on peoples' radar so early in the career) – however, a significant number of others were arguably board-ready, having demonstrated extensive professional and/or management experience in mining and had accumulated governance experience by serving on a range of not-for-profit boards and/or voluntary committees or had worked closely with company boards.

While the female mining professional talent pool might be smaller than the male talent pool, it is nevertheless still there and available to be tapped. "Objections" in this case can be at least partially overcome.

The solution? More work needs to occur in properly matching 'supply and demand' in terms of female mining board positions, as well as the use of increasingly available technology to connect remotely-based board members to each other.

## **Building a Diverse Culture**

### *Workplace flexibility*

Kevin McCann, chairman of Origin Energy and Macquarie Group and a Member of the Male Champions for Change Group, has indicated the number of women in senior positions is "unacceptable" and that "corporate Australia should stop penalising women for taking time out to have children and stop misinterpreting parental leave as a sign that women are no longer serious about their career".

Workplace flexibility can be enhanced through better on-ramps for returning parents.

This can include:

- Technology options for professionals eg. videoconferencing, teleworking

- Provision of childcare
- Flexible rosters and shifts
- Great availability of part-time work eg. job share

Many of these methodologies have been successfully implemented at leading companies, although there is scope for further proliferation.

BHPB Iron Ore has already successfully enhanced childcare in the Pilbara.

A stronger market for part-time work can be developed with better promotion and encouragement of the concept and its benefits. Job share, for example, has proven to be successful at the senior level at Rio Tinto.

There are already examples of flexible rosters and shifts in the industry, for example, the Newmont Boddington school mothers shift. Industry can be encouraged to take up these innovative shifts and rosters as an attraction and retention tool.

The MCA's Parental Leave Toolkit can also be refreshed in light of legislative changes.

### ***Inclusive Culture***

It was identified that it is the management team who needs to influence the culture and support the initiatives. Embedding of gender diversity into company's Business Values is crucial here.

Having a CEO who is supportive of a diverse workforce and increasing representation of women will go a long way in the attraction and retention of women. Some positive responses related to this were presented<sup>85</sup>:

*"CEO makes a public stance on diversity and delivers on it – he talks publicly about targets"* (for women's representation)

*"CEO is actively promoting women"*

*"The company's management team really get it..."*

Best practice also needs to permeate beyond the CEO, with Executive Committee/Senior Leadership Teams acknowledging to have diversity as part of their strategic agenda and review organisation progress on a quarterly or monthly basis.

This is supplemented in companies such as IBM with a Diversity Council and Diversity Network Groups, and can be supplemented by bottom-up Lean In Circles.

The aim is to make gender diversity a mainstream consideration in the mining industry (Unearthing New Resources report). It needs to be baked into the mining company culture like sustainability, safety and indigenous inclusion.

CME's Increasing Gender Diversity Audit Tool is potentially very useful in achieving this goal by assisting resources companies of all sizes to evaluate their diversity policies and practices across all levels of their organisation. It is part of the 2008 report *Attraction and Retention of Women in the Western Australian Resources Sector*<sup>86</sup>. The EOWAWGEA Toolkit is also useful in this respect.

## *Training of managers*

Research tells us that effective leadership and role model of behaviours is critical to affecting and cultural shift when it comes to developing a diverse and inclusive work environment - things like training, leadership, measurement, culture creation and role modelling fit under this umbrella.

Another common issue that was noted was the presence of managers without people skills. One interviewee in the Curtin Study noted that several people have commented on her people skills and contrasted her with leaders in other resources industry organisations. Within her company all line managers have compulsory management training. Training such as this can help to ensure consistent practices in an organization for dealing with diversity issues, requests for flexible scheduling and recruitment practices<sup>87</sup>.

Integrating gender diversity considerations into induction and leadership training is one possible solution to this issue. Diversity training of managers and supervisors was seen by some as a key strategy for improving retention and comment was made in relation to organisational effectiveness when such training is provided. Such training may help to improve retention rates<sup>88</sup>.

Another powerful tool is the recognition of diversity benefits by senior/executive management and its manifestation in KPIs. Once company KPIs are in place to measure diversity progress at all levels, it is a priority for all levels of management.

## **Implementing Rigorous Benchmarking Measures**

### *Benchmarking tools/scorecards/data*

While Census data is helpful, it is only made available every five years. The MCA is working with WGEA and SkillsDMC to ensure that data relating to the gender breakdown of key job categories and occupations is made available on a regular basis, so that progress can be measured.

The Queensland Resources Council's 'Leading Practice Principles for the Attraction and Retention of Women in the Minerals and Energy Sector' report identifies two actions as leading practice in ensuring the effectiveness of EEO policies:

- 1). reporting activities to the Equal Opportunity for Women in the Workplace Agency (EOWA – now the Workplace Gender Equality Agency or WGEA) or in other publicly available documents; and
- 2). regular assessment of effectiveness of policies including surveys of female staff<sup>89</sup>.

An industry calendar of gender diversity events would assist in co-ordinating effort across the space.

### *Targets*

Three years ago, Westpac CEO Gail Kelly decided to set targets to increase the number of women managers and says that women now make up 40 per cent of the bank's management team. Kelly is a strong advocate of flexible working hours<sup>90</sup>.

Quotas are a more rigid concept than targets and imply a level of compulsion, especially when mandated by government, and can smack of tokenism.

Rio Tinto's Joanne Farrell said positive discrimination could have negative consequences.

"I don't know any woman who wants a promotion or a board position based on gender," she told a business lunch in Perth in May 2013.

"Positive discrimination has some very negative connotations and, at its worst, can impact opportunities for women if an individual gets a role based on their gender rather than their merits. Positive discrimination can create a culture of compliance, of resentment and, at its worst, mediocrity."

"I believe market conditions will influence change, not quotas or legislation. I believe that business drivers are the most effective instrument of change," she said<sup>91</sup>.

The *Unearthing New Resources* report recommendations included those aimed at continuous improvement in workplace policies, systems and processes. There was some evidence that some of the recommendations from the report had been implemented particularly in relation to the setting of targets/goals for female participation. However, some concern was expressed that the use of quotas and targets could be counterproductive and may not result in the desired outcomes.

There were some differing opinions amongst the Curtin University interviewees as to whether quotas and targets for women were an effective and useful initiative strategy. Some of the opinions from the interviewees were:

*"Don't agree with quotas – you need to have the best you can get to be on a board".*

*"Recruitment should be done on merit" – (in her experience it is always done that way).*

*"Interviewee has a responsibility to get the client the best candidate for the job".*

*"Some women are concerned about targets and think things should be merit-based".<sup>92</sup>*

One interviewee in the Curtin report reported that their company has internal targets (25% at the corporate level) but they do not mention the targets in job advertisements because women do not want to be the token female. It was acknowledged that their systems are merit-based but if presented with two equally qualified candidates the company would prefer to appoint a woman<sup>93</sup>.

Integrating gender diversity with succession planning, as Oz Minerals has done, is recommended. This includes setting a 25 per cent target for female participation, ensuring that there are female candidates at job interviews and conducting professional development sessions such as Oz Minerals' Leading My Career program.



## RECOMMENDATIONS:

### HOW DOES THIS MEASURE ADVANCE A GENDER DIVERSE WORKFORCE?

Measure	Action	Attraction	Recruitment	Retention
<b>IMAGE</b>				
Reinforcing the benefits of Women in Mining	Greater articulation of business case for gender diversity at company level	Y	Y	Y
Advertising campaign	Industry to run gender-diverse focused advertising	Y		
Early attraction: pathways/pipelines	Explore boosting industry school programs by working in with existing groups and initiatives eg. QMEA, Robogals Examine role of new technology in building awareness of industry eg. simulators MCA to enhance student and job-seeker facing websites eg. MTEC, MiningCareers.com More focus on recruiting for vacation work (MTEC to assist)	Y	Y	Y
Celebrating Success – Awards etc.	Support National Awards concept – sponsorship and attendance	Y	Y	Y
<b>MOBILISATION</b>				
CEO Information Exchange and Engagement Strategy (Industry Ambassador)	Exchange information directly with CEOs via an Industry Ambassador, particularly with smaller companies	Y	Y	Y
Mentoring	Systematise mentoring network through MTEC – work through existing MTEC University relationships to formulate specific plans to increase female representation, enrolment, completion of courses Possible roundtables/facilitate discussions on campus with industry mentors – work with WIM groups and Robogals, link to company recruitment/vacation programs	Y	Y	Y

Measure	Action	Attraction	Recruitment	Retention
Networking/Keeping the Talent Pool Alive	<p>Encourage more male involvement in WIM networks</p> <p>More work needs to occur in properly matching 'supply and demand' in terms of female mining executive and board positions, as well as the use of increasingly available technology to connect remotely-based board members to each other.</p>	Y	Y	Y
<b>CULTURE</b>				
Workplace flexibility	<p>Companies to improve flexibility for current parents and on-ramps for returning parents, including 'keeping in touch' opportunities, refresher training</p> <p>Technology options for professionals eg. videoconferencing, teleworking</p> <p>Provision of childcare on site</p> <p>Flexible rosters and shifts and greater availability of part-time work eg. job share; flexibility culture to be company-wide, not just targeted at women</p> <p>Competitive parental leave; MCA to update Parental Leave Toolkit in light of legislative changes</p> <p>Establish Diversity Council and Diversity Network Groups/Lean In Groups</p>		Y	Y
Inclusive Culture	<p>Embedding of gender diversity into company's Business Values</p> <p>Companies to commit to gender diversity best practice from CEO down</p> <p>Executive Committee/Senior Leadership Teams to include diversity as part of their strategic agenda and review organisation progress on a quarterly or monthly basis with solid KPIs</p> <p>Companies to use CME Gender Diversity Audit Tool and/or the EOWA/WGEA Toolkit to assess female-friendliness</p>	Y	Y	Y

Measure	Action	Attraction	Recruitment	Retention
Training of Managers – Leadership Skills	<p>In line with embedding gender diversity into company's business values, gender KPIs to be included for all CEOs, managers and Site Senior Executives with training to provide understanding of why diversity is important (eg. what does it mean to the bottom line)</p> <p>Safe environment for women on site, with appropriate accommodation, inclusive activities</p>			Y
<b>MEASURES</b>				
Benchmarking tools/data	<p>MCA to work closely with WGEA and SkillsDMC to produce regular updated, relevant gender diversity statistics to be used to leverage change in the industry</p> <p>Active measurement by companies of gender diversity progress - companies to undertake regular assessment of effectiveness of EEO policies including surveys of female staff.</p> <p>Calendar of gender-diversity events to co-ordinate effort</p>	Y		
Targets	<p>Companies to set a target for female participation across all job categories;</p> <ul style="list-style-type: none"> <li>- integrate gender diversity with mentoring, development and succession planning</li> <li>- aim to interview at least one female candidate with a % of vacancies</li> <li>- female-friendly advertising for job roles</li> </ul>	Y	Y	Y

## NEXT STEPS - ENGAGEMENT BEYOND THE WHITE PAPER

### Engagement/Implementation Strategy Outline

This paper recommends engagement with companies beyond the White Paper Reference Group, as follows:

- Endorsement of White Paper and Recommendations by Workforce Committee and approval to draft and implement an engagement strategy (achieved on 4 June 2013)
- Existing reference group to work with MCA to summarise the paper in an Executive Summary form with a view to sending it to CEOs to enrol them in this industry wide initiative and ask they nominate a suitable representative/s to form part of the Reference Group and contribute to building out these recommendations and be part of an influential group to initiate change
- Form Group with face-to-face workshop to plan, allocate accountabilities, project leads and define a structure prior to commencing implementation
- Ongoing reporting on progress, working group meetings and demonstrating deliverables

Aims:

- To implement recommendations of the White Paper
- Partner with MCA membership companies to identify industry-wide initiatives that will create the step-change required to increase female representation in the mining sector
- To encourage a move beyond piecemeal approaches to a more integrated program of work
- Achieving a consistent and informed understanding of the business case for improving gender diversity within the mining sector
- Ensure that 'leading practice' gender diversity practices are embedded in the industry's culture in the same way as safety, sustainability and indigenous inclusion

Key components:

- MCA/State bodies/companies working group
- CEO and senior management engagement – Industry Ambassador
- Functions eg. Women in Mining Dinner – Canberra, 25 June 2013
- Web promotion, advertising eg. MCA to enhance student and job-seeker facing websites eg. MTEC, MiningCareers.com
- Improved data/benchmarking tools – work with WGEA, SkillsDMC
- Implementation of Industry calendar
- Systematise mentoring network through MTEC - possible roundtables/facilitate discussions on campus with industry mentors – work with WIM groups and Robogals, link to company recruitment/vacation programs

- Explore boosting school programs by working with QMEA, Robogals etc.
- MCA to enhance student and job-seeker facing websites eg. MTEC, MiningCareers.com
- Support for National Awards from 2014

Resources:

- MCA Secretariat, State bodies, companies
- Seek support from WGEA, Women on Boards, Chief Executive Women

## APPENDIX A

### 2007 - Unearthing New Resources – Attracting and Retaining Women in the Australian Minerals Industry<sup>9</sup> - Recommendations:

#### *Industry Leadership*

It is recommended that the minerals industry demonstrate stronger leadership regarding women's participation in the minerals industry. This includes but is not limited to:

Gender considerations should become a mainstream focus in the industry;

Consideration could be given to hosting a conference of HR personnel to address the issue of workplace diversity, and to showcase leading practice;

Stronger leadership should be demonstrated both vertically (industry) and horizontally (within companies) within the industry; and within companies, both at corporate and site level, senior management should lead by example.

#### *Attraction Strategies*

It is recommended that the minerals industry address the negative image held by prospective women employees through a range of innovative marketing and networking initiatives.

This includes but is not limited to the provision of information relating to:

- The full range of professional opportunities that are available in the sector
- The demographic profile of the sector (as has been done by some of the larger accounting firms to show that it is a place for young people)
- The career opportunities that the sector offers
- Marketing and networking through representative bodies, ensuring that the efforts that the industry is making to promote gender equity and accommodate more flexible work practices are well communicated and publicised to key identified community sectors, such as the secondary and tertiary education sectors
- Developing promotional materials which highlight that personal success in the mining industry can be attained by a variety of paths and does not necessarily involve embracing the culture of long working hours
- Ensuring that a network structure is in place for female students at tertiary and secondary levels to facilitate their exposure to positive female role models and industry success stories. It is recommended that a comprehensive university based program be established

This includes but is not limited to:

- Promoting vacation employment opportunities in the industry for tertiary students at all levels of tertiary study and the opportunities that the industry provides for travel
- Exploring options to formalise and strengthen industry and tertiary participation through a co-operative program of extended work experience for students in mining related courses. This could be modelled on similar co-op programs such as those offered by some overseas universities

- Commencing at first year level, promoting graduate programs and other post-tertiary employment options available, ensuring students are informed of the scope of opportunity on offer by the industry
- Broadening students' conceptualisation of what a career in a mining related discipline could lead to, including all possible career paths available. This would entail the promotion of the diversity and complexity of mining careers and the options for horizontal and vertical career mobility

### ***Recruitment Strategies***

It is recommended that the minerals industry review its recruitment strategies with the aim to increase the number of women applicants across all categories of professional positions.

This includes but is not limited to:

- Targeting university undergraduates across a range of relevant discipline areas so that they are aware of the sector
- Providing vacation employment to women in mining related courses and other professional courses
- Using of a range of advertising campaigns and media to appeal to different professional groups
- Using images and language that are inclusive
- 'Head hunting' senior women
- Recruitment targets that aim at the same number of female and male applicants for vacant positions
- Providing a range of scholarships to encourage women to study in areas where they are currently underrepresented as a means of increasing the recruitment pool
- Positioning the industry as an employer of choice, eg. through entry and participation in 'best practice' awards such as the Equal Opportunity in the Workplace Agency's Employer of Choice Awards and Department of Employment and Workplace Relations' Work and Family awards

### ***Workplace policies, systems and processes***

It is recommended that the minerals industry ensure that decisive action is taken at the operational level to implement systems and process improvements that directly address identified gaps in workforce management in respect to gender diversity.

It is recommended that the minerals industry implement a continuous improvement plan for management systems and processes relating to the attraction and retention of women.

This includes but is not limited to:

- Developing a framework that shows current baseline for flexible work practices, drawing on national and international case studies, against which organisations can drive for improvement
- Implementing better systems for analysing Human Resources data from a gender perspective
- Articulating measures of success, including both quantitative and qualitative indicators

- Setting targets and/or goals for female participation
- Monitoring progress against targets and goals
- Undertaking independent company and/or site-level research to evaluate policy implementation
- Conducting industry-level benchmarking studies in key areas such as maternity leave and return to work practices
- Incorporating gender considerations into key performance indicators (KPIs) at a site level, particularly for senior leaders
- Including a more comprehensive level of reporting of gender and employment in sustainability reports at the corporate and site levels
- Benchmarking leading sustainability reporters to understand how data on gender and employment is being reported and used to drive change in the workplace

It is recommended that the minerals industry implement 'special measures' to assist in the attraction and retention of Indigenous women.

This includes but is not limited to:

- Working towards employing a 'critical mass' of Indigenous women at those sites located in areas where there is a significant Indigenous population
- For sites with a critical mass, considering the appointment of a dedicated female contact officer to provide support to deal with complex home and life skills issues
- Reviewing cross-cultural awareness training of employees, supervisors and managers to ensure employment-related aspects are addressed (e.g. how Indigenous people manage family relationships in the workplace), in addition to important historical and broader cultural aspects

## ***Retention Strategies***

### *Working arrangements*

It is recommended that the minerals industry identify the structural changes that are needed to improve current work practices in relation to flexibility in rostering and the provision of part-time career opportunities (quality career building part-time work).

This includes but is not limited to:

- Providing the opportunity to attend significant family or personal events as a means of maintaining important relationships
- Providing the opportunity for couples to be on the same roster pattern (even when one person is on another mine site)
- Developing and implementing a range of protocols that are designed to keep women connected with the organisation during any periods of parental leave
- Providing a range of graduated return to work options for women who are returning from parental leave



- Providing 'refresher' training for women who have been on parental leave that brings them quickly up to speed on any workplace changes that have occurred
- Reviewing structural impediments to the offering of part-time work in professional areas
- Reviewing opportunities for telecommuting
- Ensuring that promotional opportunities are available for part-time employees
- Encouraging male employees to consider part-time options so that part-time positions do not become 'ghetto positions'

It is recommended that the minerals industry identify the structural changes that are needed to improve current work environments from a quality of life perspective.

This includes but is not limited to:

- Addressing quality of life issues for fly-in-fly-out (FIFO) operations in relation to partner accommodation
- Provision of medical/emergency coverage for FIFO families at home
- Addressing quality of services in remote residential locations, particularly health and education

It is recommended that on-site facilities be maintained and enhanced, and be gender appropriate.

This includes but is not limited to:

- Ensuring that the environment is safe for women including adequate levels of security at on-site facilities
- Ensuring that accommodation is maintained at a reasonable standard
- Enhanced provision of communication technology, such as greater mobile phone access, web-based video conferencing etc.
- Ensuring that facilities such as air conditioning are maintained
- Providing a range of activities on-site that are inclusive

#### *Workplace culture*

It is recommended that the minerals industry address the strong masculine culture through awareness raising and effective senior leadership that models an inclusive and active approach to supporting women's careers.

This includes but is not limited to:

- Leadership training for senior managers, managers and supervisors that focuses on organisational cultural change

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