

AMMA RESEARCH PAPER: LABOUR TURNOVER

February 2013

What is labour turnover?

Labour turnover is the proportion of employees that leave a business over a period of time, usually measured over one year. For example, if a company of 100 staff members incurred a labour turnover rate of 15% for the year 2012, this would indicate that 15 employees left the organisation between 1 January 2012 and 31 December 2012. Turnover is often also calculated on a 12-month rolling basis.

In Australia, the skills shortage has led to higher rates of employee turnover, in part because workers have increased bargaining power to seek higher wages and conditions elsewhere. The ABS has found that 11 per cent of all people who were working at February 2012 had changed their employer or business in the previous 12 months¹. This is up from 9 per cent in February 2010².

Benchmarking labour turnover in the resource industry

Anecdotally, employee turnover in the resource industry is amongst the highest in the Australian economy for reasons including the difficulty of the work, the remoteness of project locations and the competition for skilled workers.

AMMA has collated some data on labour turnover rates as part of three AMMA Workplace Relations Research Project Surveys conducted in October 2010, October 2011 and October 2012. Comprehensive results of the survey questions on labour turnover are presented in Appendices 1, 2 and 3. It should be noted that the questions varied from survey to survey.

The average rate of labour turnover for each industry sub-sector from the combined responses of those three surveys (the latest of which is still open) is provided below.

Average rates of labour turnover in various resource and construction subsectors: 2010 - 2012

| Industry sub-sector | 2010 (47 responses) | 2011 (65 responses) | 2012 (18 responses) |
|---------------------|------------------------|------------------------|------------------------|
| Catering | 25.0% | 11.0% | 30.0% |
| Coal mining | 13.6% | 25.0% | n/a |
| Construction | 12.0% | 31.6% | 21.3% |

¹ Australian Bureau of Statistics (ABS) 2012, Labour Mobility Australia, 6209.0, February

² Australian Bureau of Statistics (ABS) 2008, Labour Mobility Australia, 6209.0, February

² Australian Bureau of Statistics (ABS) 2008, Labour Mobility Australia, 6209.0, February

| Industry sub-sector | 2010 (47 responses) | 2011 (65 responses) | 2012 (18 responses) |
|----------------------|------------------------|------------------------|------------------------|
| Gold mining | 20.0% | 21.2% | n/a |
| Maritime | 5.3% | 13.3% | 11.0% |
| Metalliferous mining | 6.8% | 11.8% | 17.2% |
| Mineral processing | 10.3% | 12.6% | 16.0% |
| Mining (General) | 18.5% | 15.5% | 23.5% |
| Oil and gas | 5.3% | 12.9% | 12.1% |
| Transport | 11.0% | n/a | 4.0% |

Results

Given the limited sample size of these surveys, the data derived from them has indicative value but is by no means a comprehensive study of the industry. Nevertheless, the following observations can be made:

- Turnover rates have increased in all industry sub-sectors when comparing 2010 to 2012 levels (excluding Transport);
- Turnover rates in the oil and gas/hydrocarbons sub-sector are consistently lower than in the various mining sub-sectors (general, gold, coal and metalliferous);
- Turnover rates are generally lower in the maritime subsector compared to all other sub-sectors; and
- There has been significant fluctuation in turnover rates in the Construction and Catering sub-sectors over time.

Reasons for higher turnover

Across the three surveys, AMMA members reported that higher turnover levels were often driven by employees seeking better opportunities elsewhere for more money or better rosters as well as the more competitive wages elsewhere in the sector driven by labour shortages.

Frequent night shifts and the challenging conditions associated with offshore work were also cited as drivers of higher turnover rates.

Occupations where turnover is highest

According to the AMMA survey results, higher rates of turnover were seen amongst professional roles including: geoscientists, subsurface engineers, underground surveyors, mine geologists, project managers and drilling engineers.

Respondents also reported difficulty in filling trade and technical roles, including: heavy diesel mechanics, boilermaker welders, fitters, boilermakers, scaffolders and diesel fitters.

Published research: turnover tends to fluctuate

A 2003 study by the Centre for Social Responsibility in Mining (CSRSM) collected data from nine metalliferous mines in Queensland and three in Western Australia. Seven of those sites were mostly Fly-in Fly-out (FIFO) operations. The report found there was substantial variation in turnover rates between the sites ranging from 10 to 28 per cent³. The highest rates of turnover were among professionals and mine operators.

However, the report found there was no 'natural level' of employee turnover in the resource industry, which presents challenges for benchmarking. Turnover was found to fluctuate over time in response to internal (on-site) events such as changes in working arrangements and management interventions.

In early 2010, Skills DMC also found significant variations in workforce turnover. Based on information from eight companies in the drilling sector, the report found that turnover ranged from five per cent to 70 per cent, with overall workforce turnover estimated at 29 per cent⁴.

Costs of labour turnover

According to the published research and feedback from AMMA's own members, the costs arising from labour turnover include:

- high ongoing recruitment, replacement and training costs;
- decreased productivity due to loss of site-specific knowledge and work group synergy;
- reduced capacity to develop workforce skills;
- declining morale amongst remaining employees; and
- increased difficulty in establishing and maintaining a positive culture.

The CSRSM study found that most resource industry companies regarded a turnover rate above 20 per cent as detrimental to a mine's productivity. Turnover rates at five of the nine mines participating in the CSRSM study were above this threshold. In these instances, mine management did not know the financial cost of employee turnover

³ [Workforce Turnover in FIFO Mining Operations in Australia: An Exploratory Study](#), Centre for Social Responsibility in Mining and Minerals Industry Safety and Health Centre 2003

⁴ SkillsDMC 2010, Building Capacity and Capability at Enterprises to Support Workforce Planning & Development, Environmental Scan 2010, Skills DMC National Industry Skills Council

at their site and did not have access to a reliable method for estimating costs associated with employee turnover.

In financial terms, the CSRSM study estimated that high workforce turnover was causing losses of more than \$2.8 million annually at some sites. This figure was arrived at using 'average' employee turnover rates and conservative assumptions about salaries and replacement costs. It did not include impacts that were difficult to quantify, such as diminished employee morale and loss of local knowledge. A full explanation of the estimated cost of higher turnover is provided on page 9 of the CSRSM report⁵.

Impact of rosters on turnover rates

The CSRSM report established a link between longer rosters and higher turnover rates, where:

- one mine site had increased the length of its roster from 9 days on/5 days off to 14/7, with employee turnover doubling in the ensuing period, and over the next 18 months the site's HR division had to work hard to reverse this trend; and
- at another site, process employees who worked an 8 days on/6 days off roster had a turnover rate of 12% compared to 32% amongst the other operational employees who worked a 14 days on/7 days off roster.

The report also found that organisational culture (career opportunities, general employment conditions and access to social support) could have a significant moderating impact against the effect of longer rosters on labour turnover.

Turnover rates: FIFO vs town?

In the most recent AMMA survey cited in this paper, a majority of respondents reported no distinction in turnover rates between FIFO and residential workforces. This is consistent with a study reported by the Minerals Council of Australia (MCA) which found that the annual turnover of company employees who worked FIFO rosters was equivalent to those who lived at town sites⁶.

⁵ [Workforce Turnover in FIFO Mining Operations in Australia: An Exploratory Study](#), Centre for Social Responsibility in Mining and Minerals Industry Safety and Health Centre 2003

⁶ [Submission to the House of Representatives Standing Committee on Regional Australia, Inquiry into the use of fly-in fly-out work](#), Minerals Council of Australia, June 2011

Appendix 1: October 2012 survey results (from AMMA Workplace Relations Research Project, Survey 6)

The results from this survey are preliminary and the survey itself is still open. A total of 18 AMMA member companies have so far responded to this set of questions. They were asked to specify:

- the industry in which they primarily operated;
- the size of their workforce including employees and contractors; and
- their current rate of turnover on a 12-month rolling basis.

Full results are in the following tables.

| Industry sub-sector | Size of workforce | Current rate of turnover | Average rate of turnover | Median rate of turnover | Lowest rate of turnover | Highest rate of turnover |
|---|--------------------------|---------------------------------|---------------------------------|--------------------------------|--------------------------------|---------------------------------|
| Oil and gas/hydrocarbons | More than 200 | 7.3% | 12.1% | 18.5% | 4.0% | 28.0% |
| | More than 200 | 26-28.0% | | | | |
| | More than 200 | 10.0% | | | | |
| | More than 200 | 4.0% | | | | |
| Metalliferous mining | More than 200 | 19.0% | 17.25% | 14.5% | 10.0% | 30.0% |
| | More than 200 | 30.0% | | | | |
| | More than 200 | 10.0% | | | | |
| | 20 - 200 | 10.0% | | | | |
| Mineral processing/smelting | More than 200 | 8.0% | 16.0% | 20.0% | 8.0% | 20.0% |
| | More than 200 | 20.0% | | | | |
| | 20 - 200 | 20.0% | | | | |
| Maritime & Construction (both offshore and onshore) | More than 200 | 26-28.0% | 18.6% | 25.0% | 4.0% | 28.0% |
| | More than 200 | 4.0% | | | | |
| | 20 - 200 | 25.0% | | | | |
| Non-metallic mineral mining and quarrying | More than 200 | 26-28.0% | 23.5% | 23.5% | 20.0% | 28.0% |
| | 20 - 200 | 20.0% | | | | |

| Industry sub-sector | Size of workforce | Current rate of turnover | Average rate of turnover | Median rate of turnover | Lowest rate of turnover | Highest rate of turnover |
|------------------------|-------------------|--------------------------|--------------------------|-------------------------|-------------------------|--------------------------|
| Transport | More than 200 | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% |
| Construction (onshore) | More than 200 | 15.0% | 21.3% | 19.0% | 15.0% | 30.0% |
| | More than 200 | 19.0% | | | | |
| | More than 200 | 30.0% | | | | |
| Maritime | More than 200 | 4.0% | 11.0% | 4.0% | 4.0% | 25.0% |
| | 20 - 200 | 25.0% | | | | |
| Mining services | More than 200 | 30.0% | 30.0% | 30.0% | 30.0% | 30.0% |

Appendix 2:

October 2011 survey results (taken from the AMMA Workplace Relations Research Project, Survey 4)

In this survey conducted of AMMA members in October 2011, respondents were asked a series of questions relating to labour turnover and skill shortages in addition to other questions about the operation of the Fair Work Act which have not been reported here. A total of 65 AMMA member companies responded to this set of questions.

In relation to labour turnover, respondents were asked to specify:

- The industry in which they primarily operated;
- The size of their workforce including employees and contractors;
- Their current rate of turnover on a 12-month rolling basis;
- The reasons, if any, for their current rate of turnover;
- The level of difficulty they were experiencing in recruiting skilled labour at that point in time; and
- The occupations/roles they were having the most difficulty filling.

All responses to those questions appear in the table on the following pages but a summary of the key results appears below.

Turnover rates

It is important to note that for this particular survey, respondents were asked to nominate their current rate of labour turnover on a 12-month rolling basis from a range of fixed options. The options from which respondents were able to choose:

- Negligible
- 5%
- 10%
- 25%
- 50%
- 75%
- 100

A small number of respondents detailed the exact percentage of labour turnover in the 'comments' field. However, given that the majority of respondents selected from a specified range, the results given will be indicative rather than exact.

The level of labour turnover that respondents to this survey most commonly cited was 10%, closely followed by 25%, then 5%, then 75% then 50%. No respondents said they had 100% turnover and only a couple of respondents said they had negligible or no turnover.

Reasons for turnover

Reasons for turnover cited by respondents to this survey included:

- Turning over most offshore crew at the end of each project;
- Competitive wages in the oil and gas and iron ore sectors, driven in part by labour shortages;
- Location, management style and remuneration levels;
- Candidates being deemed unsuitable during probationary periods;
- Better opportunities elsewhere for more money and friendlier rosters;
- Problems with working night shifts; and
- Redundancies, for reasons including efficiency of mining techniques.

Difficulty recruiting labour

At that point in time in late 2011, the majority of survey respondents said they were experiencing more difficulty than usual in recruiting labour.

The occupations that were most difficult to fill included:

- Engineers (mining, site, electrical, marine);
- Tradespeople, including electricians and drillers;
- Professional and technical roles;
- Geologists;
- Underground surveyors; and
- Heavy diesel mechanics.

| Industry | Size of workforce | Current rate of turnover on 12-month rolling basis | Reasons for turnover | Difficulty recruiting labour at present | Occupations the most difficult to fill |
|---------------------|-------------------|--|--|---|--|
| Agribusiness | More than 200 | 25% | | Same as usual | Have not been in recruitment mode |
| Agriculture | More than 200 | 10% | It has varied from business unit to business unit. There is less turnover in the regional areas except for the seasonal turnover we experience each year | Somewhat more difficult than usual and becoming harder | Skilled workers, but at some sites also unskilled and semi-skilled employees |
| Coal mining | More than 200 | 25% | | Much more difficult than usual | Mining engineers |
| Construction | More than 200 | 75% | We are offshore project-based therefore turn over most offshore crew at the end of each project | Somewhat more difficult than usual – Multiple projects onshore and offshore and the resources boom make it difficult | Engineers, HSE, quality personnel |
| | More than 200 | 10% | | Somewhat more difficult than usual | Site engineers |
| | More than 200 | 75% | | Somewhat more difficult than usual | |
| | More than 200 | 25% | | Somewhat more difficult than usual – it is difficult to attract candidates as some high rates are being offered elsewhere | Trades, technical and professional employees |
| | 20 – 200 | 5% | | Much more difficult than usual | Technical staff, geologists |
| | 20 – 200 | 5% | | Somewhat more difficult than usual – some jobs are near impossible to fill when in direct competition with 'up north' wages | Geologists, electricians, graduate roles, engineers |
| Gold Mining | More than 200 | 25% | Mainly due to competitive wages in the resource / oil and gas and iron ore sectors – driven by | Same as usual | Senior geologists |

| Industry | Size of workforce | Current rate of turnover on 12-month rolling basis | Reasons for turnover | Difficulty recruiting labour at present | Occupations the most difficult to fill |
|-------------------------------|-------------------|--|--|---|---|
| | | | labour shortages | | |
| | More than 200 | 25% | | Somewhat more difficult than usual – it is difficult to attract candidates as some high rates are being offered elsewhere | Trades, technical and professional employees |
| | More than 200 | 25% | | Much more difficult than usual | Plant operators, mining professionals |
| | 20 – 200 | 25% | Mostly attributable to location and management style and remuneration levels | Same as usual – Generally as we are small we cope with replacing small numbers of professional personnel compared to bigger companies who need to do this on a larger scale | Geologists, underground surveyors |
| | 20 – 200 | 75% | | Much more difficult than usual – we have been looking for a senior mining engineer for more than 9 months | Senior mining engineers, senior mine geologists |
| Consulting Engineering | 20 – 200 | 25% | | Same as usual | Experienced mining management staff |
| Hydrocarbons | More than 200 | 5% | | Somewhat more difficult than usual | |
| | 20 – 200 | 5% | | Somewhat more difficult than usual | Offshore personnel, surveyors, electrical engineers and geophysicists |
| Iron ore mining | More than 200 | 75% | | Much more difficult than usual – dwindling labour pool with much lower-skilled candidates available | Mechanical and electrical fitters, plant operators |
| | More than 200 | 25% | | Somewhat more difficult than usual | Professional employees |

| Industry | Size of workforce | Current rate of turnover on 12-month rolling basis | Reasons for turnover | Difficulty recruiting labour at present | Occupations the most difficult to fill |
|-----------------------------|-------------------|--|--|---|---|
| | More than 200 | 10% | | Same as usual | Technical professional staff, projects professional staff, safety staff |
| Manufacturing | More than 200 | 10% | | Somewhat more difficult than usual | Welders |
| | More than 200 | 10% | | Much more difficult than usual | Blue-collar engineering roles |
| | More than 200 | Hardly any | | Somewhat more difficult than usual | Marine engineers |
| | 20 – 200 | 25% | | Somewhat more difficult than usual | Senior officers and marine engineers |
| | 20 – 200 | 5% | The majority were unsuitable candidates; we decided this during the probationary period. | Same as usual | |
| Metalliferous mining | More than 200 | 20% | | Somewhat more difficult than usual | Mining engineers, underground surveyors, drill and blast engineers, geologists (resource, exploration and mine) |
| | More than 200 | Staff 10%, wages employees 5% | | Much more difficult than usual | Middle and senior line operational roles |
| | More than 200 | 50% | | | |
| | More than 200 | 10% | | Much more difficult than usual | Diesel fitters, heavy equipment electricians |
| | More than 200 | 5% | | Same as usual | |
| | More than 200 | 5% | | Somewhat more difficult than usual | Geologists and engineers |

| Industry | Size of workforce | Current rate of turnover on 12-month rolling basis | Reasons for turnover | Difficulty recruiting labour at present | Occupations the most difficult to fill |
|---------------------------|-------------------|--|---|---|---|
| | More than 200 | 10% | | Somewhat more difficult than usual – Electricians are becoming scarce, however, other trades currently seem to be holding their own | Professional roles, specifically engineers and environmentalists |
| | More than 200 | 10% | We are pleased to be at this level and will have to work hard to maintain this | Somewhat more difficult than usual | High-end technical line managers / supervisory roles |
| | 20 – 200 | 25% | | Much more difficult than usual | Trades, experienced supervisors, professionals and project managers |
| Mineral processing | More than 200 | 10% | | Much more difficult than usual | Trades and engineers |
| | More than 200 | 18% | | Somewhat more difficult than usual – shortages of quality staff across the board | Engineers and trades |
| | More than 200 | 10% | | Somewhat more difficult than usual | Specialist engineering roles |
| Mining | More than 200 | 25% | Large turnover due to better opportunities elsewhere for more money, better rosters | Much more difficult than usual | Heavy diesel mechanics, boilermaker welders, senior supervisors, experienced mobile plant operators |
| | More than 200 | 25% | | Much more difficult than usual | Fitters, boilermakers, scaffolders, formworkers with concreting experience |
| | More than 200 | 5% including haul truck operations | | Same as usual | Mining engineers |
| | More than 200 | 10% | It is very difficult to give an accurate | Somewhat more difficult than usual | Diesel fitters, coded welders, instrument fitters, |

| Industry | Size of workforce | Current rate of turnover on 12-month rolling basis | Reasons for turnover | Difficulty recruiting labour at present | Occupations the most difficult to fill |
|----------|-------------------|--|--|--|--|
| | | | response given the nature of the workforce and construction industry mobilisation and demobilisation when compared with mining which is more constant | | tube fitters, linespeople, high voltage skilled workers |
| | More than 200 | 10% | | Much more difficult than usual | |
| | More than 200 | 25% | | Much more difficult than usual | Geologists, mining engineers, underground electricians, underground diesel fitters |
| | More than 200 | 25% | | Somewhat more difficult than usual – trade roles are difficult | Electricians |
| | 20 – 200 | 75% | | Somewhat more difficult than usual | Blue-collar workers, plant operators, mining engineers, estimators, safety personnel |
| | 20 – 200 | 50% | Night shift has been a problem for some employees, others have found employment closer to home. Some redundancies have occurred due to efficiency of mining techniques | Same as usual | Laboratory staff |
| | 20 – 200 | 5% | | Much more difficult than usual | Superintendents |

| Industry | Size of workforce | Current rate of turnover on 12-month rolling basis | Reasons for turnover | Difficulty recruiting labour at present | Occupations the most difficult to fill |
|------------------------|-------------------|--|--|---|---|
| | 20 – 200 | 10% | We have a very stable workforce | Much more difficult than usual – plenty of applicants, shortage of skills | Experienced scaffolders, welders, fabricators |
| Mining services | 20 – 200 | 5% | | Much more difficult than usual | Experienced drillers |
| Oil and gas | More than 200 | Very little apart from project end terminations | | Much more difficult than usual | Offshore construction and drilling personnel |
| | More than 200 | 10% | | Somewhat more difficult than usual | Experienced trades |
| | More than 200 | 50% | | Somewhat more difficult than usual | Trade qualified roles such as sheet metal workers, rope access technicians, insulation crew |
| | More than 200 | 7% | Some pockets are higher or lower | Much more difficult than usual | Drillers, engineers, geoscientists, procurement and contracts staff |
| | More than 200 | 5% | | Much more difficult than usual | Technical and supervisory roles |
| | 20 – 200 | 25% | | Somewhat more difficult than usual | Skilled and unskilled entry level roles |
| | 20 – 200 | 10% | Due to job security, most of our lower positions are hired through labour hire companies | Same as usual | Supervisory roles, drillers, toolpushers |
| | 20 – 200 | 5% | | Same as usual | Trades |
| | 20 – 200 | 56% | | Much more difficult than usual – not a lot of skilled people available without recruiting internationally | Geologists with more than two years' experience |
| | 20 – 200 | 5% | | Same as usual | |

| Industry | Size of workforce | Current rate of turnover on 12-month rolling basis | Reasons for turnover | Difficulty recruiting labour at present | Occupations the most difficult to fill |
|----------------------------|-------------------|--|--|---|--|
| | 20 – 200 | 5% | | Somewhat more difficult than usual | |
| | 20 – 200 | 10% | | Somewhat more difficult than usual | Technical and professional roles |
| | 20 – 200 | 10% | Overall turnover across the company is closer to 25% | Somewhat more difficult than usual | Chefs |
| Service contracting | More than 200 | 17% | | Somewhat more difficult than usual – it varies depending on resource industry economics | Technical staff |
| Silica | More than 200 | 10% | | Somewhat more difficult than usual | |
| | 20 – 200 | 10% | | Much more difficult than usual | Maintenance planners |

Appendix 3:

October 2010 survey results (from AMMA Workplace Relations Research Project, Survey 2)

In this survey conducted of AMMA members in October 2010, respondents were asked a series of questions relating to labour turnover and skill shortages in addition to other questions about the operation of the Fair Work Act which have not been reported here. A total of 47 AMMA member companies responded to this set of questions.

Respondents were asked to state:

- The industry in which they primarily operated;
- The size of their workforce;
- Their current rate of labour turnover;
- If there had been any increases or decreases in labour turnover in the past 12 months;
- The reasons for any change in turnover levels; and
- The occupations/roles where turnover was the highest.

The responses to those questions are reproduced in the table on the following pages but the key findings are detailed below.

Turnover rates by industry

The following range of reported turnover rates were reported on an industry-by-industry basis in late 2010:

- 25% in catering
- 9% to 17% in coal mining
- 2% to 18% in construction
- 8% to 30% in gold mining
- 3% to 10% in hydrocarbons
- 14% in iron ore mining
- Less than 1% to 10% in maritime
- 1.6% to 12% in metalliferous mining
- 8.5% to 15% in mineral processing
- 5% to 30% in general mining
- Less than 2% to 8% in oil and gas

- 11% in transport

Movements in labour turnover

Around 55% of respondents to the 2010 survey reported that their level of labour turnover had stayed the same in the past 12 months, while around 35% said it had increased and around 9% said it had decreased.

Reasons given for movements in labour turnover included:

- Competition in the labour market
- Greater demand for key skills
- Greater desire for work/life balance by employees
- Reduction in project work
- State-specific market conditions
- Labour shortages
- The end of the global financial crisis
- Significantly higher rates of pay in the offshore oil and gas sector

Occupations with the highest turnover

Occupations cited by respondents as having the highest levels of labour turnover included:

- Tradespeople and operators
- Engineers
- Professional and technical roles
- Maintenance and processing technicians
- Geologists
- Surveyors

| Industry | Size of workforce | Current rate of turnover | Movement in past 12 months | Reason for movement | Occupations where turnover is highest |
|--------------------|-------------------|---|----------------------------|--|--|
| Catering | More than 200 | 25% | Increased | Competition in the market | All |
| Coal mining | More than 200 | 17% | Increased | More demand in workforce for key skills | Trades and operators, key technical staff in engineering |
| | More than 200 | 9% | Same | | Production operators |
| | More than 200 | Up to 15% | Same | | Operational staff |
| | More than 200 | 20% | Increased | Labour market competitiveness | Skilled trades |
| | More than 200 | "Difficult to advise due to the nature of working within the construction industry" | Same | | Construction as employees move from job to job |
| | More than 200 | 5% | Same | | Trades |
| | More than 200 | 2% | Same | | Unskilled labour |
| | More than 200 | | Same | Work life balance and increased pressure | Engineering and community relations |
| | More than 200 | 15% | Increased | Reduction in project work | Engineers |
| | Less than 20 | 18% | Same | | Professional and technical |
| Gold Mining | More than 200 | 12-month average of 26%, year to date 19% | Increased | Uncertainty over resource tax is less, projects starting back up, competition for skilled labour | Truck operators, maintenance engineers |
| | More than 200 | 15% | Same | | Underground operational and maintenance staff |
| | More than 200 | 8% | Increased | Labour market has tightened, employees again have choices and will leave for another role if the | Maintenance and processing technicians |

| Industry | Size of workforce | Current rate of turnover | Movement in past 12 months | Reason for movement | Occupations where turnover is highest |
|---|-------------------|--------------------------|----------------------------|---|--|
| | | | | conditions are better | |
| | More than 200 | 15% | Increase | Western Australia's market conditions | Professionals |
| | More than 200 | Two sites – 21% and 35% | Increased | Labour shortages, roles hard to fill so therefore everyone else is doing more work | Mining engineers, geologists, surveyors |
| | More than 200 | 30% | Significantly increased | Over the global crisis, increase in retirement (ageing workforce), global skills shortages, increase in significant projects in the resource sector | Across the board |
| | 20 to 200 | | Significantly increased | Significant increase in number and type of employees | Mining operations |
| | 20 to 200 | 10% | Increased | Extension of mine life | |
| | 20 to 200 | | Same | | Underground wages employees and geologists |
| Hydrocarbons | More than 200 | 10% | Same | Lack of work | Office personnel |
| | 20 to 200 | 3% | Same | | |
| Iron ore mining | More than 200 | 14% | Same | | |
| Maritime | More than 200 | 'Relatively high' | Same | Significantly higher rates of pay in the offshore oil and gas sector and ongoing shrinking labour pool | Seafarers |
| | More than 200 | | Same | | Trades |
| | More than 200 | | Decreased | Offshore project work has decreased along with workforce requirements plus we have increased the number of permanent employees | Caterers as this is linked to project work |
| | 20 to 200 | 10% | Same | Attrition | Marine staff |
| Maritime, oil and gas, construction, | More than 200 | Less than 1% | Same | | |

| Industry | Size of workforce | Current rate of turnover | Movement in past 12 months | Reason for movement | Occupations where turnover is highest |
|-----------------------------|-------------------|---|----------------------------|--|--|
| mining | | | | | |
| Metalliferous mining | More than 200 | 1.2% | Significantly increased | Increased demand for skilled employees | Technical services and trades |
| | 20 to 200 | 1.6% | Same | Personal drivers rather than dissatisfaction | Trades |
| Mineral processing | More than 200 | 15% | Decreased | The global financial crisis | Operators and maintenance employees |
| | More than 200 | 8.5% annualised | Increased | Construction, ageing workforce now retiring instead of waiting as they did last year | All including operators and non-trades |
| | More than 200 | 5% to 10% | Same | | Powerhouse operators, professional staff |
| Mining | More than 200 | 23% | Significantly decreased | Education of managers to termination legislation, uncertain market – better the devil you know, increased rates of pay | Mining operations staff – and usually in first 12 months of employment |
| | More than 200 | 13% | Same | | Maintenance and engineering |
| | More than 200 | 20% due to unplanned terminations | Significantly increased | Attrition, economic confidence, remuneration | OHS professionals, mining engineers, processing technicians |
| | More than 200 | 23% | Same | | Blue-collar lower-paid positions |
| | More than 200 | | Increased | Recovery of the market, people chasing better rosters | |
| | More than 200 | 14% | Significantly increased | The economy recovering and new mining and infrastructure projects | Engineers |
| | More than 200 | 10% | Decreased | | |
| | 20 to 200 | 25% to 30% largely due to casual employment | Same | | Casuals, OHS personnel |
| Multiple | More than 200 | 25% | Same | | Trades |

| Industry | Size of workforce | Current rate of turnover | Movement in past 12 months | Reason for movement | Occupations where turnover is highest |
|------------------------------|-------------------|--------------------------|----------------------------|--|---|
| | More than 200 | 15% | Same | Quality of supervision | Engineers |
| | More than 200 | Less than 2% | Same | | |
| | More than 200 | | Decreased | Changes to relevant tax provisions, softening demand for oil, global financial crisis | Professional ranks |
| | More than 200 | Less than 5% | Same | | |
| | More than 200 | 7% | Increased | The passing of the global financial crisis and also the tightening of the labour market, increased project numbers and demand for labour | Engineers (various disciplines), commercial, operations |
| | More than 200 | 8% | Increased | General market trend | Specialists across the board |
| | 20 to 200 | | Same | | Middle management |
| | 20 to 200 | Less than 5% | Same | | |
| Oil and gas, maritime | More than 200 | Less than 5% | Same | | |
| | 20 to 200 | | Same | | General labour |
| Transport | More than 200 | 11% | Increased | | Engineers, project managers |