

Gender Diversity in the Australian Resources and Energy Industry

Leading, Lagging or Losing Out?

March 2018



AWRA

The Australian Women in Resources Alliance (AWRA) is a national workforce gender diversity initiative delivered by Australia's peak resources and energy industry employer group, AMMA.

AWRA's charter is to assist employers on their gender diversity journey, with the overarching goal to increase female participation in the resources and energy industry to 25 per cent by 2020. In working toward this goal, AWRA is delivering a diverse mix of skills and talent to drive productivity and innovation in the resources and energy industry.

AWRA facilitates programs and provides support and guidance material to help employers attract, retain and develop female talent, build their gender diversity capability, become an employer of choice for women and realise the advantages of a gender-diverse workforce.

Many companies involved with AWRA are leaders in the sector, utilising the initiative to further their programs and commitment to gender diversity.

Individual support is also provided to women working across Australia's vast resources and energy industry, in both professional corporate roles and those out in the field, through the AWRA e-Mentoring Program.

With workforce diversity being more important now than ever before, the various initiatives offered by AWRA are delivering significant productivity, competitiveness and safety benefits right across the industry.

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Contents

What is AWRA?	1
Foreword	2
What's in this report?	2
Resource and Energy Industry Status	3
Gender diversity in the resource and energy industry 2017	3
What has changed in the past five years?	4
Workforce participation	5
Losing out	5
Employers Leading the Way: Workforce Participation	6
What's next?	7
Cultural change	9
Lagging	9
Employers Leading the Way: Cultural Change	10
What's next?	11
Women in Leadership	13
Losing out	13
Conclusion to draw?	13
Employers Leading the Way: Women in Leadership	14
What's next?	15
Pay Equity	17
Leading	17
Employers Leading the Way: Pay Equity	19
What's next?	20
Workplace Flexibility	21
Lagging	21
Employers Leading the Way: Workplace Flexibility	22
What's next?	23
Conclusion	25
Appendix 1	26
Appendix 2	27
Appendix 3	28
References	29
End Notes	30

Foreword

STEVE KNOTT AM AMMA CHIEF EXECUTIVE

As workforce gender diversity continues to evolve as a priority for employers, the Australian Women in Resources Alliance (AWRA) is supporting organisations on their journey.

Global leaders have recognised workforce gender diversity as an international challenge, with a collective agreement made at the G20 in 2014 to reduce the gender employment gap in their respective nations by 25 per cent before 2025.

In Australia, there's a consensus that this push will add billions of dollars to the country's economy. Other countries have their own challenges with gender diversity - both the United States and Canadian resources and energy industries have similar female workforce participation levels as Australia at around 13-15 per cent.

Similar to Australia, industry groups in those nations are working with government, employers and educational institutions to raise awareness of the benefits of gender diversity and developing programs and strategies to attract and retain more women.

The race is on for countries to reap the benefits from successfully breaking down barriers to women's participation in resources and energy employment. It is widely viewed that competitive advantage can be created through greater diversity of talent, skills and innovation.



In supporting organisations to realise the benefits of greater workforce gender diversity, AWRA is ensuring the resources and energy industry will remain a fundamental pillar of Australia's future economic and social development.

By recognising and supporting the critical role of women and working towards greater workforce gender diversity, Australia will cement its place as a favourable destination for job-creating investment well into the future.

What is in this Report?

This report is divided into five sections for easy reference.

Each section features a key area of gender diversity as it relates to employers. Within each section AWRA poses and answers the question of whether the resources and energy industry is leading, lagging or losing out in relation to the area being discussed.

An evidence base is provided in each section along with highlights from companies who are 'leading' in this area and why. Importantly, we ask 'what's next' from an industry, government and organisational perspective.

This report outlines the statistics, the progress that has been made and provides a 'call to action' with solutions needed to make substantial changes to the resources and energy industry.

When reading this report, ask yourself whether your organisation is leading, lagging or losing out. Use the evidence base, the leading company examples and the suggestions for 'what's next' to support you and your organisation's gender diversity journey. This is a journey that we are all embarking on to ensure the resources and energy industry is an inclusive and attractive place to work.

RESOURCES AND ENERGY INDUSTRY STATUS

Gender Diversity in the Resources and Energy Industry 2018

Research and data shows that increasing the number of women in the workforce correlates strongly with increased financial performance, better governance, stronger risk management and increased innovation.

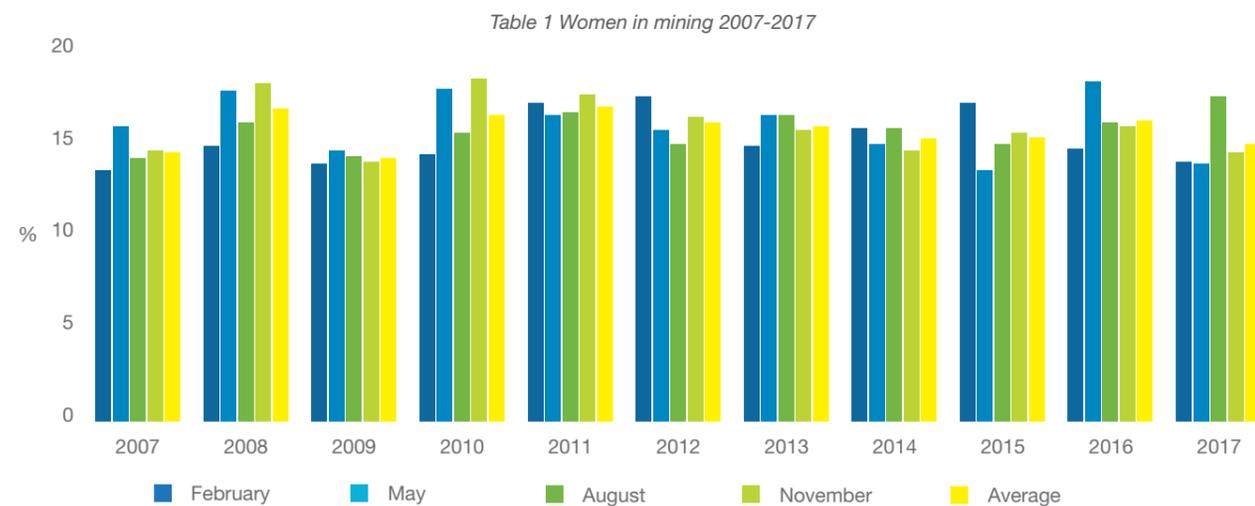
For example, a global study of almost 22,000 companies across 91 countries found those with 30 per cent female executives obtained as much as six percentage points more in profits¹.

In an Australian context, research suggests reducing the gender gap could boost national GDP by 11 per cent, and increasing the number of women in leadership positions would increase the level of economic activity in Australia by 20 per cent².

Further, it is well known that having a more diverse workforce has a positive impact on organisational culture. A diverse and inclusive workforce can generate tangible benefits, such as increased efficiency, productivity, innovation, creativity and employee engagement.

In 2012, AWRA produced a report *Gender Diversity in the Australian Resource Industry – Establishing the Baseline: A Situational Analysis (December 2012)*, providing data and commentary about gender diversity in the Australian resources and energy industry³. At the time of publication in 2012, the mining industry employed 263,000 people of which 15.2 per cent were women⁴.

In comparison, there are around 208,200 people⁵ employed in the resources and energy industry as of 2018, of which 14 per cent are women, averaged over the past 12 months.



This decrease may be explained by the resource industry's transition from a period of heavy investment in new resource projects, to a phase where commodity production from existing and newly completed projects is ramping up.

The production stage of a project is typically less labour-intensive than the construction phase and often requires a workforce with greater technical skills. Women historically have less representation in these roles.

While the data suggests women's participation growth has been slow, there is a sense that more is being achieved in the representation of women in the industry. For instance, there has been a notable increase since 2011 in the number of organisations realising the importance of attracting and retaining women and engaging with AWRA.

Changing the attitude of resources and energy industry employers to see the value in attracting and retaining more women can be difficult, but is certainly possible. A significant number of individuals and organisations are working hard to change this mindset.

While a great deal of progress has been made by organisations, unfortunately the statistics do not reflect the effort and focus invested into gender diversity. Further, the resources and energy industry is still not perceived as one where women would want to work. Reasons for this include a perceived lack of career advancement and professional development opportunities for women in the industry, and perceptions that the culture is still very much male-dominated.

What has changed in the past five years?

Significant progress has been made in the industry in the five years since AWRA began helping employers develop and nurture inclusive cultures. Gender diversity is no longer seen as 'nice to have', but rather a 'must have' to maximise competitiveness, productivity and organisational culture.

The following table compares the 'state of play' in the industry now, compared to five years ago.

Table 2 Diversity over time

	In 2012	Since
Networking Groups	Women in mining networking groups in Queensland, Western Australia and Victoria were well established.	<ul style="list-style-type: none"> Growth in women in mining groups in NSW, SA, Tasmania and NT. Mining networking groups have also expanded to include women in oil & gas.
Awards and Recognition	<ul style="list-style-type: none"> Awards for women in mining in Queensland and Western Australia. Awards for women in construction. 	<ul style="list-style-type: none"> Women in mining awards expanded to include NSW, Victoria and Tasmania. There has also been the development of the National Women in Resources Awards (WIRNA) recognising and celebrating the contributions and achievements of women in Australia's resource industry.
Events	The majority of events focused on the professional development of women, run by both networking groups and within companies.	There are now more events focusing on the broader need for organisational and industry change aimed at employers. This includes events by AWRA, networking groups for women, industry associations and consulting companies.
Industry engagement	There was limited interest from employers in the AWRA initiative. It was often difficult to get employers in the industry to come to free events as they were not convinced of the benefits of attending and learning about gender diversity. It was also difficult to engage with men on this issue.	Paid events are now sold out; there has been an increase in the demand for advice and consultation as the benefits of diversity are being recognised, with an increasing number of organisations realising that to be more competitive, innovative and productive, they must embrace gender diversity, and other forms of diversity.
Mentoring Programs	There were limited mentoring programs for women in the industry, except for those run within companies and programs run by women's networking groups.	The majority of women's networking groups have mentoring programs for women, as do many organisations. There is also the successful AWRA e-Mentoring program that has matched more than 200 mentoring pairs since 2013. This was the first use of this technology in the industry and has inspired other companies to set up programs within their own organisations.
Business Case	There was a great deal of focus on the business case for increasing gender diversity in the resource industry. This was the most common theme of discussion within organisations and the broader industry. Organisations wanted to know why they should employ more women, and the benefits to their organisations and bottom line.	There is now less focus on the business case as there is an understanding that to be innovative and competitive, organisations and the industry need to move past asking 'why' and instead focus on 'how'. Diversity is now seen as a business imperative rather than something that is 'nice to have'.
Innovative Initiatives	Many larger companies had realised the benefits of greater female workforce participation. However, many smaller companies had not, and did not believe that they had the resources to undertake such initiatives.	An increasing number of organisations are developing innovative initiatives for flexibility, recruitment, return to work, among others, that are assisting with creating a diverse workforce. A key indicator in these areas has been the change in recruitment strategies to attract women, including recruiting from diverse career backgrounds rather than focusing on candidates with specific resource industry experience only.

Since its inception in 2011, AWRA has worked closely with resources and energy industry employers and is well aware of their diversity initiatives and the hard work being done. However, as is demonstrated by the current 14 per cent average participation rate of women, more needs to be done by organisations, industry and government.

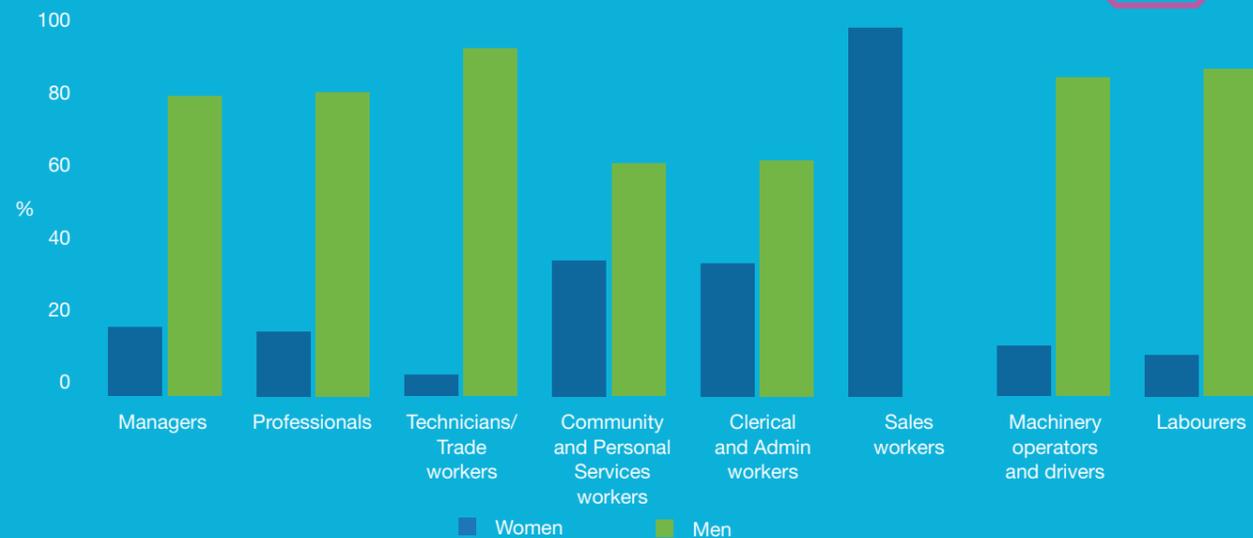
WORKFORCE PARTICIPATION

In the resources and energy industry, women make up 14 per cent (12-month average) of the workforce⁶.

The below table shows a more detailed breakdown of the roles that women occupy in the industry:



Table 3 Resources and Energy Industry Occupations by Gender

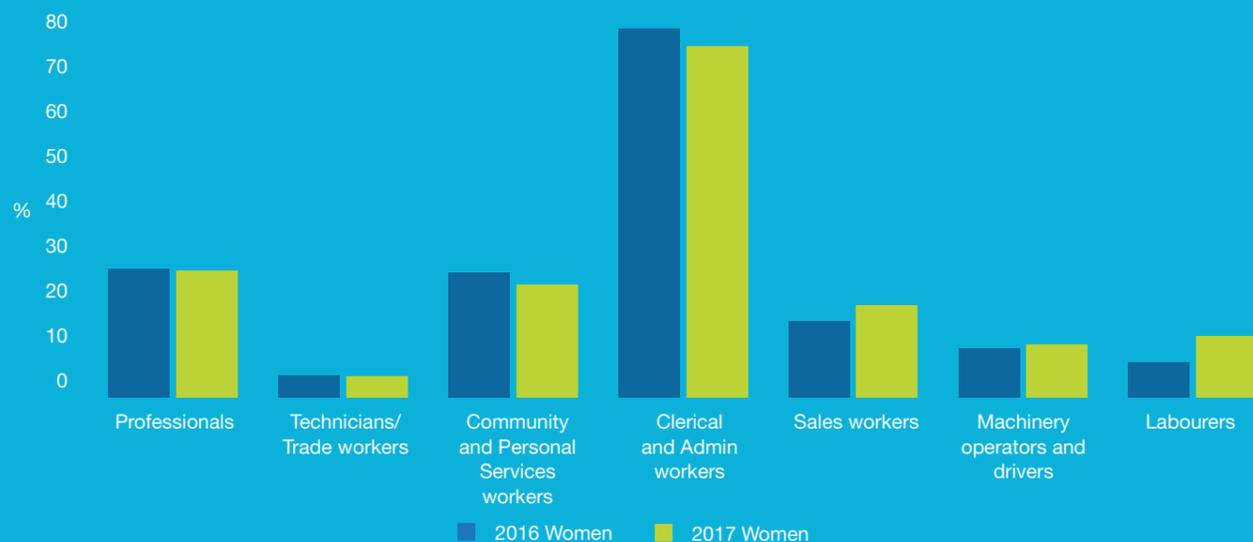


Source: ABS, Labour Force, Australia, Detailed, Quarterly, Cat No 6291.0.55.003, November 2017 (released 21 December 2017)

Recent data from the Workplace Gender Equality Agency (WGEA) showed organisations required to report under the Workplace Gender Equality Act (2012)(those with over 100 employees) illustrates a similar occupational segregation of women and men, with 16.1 per cent of all employees in reporting organisations in the mining industry being women.

However, data is limited as it only applies to the 134 reporting organisations classified as 'mining' and only takes into account 136,545 employees as opposed to the 208,200 that are counted by the Australian Bureau of Statistics (ABS)⁷.

Table 4 WGEA Reporting Data



Source: Workplace Gender Equality Agency, Data Explorer, 2016-2017

Employers Leading the Way: Workforce Participation



Workforce participation across the industry remains a major area for ongoing focus and development, and there are a number of organisations that are setting a great example for fellow resources and energy employers to follow⁸.

BHP Billiton



Aiming for 50:50 workforce split

In 2016, BHP Billiton announced a goal to have women comprising 50 per cent of its workforce by 2025. When this was announced BHP Billiton had 17.5 per cent women in its workforce. By 2017 this had increased to 20 per cent.

In 2017 BHP hired 1000 more women than the year before, and nearly halved its female turnover rate from 8.4 per cent higher than men in 2016 to 4.7 per cent in 2017. Without intervention, it would have taken BHP 30 years to reach only 30 per cent female representation.

Achieving this goal has required BHP to significantly transform its hiring practice.

This is a goal, not a quota or target, and therefore there are no significant consequences for failure to meet the desired figures. However, the company has embedded some performance measures in the bonus packages of senior executives relating to gender diversity.

AECOM



Aiming for 50:50 graduate recruitment

In 2016, AECOM hired about 130 graduates across Australia and New Zealand with just under 30 per cent being women.

The CEO and executive team wanted to do better and set a target of a 50:50 gender split.

To achieve this, a more strategic approach was required for the 2017 intake to attract a wide range of graduates and elevate AECOM's on-campus profile.

Gamification tools were used as part of the assessment process, with eligible graduates logging in from home to complete an aptitude assessment which tested numerical reasoning, spatial awareness and mental agility.

The 2017 graduate recruitment intake of 170 had a 46:54 gender split – with 100 per cent gender pay equity.

AECOM continues to develop relationships with female student societies on campus and is also hosting in-house women in STEM events.

South32 Worsley Alumina



Gender diversity in drilling

Worsley Alumina has modified work practices and tools in the drilling activities at Boddington Bauxite Mine to reduce the physically demanding nature of being a drilling operator, to allow for greater female participation.

The modified work practices have quickly attracted interest from men and women keen to learn new skills and take advantage of the new family-friendly work rosters.

One of the key measures of success of the modifications is female participation. In an area historically male-dominated, out of the three on-site drilling crews, there is now one all-female drilling crew.

Additional outcomes from this initiative include an increased learning rate and an increase in the metres drilled by the female drilling crew. These production improvements were inspirational to the male drilling crews and sparked healthy competition, further increasing productivity.

The Gender Diversity in Drilling initiative has challenged the perception that drilling activities are for 'men only' and is a significant model for future change.

St Barbara



Recruiting for diversity

St Barbara has 23 per cent women in its workforce with a target of 30 per cent for 2018. A number of strategies are implemented to promote gender equality in recruiting practices.

One of these strategies is the implementation of campaigns to recruit women into under-represented areas of the business, such as trades and technical roles.

St Barbara is also conducting an audit and eliminating gender-specific language from job advertisements and role descriptions.

Additionally, the company is updating advertising templates to highlight its achievements and commitment to improving diversity and gender equality.

There is also an emphasis on eliminating both conscious and unconscious bias on recruiting panels and all short-lists include both male and female candidates. As a result of these strategies, in the 12 months to December 2016, 24 per cent of all new recruits were female compared to 20 per cent in the previous year.

WORKFORCE PARTICIPATION

What's next?

It is clear that the low participation rates of women in the industry, and the occupational segregation, requires immediate action.

Undoing the male-dominant reputation by attracting and recruiting more women to non-traditional roles in the resources and energy industry is crucial to increasing women's participation. Measures to accomplish this may include programs specifically targeting women for apprenticeship and traineeship opportunities and setting organisational targets for female recruitment.

Further, to ensure the resources and energy industry produces a pipeline of talented women in the future, it is important that organisations, industry and government work together to change the perception of the industry and provide education to not only students, but also their parents and teachers.

Organisational solutions

There are many activities that organisations can undertake to attract, recruit and retain women. This can be broadly categorised into attracting women; and attracting female students.

What is a target?

- A target is a specific measurable objective that is generally set by an organisation with their own timeframe in which to achieve the objective. An example being women to comprise 50 per cent of all new recruits.

To attract women:

- One of the ways in which organisations could increase the proportion of women in their workplaces is to set targets.
- Create programs specifically targeting women for apprenticeship and traineeship opportunities, therefore creating a pipeline of women in traditionally male-dominated roles.
- Organisations that work with contractors on sites and for projects should make diversity expectations of their own workforces clear in contracts and tenders on the site/project. This may be setting targets for the recruitment of women; the design and conditions of the facilities and other requirements necessary for the inclusion of women on-site. Also, training is necessary for supervisors to manage the expectations of every person on-site and to transparently communicate reasons for diversity-related policies and procedures.
- The setting of expectations around the attraction, retention and development of female employees could also be placed in the KPIs of managers and supervisors.
- Reviewing how an organisation's image is projected to ensure gender representation is also important, specifically in traditionally male-dominated occupations.
- Providing flexible work opportunities. The *AWRA Guide to Flexible Work* provides policies and practical support in how to do so.
- Recruiting differently – look at the attributes a person can bring to the role rather than how many years of mining experience they might have.

To attract students:

- Arrange for female role models to visit schools to challenge the perceptions of male-dominated industries, motivate students (boys and girls) and provide a realistic view of the vast number of opportunities available.
- Create work experience and internship opportunities for senior secondary and university students to gain first-hand experience in the sector. There is currently a great deal of focus on students who are undertaking engineering and similar university degrees, however there is not a lot of focus on trades and other non-traditional pathways.
- Provide opportunities to younger students to get a feel for the industry through activities such as AMMA's Resource Kids Connect.
- Provide development opportunities including career development plans, mentoring, sponsorship and/or coaching as well as exposure to site-level operations.

Industry solutions

Some solutions that industry could undertake include:

- Form a group of leaders in the industry to drive commitment to gender diversity and support gender diversity initiatives and industry practices.
- Produce marketing and media campaigns aimed at students, career educators/teachers and parents to provide information about the vast opportunities available and highlight there are opportunities for both men and women.
- Collaborate on new work experience and internship opportunities for senior secondary and university students to gain first-hand experience within the industry.
- Provide opportunities for younger students to get a feel for the industry and the connection between subject studies at school and real-world jobs.
- Administer campaigns that promote the importance and excitement of resources and energy industry employment that would assist in driving young women toward mathematics, science and technology-based careers in the resources and energy industry. Administering such campaigns to school-aged girls from Grade Five (and upward) is likely to have the most effect.
- Implement a national campaign promoting the resources and energy industry as one that welcomes and encourages women participation. This could be industry or organisation-led, highlighting employee initiatives designed to attract women workers, such as the range of career opportunities, flexible work arrangements and career development opportunities.
- Large multinational organisations have some inspiring programs in place. There is an opportunity for small-to-medium companies to work together, either in a regional or sector specific manner, to proactively campaign on gender diversity.
- Organisations and industry could collaborate to develop a strategic approach to engagement with primary and secondary schools, TAFEs and universities.
- Investigate other ways to engage with young girls on industry opportunities outside of school such as Girl Guides.

Government solutions

At the 2014 G20 Summit, the Australian Government committed to reducing gender inequality and providing women with greater employment opportunities. It was agreed to reduce the gap between male and female workforce participation by 25 per cent by 2025 and also boost the collective G20 GDP by two per cent by 2018.

In light of this commitment, it is imperative that the Australian Government, in partnership with employers, works towards viable solutions to increase gender diversity in the resources and energy industry.

This could include:

- Producing marketing campaigns and materials to communicate positive messaging about women's involvement in traditionally male-dominated industries. Examples include posters for schools, an interactive webpage, videos and activity booklets, all aimed at girls and their parents and career educators. This material could be distributed and shared with various industry associations and stakeholders to educate children, parents and schools on STEM roles for girls and women.
- Facilitating educational 'boot camps' similar to those run to promote coding to get school students enthused about STEM roles and career opportunities in traditionally male-dominated industries.

CULTURAL CHANGE

An inclusive organisational culture ensures that regardless of background or gender, the contribution of each employee is equally valued. An inclusive, diverse culture has proven to provide greater results for organisations in the key areas of return on investment, safety and productivity. Diverse boards and executive teams have been found to be more effective than those that are not diverse.

However, despite the published and well-known benefits of diversity and inclusiveness, barriers still exist to increase gender diversity in all levels of male-dominated organisations. The culture of an organisation and the wider industry is commonly raised as the main barrier to gender diversity efforts.

It is difficult to analyse and measure with statistics how the industry is performing in regards to cultural change. However, data regarding appointments, promotions and resignations can provide insight into those areas that require improvement.



Appointments - Mining⁹



Appointments - All industries



Promotions by role - Mining



Promotions by role - All industries



Resignations by role - Mining



Resignations by role - All industries



Source: Workplace Gender Equality Agency, Data Explorer, 2015-2016 and 2016-2017

It's important to ask the question: What are these better-performing gender diversity industries doing that the mining sector isn't?

The data shows that across all industries, 51.4 per cent of all appointments are women, and 47.2 per cent of promotions are women. This contrasts with 20.6 per cent of appointments in mining being women and 20.9 per cent of overall promotions.

There are, however, positive indicators from this data.

The analysis shows that women in mining are being hired (20.6%) at a higher rate than they are resigning (18.7%). It also shows women are being recruited to more management than non-management roles in the industry, contrasting with the 'all industries' data showing women are recruited more actively in non-management roles.

It also provides a strong narrative that while there is a big effort from organisations to increase gender diversity, the status quo remains for attraction and retention.

Employers Leading the Way: Cultural Change



Cultural change is another area where the resources and energy industry is lagging behind other industries, but a few organisations have made great strides in changing their cultures¹⁰.

Alcoa



Catalyst for Change

Alcoa has 13 per cent of its workforce comprising women. To improve this, a program called 'Catalyst for Change' (C4C) has been developed to promote the advancement of women through recruitment, development and retention. This is a call-to-action initiative run across the organisation to improve Alcoa's attraction and retention of women.

Leaders in the organisation are publicly pledging to be a 'Catalyst for Change' by posting pledges on work stations at the refineries, mine sites and head office. This raises awareness of the company's desire to create an environment where talented women are supported to progress through the company ranks.

This initiative was created because Alcoa was not meeting its target of a two per cent increase, year-on-year, of women employees.

After 16 months' of C4C, more female operators are being offered secondments in areas outside of their expertise and putting their hands up for opportunities when they previously lacked the sponsorship and confidence.

The C4C has resulted in real change to the retention and development of the women of Alcoa. Initiatives range from providing women with project lead opportunities to simply being offered flexible arrangements not previously considered.

In 2016, there was a record number of female apprentices employed. In 2016, Alcoa was named an Employer of Choice for Gender Equality by the WGEA.

OZ Minerals



Fostering a diverse workforce

The OZ Minerals 2013 Sustainability Report stated that: "We strongly believe that fostering a diverse workforce results in a better workplace for our employees and leads to a better company overall. Creating and sustaining a positive culture is an important way of supporting our employees that come from different backgrounds".

In 2013, women comprised 23 per cent of the workforce that OZ Minerals directly employed.

An initiative named Leading My Career was offered where high performing women were partnered with a senior mentor, enabling participants to develop crucial skills to further their career goals. The majority of participants moved into more senior roles following the program or widened their job role and increased the visibility of their achievements.

CULTURAL CHANGE

What's next?

Creating an inclusive culture is vital to attract and retain more women in the resources and energy industry. Without extensive cultural change the industry will continue to see low participation rates of women.

As industry leaders realise that creating an inclusive culture is a 'must have' to increase diversity, organisations are increasingly deploying sophisticated diversity and cultural change initiatives.

Organisational solutions

In order to change cultures within an organisation, organisational change processes must occur. This generally comprises:

1. A shared purpose, including a communicated strategy by executive/senior management.
2. Active and visible leadership from the very top of the organisation.
3. Local and accountable sponsorship and leadership (particularly in larger organisations).
4. A comprehensive and systematic approach with a view to long-term sustainable change.
5. Effective program planning and implementation, including clear goals, milestones and deliverables, and specific, measured performance targets.
6. Allocation of adequate resources, including a Program Champion and Program Manager.
7. Regular, clear and influential communication that engages and influences the whole organisation.
8. Appropriate awareness and procedural training of all personnel.

Strategies that assist in both attraction and retention of women;

- Provide visible female role models to attract women to the industry and in turn girls to consider a career in the industry. Use role models to highlight and celebrate organisational cultural values.

Industry solutions

Industry can showcase and support companies that are focusing and making progress on gender diversity, such as those highlighted in the case studies in this report.

By providing platforms, groups and associations, industry can enable organisations to come together to engage, share and provide support. This could also include specialised conferences, or as part of broader industry events.

The creation of a group of industry leaders can demonstrate publicly the industry's commitment to gender diversity, while driving and/or supporting specific gender diversity initiatives and practices.

Government solutions

Government can support and fund industry initiatives to assist their organisations to change their workplace cultures and increase gender diversity. This in turn will assist governments to achieve their workforce participation commitments.

“

In the resources sector, location is a particular barrier that comes to mind. If we continue to apply new ways of thinking to the way we work and overcome those barriers, including through the use of communications technology, there is a massive opportunity to change the way roles are done within an organisation, who can do them and where they do them.”¹¹

Sharon Warburton
Non-Executive Director and Vice Chair, Fortescue Metals Group



WOMEN IN LEADERSHIP

When it comes to women in leadership positions the resources and energy industry is losing out.

This is of great concern not only from an equity perspective but also due to the associated benefits of having diversity in leadership. A recent study found an organisation with 30 per cent female leaders could add up to six percentage points to its net margin¹². Further Catalyst research of Fortune 500 companies demonstrated that companies with the highest proportion of women on their boards performed significantly better than firms with the lowest promotion¹³.

Compared to all industries, the mining industry has a great deal of progress to make in the area of women in leadership, with women comprising just 2.5 per cent of CEOs. There are also large disparities in other levels of leadership as outlined below.

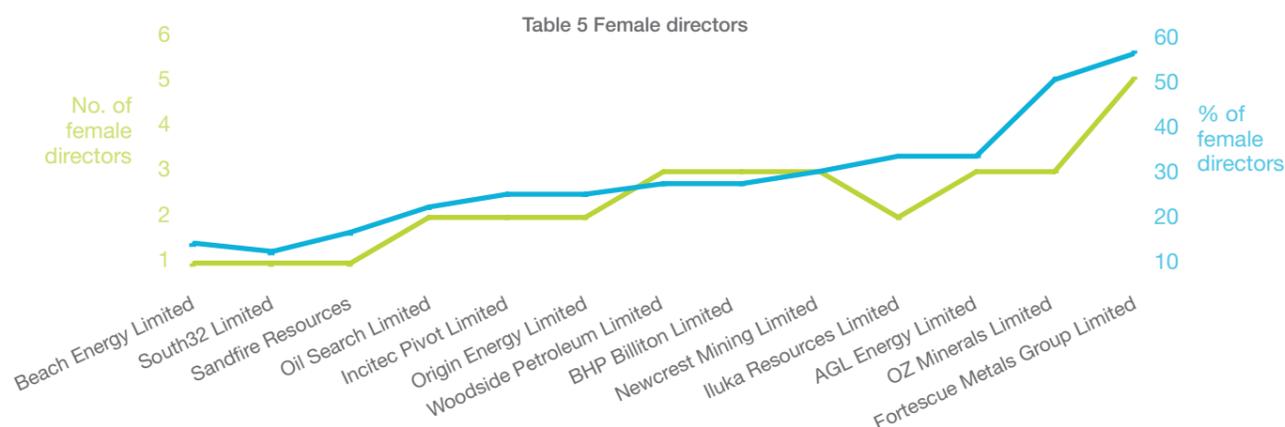


Source: Workplace Gender Equality Agency, Data Explorer, 2015-2016 and 2016-2017

One of the reasons for the lack of women in resource and energy industry leadership positions may be that leaders in this industry traditionally have a background in operations, which may unconsciously exclude women from advancing into leadership positions. Industry and organisations need to examine how they promote their employees and whether this unconsciously biases against women from being promoted.

Conclusion to draw?

Despite the lack of women in leadership positions there has been some progress regarding female board directors on resources and energy company boards. Data from the Australian Institute of Company Directors on ASX 200 companies demonstrates this in the WGEA data - All industries table¹⁴. Further, the below graph shows companies which are members of the 30 per cent Club, meaning they have committed to achieving at least 30 per cent women on their boards by 2018.



Source: 30 per cent by 2018: Gender diversity progress report, June-August 2017, Quarterly Report, Volume 9, AICD

Employers Leading the Way: Women in Leadership

While the resources and energy industry is losing out when it comes to women in leadership positions, there are a number of organisations that are striving to make a difference¹⁵.



Mirvac



50 per cent female directors on the board

Mirvac is only one of a few ASX-200 listed companies to have 50 per cent or more female directors on its board. One of the ways they achieved this was through target setting.

The company originally aimed to achieve 50 per cent women on the board by 2018, and this target was reached in March 2015.

Mirvac found that for target setting to succeed there needed to be top-down support and accountability through reporting progress to management.

Mirvac tracks and reports against the female representation targets on a monthly basis, including the percentage of females at senior management level, management level, in the construction division and in the workplace.

The company also requires 50 per cent of candidates on leadership shortlists to be female, but it's made clear that only viable candidates are included on the shortlist.

The percentage of female applicants shortlisted is also reported in a monthly HR scorecard which goes to the CEO and Managing Director.

BHP Billiton Nickel West



Senior leadership job-share

BHP Billiton Nickel West has successfully implemented the first senior leadership job-sharing role known within a global mining company.

The role is one of 30 senior management positions at Nickel West and is responsible for the finance function of BHP Billiton's nickel assets, including three operating mines, three concentrators, a smelter and a refinery.

The position leads a team of 11 professionals.

Job-sharing in a role such as this is the first of its kind at Nickel West and the broader BHP group. Research and preparation was undertaken to develop a successful model, including a business case supported by a full risk assessment, management of change document and implementation plan.

The initiative creates flexibility, promotes diversity and allows women to continue to advance their careers.

Anglo American¹⁶



Management mentoring program

Anglo American has established a mentoring program to counteract the difficulties faced by women in management ranks.

Mentees were 50 per cent male, 50 per cent female. Each participant was paired with a member of the executive committee.

Each executive mentor took responsibility for meeting with their mentees to discuss the challenges they were facing and share their experiences.

The program was mutually beneficial as senior management gained insight into the experiences and challenges faced by their mentees.

St Barbara



Advancement into management roles

At St Barbara there is a formal process in place to ensure gender bias is not a factor in assessing the performance of male and female employees, including identification of talent.

Leaders who identify key talent must complete unconscious bias training.

Training and development records are analysed to determine the ratio of men and women attending training. An analysis that was recently conducted indicated that a third of those receiving training were female.

Those employees that have been identified for succession are supported in their career development plans. Every year the leadership group meets to discuss the organisation's talent pool to ensure there is gender equity across succession plans.

A target has been set by the company to have at least 25 per cent female participants in any leadership development program.

In 2014 a target was set for 33 per cent of women on the board by 2018. This target was reached on 1 July 2015.

Aurizon



CEO female rotating program

Aurizon's CEO Office Rotation program provides development opportunities for women to work as Associate Executive Officers with the Managing Director and CEO.

The program enables participants to have the opportunity to watch, listen and learn, and undertake work with the CEO in a wide range of areas over a four-month period¹⁷.

WOMEN IN LEADERSHIP

What's next?

The data highlights a lack of women in all levels of leadership in the resources and energy industry.

There are a number of solutions that can be implemented at the organisational level to increase the number of women in leadership positions.

Further, both industry and government can also assist.

Organisational solutions

Organisational strategies to foster greater diversity in leadership positions include better defining leadership profiles, setting measurable targets and providing leadership development opportunities.

Leadership profile

Changing an organisation's leadership profile may involve the following:

- Examine who the current leaders in the different levels of leadership are. In addition to their skills and attributes, how many are woman and are there leaders with culturally diverse backgrounds? These basic questions will provide a picture of an organisation's leadership profile.
- Develop a gender-neutral definition of what leadership looks like. This allows organisations to look at the leadership capabilities and skills that are actually required in the role.
- Train those who determine who is and isn't 'high potential' in unconscious bias.
- Examine whether the current leadership framework is excluding women or others who may not fit into a specific mould. An example may be requiring international experience for promotion. This could inadvertently disadvantage employees who have caring responsibilities and are unable to work overseas. Leadership experience from another industry or a non-traditional management background may be transferable and therefore considered to broaden an organisation's classification of the experience someone must have to lead.

Measurable targets

The importance of setting targets cannot be underestimated. Setting targets will ensure women are participating equally at all points in the development process. In turn, there will be women to promote into leadership positions.

If an organisational culture is not conducive to setting targets, it must determine the organisational values that will assist in developing an inclusive culture.

Leadership development opportunities

It is important to invest in specific development opportunities for women who want to advance into leadership positions or who are considered to be high potential.

While this can sometimes be controversial for a perceived favouring of women in leadership development opportunities, there are important counterarguments to consider:

- The current leadership development processes have not been successful in developing female leaders. The leadership development for women in a traditionally male dominated industry needs to account for this disparity.
- Leadership and developing leadership skills differ in male or female-dominated environments. A 2004 study found that peer-based leadership ratings were negatively linked with interruptive behaviour. However, the same study found that men and women have higher levels of interruptive behaviour when the environment is male-dominated¹⁸.

Development opportunities may include acting in a position, shadowing an existing leader, being mentored by a leader, being sponsored by an existing leader or intensive leadership program experience (delivered internally or externally).

Leadership development opportunities may also look more broadly at the lifespan of a career to ensure women have access to the experiences they need to advance, based on the leadership profile of an organisation.

Once leadership development strategies are in place, it is crucial to continually review and monitor to ensure there is equity throughout the entire process. By examining female representation, promotion and engagement levels, organisations can take action to address any inequality and to ensure that there is a fair representation of women in leadership development opportunities.

- Providing opportunities for women to gain broad operational experience so that leadership development incorporates this exposure.
- Job rotations, intra-company movement and international experience (if applicable).
- Management accountability in the identification, support and providing challenging role opportunities for high potential female talent.
- Development of management's skills in coaching, identifying talent and career development.

Industry solutions

There are many solutions to address the current low levels of female leadership that can be implemented at an industry-wide level. Three examples are:

- Setting culturally acceptable industry benchmarks for the representation of women in leadership positions. A good example (outlined earlier) is the 30 per cent Club which applies a benchmark for women on ASX200 company boards. This can create a sense of healthy competition among companies on diversity performance.
- Industry specific leadership programs can be developed and implemented by industry groups with the aim of assisting women to become executive leaders. This would require input and guidance from companies to ensure any industry initiative adds value.
- Industry can work together to create a future leadership pipeline by supporting primary and high school initiatives, vocational education and university initiatives. While there are many existing programs, there is a gap when it comes to promoting executive leadership roles.

Government solutions

Using quotas is one method that government could explore to increase women in leadership. Quotas should be specific, time-bound measurable objectives, often utilising penalties for failing to meet them, enforced by an external body or agency.

While this should be a final resort for this problem, failing solutions at the organisational and industry levels, such quotas have been successful elsewhere.

For example, Italy established a quota law in 2011 that requires at least 33 per cent of men and women on listed and state-owned company boards of three members or more. Penalties for failing to do this can include warnings, fines and forfeiture of board members positions¹⁹.

Locally, the Australian Government has committed to a gender diversity quota of women holding 50 per cent of public sector board positions. Named the *Boardlinks Programme*, this has been successful in assisting women who are seeking appointment to government boards.

The Australian Government is further leading by example by having a 50/50 gender balance at all leadership levels in the Australian Public Service.

Women now represent 43 per cent of the ongoing Senior Executive Service employees and just over 41 per cent of all Australian government board members.



The battle for the boardroom is pretty much won when it comes to gender. I don't think there is a board of an ASX 200 company that is not thinking more about the need for higher participation of female directors and senior executives²⁰.

Diane Smith-Gander
Immediate Past President of Chief Executive Women and Resource and Energy Industry Non-Executive Director

PAY EQUITY

The resources and energy industry may be 'lagging' or 'losing out' in many gender diversity areas, but in pay equity the industry is 'leading' the way.

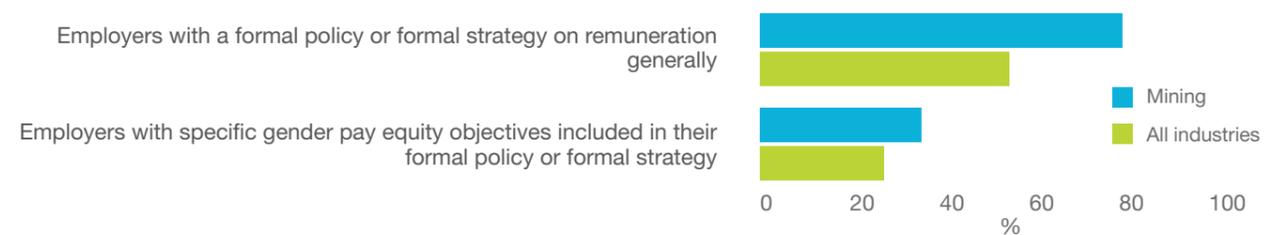
Across all industries, the total remuneration gender pay gap for full-time employees is 25.4 per cent.

In contrast, the total remuneration gender pay gap is just 14.5 per cent for full-time employees in the resources and energy industry²¹.

The following tables provide a comparison between the resources and energy industry (recorded as 'mining' in the data collection) and the all industries average.

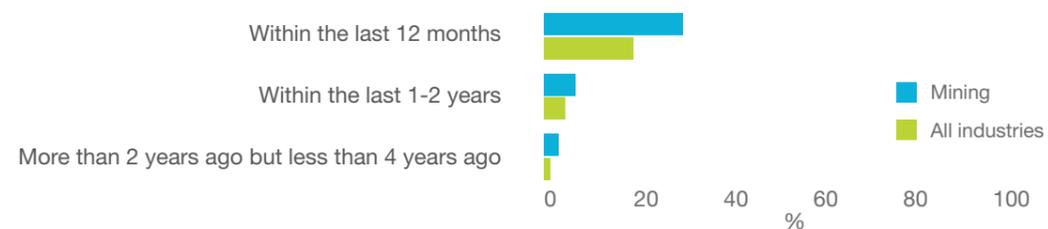


Employer action on pay equity



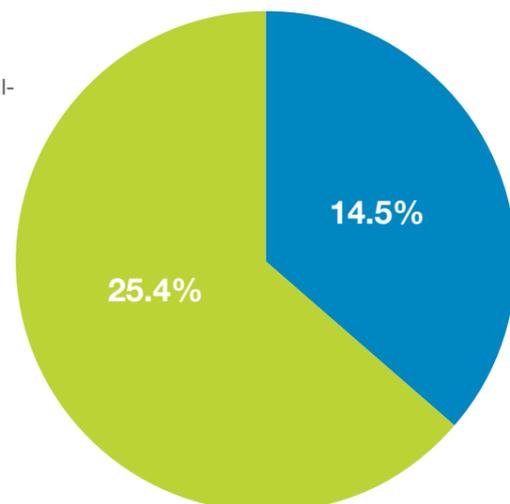
Source: Workplace Gender Equality Agency, Data Explorer, 2016-2017

Employers that have conducted a remuneration gap analysis



Source: Workplace Gender Equality Agency, Data Explorer, 2016-2017

Across all industries, the total remuneration gender pay gap for full-time employees is 25.4 per cent.



In contrast, the total remuneration gender pay gap is just 14.5 per cent for full-time employees in the resources and energy industry.

Source: Workplace Gender Equality Agency, Data Explorer, 2016-2017

Employers which took the following action as a result of conducting a remuneration pay gap analysis



Source: Workplace Gender Equality Agency, Data Explorer, 2016-2017



A gender pay gap is the difference between women's and men's earnings, expressed as a percentage of men's earnings."

The Workplace Gender Equality Agency²²

Employers Leading the Way: Pay Equity

As a whole the resources and energy industry is leading the way on pay equity. The following companies provide stellar examples of best practice and innovation to combat the gender pay gap in their workplaces²³.



St Barbara



Reducing the gender pay gap

St Barbara is one of three mining organisations to achieve a Workplace Gender Equality Agency 'Employer of Choice for Gender Equality' citation, and has done for three consecutive years.

St Barbara has implemented a systematic and sustainable approach to reducing its overall organisation gender pay gap.

In 2007, the human resources practices at St Barbara were transactional, consisting mostly of recruitment with no linkage to the business strategy. A remuneration strategy did not exist and the overall organisation gender pay gap was 43 per cent.

The company now has an established People Strategy with policy and guidelines supporting gender equality. The overall organisation gender pay gap is analysed on a monthly basis and has reduced to 14 per cent as at 30 June 2017 with 0 per cent pay gap for like-for-like roles.

St Barbara has maintained a nil gender pay gap for 'like-for-like' roles continuously since at least 2013.

As the overall pay gap has remained relatively steady over the past few years, the focus is now on increasing the number of women in professional and leadership roles to help address the issue.

Shell Australia



Eliminating the gender pay gap

Just four years into enacting a strategy, Shell Australia has eliminated the gender pay gap in its workforce.

Shell annually conducts a gender pay gap review and sets corresponding measurable targets. The company publically announced that it believes pay equity helps create a workplace where everyone feels respected and treated fairly, which will result in a more trusting, productive and harmonious workplace culture.



There are some areas where the mining industry is leading the charge on gender equality. Women in mining can expect a better paid parental leave scheme than employees in other sectors²⁴.

WGEA, Gender equality spotlight: Mining

What's next?

The *Gender Equity Insights – Inside Australia's Pay Gap 2016* report states that gender pay gaps “signal inequity in a society that has been built on the concept of a ‘fair go’”. They result in poorer outcomes for women in terms of economic and personal freedoms. They impair and stunt economic growth for nations looking to remain competitive on a global scale. Furthermore, they represent a lost opportunity in human capital investment and potential²⁵.”

This is an area of workplace gender diversity where the resources and energy industry is using its analytical and process-driven approach to produce results.

However, while the resources and energy industry is in front of Australia's all industries results, a gender pay gap persists and more needs to be done to improve employment equity outcomes for women.

Organisational solutions

Unintended biases exist in hiring, promotion, performance and decision-making that directly affect remuneration. These biases may lead to incidences of pay inequity within an organisation.

A common and successful solution is to undertake a pay equity audit and develop an action plan to resolve. Organisations should also undertake regular remuneration reviews to identify any like-for-like pay discrepancies. This refers to when a man and a woman are employed to do the same level of work but are paid differently. Employers who are upfront about the process and their desire to correct any pay discrepancies send their employees a strong message that they value diversity and are committed to creating an inclusive culture.

While this solution seems straightforward, the development, management and implementation is not. Many organisations report they resolved gender pay gaps in one year, only to find that in the following years it creeps back due to difficulties in managing the ongoing performance of pay equity strategies. It is well known that gaps in experience, due to extended periods of work absences, affects pay equity as women more commonly take primary caring responsibilities. Industry has set about solving the symptoms of the issue via pay equity interventions.

Further, more resources and energy industry employers have taken active steps to provide training and recruit more women to higher paid on-site roles. Regardless of the occupational group, building a pipeline of women to occupy leadership roles will also contribute to a reduction in the pay gap.

Unconscious bias can also lead to pay inequality. This is when women are overlooked for recruitment or promotion opportunities because of the incorrect and ingrained beliefs about women performing in certain roles. Organisations can benefit from providing unconscious bias training for leaders and recruiters.

Recently some organisations in the resources and energy industry have taken an alternative approach by addressing the cause of the symptom: the cultural and traditional inequity in who assumes caring responsibilities. An example is providing increased paternity leave benefits for the non-child bearing parent when their child-bearing partner returns to full-time work.

Industry solutions

Industry can collaborate to collect and share valuable data for smaller organisations who are exempt from Workplace Gender Equality Agency (WGEA) reporting. Employers with less than 100 employees would benefit from this data, without having a legislated requirement to strictly adhere to.

Sharing best-practice and practical examples is important to demonstrate the way in which this can successfully be done.

Industry can also use its leadership platform to publically declare that the gender pay gap is unacceptable. This leadership position would ensure the resources and energy industry develops a reputation for not accepting this inequity. This would ensure that through organisational efforts, the data demonstrates that this is an area where action meets rhetoric.

Government solutions

The government provides assistance through data collection, reporting and education, via the WGEA.

This support could be extended to provide voluntary reporting specific to industry sub sectors to provide organisations of all sizes and reporting obligations this support, regardless of their size and reporting obligations.

WORKFORCE FLEXIBILITY

Providing flexibility on where, when and how work is done is now an imperative for workforce participation for both men and women of all ages²⁶. While such arrangements can undeniably offer employees the ability to balance their work-life responsibilities and goals, they can also provide employers with greater flexibility in meeting changing operational needs.

Of course if employers are able to be more flexible in when and where employees undertake certain tasks, this can help attract a greater number of skilled and talented employees during the recruitment process and help reduce staff turnover in the long term.

As just one example, employing two people to job-share one role means an organisation is acquiring two unique sets of skills, experiences and perspectives that can drive workplace innovations and productivity initiatives.

However, flexible work can be a challenge in the resources and energy industry due to much of the work being undertaken on remote sites where projects operate on a 24-hour basis, with strict health and safety rules that require more rigid employee movements.



In the mining industry Across all industries



45.2%
22.2%

54.2%
23.2%

have a flexible working arrangement policy
have a strategy

Source: Workplace Gender Equality Agency, Data Explorer, 2016-2017

Despite these challenges, the industry is evolving and there are now a broader range of ways in which to work. For example, the onset of new technology innovations is seeing a greater demand for skills at remote operating centres within corporate headquarters and other metropolitan locations. This isn't to say that flexible work arrangements are unachievable in remote or other fly-in, fly-out (FIFO) locations. While each workplace and organisation is unique and needs to be assessed on their individual requirements, often how well an employer is able to leverage flexible work options to their advantage, ultimately comes to down to culture, leadership and thinking outside the traditional paradigm of work.

However, as can be seen from the below statistics, the mining industry is lagging in the flexible work that is offered, compared to all industries.



Source: Workplace Gender Equality Agency, Data Explorer, 2016-2017

Further, in relation to the uptake 28 per cent of women work part-time compared to just four per cent of men that work part-time²⁷.

While flexible working arrangements are lagging in the resources and energy industry, it is positive to note that when it comes to offering paid parental leave, the resources and energy industry is ahead of all other industries in the majority of categories. Further, the average primary carer's leave offered in mining is 11.8 weeks compared to 10.0 across all industries.



Source: Workplace Gender Equality Agency, Data Explorer, 2016-2017

Employers Leading the Way: Workplace Flexibility



The resources and energy industry is lagging on workplace flexibility, however a number of organisations have implemented initiatives that are beneficial to their employees and setting strong examples for others to follow²⁸.

Aurizon



Shared Care

In 2016 Aurizon implemented a 'Shared Care' initiative. 'Shared Care' provides greater choice for families considering child-care options for their child in the first year, where at least one partner works for Aurizon.

The initiative provides a financial incentive based on 'half-pay' for a partner working at Aurizon to take a leave of absence to stay at home and care for their child in their first year, allowing the mother to return to work full-time with their employer; and Pay at 150 per cent of the wage for the mother returning to work full-time at Aurizon if her partner takes leave without pay from their employer to look after the child.

It is aimed at redressing existing inequality. This is going some way to equalizing caring responsibilities and their impacts. 'Shared Care' is inclusive of all families, including same sex couples and single parents and is available to birth and adoptive parents.

GHD



Normalising flexibility

Male employees at GHD are now seeking flexible arrangements on a regular basis to study, undertake family and caring obligations and other commitments outside of work.

It comes as a result of GHD realising that a key factor in hiring and retaining more women would involve more than just offering flexible work: it needed to normalise flexibility to the point where both male and female employees used it regularly.

Flexibility is also a key component of GHD's gender equality initiatives, and is already seeing results. In the 12 months to December 2016, GHD's proportion of women in its leadership team grew 16 per cent to 36 per cent, with 40 per cent of all new starters now being female.

Acknowledging that normalising flexible work is largely dependent on the example set by company executives, the CEO and the senior leadership team are conscious to work flexibly on a regular basis.

Encouraging male employees to work flexibly was also a crucial part of the process for GHD, to stop the practice being perceived as a 'women's issue'.

Newmont Mining Corporation



Boddington Hot Seaters Program

Newmont's Hot Seaters program trains and employs local parents to relieve full-time operators at Newmont's Boddington gold mine between 9am and 2pm (in-between school drop off and pick up). 'Hot seating' is when employees change equipment as quickly and safely as possible.

The Hot Seaters program covered the production downtime during the breaks of full-time equipment operators with an estimated 120 to 160 hours of equipment operational time gained, dramatically increasing production.

The move to employ locals won Newmont the Chamber of Minerals and Energy WA's (CMEWA) '2012 Outstanding Company Initiative' award and the Australian Mines and Metals Association's (AMMA) '2012 Innovation in Training and Development' award.

Caltex



BabyCare

Caltex has a BabyCare initiative, which includes a three per cent bonus paid each quarter to a primary care giver once they return to work up until their child's second birthday to help offset additional costs, in particular childcare.

Among other incentives is Emergency Baby Care - designed for instances where a parent may need urgent care in order to get the job done.

Specialist services are also offered to help returning parent's source child care options, including a Parent's Transition group providing employees with the opportunity to connect with other parents, grandparents, parents-to-be and network, share, discuss key topics of interest and hear from relevant guest speakers.

Additionally, employees are given 10 Keeping in Touch days (paid work days) per year to attend any key meetings, workshops or training sessions during their parental leave.

As a result, a 25 per cent increase in the number of women successfully transitioning back to work and developing their careers after having a baby was recorded in the first year of the Babycare package, while the retention rate has stayed at or close to 100 per cent subsequently.

Mirvac



Flexible work outcomes

Mirvac's flexible work policy allows an employee to request various flexible work arrangements. For example, a number of employees have agreements that allow them to work from home.

Mirvac attributes its flexible work policy to a reduction in workforce turnover from 43 per cent in 2010 to 29 per cent.

Mirvac also signed up to the Workplace Gender Equality Agency's (WGEA) Equilibrium Man program. Launched in 2015, the Equilibrium Man program promotes flexibility for men and highlights the stories of a number of men across Australia as they transition to working flexibly in order to achieve equilibrium in their lives.

Mirvac has publically stated that workplace flexibility is a strategic imperative for their organisations and not just a 'working mother's problem'.

WORKFORCE FLEXIBILITY

What's next?

Organisational solutions

The following are some ways that organisations can successfully implement flexibility:

- Ensuring flexible working arrangements are sustainable comes down to choosing the right type of arrangement for the workplace, people and organisational culture.
- Evaluate programs on a regular basis with continuous improvement to ensure evolving business and employee needs are met. This also needs to be clearly communicated to all employees so they understand why some staff work flexibly.
- Best practice employers also have processes in place to ensure their flexible work options meet all legislative requirements, are non-discriminatory and address the objectives and requirements of both the business and its employees.
- To change the way that flexibility is perceived it is imperative that men, and in particular male leaders, get involved and demonstrate flexibility in order to normalise it.
- Have infrastructure within your organisation that enables people to work flexibly where they can. This includes technology, education and ongoing communication.

Industry solutions

The resources and energy industry, through associations such as AMMA, provide education to organisations on flexibility. They can also promote and focus on the work that is being done by showcasing case studies on organisations who have undertaken flexibility initiatives.

Government solutions

The government can assist by providing high-quality, accessible and affordable childcare to enable parents to return to work after having children and to stay in the workplace. Childcare, plus flexibility from an organisation, is found to keep employees in the workforce.



The resources and energy industry is very diverse and traditionally has involved many different modes of work, but technological advancements are seeing the industry even further able to modernise and meet the evolving needs of the modern-day Australian. Flexibility is highly valued and sought after by workers of all ages. Individuals are demanding greater choice and flexibility.”

AMMA Future of Work submission²⁹



CONCLUSION

While the industry has evolved immensely since 2012, there is still a long way to go in increasing the participation of women in the Australian resources and energy industry to acceptable levels. The participation rate of 14 per cent is one of the lowest of any industry in Australia.

While the industry is leading when it comes to pay equity, it is unfortunately lagging when it comes to workplace flexibility and cultural change. Sadly, the industry is completely losing out when it comes to workforce participation and women in leadership.

This report has provided an analysis of the key issues and performance, and an outline of the strategies that organisations, the industry and the government can implement to progress workforce participation of women in the resources and energy industry.

While the reality is the resources and energy industry remains male-dominated, there are many positive initiatives and developments on gender diversity happening, evidenced by those organisations implementing proactive strategies.

This has highlighted the need for employers to ramp up efforts to attract and retain women in traditionally male-dominated technical and site-based roles.

It remains a challenge, but AWRA believes further improvement and progress can and will be achieved through the direct and innovative workforce strategies of employers, and collaboration with government and industry.



Appendix 1

Companies encouraging female STEM participation

Rio Tinto



Girls in Engineering

Girls in Engineering (GiE) is a joint initiative between Rio Tinto Iron Ore and the University of Western Australia.

GiE engages secondary school girls in science and engineering to inspire a career path in engineering.

The program consists of in-school visits and on-campus events allowing students to participate in hands-on activities to raise awareness of what engineering is, and to reinforce their own capabilities.

Female Rio Tinto employees act as role models in the initiative and show how female engineers can have a career in the resources and energy industry.

Instead of focusing on why women don't choose engineering, the GiE program focuses on why women do choose engineering and how this career choice can make a positive change to the world.

BHP Billiton



Foundation and ChooseMaths

The Australian Mathematical Sciences Institute (AMSI) and the BHP Billiton Foundation are empowering Australian students to pursue mathematics through their five-year national program, ChooseMaths.

The program aims to turn around public perception of mathematics and will contribute to the health of the mathematics pipeline in Australia from school through to university, and out to industry and the workplace.

ChooseMaths will work with students, parents and teachers over five years to turn around community attitude to participation in mathematics, especially for girls and young women.

ConocoPhillips



ConocoPhillips Science Experience

The ConocoPhillips Science Experience is a fun three to four days of science activities for Year 9 and 10 students.

Taking place in more than 35 universities and other tertiary institutions, the program provides students with an opportunity to engage in a wide range of science activities under the guidance of scientists.

Students perform experiments in laboratories, meet and hear senior lecturers, attend site visits and experience campus life of a university or tertiary institution.

The program also provides information about further studies in science, technology and engineering. It highlights the wide range of careers that allow students to pursue their interest and abilities in the sciences.

Shell



Questacon Science Circus

Shell has a Questacon Science Circus featuring presentations of science, presented by science graduates in towns and schools across regional Australia.

The Circus features in-school show performances, teacher professional development workshops, a travelling science centre for the community and beyond school events for senior secondary students.

The program aims to inspire young people to value and engage in STEM.

Appendix 2

Awards and Recognition in Support of Gender Diversity

Australian Women in Resources Alliance (AWRA) Award

The AWRA Award annually recognises an organisation that has developed outstanding and/or innovative strategies to increase the attraction and retention of female workers. The winner of the award will have implemented workplace initiatives and practices that directly enhance the success of the organisation.

Submissions are required and ask the applicant to demonstrate the opportunity/challenge identified by the organisation; how the organisation developed and implemented the solution and also the outcomes and success metrics.

Workplace Gender Equality Agency Employer of Choice for Gender Equality

The WGEA Employer of Choice for Gender Equality (EOCGE) citation is designed to encourage, recognise and promote active commitment to achieving gender equality in Australian workplaces.

Commencing in 2014, the new EOCGE citation is strategically aligned with the Workplace Gender Equality Act 2012 (Act), reflecting the change in focus of the legislation to promote and improve gender equality for both women and men, while recognising the historically disadvantaged position of women in the workplace. The EOCGE citation is a leading practice recognition program that is separate to compliance with the Act.

Women in NSW Mining Awards – Excellence in NSW Company Programs and Performance

As well as awards for individual women the Women in NSW Mining Awards recognises a resources and energy company/ subsidiary that has shown excellence and innovation in gender diversity programs and also demonstrated outstanding performance in increasing the proportion of women in their workplaces. They also provide that companies who have shown increases in the proportion of women in non-traditional roles, such as senior management, engineering, sciences, operators and trades are particularly highly regarded.

Resources Awards for Women – Queensland – Best Company Initiative Award

The Resources Awards for Women (RAW) acknowledge and promote the contribution and achievements of women in the minerals and energy sectors while advocating the industry as a career option for women, and provide female role models and ambassadors for the sector.

They are presented at the Queensland Resources Council's annual International Women's Day Breakfast, which provides a flagship networking opportunity for women in the industry. The awards are run in association with Women in Mining and Resources Queensland (WIMARQ).

The Chamber of Minerals and Energy WA (CMEWA) Women in Resources Awards - Outstanding Company Initiative

Established in 2010, the Women in Resources Awards (WIRA) recognise individuals and organisations working to build a world-class industry, which provides attractive career opportunities and enhances the recognition and participation of women in the sector.

The Outstanding Company Initiative Award acknowledges a company that has implemented an innovative initiative which demonstrates successful attraction, retention and/or promotion of women in the resource industry. The company initiative must demonstrate strategies and measurable outcomes that increase the attraction, retention and promotion of women in the WA resources sector. The initiative must have been in place for a minimum of 12 months.

AHRI Diversity Awards

The annual AHRI Awards celebrate HR excellence by selecting the best in the HR profession through a rigorous judging process. Award categories include: Inclusion and diversity, innovation and creativity, disability employment and HR technology.

- The AHRI CEO Diversity Champion Award recognises CEOs who empower employees and role model excellence in workforce diversity.
- The AHRI HR Diversity Champion Award recognises HR Professionals who empower employees and role model excellence in workforce diversity.
- The Dame Quentin Bryce AD CVO Award for Gender Equity in the Workplace recognises excellence in gender equity initiatives and programs in the workplace.

Appendix 3

Data Collection

The importance of data collection in the resources and energy industry cannot be undervalued. The industry is data-driven, however, there are limitations with data collecting as an accessible, reliable and comprehensive data set is still not available for the resources and energy industry. Unfortunately, having this is critical in being able to design evidence-based and responsive policy, as well as monitoring and evaluating outcomes of diversity initiatives. This lack of quality information is an obstacle that AWRA has identified since its foundation.

The primary data sources currently available to provide insight into the industry are the Australian Bureau of Statistics (ABS), the Workplace Gender Equality Agency (WGEA) and the Australian Stock Exchange (ASX). The first two data sources use the Australian and New Zealand Standard Industrial Classification (ANZSIC) 2006, and classify what is generally known as the resource industry as 'Mining'. The latter uses the Global Industry Classification Standard (GICS), which encompasses resource industry organisations in the categories of 'Materials' and 'Energy'. Where this report refers to data provided by these sources, the corresponding terms will be used.

Industry-wide trends are difficult to derive from the available data due to the fact that:

- The ASX reporting obligations only apply to publicly listed entities.
- The WGEA data is based on organisations that are over 100 employees only and doesn't account for smaller organisations.

While additional data is available from ad hoc research initiatives, its validity for wider application is typically limited by the small sample size of such studies, and the fact they typically provide a 'snapshot' at one point in time, representing a narrow industry sub-sector or a specific organisation.

Data has also been collected by national and state industry groups, but again is limited to the membership base of the group and does not necessarily provide a representative data set.

It is important to note these limitations for data-heavy reports such as this one.

ANZSIC 2006 Definition

According to ANZSIC, the Mining division includes units that mainly extract:

- naturally occurring mineral solids, such as coal and ores;
- liquid minerals, such as crude petroleum; and
- gases, such as natural gas.

The term mining is used in the broad sense to include:

- underground or open cut mining;
- dredging;
- quarrying;
- well operations or evaporation pans;
- recovery from ore dumps or tailing
- beneficiation activities (i.e preparing e.g. crushing, screening, washing and flotation) and
- other preparation work customarily performed at the mine site, or as a part of mining activity.

The Mining division distinguishes two basic activities:

- Mine operation includes units operating mines, quarries, or oil and gas wells on their own account, or for others on a contract or fee basis, as well as mining sites under development.
- Mining support activities include units that perform mining services on a contract or fee basis, and exploration (except geophysical surveying).

This traditional ANZSIC view of mining does not include industries which provide mining-related activities and services reflecting the broader view of the industry. The view also excludes mining-related activities in industries such as manufacturing, construction, transport and storage, property and business services and electricity and gas.

Global Industry Classification Standard (GICS)

The GICS Energy Sector comprises companies whose business is

- companies whose businesses are dominated by either the construction or provision of oil rigs, drilling equipment and other energy related service and equipment, including seismic data collection, and;
- companies engaged in the exploration, production, marketing, refining and/or transportation of oil and gas products, coal and other consumable fuels.

The GICS Materials Sector encompasses a wide range of commodity-related manufacturing industries. Included in this sector are companies that manufacture chemicals, construction materials, glass, paper, forest products and relate packaging products, and metals, minerals and mining companies, including producers of steel.

Industry/Organisational Data Collection

In a data-driven industry, leaders are less likely to implement change without hard evidence that supports the case for gender diversity improvements.

Consistent data set around policies, processes and ground-level diversity programs among employers will enable gender diversity outcomes to be tracked, analysed and evaluated for improvement.

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End notes

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