

MCA WORKFORCE GENDER DIVERSITY REVIEW

WHITE PAPER

“It’s Not Just a Program”

June 2013



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INTRODUCTION

Industry performance – gender diversity in the mining industry

A story of historical female under-representation

Gender diversity in mining has historically been a story of female underrepresentation, with some encouraging but slowly developing signs of improvement in recent years.

Women are underrepresented in the mining industry, particularly in management and on-site occupations. Originally, this was enforced by both regulation and custom, with remnants of the latter receding but still in evidence.

While overall numbers of women have increased markedly in recent years, the ratio of female participation has not. Since 1998, the female participation in the mining workforce has risen from 11 per cent to 14 per cent¹, according to ABS data – in between, it has tended to rise and fall in line with economic cycles.

Table 1: Summary of female employee representation and type within Agency reporting organisations, and reporting organisation data, 2012

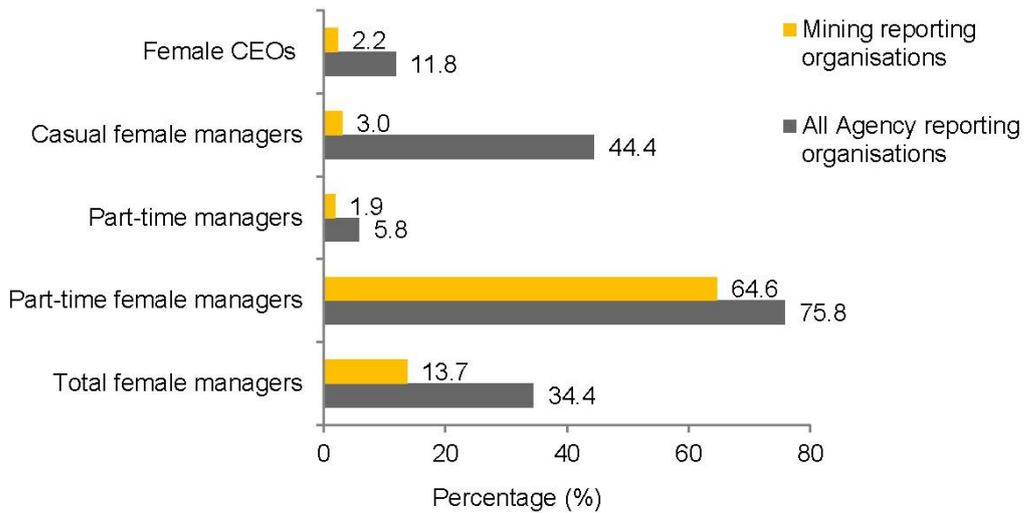
	Mining number	Mining %	All Agency reporting orgs %	Comparison: all reporting orgs with mining
Organisations reporting to Agency	89	3.2	100.0	
Employees in reporting organisations	136,994	4.7	100.0	
Female employees (total)	23,250	17.0	47.7	↓
Full-time female employees	20,543	15.6	35.1	↓
Part-time female employees	1,810	76.3	75.4	↑
Casual female employees	897	29.9	57.1	↓
Female managers (total)	1,374	13.7	34.4	↓
Part-time female managers	124	64.6	75.8	↓
Casual female managers	1	3.0	44.4	↓
Female CEOs	2	2.2	11.8	↓

Organisations within the mining industry made up 3.2% of all organisations reporting to the Agency in the 2012¹¹ reporting period (Table 1).

Industry Snapshots: Mining, Workplace Gender Equality Agency, 2012

Workplace Gender Equality Agency (WGEA) data above shows that the female participation ratio to be slightly higher (17 per cent), although this data does not cover Small to Medium Enterprises (SMEs) in the sector (WGEA only regulates companies of over 100 employees). However, women are underrepresented in mining *vis a vis* all industries across most measured categories, particularly in the CEO and managerial ranks.

Figure 3: Female CEO and managerial representation



Source: Agency reporting data from compliant organisations, 2012

Industry Snapshots: Mining, Workplace Gender Equality Agency, 2012

An historical analysis of women’s representation in various roles in companies reporting to WGEA’s predecessor agency EOWA in 2006 and 2010 shows an improvement in all roles, including Administration, Management and above, Professionals and Operators, but a slight drop in Executives and Directors².

Female representation in the top five mining industry occupations varies, with low representation among metal fitters and machinists (0.6 per cent) to a relatively high representation across truck drivers (20.4 per cent).

Table 4: Top five occupations in the mining industry

Occupation	Total number	Number of females	Number of males	Female %	Male %
Drillers, miners and shot firers	39,283	2,299	36,984	5.9	94.1
Metal fitters and machinists	14,575	90	14,485	0.6	99.4
Other building and engineering technicians	8,369	766	7,603	9.2	90.8
Truck drivers	7,305	1,488	5,817	20.4	79.6
Electricians	5,503	102	5,401	1.9	98.1

Source: This table is based on ABS Census 2011, ‘Australia (Statistical Local Area), Occupation by Sex and Industry of Employment’, and is not directly comparable with the Agency reporting organisations.

Industry Snapshots: Mining, Workplace Gender Equality Agency, 2012

It has been observed that underground mining has been a particular problem area for the recruitment of women because women were not allowed underground until the 1980s under legislation:

“Open cut mines tend to have a large female presence across all types of positions. In underground mining, there are not many women”.³

With slow, but promising signs of improvement

In the Curtin research conducted in 2011 and 2012 that aims to assess the progress of the 2007 Unearthing New Resources Report, a recurring theme amongst the recruiters interviewed was that most employers are asking them to find women candidates to fill their roles. One interviewee, who had been in recruitment for 40 years, noted the changing trends in recruitment of women:

"In 1971, there were no females applying for jobs. In the last 10 years, there has been an increasing preference for women".

Whilst responses to the Curtin University study⁴ indicated that some companies appeared keen to improve their gender statistics because of external pressures, the recruiters interviewed indicated that now many companies indicated a preference to employ women. A range of reasons for this preference for women were revealed. For example, some generally believe that women bring a greater breadth of views to the agenda, whilst others believe that women may work harder and are more effective and efficient:

"Clients proactively want to recruit women because of the gender balance they bring. This isn't about wanting to improve their statistics, but recognising that women bring diverse perspectives that are valuable"⁵

UQ research reports, in part, higher levels of career satisfaction in the mining industry among surveyed women than men⁶.

There is also a strong acknowledgment in the Curtin and UQ research that the lack of part-time work options, the "maternal wall" career dip for returning mothers and the trend towards FIFO are limiting female career progress.

One area in which the mining industry has demonstrated excellent progress is the provision of parental leave support frameworks. Although encouraged by Governmental legislative changes, the companies in many instances have gone 'beyond compliance' and independently recognised that paid parental leave is a key mechanism for supporting a diverse workforce and enabling higher engagement and participation of women in the workforce.

On a summary of paid parental leave results compiled by the WGEA, 61.8 per cent of mining companies offering paid maternity leave over an average duration of 12.1 weeks versus 51.7 per cent of companies across all industries across an average duration of 9.7 weeks.⁷

Table 5: Summary of paid parental leave survey results, 2012

WGEA survey results	Mining	All Agency reporting orgs	Comparison: all reporting orgs with mining
Provide paid maternity leave (%)	61.8	51.7	↑
Average duration (weeks)	12.1	9.7	↑
Plan to introduce paid maternity leave in the next 12 months, if not currently offered (%)	23.1	5.1	↑
Provide paid paternity leave (%)	45.6	38.1	↑
Average duration (weeks)	1.4	1.6	↓
Plans to introduce paid paternity leave in the next 12 months, if not currently offered (%)	18.9	6.1	↑

⁷'Male dominated industries lead the way on parental leave', Workplace Gender Equality Agency, February 2013

The Business Case for Gender Diversity

Expanding the skilled labour pool

Uncertainty surrounding an adequate supply of skills has created a sub-optimal investment climate for the mining sector. National skills shortages artificially push up wages and unnecessarily raise business costs.

While current industry uncertainty is making predictions difficult, on current medium term trends, Australia will not be able to supply sufficient technicians, geologists, mining engineers or other related skills to meet immediate industry needs. New graduates in geoscience between 2010 and 2015 are forecast to meet less than 20 per cent of new and replacement demand. In mining engineering, the figure is 40 per cent.⁸

It is economically sound to expand the labour pool by tapping into underrepresented groups such as female and indigenous workers, particularly in occupations where skills shortages exist. To facilitate and complement this, there is also a need to attract men who want to work with women.

This is strongly acknowledged at the company level. For example, Anglo American puts forward a business case that seeks “to grow the resourcing pool rather than fishing it dry”. This is underpinned by the observation that “Resourcing our requirements from the very competitive and limited Queensland underground coal mining pool is impossible”⁹.

The quest for productivity and innovation

The Grattan Institute Report ‘*Game-changers: Economic reform priorities for Australia*’¹⁰ indicates that there are three big three reforms, that could each increase the size of the Australian economy by around \$25 billion —more than one per cent of Australian GDP, having a marked impact on prosperity:

- Tax mix reform
- Older people’s workforce participation, and
- Female workforce participation

The International Equity Benchmarking Project initiated by the University of Queensland found that women generally outperformed men in engineering tertiary studies.¹¹

Increasing women’s participation reduces the cost of asset depreciation and the financial costs associated with workplace accidents. The Chamber of Minerals & Energy Western Australia reported:

*‘...when women are part of the workforce at mine sites, better care is taken of the equipment; there are improved workplace relations through the moderating impact of soft skills such as negotiation... the overall safety record has... (improved).’*¹²

Teams with gender diversity have been shown to lead to improved, more creative decision-making and higher levels of innovation, according to findings by The Chamber of Minerals & Energy Western Australia and Anita Borg Institute for Women & Technology. ASX500 companies with women directors delivered significantly higher return on equity, operating result (EBIT) and stock price growth (McKinsey & Co, The Reibey Institute).¹³

It is also widely acknowledged that Australia needs to lift its productivity – the mining industry is no exception, with its competitive position declining in recent years relative to international competitors, with all but the established Pilbara mines falling below global cost-competitiveness benchmarks.¹⁴

A key reason for this is increasing labour costs as a result of skills shortages, resulting intense competition for labour and union/government third-party interference in the workplace. Although it has eased somewhat over the past year, labour turnover has also been an issue affecting industry costs and productivity.

One key to reducing turnover and increasing productivity is an engaged workforce. Organisations with 'engaged' employees are likely to have much higher levels of productivity and profitability. Engaged employees are committed to quality and customer service and they attack their work with commitment and dedication. Potentially, they demonstrate better safety records and greater employment stability.¹⁵

A culture inclusive of women is consistent with the notion of an engaged workforce. Anglo American, the subject of a case study later in the paper, observes that "Diversity for the Metallurgical Coal business is creating an inclusive culture which embraces all employees" – it is not "singling out" any particular group, but "doing all we can to include all people... If we get that right, we double the size of our potential talent pool in one swoop and ultimately create a higher performing organisation".¹⁶

Female leadership – boards

The Australian Institute of Company Directors cites a survey of 624 directors of mostly Canadian organisations, that found women's ability to make fair decisions when competing interests are at stake makes them better corporate leaders¹⁷.

The study "Why women make better directors" shows that companies with women directors record better results, with companies with at least one female director 20 per cent less likely to file.

The researchers found that male directors tend to make decisions using rules, regulations and traditional ways of business or getting along while, in contrast, female directors are less constrained by these parameters and more inclined to question assumptions.

Female directors, by contrast, are more inquisitive and see more possible solutions, a positive when directors are compelled to take into account the viewpoints of multiple stakeholders.

Women also tend to use cooperation, collaboration and consensus building more often and more effectively.

Government Response

While not aimed at the mining industry in particular, the Commonwealth Government has made legislative attempts to combat discrimination and harassment and address issues around flexibility at work. These have, in part, been supplemented by various State Acts.

Sex Discrimination Act 1984

The SDA prohibits discrimination on the basis of sex, marital status, pregnancy and sexual harassment. Breastfeeding and limited family responsibilities grounds were subsequent inclusions. The areas such discrimination are prohibited include areas of employment including selection, education, the provision of goods and services, accommodation, government employment, and clubs. Discrimination can occur indirectly and directly: indirect discrimination occurs when a requirement, rule, policy, practice or procedure that appears to treat everyone the same has an unfair effect on particular individuals or groups of people; direct discrimination occurs when a person is treated less favourably on the ground of sex, marital status, pregnancy or potential pregnancy than a person of a different sex in circumstances that are not materially different.

Paid Parental Leave Act 2010

The *Paid Parental Leave Act 2010* makes provisions for Parental Leave Pay to eligible primary carers of newborn and recently adopted children. The intent of these payments is to increase the average length of employment leave taken by women by around 10 weeks, extend workforce participation of women prior to and between pregnancies, and to encourage the community to recognise that taking leave around time of birth of adoption is part of the normal course of work and family life.

The Paid Parental Leave scheme is available to new parents who earned less than \$150,000 in the previous financial year and worked for at least 330 hours in the previous 10 month period. For those primary carers who meet eligibility requirements, they can claim up to 18 weeks' pay at the rate of the national minimum wage (currently around \$606 per week before tax), with the scheme being extended to include Dad and Partner Pay for eligible fathers or partners on 1 January 2013. A legislated review and evaluation of the scheme commenced in January 2013, with findings available later in 2013.

Workplace Gender Equality Act 2012

The Workplace Gender Equality Act was legislated in 2012, replacing the Equal Opportunity for Women in the Workplace Act 1999. It applies:

- from 1 April 2013
- to 100+ employee firms

It is managed and enforced by the Workplace Gender Equality Agency (formerly the Equal Opportunity Women for Women in the Workplace Agency). The WGEA has taken a consultative approach thus far, focussing on intra-industry comparisons.

The Act obliges company with 100+ employees to report on a series of gender quality indicators, as follows;

- Gender composition of workforce
- Gender composition of boards
- Equal gender remuneration
- Flexible working arrangements
- Consultation with employees re gender equality
- Sex-based harassment/discrimination prevention strategies

Relevant companies that do not furnish reports can be named and shamed and be disqualified from obtaining Commonwealth contracts.

Objectives of the Paper

The Paper is driven by industry. The MCA Workforce Committee is company-based. At its meeting on 18 February 2013, the MCA Secretariat was asked to prepare a review of existing studies/initiatives pertaining to gender diversity and draft a strategy to further advance gender diversity in the resources sector – a "White Paper" - to be presented to the next Committee meeting in June

The Committee's view was that the industry's focus on gender diversity has increased, particularly since the 1990s, with a number of successful initiatives implemented throughout Australia including women in mining/resources groups, scholarships and awards for women in the sector; it is now time for a more co-ordinated approach at an industry body and company level.

Context:

- 1997-2013 – Comprehensive research into gender diversity in mining industry
- 2012 - Increased governmental compliance;
 - Workplace Gender Equality Act 2012– compulsory gender quality indicator reporting; intra-industry benchmarking
- 2013 - Industry results: absolute numbers of women in mining have increased since landmark 1998 AusIMM Report and 2007 "Unearthing New Resources" report but female percentage of workforce, executive and Board appointments has increased but not markedly (although some evidence of percentage increases in 'non-traditional' roles in Queensland from 6 per cent in 2006 to 12 per cent in 2011-12 – QRC Survey results)
- 2013 - Increased company-level focus on gender diversity

The aims of White Paper are:

- Stock-take of previous activity
- Set out road map of options to increase gender diverse attraction, recruitment and retention, as well as promotion into leadership roles at a company level

The desired outcomes are to:

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

RESEARCH OVERVIEW

Key Research Findings

A significant body of research on gender diversity in the mining industry has been accumulated since the late 1990s. The following section of the paper attempts to provide a summary and identify the key findings from these research efforts.

Report to the "Women in Mining" Taskforce, The Australasian Institute of Mining and Metallurgy (AusIMM), November 1998¹⁹

A landmark AusIMM study, published in 1998, featured interviews with 158 men and women from the resources industry and a survey of resource professionals (a report to the "Women in Mining" Taskforce, The Australasian Institute of Mining and Metallurgy, November 1998, Catherine Pattenden, C/- Anthropology Programme, The University of Melbourne)

It found that:

- Total active workforce comprises 43% women, the minerals industry employs 11% women, with the majority of these clustered in the clerical and administrative ranks and 2 per cent female participation on site
- Over the five-year period ending in 1993, the percentage enrolment of women in the non-traditional degrees of geology and mining and mineral engineering increased to over 25% and 18% respectively. However, these gains have not been reflected in the employment figures for the industry. This suggests that either a significant percentage of female graduates in these courses, for reasons unknown, choose to join another industry upon graduation, or that the attrition rate for women in the industry is such that the flow of women out of the industry is greater than the flow in. The latter is consistent with the strong anecdotal evidence that women's attrition rate is approximately double that of their male colleagues
- Perhaps allied with this, many graduates receive little or no exposure to the mining industry during their tertiary study
- The reality of modern mining is very poorly represented in the general community
- There are differentials in performance standards between male and female mining professionals. Many females believe they must consistently out-perform their male peers in order to be regarded equally with those male peers, while having less margin for error
- Mentoring is regarded positively by mining professionals as being of tangible benefit to career progress, however there are not enough appropriate mentoring opportunities for young female professionals (eg. paternalism, lack of mentoring skill of older males, lack of female role models)
- Lack of appropriate critical networking opportunities that take place during work-related social activities
- Harassment and discrimination remain a significant problem within the minerals industry across professions and EEO policies and procedures are frequently poorly promulgated throughout organisations. Once in place, organisations fail to monitor their effectiveness

Findings and Recommendations - Report to the "Women in Mining" Taskforce, The Australasian Institute of Mining and Metallurgy, November 1998

<p>FINDING 1: That many graduates (specifically geology graduates) receive little or no exposure to the mining industry during their tertiary study.</p> <p>FINDING 2: That the reality of modern mining is very poorly represented in the general community and many misconceptions based on out-dated practice prevail.</p>	<p>RECOMMENDATION A: That the minerals industry, through its representative and professional organisations such as The AusIMM and The Minerals Council of Australia, develop closer links with the university sector to encourage greater awareness of the practical applications of geology and related courses of study (e.g. mine engineering).</p> <p>RECOMMENDATION B: That Universities incorporate at least one course in management and communication skills in science undergraduate courses, particularly those with a strong industry application.</p> <p>RECOMMENDATION C: That companies and industry bodies such as The AusIMM target school careers guidance councilors in minerals industry promotions</p>
<p>FINDING 3: That harassment and discrimination remain a significant problem within the minerals industry across professions.</p> <p>FINDING 4: That EEO policies and procedures are frequently poorly promulgated throughout organisations. Once in place, organisations fail to monitor their effectiveness</p>	<p>RECOMMENDATION D: That resource companies, in addition to statutory reporting requirements, regularly audit the effectiveness of their EEO and dispute resolution procedures to ensure that such procedures maintain their relevancy to the workplace and do not deteriorate over time but in fact track to specific improvement targets.</p> <p>RECOMMENDATION E: That resource companies ensure that individuals appointed as contact officers should be of recognisable influence and status within the organisation, and be fully trained and certified competent.</p> <p>RECOMMENDATION F: That within their rules of conduct, professional bodies such as The AusIMM specifically state that discrimination on the grounds of gender, marital status, sexual orientation, race, creed or colour is regarded as unprofessional conduct and grounds for disbarment from that organisation.</p>
<p>FINDING 5: That mentor relationships are generally regarded positively by mining professionals as being of tangible benefit to career progress.</p> <p>FINDING 6: That young female professionals are disadvantaged in the assignation of mentor relationships due to the reluctance and lack of skill/competence of many senior males to mentor females.</p> <p>FINDING 7: That expressions of paternalism within mentor relationships are detrimental to that relationship and can inhibit the professional development of the mentee.</p> <p>FINDING 8: That there are differentials in performance standards between male and female mining professionals. Many females believe they must consistently out-perform their male peers in order to be regarded equally with those male peers, while having less margin for error.</p> <p>FINDING 9: That equity in performance standards are probably not well reflected in remuneration.</p> <p>FINDING 10: That females are frequently excluded from critical networking opportunities that take place during work-related social activities. When actual</p>	<p>RECOMMENDATION G: That mining industry management, through professional bodies, develop guidelines on the function of mentor relationships and set specific improvement objectives and monitoring of individuals and organisations.</p> <p>RECOMMENDATION H: That companies and industry bodies such as The AusIMM include the possible negative implications of gender specific work-related socialising in EEO training and that, through training, females be equipped with specific techniques to cope with these situations and achieve enhanced influence.</p>

2005 - Study into the Retention of Women in Minerals and Energy Resources Sector²⁰

- Research funded by Queensland Resources Council (QRC)
- Undertaken by Colmar Brunton Social Research
- Focused on: determining whether women are leaving the industry at higher rates than males; investigating the reasons why this may be happening; and investigating what can be done to encourage women to stay in the industry
- Findings of the report led to the drafting of QRC's Women in Resources Action Plan (WRAP), signed off by the QRC Board in 2006 including 'Leading Practice Principles' for QRC members regarding gender diversity and an annual report on progress

In terms of improving the employment retention of women within the resources sector, the key tasks are as follows:

- Overcoming the perception that women have fewer opportunities than men to advance within the industry
 - Removing perceptions of inequality through greater transparency and openness in recruitment and managerial selection
 - Improved HR monitoring and tracking to ensure women are given the same opportunities to advance within their companies as men
 - Introducing more family friendly and flexible working arrangements enabling all staff to meet outside work commitments and responsibilities. It's important that adequate monitoring is undertaken to ensure these arrangements are working suitably, and
 - More consideration of women's' needs in terms of amenities, accommodation, childcare and work clothing like PPC
- The Leading Practice Principles for the Attraction and Retention of Women in the Minerals and Energy Sector publication which is part of WRAP to monitor progress has tracked progress on gender diversity within Queensland Resources sector since 2006, "when women represented 6 per cent of our workforce in non-traditional roles." In 2011-12 survey data, it demonstrated that this figure had since increased to 11.9 per cent ²¹
 - The 2013 Leading Practice Principles report summarises the initiatives undertaken by QRC member companies undertaken to support the 'Leading Practice Principles,' which ensure members are committed to gender diversity initiatives. The report also features stories of high-achieving women who have become ambassadors for the Queensland Resources Industry ²²

Attracting and Retaining Female Employees

- The report identifies four major areas as leading practice in creating an environment conducive to attracting and retaining female employees: 1). Recruitment practices that encourage female workers, particularly in non-traditional roles; 2). Employment opportunities for relocated spouse; 3). Career development programs for women; 4). Equal pay entitlements
- QRC member companies' initiatives include, *inter alia*, scholarship and recruitment programs focussed on attracting women on previously male dominated roles, recruitment and marketing campaigns focused on women, developmental opportunities, and salary monitoring initiatives to ensure equitable allowances between sexes

Flexible Working Arrangements: Childcare Commitments & Work/Life Balance

- The following actions are identified as leading practice: 1). Attractive parental leave provisions and flexible return to work programs; 2). Tele-commuting; 3). Job sharing; 4). On-site facilities for breast feeding/ childcare; 5). Flexible work arrangements/shift roster
- QRC member companies' initiatives include, *inter alia*, re-worked job descriptions to allow for job sharing and flexible rosters and hours, parental leave policies and return to work plans in excess of award requirements, parental support in the form of breastfeeding rooms, parental leave toolkits, flexi-time, support for schooling costs of children of FIFO families

Promoting and Monitoring Effectiveness of Initiatives for Women

- The report identifies two actions as leading practice in ensuring the effectiveness of EEO policies: 1). reporting activities to the Equal Opportunity for Women in the Workplace Agency (EOWA – now the Workplace Gender Equality Agency or WGEA) or in other publicly available documents; and, 2). regular assessment of effectiveness of policies including surveys of female staff
- A majority of QRC member companies provide annual reports to the EOWA and most QRC member companies provide a gender statistical report to the QRC to provide information on women's attraction and retention policies and initiatives. Furthermore, initiatives such as EEO training and employment of an EEO officer, gender equality component to HR reporting, female focus groups, and monitoring of other activities such as maternity leave policy continue to be promoted by those QRC members

2007 - Unearthing New Resources – Attracting and Retaining Women in the Australian Minerals Industry²³

- Joint research funded by MCA and the Australian Government's Office for Women
- Research was undertaken by the Centre for Socially Responsible Mining at the University of Queensland, and the WISER Unit in the School of Business at Curtin University, and focused on two aspects:
 - An analysis of the impact of existing workplace policies, structures and cultures on women's employment in the mining industry and an identification of alternative strategies, including policies and practices, to address these issues, and
 - An analysis of the impact of existing workplace policies, structures and cultures on the attraction of employment in the mining industry to skilled and professional women and an identification of alternative strategies, including policies and practices, to address these issues
- The MCA was keen to ensure that the accent of the research work was on the identification of opportunities to adapt industry practices to achieve better outcomes, and to address structural and cultural impediments associated with our operations
- The report was launched during Minerals Week in 2007 as part of the Inaugural Women and Mining Symposium
- A series of State and Territory seminars followed over the following 2 months as an opportunity for industry to discuss the report, its findings and how to implement them
- Feedback and key issues raised during the group discussions were collated and considered by the MCA's Women and Mining Dialogue
- Anticipates the development of a manual for HR practitioners in the industry on leading employment practices and key issues for incorporation in company policies and employment/retention programs to ensure that they address key structural and cultural impediments to women's employment in the industry

Findings:

Women are underrepresented in the minerals sector, particularly on site

- Women comprise approximately 18% of minerals industry workforce (both sites and corporate) compared to a national participation rate of 45%
- Women represent just over 3% of all employees at mine sites and minerals processing operations
- Indigenous women represent 12% of all Indigenous employees

Widely recognised that the effective participation of women in the minerals industry is limited by a number of key structural issues, including:

- The low level of part time work in the minerals industry compared to other sectors, including other traditionally male oriented industries is an obvious impediment in that 40% of female employment nationally is part time
- The industry's culture of overwork, long hours and intensity has had a more negative impact on women than men because of their additional caring responsibilities
- The remote nature of the industry is also a factor inhibiting female participation in the industry, though this is much less so in regard to the engagement of Indigenous women
- The age profile of women in the industry is also heavily concentrated on those aged 34 and under, a significantly younger cohort than men, who on average fall in the 45 to 54 age bracket
- A lack of 'on-ramps' exist in terms of re-engaging returning mothers with the minerals industry when they are able to return to work. Where women have reported positively on their successful, if highly difficult, attempts to balance childbearing and caring with full time jobs, their success has relied heavily on a support base of other carers
- For this reason, women with children working in the industry have the most difficulty when living in mining communities in highly remote areas, or in communities that are separate to that of their families
- There are also significant cultural impediments to women's participation that are linked to the structural issues in many ways. These cultural issues can manifest themselves in terms of a lack of mentor relationships and support networks, gender segregated nature of decision-making and task allocation, disadvantage, discrimination or harassment

See APPENDIX A for recommendations.

2008 Chamber of Minerals and Energy Western Australia, 'Attraction and Retention of Women in the Western Australian Resources Sector'²⁴

- A report funded by CME and aimed at identifying current strategies utilised by the WA resources sector in the attraction and retention of women, and to determine positive practice principles that can be further considered by the sector
- The project consisted of a literature review and survey of 22 CME member companies
 - Surveys were conducted by interview with Human Resources or similar functions
 - A number of companies provided additional written data

- Data was classified into ten headings, for example Workplace Culture, Equal Employment Opportunities, and Fly in / Fly out
 - Differences in the types and detail of data was collected and presented by the participant companies, according to their particular systems used and the way in which the data is regularly interrogated as part of the companies' reporting procedures
 - Participant companies who evaluated the effectiveness of their diversity policy did so through feedback from their employees, statistical analysis and participation in benchmark surveys
- Based on the data provided from the companies and the literature presented, the report offers principle recommendations, and their accompanying 'General Indicators of Good Practice' and 'Strategies/Policy Exemplars'

Findings:

- All participants recognised the benefits and desirability to increase the number of women in the workforce
- The structure of approach taken by companies to increase gender diversity varied widely across the companies. Only a small percentage of companies had long standing diversity policies and practices. A number of companies were at the initial stages of formulating a structured approach to increasing gender diversity
- Quantitative data from 13 companies indicated that women comprised 19 per cent of their total workforce, with a range between 10 per cent and 28 per cent. This average figure mirrors 2007 Labour Force Statistics of the Mining Industry for female workers
- A major barrier to the attraction of women to the industry was perception among women of the industry's 'masculine culture,' one in which 'women don't fit,' or are stereotyped into certain roles eg. 'the mill is unsuitable for women'. Companies acknowledge a diverse cultural attitude towards workforce diversity, from 'very high' commitment by 'senior staff,' to acknowledgement of continued pockets of culture non-supportive of women. A whole-of-company approach is endorsed as the way forward
- Few companies had specific targets they aimed at to recruit and select females within a set timeframe. Attitudes towards target setting were non-aligned and only a small number of companies targeted women for non-traditional roles, e.g. executives, senior management, electrical apprenticeships
- A range of EEO training and induction approaches were evident in companies, from structured and regulatory support to ad hoc training with little follow up. A majority of companies had robust systems in place but some conceded 'low-grade' harassment still occurred but not always reported
- Some companies committed to implementing work/life balance initiatives, such as flexible working arrangements, by including them as a KPI in their appraisals for employees. There was, however, wide diversity in provision of attitudes towards flexible work arrangements, and such initiatives were somewhat constrained by the nature and requirements and location of the work
- The report indicates most participating companies had standard leave policies in place, with variations in relation to maternity leave. One company tied maternity leave to length of service, so every one year you worked for the company you would earn five days. Other initiatives included up to 51 days continuous unpaid maternity leave and extra unpaid leave on a case-by-case basis. The majority of companies, however, had few formal procedures and strategies in place to support pregnant women
- In terms of career paths, training and development, the report proposes that this has a central role to play in addressing issues of historic imbalances within the workforce. However, once again, the report demonstrates

varied approaches amongst participating companies to career path management, graduate programs and mentoring and networking initiatives

Recommendations - 2008 Chamber of Minerals and Energy Western Australia, 'Attraction and Retention of Women in the Western Australian Resources Sector'

Industry Image	<ul style="list-style-type: none"> • Employ ongoing strategies to promote a positive and diverse industry image
Workplace Culture	<ul style="list-style-type: none"> • Lead from the top with a clearly articulated vision for workplace diversity • Provide an environment where women feel comfortable, safe, valued and supported
Work Environment	<ul style="list-style-type: none"> • Provide a physical working environment which is appropriate to the needs of a diverse workforce
Monitoring, Evaluation and Response	<ul style="list-style-type: none"> • Establish accountability and targets • Having a wide range of monitoring and reporting systems for internal accountability, including both metrics and attitudes
EEO	<ul style="list-style-type: none"> • Apply a structured and comprehensive approach to EEO
Work/Life Balance Initiatives	<ul style="list-style-type: none"> • Implement and role model work/life balance initiatives
FIFO	<ul style="list-style-type: none"> • Develop strategies to support FIFO workers • Provide a safe and comfortable environment for women, both at work and in camp/village
Communication	<ul style="list-style-type: none"> • Ensure all communication is structured, consistent and appropriate and accessible
Career Paths, Training and Development	<ul style="list-style-type: none"> • Develop and regularly review career paths for all employees, particularly women
Recruitment and Selection	<ul style="list-style-type: none"> • Support recruitment of women through 'positive action' • Establish employment targets

CME also undertakes a biennial Diversity in the WA Resources Sector Survey. The 2012 survey found that women made up 22 per cent of the WA resources sector workforce, up from 19 per cent in 2008. The survey also found that women were particularly underrepresented in operator, trade, technician and middle to senior/executive management roles. The survey showed that 41 per cent of head office jobs were occupied by females, and 18 per cent of onsite jobs. It was concluded that job type, remoteness and the prevalence of FIFO arrangements could provide barriers to females undertaking operational roles.²⁵

The survey showed that most companies were attempting to attract and retain females through various initiatives and strategies. For example, most companies surveyed offer flexible work arrangements (with an average 75 per cent return to work rate after maternity leave), with around half offering leadership programs, mentoring opportunities for women and annual pay equity audits.

2009 Australasian Institute of Mining and Metallurgy and Women in Mining Network, 'Gender Pay Equity and Work Practices in the Minerals and Metallurgy Sector'²⁶

The genesis behind this report derives from findings of the AusIMM 2008 Remuneration and Employment Survey Report, which indicated an escalating gender pay gap in the mining industry – beginning at 8 per cent at graduate level and 32.3 per cent at senior management level. This report sought the reasons behind this gender pay discrepancy.

The report is comprised of 649 survey responses, comprising 466 females (67 per cent) and 219 males (32 per cent), and 9 who did not specify a gender (1 per cent). Respondents were all AusIMM members, who filled in the 'Gender Pay Equity & Work Practices Survey'. Survey questions looked at three major areas: 1). Perceptions of pay inequality; 2). Perceptions of gender diversity; 3). Care giver responsibilities.

Findings

The overriding theme in feedback across many questions included male dominated work and leadership cultures and stereotyping, family and caring responsibilities, and differences in women's confidence, ability or power to self-promote at work.

Perceptions of Pay Inequalities

- Overall, male and female respondents viewed as equitable the existing pay regime within their organisations, however, female respondents were more likely to view greater pay inequalities than male respondents and less transparency in the pay regimes
- Issues of workplace culture was viewed as the main reason behind gender pay gaps, which included perceptions that pay inequalities were the result of historic gender inequalities and attitudes, male dominant culture or leadership, and perceived gender roles
- Gender stereotypes were the main reasons respondents felt they were paid less, including employer perceptions of women's capabilities with reference to child bearing and caring responsibilities
- Respondents' perceptions on why pay inequalities existed included a lack of negotiation power and knowledge or failure to negotiate pay, suggestions that the respondents employee paid less than other employers or had structured pay scales that restricted the ability to negotiate

Perceptions of Gender Diversity

- Respondents generally thought their employers supported and actively promoted gender diversity within their workplaces, with males providing slightly more positive responses than female respondents
- Qualitative responses indicated a poor level of awareness to support measures within their organisations. Those who were aware identified flexible work practices, including flexible work arrangements as proactive measures that could enhance gender diversity. Other key measures include cultural change and attraction and recruitment activities to increase gender diversity

Care Giver Responsibilities

- The data demonstrates that there were less female 'carer' respondents than male respondents, however; of those female respondents who identified themselves as 'carers,' a higher percentage of respondents identified themselves as primary carers, as opposed male respondents. In addition, it was found that primary carer responsibilities caused those respondents to alter their work practices and career progression
- Survey respondents indicated a strong correlation between financial assistance and supportive workplace provisions for careers, and a positive impact on gender diversity within their workplace

- Seventy per cent of respondents believed that prospects for professional development and advancement were poorer for those with carer responsibilities than those without

2010 South Australian Chamber of Mines and Energy 'Women in the South Australian Resources Industry Survey'²⁷

- The survey was designed to better profile the female workforce across the resources sector in SA. Fourteen organisations (the respondents) participated in the survey, divided between demographics, movement of females in the industry, and maternity leave

Findings:

Demographics

- Data provided by the respondents indicates that females represent 13.5 per cent of the total resources workforce in Australia, which was equally comparable to ABS historic data trends
- Of those females working in the SA resources sector, 84.5 per cent work in the metropolitan area and the data indicates a correlation between location and employment of males and females
- In terms of roles performed by females, Degree qualified/ Technical Staff had the largest share (37.8 per cent) followed by Operational Staff (25.5 per cent) and administration (21.8 per cent)

Female Employment Mobility

- The average length of employment for females was from 1-10 years, with more distribution between 1 to 3 years
- In terms of female resignations, the largest contributing factor (58.3 per cent) was to do with career development opportunities *within* the industry, followed by family/ personal reasons (41.7 per cent). No respondent identified workplace culture as a contributing reason
- This indicates that while there may exist perceived or actual stereotyping within the mine sites, these are not the reported reasons why females resign in industry

Attraction and Retention

- The main themes emerging from respondents' replies indicate that they offer flexibility and balance on work-life issues, equal opportunities and the promotion of a healthy work-life balance through exposure to certain roles
 - Given that 41.7 per cent of females resignations are due to family/ personal reasons, flexibility and balance seem especially salient
- Attraction strategies were found to be similar to those above for retention, with additional strategies aimed at highlighting females in non-traditional roles such as trades
- The creation of a "critical mass" of female employees was deemed as important in highlighting an attractive workplace and to override perceptions of a male-dominated workplace

Issues Female Employees Encounter

- The majority of respondents (38.5 per cent) indicated that female employees experience issues with operational conditions, and job flexibility

- Responses indicate that due to the remoteness of some mine sites in South Australia, FIFO rosters were the major issue concerning operational conditions and job flexibility
- Only 7.7 per cent of respondents believed workplace culture was an issue

Maternity Leave

- More than half (55 per cent) of the respondents said their organisation offered a separate paid maternity leave policy compared to those who only abided by the maternity policy outlined in the mining award
- Data indicates that the respondents who offered a maternity leave policy (55 per cent) experienced a high return rate from those female workers who took leave to give birth. (72.8 per cent)

2011-12 - Curtin University 'Attraction and Retention of Women in the Minerals Industry'²⁸

In 2010, the MCA commissioned research to determine:

- The extent to which current structures and processes have improved attraction and retention rates for women in the minerals sector
- The extent to which progress has been made against recommendations in the Unearthing New Resources report
- Any further structural barriers to increasing women's representation in the minerals sector
- The key characteristics of an appropriate model for the ongoing attraction and retention of women in the minerals sector

The key findings from the interviewees regarding the challenges of attracting and retaining women in the minerals sector can be summarised as follows:

- Lack of women with appropriate experience
- Operational/technical areas harder to fill
- Lack of self-promotion by women
- Women are less likely to seek new roles
- Women are less likely to travel
- Women's caring responsibilities inhibit their career progression
- Lack of workplace flexibility inhibits women's career opportunities
- FIFO is a major barrier to women's participation in the sector
- Male managers need to be involved
- The industry needs to profile women
- Companies are asking for women candidates²⁹

In conclusion, Lord observes:

"The interviews with organisational and recruitment specialists have revealed a mixed picture. It is clear that some of the recommendations contained in the *Unearthing New Resources* report (Minerals Council of Australia and Australian Government Office for Women 2007) have been implemented (see Appendix 1 of this report for key recommendations that relate specifically to attraction and retention). There is clearly an explicit focus on attracting more women into the sector and practices such as head hunting senior women and ensuring there are women on shortlists for positions were identified. However, the effectiveness of such practices appears less well defined as does any real innovation regarding the range of initiatives being used to increase the number of women applicants for positions. It appears that there is still a lack of promotion of the full range of career opportunities that are available within the sector. There appeared little expansion of existing networks to increase the pool of women applicants.

Among the opportunities that presents themselves with respect to increasing the rate of women's employment is that, as noted above, women are seen as more loyal and effective, a potential competitive advantage for organisations. However research has shown that women generally wait longer for managerial promotion and that they receive fewer salary increases that comparable men particularly at higher levels in the organisations (Rudman and Phelan 2008). Organisations will need to be particularly attentive to such practices otherwise leaving organisations may continue to be an attractive option or the only option for women seeking career advancement including senior level appointments.

It is encouraging to note that some practices have, or are in the process of changing. However, this analysis has also highlighted that some ingrained practices remain and these have the potential to impact on the attraction and retention of women in the resources sector. For some there appeared to be a sense of inevitability of the situation with respect to women's representation in the industry. They felt that the situation arose, some felt, because of so-called "natural differences" in the employment preferences of women and men and the nature of the industry and that there was little sense in trying to change things.

However, others appeared to be proactive and acknowledged the need for change, even though "*it's hard to change things, but we need to change things*". Given the highly publicised skills and labour shortages predicted for the sector it would seem that whilst change is underway further effort will be needed if organisations want to improve the attraction and retention rates of women in the sector³⁰."

2011-13 - UQ CSRM ARC Linkage Project: Women in Mining

The aim of this research is to assess a decade of policy and practice change – what's worked and what has not, using the lessons of the path to shape future. This is being done via:

- Longitudinal Study - track and re-interview as many of the original 1997 AusIMM study cohort as possible
- Simultaneous interviews with HR and Organisational Development professionals to situate a decade of policy and practice change
- Survey a sample of mining professionals to investigate perception of working conditions, career paths, mentoring and work-family interface
- Undertake international parallels – compare similar labour markets (USA and Canada) to compare challenges, approaches and outcomes³¹

The UQ research is ongoing and will not be completed until late 2013. However, survey responses so far show higher levels of career satisfaction in the mining industry among surveyed women than men.

Of women, 80.9 per cent reported that they were satisfied with the progress they had made "so far" in their career, as opposed to 79.2 per cent of men, while 87.55 per cent of women were satisfied with their job overall, as opposed to 83.9 per cent of men.

57.7% of women reported that they had previously had formal or informal mentoring, as opposed to 53.4 per cent of men.

More men than women intended to leave their organisation within the next 2 years (42.2 per cent versus 34.8 per cent), although marginally more women than men intended to leave the industry in the next two years (9.6 per cent versus 8.7 per cent).

However, slightly more men (80.5%) than women (79.5%) feel they “really belong” in the mining industry.³²

2011 Professional Role Confidence and Engineering³³

The following excerpts from this research focus on Professional Role Confidence and Engineering persistence which go some way in explaining the role that job-fit and professional role confidence play in explaining gendered persistence in engineering more generally. Relational confidence is discussed as being an entrenched issue even during university study years, and continue into the workplace. Compellingly, if a profession's norms of interaction are highly masculine or perhaps even anti-feminine, it may be more difficult for women to gain this type of confidence.

Professional Role Confidence

We identify professional role confidence, and its components of expertise and career-fit confidence, as important to students' behavioural and intentional persistence during credential acquisition. Confidence in their ability to successfully perform the professional role and to enjoy and find fulfilment in that role predicts students' behavioural and intentional persistence in engineering, respectively. We find that these dimensions of professional role confidence are cultivated more successfully among men than among women, leaving women less likely than men to continue in an engineering career. We find no difference in levels of expertise and career-fit confidence by race and ethnicity for either men or women (results not shown; available upon request).

Expertise confidence, however, may be particularly important for Hispanic students' intentional persistence, and career-fit confidence may be important for Asian students' behavioural persistence. The concept of professional role confidence has implications for explaining gendered persistence in engineering more generally. Research shows that once credentialed in engineering, women are significantly more likely to leave compared to their male counterparts (Jacobs 1989; Xie and Shauman 2003). As men and women with engineering credentials transition from school to work, our findings suggest that differential expertise and career-fit confidence, developed through formal education and training experiences, may help explain this pattern.

Although more research is required, we speculate that professional role confidence may be important for explaining gendered persistence in other male-dominated professions as well. For example, men and women have been entering medical school at relatively equal rates for some time (Institute of Education Sciences 2009); nonetheless, the distribution of men and women by medical specialty remains highly gendered. Women tend to cluster in what are seen as softer, more nurturing areas of practice (e.g., paediatrics and family care) and are underrepresented in other areas (e.g., surgery) (Boulis and Jacobs 2008). Similarly, women tend to cluster in certain basic science fields (e.g., biology and chemistry) and are underrepresented in other fields (e.g., physics) (Xie and Shauman 2003). Professional role confidence presents an opportunity to help explain these gendered patterns.

In addition to expertise and career-fit confidence, research on physicians' professional socialization suggests another potential dimension of professional role confidence that may be important as men and women begin work as practicing professionals. Fox (1957) and Light (1979) suggest that learning to cope with uncertainty is an important part of professional socialization. If we consider the ability to cope with uncertainty as a form of confidence, several types of uncertainties, Light (1979) identifies among medical students map onto our expertise and career-fit confidence constructs. Notably, however, two types of uncertainty do not: uncertainties in interacting with instructors and patients. Although professions vary in their degree and nature of interactions with clients, instructors, and other professionals, we suggest that relational confidence is likely an important additional dimension of professional role confidence. Relational confidence may have components depending on whether an interaction is with other members of the profession (e.g., in informal intraprofessional joking [Faulkner 2000] or formal patient hand-offs [Kellogg 2009]), with clients (e.g., a physician's bedside manner

[Becker et al. 1961] or a lawyer's personal touch [Seron 1996]), or with the general public (see Cahill's [1999] discussion of morticians' emotional capital).

Relational confidence may also include role appropriate mannerisms, demeanor, and dress that are expected in professional settings (e.g. cursing and masculine norms of dress on oil rigs [Miller 2003]). A professional's confidence in navigating across these role interactions, and being able to present oneself in a role-appropriate manner, may be a critical confidence needed to continue and succeed in a career. If a profession's norms of interaction are highly masculine or perhaps even anti-feminine (as Turco [2010] documents among professionals in the leveraged buyout industry), it may be more difficult for women to gain this type of confidence. The finding that men engineering students can develop their engineering identity via interactions with a randomly selected same gender engineering student, while women engineering students cannot (Rubineau 2007), could indicate that relational confidence contributes to gendered engineering persistence even during credential acquisition. Just as relational dimensions of professional role confidence may become more important at later stages of a career trajectory, expertise confidence and career-fit confidence may become less important.

Future research should explore professional role confidence, its constituent dimensions, and whether, when, and how these dimensions develop and affect persistence.

Engineering Persistence

A strength of this study's analytic approach is its multifaceted measurement of engineering persistence. By examining behavioural and intentional measures of persistence, we can be more certain of how theorized antecedents of persistence actually influence decisions to stay or leave. In addition, our use of a three category measure of behavioural persistence presents a refinement for explaining gendering of STEM majors and shows that destinations of students exiting one major and transferring to another are important beyond students' decisions to leave. We find a gendered pattern in students' attrition from engineering majors. Women who leave engineering majors are more likely to end up in another STEM major rather than to leave STEM entirely. Men are less likely than women to leave engineering, but when they leave, they are more likely to leave STEM majors entirely than to switch over to another STEM major. These gendered patterns in exiting students' destinations present an important topic for future research.

Research Findings and Recommendations: Analysis of Common Themes

The findings of mining gender diversity research tend to return to common themes, some of which pertain to broader societal and cultural norms, some of which are more a by-product of the industry's culture.

The study and career directional choices of females at school and university fall into the former category, but can be influenced by industry in terms of image management and pro-active intervention during school and university years (eg. school programs, vacation employment etc.)

Harassment and discrimination are common themes in the research, although the former appears to be less of an overt issue than it was in 1998. This is something which, while underpinned by government legislation, is very much the legal and moral responsibility of companies to address.

Relatedly, workplace culture is also a key common theme. An inclusive culture for women is seen as possible only when it is supported from the "top down", underpinned with a clear vision and direction. It is also widely agreed that gender diversity is not a women-only issue and that male participation is a crucial part of achieving culture change.

Later research has shown a greater desire and propensity to hire women, although the realisation is that cultural change needs to be underpinned by hard targets and KPIs to guarantee progress. The building of a critical mass of females in key positions is seen as crucial for changing 'male dominated' cultural perceptions and thus attraction and retention.

Building bench-strength in female executive and professional ranks is seen as key in terms of building a pipeline for Board positions. Overall, however, government-imposed quotas at board and/or executive level are firmly rejected.

Workplace conditions are seen as crucial in terms of attracting, recruiting and retaining women. This is especially so with regard to work-life balance and the accommodation of family responsibilities. Appropriate parental leave arrangements are seen as crucial here in terms of being able to resume continue careers at the same level. For women in general, remote working and/or the FIFO lifestyle can be seen as unattractive, although this can be ameliorated in terms of the provision of a safe and comfortable environment both at work and at the camp village.

The research identified mentoring and networking as crucial at an early stage and also pointed to the 'how' as extremely important, pointing to some pitfalls with paternalism in older males networking younger females. More recent research shows that Women in Mining groups are now pioneering women-to-women mentoring, with experienced women mentoring new entrants, and also boardroom networking, where boards can meet talented and experienced women who might one day serve on a board.

In line with broader human resources practice, psychological elements and techniques are more readily recognised in terms of women's career choices. Women's confidence and lack of propensity to 'lean in' are more readily recognised and thus potentially addressed, as are perceptions of 'unconscious bias' on the part of management in terms of female capabilities for roles. While not yet widespread, solutions such as female-friendly job advertisements are currently being advanced at a company level.

INDUSTRY RESPONSE

Progress Against Research Recommendations

In terms of industry response, there has been progress against research recommendations since 1998 in terms of:

- Application of Sex Discrimination legislation by companies and corresponding culture change – harassment is seen to be more low level and subtle, but discrimination is still perceived as an issue. Company attention to this has increased markedly, in parallel to attention to safety
- Foundation of and growth in Women in Mining and Resources groups, along with more sophisticated approaches to networking and mentoring
- A much stronger body of research and knowledge, often funded by the industry
- A suite of initiatives around the celebration of success, for example scholarships for women and awards, and many more senior female role models
- Parental Leave legislation and a relatively strong performance by the industry in terms of conditions offered vis a vis other industries
- Many more women employed in mining, although the percentage has not risen markedly since 1998 (11 per cent to 14 per cent)
- A determination within the industry, as noted in the Curtin University work, to “change things”
- The realisation by companies that there is a strong business case for gender diversity, via engagement and productivity

Industry and Professional Association Initiatives

The key mining industry and professional associations have become increasingly prominent in this space since the late 1990s. As well as a commitment at the policy and research level, there has been an emphasis on practical initiatives around celebrating success (awards, scholarships etc.) and mentoring and networking.

There has been a corresponding reluctance to be seen to be too engaged in the companies' commercial space. There is a growing determination, however, on the part of the companies, to enact change at the workplace level to increase female workforce participation, underpinned by a business case. Companies are looking to partner with the key industry associations, led by the MCA, to identify the industry-wide initiatives that will create the step-change required to increase female representation in the mining sector – hence the publication of this paper.

MCA Women and Mining Dialogue

In 2004, the MCA formed the Women and Mining Dialogue, which was formed to address the key structural and cultural barriers limiting the participation of women in the minerals industry and to examine how best to optimise the social and economic benefits of the industry's activities to women in the communities in which we operate

Participants in the Dialogue included key member company, government, union and academic representatives.

MCA Inaugural Women and Mining Symposium

Coincident with their 2007 co-sponsorship of the *Unearthing New Resources* study, the MCA and the Federal Government conducted the Inaugural Women and Mining Symposium.

The Hon Julie Bishop, MP, Minister Assisting the Prime Minister on Women's Issues delivered the keynote address at the Symposium, launching *Unearthing New Resources*.

The Inaugural Symposium was the culmination of the MCA's Women and Mining Dialogue which was established in 2004 to identify and address the key structural and cultural barriers limiting the participation of women in the minerals industry and to examine how best to optimise the social and economic benefits of the industry's activities to women in the communities in which we operate.

Following the release *Unearthing New Resources*, Workshop seminars were conducted in each State and Territory to communicate the outcome of the research and seek feedback on the report contents and recommendations. Workshop participants were given a brief summary of the report findings by the researchers and asked to comment on:

- Strategies their own organisation was using to attract and retain women
- The major challenges their organisation faces in attracting and retaining women in their workforce
- The strategies that were recommended in the report; and who would be best placed to implement them, e.g. MCA or their organisation, and
- Priorities for action

The workshops were attended by both corporate HR and operational staff based a mine sites.

Participants endorsed the findings of the report and identified a number of strategies to progress the report recommendations.

A key outcome from this process included the Parental Leave Toolkit.

MCA Women in Mining Forum

A Women in Mining Forum occurred in Canberra on 31 May 2011, as part of Minerals Week.

The primary audience for the Forum was Women in Mining network groups, which principally comprise company employees. Forum participants will include representatives of each network group. Representatives of Government, MTEC female academics, and State Chambers and Councils were also invited to attend.

The objectives of the Forum were enhanced networking between the groups; dissemination of information on current MCA initiatives; and to inform MCA policy and advocacy priorities to increase women's participation in the minerals industry workforce.

AMMA Australian Women in Resources Alliance

In response to recommendation 5.5 of the National Resources Sector Employment Taskforce, the Australian Government has contracted the Australian Mines and Metals Association (AMMA) to facilitate a project to improve the attraction and retention of women in the resources sector and related construction industry.

The project is being carried out under the banner of the 'Australian Women in Resources Alliance', and was launched at the AMMA West Coast conference in November 2011. This was followed by a very successful AWRA Conference in Melbourne in May 2013. MCA is represented by Chris James on the AWRA Reference Group (ARG) for the project.

The objectives and activities of the AWRA Project have been defined as:

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

Key items discussed at ARG meetings are:

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

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

MCA-supported Scholarships

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

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

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

The successful candidate receives \$8000 per annum during your two final years of undergraduate study in engineering and becomes an ambassador for women in the mining industry. The scholarship is open to all female engineering students studying in Australia, who must:

- Be currently enrolled in full-time study in an Engineering degree (Mining, Environmental, Civil, Mechanical etc)
- Be in the final 2 years of a Bachelor degree
- Have a GPA of 5 or more (or equivalent to 65% or more)

Women in Mining/Resources Groups

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

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

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

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

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

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

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

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

4Girls2

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

International Women's Day Breakfast and Resources Awards for Women

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

Mentoring programs

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

Inspire!Convention

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

Women Engineering Queensland

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

Learnings from Other Industries and the Indigenous Experience

Defence industry

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Construction industry

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

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

The findings, published in NAWIC's 'What women want in a construction career' discussion paper³⁶, are a call to action for the industry said NAWIC CEO Sheryle Moon.

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

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

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

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

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

NAWIC's objectives are:

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

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

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

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

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

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

Indigenous inclusion

Indigenous participation is now firmly 'baked in' as industry best practice, with industry in all key mining regions routinely employing a sizeable number of indigenous employees. 2.5 per cent of Australians are of indigenous status – 3.1 per cent of the mining workforce is indigenous³⁷. Success has been dependent on company support from the CEO down, industry-wide endorsement, cultural awareness training aimed at management and other employees and high levels of mentoring and support for employees and trainees.

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

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

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

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

Other initiatives

Scholarships

Board Diversity Scholarships (Commonwealth/AICD)

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

Victorian Women's Governance Scholarships

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

University Scholarships

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

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

BoardLinks Network

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

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

Women on Boards

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

Chief Executive Women

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

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

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

Robogals

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

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

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

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

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

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

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

Overseas Experience

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Case studies

Minerals sector

BHP Billiton Iron Ore, Pilbara Childcare Strategy⁴⁰

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

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

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

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

Driving Force - Newmont Asia Pacific⁴¹

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

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

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

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

Leading My Career - Oz Minerals (with Beach Energy and Thiess) ⁴²

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

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

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

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

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

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

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

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

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

Rio Tinto

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

The company has made a commitment as follows:

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

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

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

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

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

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

Anglo American⁴³

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

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

They key planks are:

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

In terms of actions, among other things:

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

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

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

Development is now the key challenge, with

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

Non-minerals industries

Woodside Energy Limited⁴⁴

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

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

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

Chevron – Women in Engineering⁴⁵

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

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

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

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

Caltex Australia

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

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

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

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

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

IBM

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

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

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

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

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

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

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

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

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

Mirvac

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

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

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

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

Key aims include:

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

ANZ

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

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

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

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

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

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

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

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

CONTINUING ISSUES AND IMPEDIMENTS

Study choices and unconscious bias

The underrepresentation of women in STEM subjects at school translates into underrepresentation in university and in mining professions. Minerals Tertiary Education Council statistics bear this out, with women only making up 12 per cent of mining engineering students and 33 per cent of geological sciences students⁴⁶.

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

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

This stereotyping can be reinforced at home, where it is rare to find female role models encouraging the other women and girls in their families to consider careers in mining, construction or utilities - or demonstrating their own paths in these fields. It is hard for women to find information about possible career paths in male-dominated industries as the conversation about such a career is rarely directed at them⁴⁷.

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

Lack of qualified mentors

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

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

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

Queensland statistics indicate that in the first 2-4 years graduates receive a lot of support (and there is 80% retention), then there is a big drop-off in support and consequent retention issues⁴⁹.

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

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

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

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

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

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

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

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

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

Discrimination and harassment

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

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

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

However, the same study found that:

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

In discussions with women:

- Widely held perception that promotion and access to training not based on merit, but discretionary and up to supervisor
- Perceived arbitrary nature of performance management and career development exacerbates perceptions of discrimination
- Perception of salary inequity, particularly amongst professionals
- Few report their concerns
- policies and processes appear to be more effective for sexual harassment than for discrimination⁵¹

Confidence

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

While women today are just as well, if not better educated than men (women edged out men when it came to Bachelor degrees and higher qualifications, with 27 per cent of women compared to 24 per cent of men holding such as degree⁵², only 12 of Australia's top 500 listed companies (ASX 500) are headed by women, an increase of one since 2010.

The latest WGEA figures show that there are only two CEOs among the 89 mining companies reporting to the Agency⁵³.

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

The latest Australian Bureau of Statistics social-trend report found that many women simply lack the self-confidence necessary to become leaders: "It has been suggested that women tend to be uncomfortable with self-promotion. Being more hesitant to promote themselves and their accomplishments may come across as a lack of confidence in their abilities⁵⁵.

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

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

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

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

Sandberg observes that "differences in self-confidence matter and play out every single day". Observes that, in a meeting, men will sit at the centre or the front of the room and women are more likely to sit at the side of the table or not at the table at all⁶⁰.

Men are adept at creating their own success – a 2011 report by Europe's Institute of Leadership and Management found that 31 per cent of male managers would admit self-doubt to others, compared to half of their female equivalents⁶¹.

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

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

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

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

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

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

"Multiple studies in multiple industries show that women often judge their own performance as worse than it actually is, while men judge their own performance as better than it actually is. Assessments of students in a surgery rotation found that when asked to evaluate themselves, the female students gave themselves lower scores than the male students despite faculty evaluations that showed women outperformed the men⁶⁴.

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

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

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

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

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

"It's the system that needs changing not the women."⁶⁶

Broderick's arguments are backed by a 2011 McKinsey report noted that men are promoted based on potential while women are promoted based on past accomplishments⁶⁷.

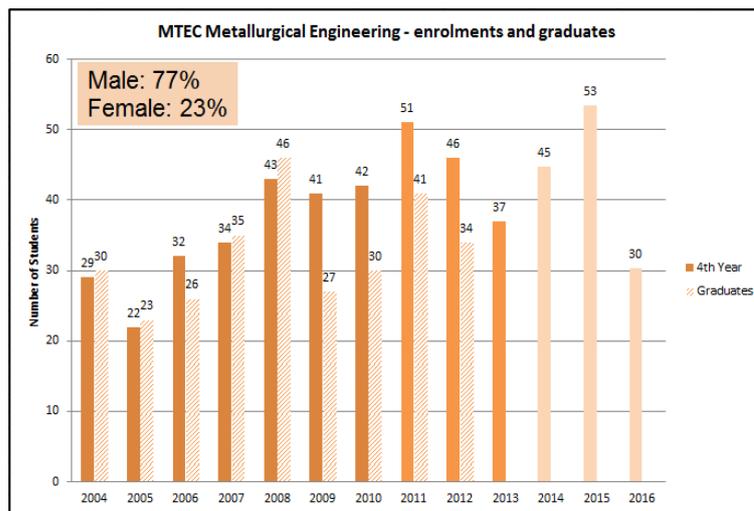
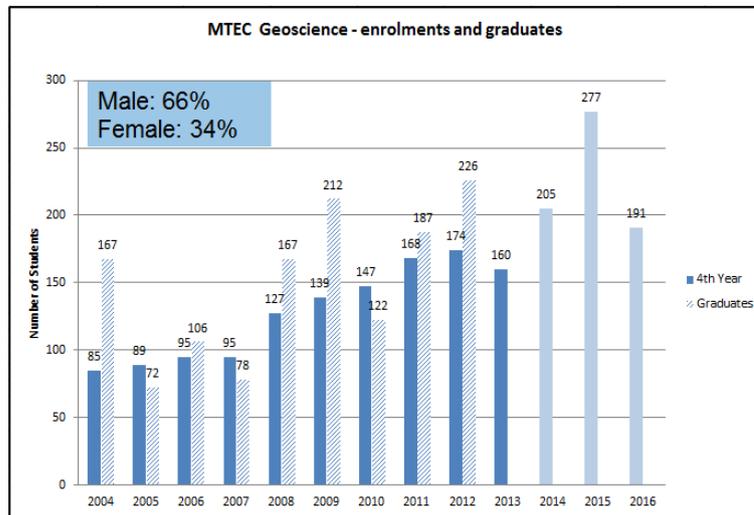
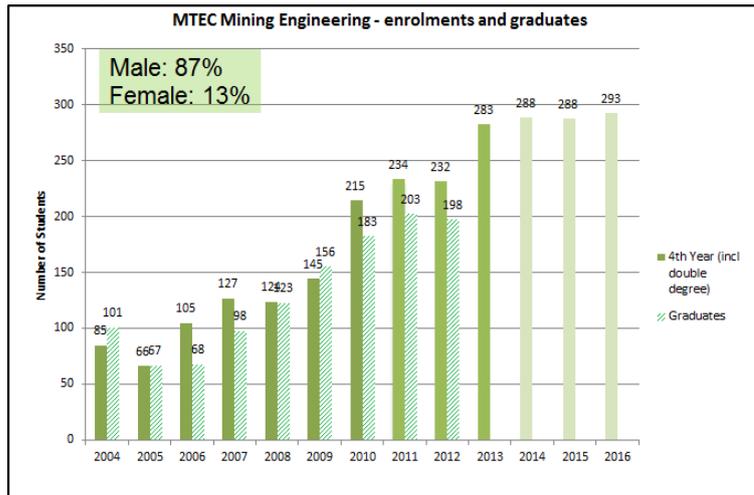
Both viewpoints are correct – aligning both "push and pull" factors at both the pre-career and company level is the key to change.

Professional Role Confidence and Gendered Persistence in Engineering

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

Social psychological research on gendered persistence in science, technology, engineering, and mathematics (STEM) professions is dominated by two explanations: women leave because they perceive their family plans to be at odds with demands of STEM careers, and women leave due to low self-assessment of their skills in STEM's intellectual tasks, net of their performance. This study uses original panel data to examine behavioral and intentional persistence among students who enter an engineering major in college. Surprisingly, family plans do not contribute to women's attrition during college but are negatively associated with men's intentions to pursue an engineering career. Additionally, math self-assessment does not predict behavioural or intentional persistence once students enrol in a STEM major. This study introduces professional role confidence—individuals' confidence in their ability to successfully fulfil the roles, competencies, and identity features of a profession—and argues that women's lack of this confidence, compared to men, reduces their likelihood of remaining in engineering majors and careers. We find that professional role confidence predicts behavioral and intentional persistence, and that women's relative lack of this confidence contributes to their attrition⁶⁸.

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



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

Engineering “culture”

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

The Australian reported on 22 September 2011 that Australia has an engineer shortage, which would reduce if the profession was female friendly⁷⁰. But the industry, the article reported, does not appeal to them; in 2008 five times more men completed undergraduate degrees in engineering than women.

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

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

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

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

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

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

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

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

The reason they leave is engineering culture.

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

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

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

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

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

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

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

Some men have welcomed her presence (“It feels more like the real world”) whereas some others see it as an inconvenience (women being “more trouble than their worth”). Abdel-Mageid also mentions the lack of a critical mass of women to force change⁷¹.

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

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

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

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

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

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

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

‘Reasonable’ objections – can they be overcome?

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

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

Female board representation in Australia is slightly healthier than senior management representation, although still ample room for improvement. The latest percentage of women on ASX 200 boards is 15.7% (19 April 2013), up from 8.3% on 31 December 2009. In December 2009 there were 105 companies in the ASX200 without a female director. This has fallen to 64 in March 2012⁷³.

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

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

In terms of mining, 79 out of the ASX 300 miners have no women on their boards, sparking debate about why this is so⁷⁴. Many of these companies are explorers or small miners – in contrast, the report noted that some of the larger miners led the pack, with BHP Billiton and Rio Tinto appointing two directors each.

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

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

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

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

Return to work barriers

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

The concept of the “maternal wall” may also be at play⁷⁵. Maternal walls are an organisational challenge women face in which they are given less desirable jobs, or less opportunity for promotion because they have children or may have children in the future. There is an underlying assumption that women with children cannot be ‘good’ employees because their primary commitment is to family rather than the organisation. This is an area that will need significant attention in order to increase retention rates and to ensure that women can gain the type of experience and be given a range of opportunities over the course of their career that are considered essential for career development.

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

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

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

Sandberg observes that becoming a parent decreases workforce participation for women but not for men – in the United States, the maternal employment rate drops to 54 per cent for mothers with children under three and recovers to 75 per cent for women with children aged six to fourteen. In Australia, the employment rate drops to 49 per cent for women under three and recovers to 73 per cent for women with children aged six to 14⁷⁶.

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

This is despite 57 per cent of US bachelor's degrees being awarded to women⁷⁷.

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

Sandberg thinks the "having it all" debate is the worst thing that ever happened to women and considers revolutionising childcare and paid maternity leave is of vital importance⁷⁹.

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

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

Importantly, Sandberg also observes that many women in the workplace give up when they have children and recommends to women "Don't leave before you leave" – even if you have made the decision to have children, keep moving forward in the workplace⁸¹.

Management skills

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

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

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

RECOMMENDED OPTIONS - DISCUSSION

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

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

Image and Perception

Education around the “benefits” – business case

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

Early attraction – pathways and pipelines

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Advertising campaign

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

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

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

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

Celebrating Success - National Awards

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

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

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

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

The goal of WRAP was to increase that proportion to 12 per cent by 2020. However, having almost reached this goal by 2011, the bar was raised and a new goal of 20 per cent by 2020 was set by the QRC board⁸³.

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

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

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

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

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

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

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

It is recommended that a National Awards concept be supported

Mobilising Resources to Increase Diversity

CEO Information Exchange/Industry Ambassador

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

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

Mentoring and networking

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

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

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

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

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

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

On site, Lean In Circles⁸⁴, are a bottom-up way of encouraging women's participation and progression. Lean In Circles are small groups that meet regularly to share and learn together—like a book club focused on helping members achieve their goals and put into practice the idea that we often achieve more in groups than we do as individuals. Lean In provides an online space that makes it easy for Circles to get organized and stay connected.

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

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

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

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

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

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

Building a Diverse Culture

Workplace flexibility

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

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

This can include:

- Technology options for professionals eg. videoconferencing, teleworking

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

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

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

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

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

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

Inclusive Culture

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

Having a CEO who is supportive of a diverse workforce and increasing representation of women will go a long way in the attraction and retention of women. Some positive responses related to this were presented⁸⁵:

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

"CEO is actively promoting women"

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

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

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

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

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

Training of managers

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

Another common issue that was noted was the presence of managers without people skills. One interviewee in the Curtin Study noted that several people have commented on her people skills and contrasted her with leaders in other resources industry organisations. Within her company all line managers have compulsory management training. Training such as this can help to ensure consistent practices in an organization for dealing with diversity issues, requests for flexible scheduling and recruitment practices⁸⁷.

Integrating gender diversity considerations into induction and leadership training is one possible solution to this issue. Diversity training of managers and supervisors was seen by some as a key strategy for improving retention and comment was made in relation to organisational effectiveness when such training is provided. Such training may help to improve retention rates⁸⁸.

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

Implementing Rigorous Benchmarking Measures

Benchmarking tools/scorecards/data

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

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

- 1). reporting activities to the Equal Opportunity for Women in the Workplace Agency (EOWA – now the Workplace Gender Equality Agency or WGEA) or in other publicly available documents; and
- 2). regular assessment of effectiveness of policies including surveys of female staff⁸⁹.

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

Targets

Three years ago, Westpac CEO Gail Kelly decided to set targets to increase the number of women managers and says that women now make up 40 per cent of the bank's management team. Kelly is a strong advocate of flexible working hours⁹⁰.

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

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

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

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

"I believe market conditions will influence change, not quotas or legislation. I believe that business drivers are the most effective instrument of change," she said⁹¹.

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

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

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

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

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

"Some women are concerned about targets and think things should be merit-based".⁹²

One interviewee in the Curtin report reported that their company has internal targets (25% at the corporate level) but they do not mention the targets in job advertisements because women do not want to be the token female. It was acknowledged that their systems are merit-based but if presented with two equally qualified candidates the company would prefer to appoint a woman⁹³.

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

RECOMMENDATIONS:

HOW DOES THIS MEASURE ADVANCE A GENDER DIVERSE WORKFORCE?

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

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

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

NEXT STEPS - ENGAGEMENT BEYOND THE WHITE PAPER

Engagement/Implementation Strategy Outline

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

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

Aims:

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

Key components:

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

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

Resources:

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

APPENDIX A

2007 - Unearthing New Resources – Attracting and Retaining Women in the Australian Minerals Industry⁹ - Recommendations:

Industry Leadership

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

Gender considerations should become a mainstream focus in the industry;

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

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

Attraction Strategies

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

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

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

This includes but is not limited to:

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

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

Recruitment Strategies

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

This includes but is not limited to:

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

Workplace policies, systems and processes

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

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

This includes but is not limited to:

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

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

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

This includes but is not limited to:

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

Retention Strategies

Working arrangements

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

This includes but is not limited to:

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

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

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

This includes but is not limited to:

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

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

This includes but is not limited to:

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

Workplace culture

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

This includes but is not limited to:

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

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