Gender Diversity in the Australian Resources and Energy Industry

Leading, Lagging or Losing Out?

March 2018
Foreword

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AMMA CHIEF EXECUTIVE

As workforce gender diversity continues to evolve as a priority for employers, the Australian Women in Resources Alliance (AWRA) is supporting organisations on their journey. Global leaders have recognised workforce gender diversity as an international challenge, with a collective agreement made at the G20 in 2014 to reduce the gender employment gap in their respective nations by 25 per cent before 2025. In Australia, there’s a consensus that this push will add billions of dollars to the country’s economy. Other counties have their own challenges with gender diversity – both the United States and Canadian resources and energy industries have similar female workforce participation levels as Australia at around 13-15 per cent. Similar to Australia, industry groups in those nations are working with government, employers and educational institutions to raise awareness of the benefits of gender diversity and developing programs and strategies to attract and retain more women.

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

In supporting organisations to realise the benefits of greater workforce gender diversity, AWRA is ensuring the resources and energy industry will remain a fundamental pillar of Australia’s future economic and social development. By recognising and supporting the critical role of women and working towards greater workforce gender diversity, Australia will cement its place as a favourable destination for job-creating investment well into the future.

What's next?

Leading, Lagging or Losing Out
**RESOURCES AND ENERGY INDUSTRY STATUS**

**Gender Diversity in the Resources and Energy Industry 2018**

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

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

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

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

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

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

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**Table 1: Women in mining 2007-2017**

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

The production stage of a project is typically less labour-intensive than the construction phase. Women historically have less representation in these roles.

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

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

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

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**What has changed in the past five years?**

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

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

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

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

**BHP Billiton**

Aiming for 50:50 workforce split

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

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

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

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

**South32 Worsley Alumina**

Gender diversity in drilling

Worsley Alumina has modified work practices and tools in the drilling activities at Boddington Bauxite Mine to reduce the physically demanding nature of being a drilling operator, to allow for greater female participation. The modified work practices have quickly attracted interest from men and women keen to learn new skills and take advantage of the new family-friendly work rosters. One of the key measures of success of the modifications is female participation. In an area historically male-dominated, out of the three on-site drilling crews, there is now one all-female drilling crew.

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

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

**AECOM**

Aiming for 50:50 graduate recruitment

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

The CEO and executive team wanted to do better and set a target of a 50:50 gender split. To achieve this, a more strategic approach was required for the 2017 intake to attract a wide range of graduates and elevate AECOM’s on-campus profile.

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

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

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

**St Barbara**

Recruiting for diversity

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

One of these strategies is the implementation of campaigns to recruit women into under-represented areas of the business, such as trades and technical roles. St Barbara is also conducting an audit and eliminating gender-specific language from job advertisements and role descriptions.

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

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

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

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

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

Organisational solutions

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

What is a target?

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

To attract women:

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

To attract students:

• Arrange for female role models to visit schools to challenge perceptions of traditionally male-dominated industries, motivate students (boys and girls) and provide a realistic view of the vast number of opportunities available.
• Create work experience and internship opportunities for senior secondary and university students to gain first-hand experience within the industry.
• Provide opportunities for younger students to get a feel for the industry and the connection between subject studies at school and real-world jobs.
• Administer campaigns that promote the importance and excitement of resources and energy industry employment that would assist in driving young women toward mathematics, science and technology-based careers in the resources and energy industry. Administering such campaigns to school-aged girls from Grade Five (and upward) is likely to have the most effect.
• Implement a national campaign promoting the resources and energy industry as one that welcomes and encourages women participation. This could be industry or organisation-led, highlighting employee initiatives designed to attract women workers, such as the range of career opportunities, flexible work arrangements and career development opportunities.
• Large multinational organisations have some inspiring programs in place. There is an opportunity for small-to-medium companies to work together, either in a regional or sector specific manner, to proactively campaign on gender diversity.
• Organisations and industry could collaborate to develop a strategic approach to engagement with primary and secondary schools, TAFEs and universities.
• Investigate other ways to engage with young girls on industry opportunities outside of school such as Girl Guides.

Industry solutions

Some solutions that industry could undertake include:

• Form a group of leaders in the industry to drive commitment to gender diversity and support gender diversity initiatives and industry practices.
• Produce marketing and media campaigns aimed at students, career educators/teachers and parents to provide information about the vast opportunities available and highlight there are opportunities for both men and women.
• Collaborate on new work experience and internship opportunities for senior secondary and university students to gain first-hand experience within the industry.
• Provide opportunities for younger students to get a feel for the industry and the connection between subject studies at school and real-world jobs.
• Administer campaigns that promote the importance and excitement of resources and energy industry employment that would assist in driving young women toward mathematics, science and technology-based careers in the resources and energy industry. Administering such campaigns to school-aged girls from Grade Five (and upward) is likely to have the most effect.
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Government solutions

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

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

This could include:

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

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

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

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

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

The data shows that across all industries, 51.4 per cent of all appointments are women, and 47.5 per cent of promotions are women. This contrasts with 20.6 per cent of appointments in mining being women and 20.3 per cent of overall promotions. There are, however, positive indicators from this data.

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

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

Employers Leading the Way: Cultural Change

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

Alcoa
Catalyst for Change

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

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

This initiative was created because Alcoa was not meeting its target of a two per cent increase, year-on-year, of women employees. After 16 months’ of C4C, more female operators are being offered secondments in areas outside of their expertise and putting their hands up for opportunities when they previously lacked the sponsorship and confidence.

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

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

OZ Minerals
Fostering a diverse workforce

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

In 2013, women comprised 23 per cent of the workforce that OZ Minerals directly employed. An initiative named Leading My Career was offered where high performing women were partnered with a senior mentor, enabling participants to develop crucial skills to further their career goals. The majority of participants moved into more senior roles following the program or widened their job role and increased the visibility of their achievements.
What’s next?
Creating an inclusive culture is vital to attract and retain more women in the resources and energy industry. Without extensive cultural change the industry will continue to see low participation rates of women. As industry leaders realise that creating an inclusive culture is a ‘must have’ to increase diversity, organisations are increasingly deploying sophisticated diversity and cultural change initiatives.

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

Strategies that assist in both attraction and retention of women:
- Provide visible female role models to attract women to the industry and in turn girls to consider a career in the industry.
- Use role models to highlight and celebrate organisational cultural values.

Industry solutions
Industry can showcase and support companies that are focusing and making progress on gender diversity, such as those highlighted in the case studies in this report. By providing platforms, groups and associations, industry can enable organisations to come together to engage, share and provide support. This could also include specialised conferences, or as part of broader industry events.

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

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

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

Sharon Warburton
Non-Executive Director and Vice Chair, Fortescue Metals Group
When it comes to women in leadership positions the resources and energy industry is losing out. This is of great concern not only from an equity perspective but also due to the associated benefits of having diversity in leadership. A recent study found an organisation with 30 per cent female leaders could add up to six percentage points to its net margin. Further Catalyst research of Fortune 500 companies demonstrated that companies with the highest proportion of women on their boards performed significantly better than firms with the lowest proportion.

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

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

Conclusion to draw?

Despite the lack of women in leadership positions there has been some progress regarding female board directors on resources and energy company boards. Data from the Australian Institute of Company Directors on ASX 200 companies demonstrates this in the WGEA data - All industries table. Further, the below graph shows companies which are members of the 30 per cent Club, meaning they have committed to achieving at least 30 per cent women on their boards by 2018. This target was reached on 1 July 2015.

Employers Leading the Way: Women in Leadership

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

Mirvac

50 per cent female directors on the board

Mirvac is only one of a few ASX-200 listed companies to have 50 per cent or more female directors on its board. One of the ways they achieved this was through target setting. The company originally aimed to achieve 50 per cent women on the board by 2018, and this target was reached in March 2015.

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

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

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

Table 5 Female directors

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Conclusion to draw?

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Employers Leading the Way: Women in Leadership

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

Mirvac

50 per cent female directors on the board

Mirvac is only one of a few ASX-200 listed companies to have 50 per cent or more female directors on its board. One of the ways they achieved this was through target setting. The company originally aimed to achieve 50 per cent women on the board by 2018, and this target was reached in March 2015.

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

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

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

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

Table 5 Female directors

<table>
<thead>
<tr>
<th>No. of female directors</th>
<th>60</th>
<th>50</th>
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Despite the lack of women in leadership positions there has been some progress regarding female board directors on resources and energy company boards. Data from the Australian Institute of Company Directors on ASX 200 companies demonstrates this in the WGEA data - All industries table. Further, the below graph shows companies which are members of the 30 per cent Club, meaning they have committed to achieving at least 30 per cent women on their boards by 2018.
The data highlights a lack of women in all levels of leadership in the resources and energy industry. There are a number of solutions that can be implemented at the organisational level to increase the number of women in leadership positions. Further, both industry and government can also assist.

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

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

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

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

Leadership development opportunities
It is important to invest in specific development opportunities for women who want to advance into leadership positions or who are considered to be high potential. While this can sometimes be controversial for a perceived favouring of women in leadership development opportunities, there are important counterarguments to consider:
- The current leadership development processes have not been successful in developing female leaders. The leadership development for women in a traditionally male-dominated industry needs to account for this disparity.
- Leadership and developing leadership skills differ in male or female-dominated environments. A 2004 study found that peer-based leadership ratings were negatively linked with interruptive behaviour. However, the same study found that men and women have higher levels of interruptive behaviour when the environment is male-dominated.

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

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

Once leadership development strategies are in place, it is crucial to continually review and monitor to ensure there is equity to the experiences they need to advance, based on the leadership profile of an organisation.

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

While this should be a final resort for this problem, failing solutions at the organisational and industry levels, such quotas have been successful elsewhere. For example, Italy established a quota law in 2011 that requires at least 33 per cent of men and women on listed and state-owned company boards of three members or more. Penalties for failing to do this can include warnings, fines and forfeiture of board members positions.

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

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

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

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

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

“..."
PAY EQUITY

The resources and energy industry may be ‘lagging’ or ‘losing out’ in many gender diversity areas, but in pay equity the industry is ‘leading’ the way. Across all industries, the total remuneration gender pay gap for full-time employees is 25.4 per cent.

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

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

### Employer action on pay equity

<table>
<thead>
<tr>
<th>Action</th>
<th>Mining</th>
<th>All Industries</th>
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<tbody>
<tr>
<td>Employers with a formal policy or formal strategy on remuneration</td>
<td></td>
<td></td>
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<tr>
<td>Employers with specific gender pay equity objectives included in their formal policy or formal strategy</td>
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*Source: Workplace Gender Equality Agency, Data Explorer, 2016-2017*

### Employers that have conducted a remuneration gap analysis

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Mining</th>
<th>All Industries</th>
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<tbody>
<tr>
<td>Within the last 12 months</td>
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<tr>
<td>Within the last 1-2 years</td>
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<td>More than 2 years ago but less than 4 years ago</td>
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</table>

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

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

*The Workplace Gender Equality Agency*
PAY EQUITY

Employers Leading the Way: Pay Equity

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

St Barbara

Reducing the gender pay gap

St Barbara is one of three mining organisations to achieve a Workplace Gender Equality Agency ‘Employer of Choice for Gender Equality’ citation, and has done so for three consecutive years. St Barbara has implemented a systematic and sustainable approach to reducing its overall organisation gender pay gap. In 2007, the human resources practices at St Barbara were transactional, consisting mostly of recruitment with no linkage to the business strategy. A remuneration strategy did not exist and the overall organisation gender pay gap was 43 per cent. The company now has an established People Strategy with policy and guidelines supporting gender equality. The overall organisation gender pay gap is analysed on a monthly basis and has reduced to 14 per cent as at 30 June 2017 with 0 per cent pay gap for like-for-like roles. St Barbara has maintained a nil gender pay gap for ‘like-for-like’ roles continuously since at least 2013. As the overall pay gap has remained relatively steady over the past few years, the focus is now on increasing the number of women in professional and leadership roles to help address the issue.

Shell Australia

Eliminating the gender pay gap

Just four years into enacting a strategy, Shell Australia has eliminated the gender pay gap in its workforce. Shell annually conducts a gender pay gap review and sets corresponding measurable targets. The company publically announced that it believes pay equity helps create a workplace where everyone feels respected and treated fairly, which will result in a more trusting, productive and harmonious workplace culture.

What’s next?

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

This is an area of workplace gender diversity where the resources and energy industry is using its analytical and process-driven approach to produce results. However, while the resources and energy industry is in front of Australia’s all industries results, a gender pay gap persists and more needs to be done to improve employment equity outcomes for women.

Organisational solutions

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

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

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

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

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

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

Industry solutions

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

Sharing best-practice and practical examples is important to demonstrate the way in which this can successfully be done. Industry can also use its leadership platform to publically declare that the gender pay gap is unacceptable. This leadership position would ensure the resources and energy industry develops a reputation for not accepting this inequity. This would ensure that through organisational efforts, the data demonstrates that this is an area where action meets rhetoric.

Government solutions

The government provides assistance through data collection, reporting and education, via the WGEA. This support could be extended to provide voluntary reporting specific to industry sub sectors to provide organisations of all sizes and reporting obligations this support, regardless of their size and reporting obligations.
WORKFORCE FLEXIBILITY

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

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

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

However, flexible work can be a challenge in the resources and energy industry due to much of the work being undertaken on remote sites where projects operate on a 24-hour basis, with strict health and safety rules that require more rigid employee movements. Despite these challenges, the industry is evolving and there are now a broader range of ways in which to work. For example, the onset of new technology innovations is seeing a greater demand for skills at remote operating centres within corporate headquarters and other metropolitan locations. This isn’t to say that flexible work arrangements are unachievable in remote or other fly-in, fly-out (FIFO) locations. While each workplace and organisation is unique and needs to be assessed on their individual requirements, often how well an employer is able to leverage flexible work options to their advantage, ultimately comes to down to culture, leadership and thinking outside the traditional paradigm of work.

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

Employers Leading the Way: Workplace Flexibility

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

Aurizon

Shared Care

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

The initiative provides a financial incentive based on ‘half-pay’ for a partner working at Aurizon to take a leave of absence to stay at home and care for their child in their first year, allowing the mother to return to work full-time with their employer; and Pay at 150 per cent of the wage for the mother returning to work full-time at Aurizon if her partner leaves without pay from their employer to look after the child. It is aimed at redressing existing inequity. This is going some way to equalising caring responsibilities and their impacts. ‘Shared Care’ is inclusive of all families, including same sex couples and single parents and is available to birth and adoptive parents.

GHD

Normalising flexibility

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

It comes as a result of GHD realising that a key factor in hiring and retaining more women would involve more than just offering flexible work: it needed to normalise flexibility to the point where both male and female employees used it regularly. Flexibility is also a key component of GHD’s gender equality initiatives, and is already seeing results. In the 12 months to December 2016, GHD’s proportion of women in its leadership team grew from 26 per cent to 28 per cent, with 40 per cent of all new starters now female.

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

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

Caltex

BabyCare

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

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

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

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

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

Mirvac

Flexible work outcomes

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

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

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

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

Newmont Mining Corporation

Boddington Hot Seaters Program

Newmont’s Hot Seaters program trains and employs local parents to relieve full-time operators at Newmont’s Boddington gold mine between 8am and 2pm (in-between school drop off and pick up). ‘Hot seating’ is when employees change equipment as quickly and safely as possible.

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

What's next?

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

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

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

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

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

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

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

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

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

**CONCLUSION**

**Appendix 1**

**Companies encouraging female STEM participation**

**Rio Tinto**

**Girls in Engineering**

Girls in Engineering (GiE) is a joint initiative between Rio Tinto Iron Ore and the University of Western Australia. GiE engages secondary school girls in science and engineering to inspire a career path in engineering.

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

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

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

**BHP Billiton**

**Foundation and ChooseMaths**

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

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

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

**ConocoPhillips**

**Science Experience**

The ConocoPhillips Science Experience is a fun three to four days of science activities for Year 9 and 10 students. Taking place in more than 35 universities and other tertiary institutions, the program provides students with an opportunity to engage in a wide range of science activities under the guidance of scientists.

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

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

**Shell**

**Questacon Science Circus**

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

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

The program aims to inspire young people to value and engage in STEM.
### Awards and Recognition in Support of Gender Diversity

**Australian Women in Resources Alliance (AWRA) Award**
The AWRA Award annually recognises an organisation that has developed outstanding and/or innovative strategies to increase the attraction and retention of female workers. The winner of the award will have implemented workplace initiatives and practices that directly enhance the success of the organisation. Submissions are required and ask the applicant to demonstrate the opportunity/challenge identified by the organisation; how the organisation developed and implemented the solution and also the outcomes and success metrics.

**Workplace Gender Equality Agency Employer of Choice for Gender Equality**
The WGEA Employer of Choice for Gender Equality (EOCGE) citation is designed to encourage, recognise and promote active commitment to achieving gender equality in Australian workplaces. Commencing in 2014, the new EOCGE citation is strategically aligned with the Workplace Gender Equality Act 2012 (Act), reflecting the change in focus of the legislation to promote and improve gender equality for both women and men, while recognising the historically disadvantaged position of women in the workplace. The EOCGE citation is a leading practice recognition program that is separate to compliance with the Act.

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

**Resources Awards for Women – Queensland – Best Company Initiative Award**
The Resources Awards for Women (RAW) acknowledge and promote the contribution and achievements of women in the minerals and energy sectors while advocating the industry as a career option for women, and provide female role models and ambassadors for the sector. They are presented at the Queensland Resources Council’s annual International Women’s Day Breakfast, which provides a flagship networking opportunity for women in the industry. The awards are run in association with Women in Mining and Resources Queensland (WIMARQ).

**The Chamber of Minerals and Energy WA (CMEWA) Women in Resources Awards - Outstanding Company Initiative**
Established in 2010, the Women in Resources Awards (WIRA) recognise individuals and organisations working to build a world-class industry, which provides attractive career opportunities and enhances the recognition and participation of women in the sector. The Outstanding Company Initiative Award acknowledges a company that has implemented an innovative initiative which demonstrates successful attraction, retention and/or promotion of women in the resource industry. The company initiative must demonstrate strategies and measurable outcomes that increase the attraction, retention and promotion of women in the WA resources sector. The initiative must have been in place for a minimum of 12 months.

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

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

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### Data Collection

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

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

Industry-wide trends are difficult to derive from the available data due to the fact that:
- The ASX reporting obligations only apply to publicly listed entities.
- The WGEA data is based on organisations that are over 100 employees only and doesn’t account for smaller organisations.

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

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

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

ANZSIC 2006 Definition

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

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

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

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

The Mining division distinguishes two basic activities:

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

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

Global Industry Classification Standard (GICS)

The GICS Energy Sector comprises companies whose businesses is

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

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

Industry/Organisational Data Collection

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

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


Has mining discovered its next greatest resource? Ernest & Young and Women in Mining, 2016.


End notes


3 For further information about data collection and classifications please see Appendix 2.


8 Please note these case studies have been produced from publicly available information.

9 Data from Workplace Gender Equality Agency, Data Explorer 2015-2016, 2016-2017.

10 Please note these case studies have been produced from publicly available information.


14 30 per cent by 2018: Gender diversity progress report, June-August 2017, Quarterly Report, Volume 8, Australian Institute of Company Directors.

15 Please note these case studies have been produced from publicly available information.

16 Has mining discovered its next greatest resource? Ernest & Young and Women in Mining, 2016.


19 Australian Institute of Company Directors (2012), Q&A with Diane Smith-Gander, Australian Institute of Company Directors.

20 30 per cent by 2018: Gender diversity progress report, June-August 2017, Quarterly Report, Volume 8, Australian Institute of Company Directors.

21 Please note these case studies have been produced from publicly available information.

22 Has mining discovered its next greatest resource? Ernst & Young and Women in Mining, 2016.


28 Please note these case studies have been produced from publicly available information.


30 Gender Equity Insights 2016 – Inside Australia’s Gender Pay Gap, BCEC and WGEA Gender Equity Series.