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# Attraction and Retention of Women in the Western Australian Resources Sector

*Reflective  
Practice*



Report prepared by Reflective Practice for the  
Chamber of Minerals and Energy

## About Reflective Practice

Reflective Practice is a private company that conducts high quality social research, particularly in rural and resource sector related areas. Our clients include private companies and industry bodies, as well as government and non-government organisations.

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## List of Abbreviations

ABS	Australian Bureau of Statistics
AMMA	Australian Mines and Metals Association
AusIMM	Australasian Institute of Mining and Metallurgy
CME	Chamber of Minerals and Energy, Western Australia
DIDO	Drive-in/drive-out
EEO	Equal Employment Opportunity
EOWA	Equal Opportunity for Women in the Workplace Agency
EOWW	Equal Opportunity for Women in the Workplace
FIFO	Fly-in/fly-out
HR	Human Resources
MCA	Minerals Council of Australia
PFC	People for the Future Committee, Chamber of Minerals and Energy
QRC	Queensland Resources Council
RP	Reflective Practice
WASM	Western Australian School of Mines
WIM	Women in Mining
WIMNet	Women in Mining Network
WiSER	Women in Social and Economic Research
WRAP	Women in Resources Action Plan

## 1. Executive summary

The Chamber of Minerals and Energy of Western Australian Inc (CME) commissioned the current study to build on recent research and initiatives of the Queensland Resources Council (QRC) and the Minerals Council of Australia (MCA) relating to the employment of women in the resources sector, and to provide a Western Australian perspective to the issues. Specifically, the project aimed to identify current strategies utilised by the Western Australian resources sector for the attraction and retention of women, and to determine positive practice principles that can be considered by the sector.

The project was expanded in 2008 with the inclusion in the report of three practical tools extending its usefulness for management and supervisors. The additions comprise an Audit Tool for HR personnel to assist in assessing and planning their company's approach to increasing the attraction and retention of women (Appendix D), an A4-sized handout targeted at Frontline Supervisors entitled *Women in the Workplace: The Whys and Hows* (Appendix E), and a Business Summary, incorporating a summary of the research findings, case studies, and the business case for increasing diversity (Appendix F).

The project consisted of a literature review and survey of 22 member companies of the CME People for the Future Committee (PFC) and Executive Council. Surveys were conducted by interview with Human Resource or similar personnel or in one instance with a site General Manager. A number of companies provided additional comprehensive written data. All data were then classified and collated under the following headings:

- Workplace Culture
- Recruitment and Selection
- Monitoring, Evaluation and Response
- EEO
- Work/Life Balance Initiatives
- Career Paths, Training and Development
- Work Environment
- Communication
- Fly-in/fly-out (FIFO)
- Industry Image

Workplace Culture and Communication emerged as overarching themes. In particular, the adequate communication of strategies, initiatives and policies under the above headings is essential to their uptake and success. Figure 1 provided on page 8 illustrates and summarises each of these interconnected areas and includes Positive Practice Principles for each section.

The Positive Practice Principles, Indicators of Good Practice and examples of specific strategies, as further presented from page 9, were identified for each of the categories using the survey data as well as literature review findings, including strategies successfully utilised by other industries in which women are traditionally under-represented. Guidance was provided by the CME and the PFC Women in Resources Reference Group, who have endorsed the Positive Practice Principles.

Employment within the resources sector provides a wide range of opportunities, from land-based or offshore FIFO, DIDO, remote residential, to metropolitan living with varied or no opportunities for travel. While participant companies reported widespread recognition of the benefits of increased numbers of women in their workforces, the structure of the approaches taken and the resources committed to increase gender diversity varied for a range of reasons. A small number had long standing diversity policies and practices they had successfully implemented for a number of years. Others were in the initial stages of formulating a whole of company approach, yet others had few proactive strategies and these were often applied in an ad hoc manner. This report aimed to ensure relevance to this diversity of participants and members of the minerals and energy sector through reporting broadly on the wide range of different strategies relating to the attraction and retention of women, using these to develop general Positive Practice Principles applicable to the majority of workplaces and then providing more detailed examples for individual site use.

Findings from this research project demonstrate that despite facing a number of barriers and challenges many participants have a strong foundation on which to build more comprehensive

diversity strategies to support their efforts to attract and retain a greater proportion of females within their workforces.

Participant companies reported a gradual increase in the number of females in their workforces, ranging from 10% to 28% with an average of 19%, with some increases in non-traditional areas. While all companies aim to increase gender diversity, few have actual targets, and few specifically target females for particular roles focussing rather on the 'right person for the job'.

A range of innovative strategies across the aforementioned categories were reported as used to increase gender diversity and support women in the workplace. These included amongst others unique advertising campaigns; zero tolerance of sexual harassment and workplace bullying; monitoring and tracking female job applicants; monitoring gender pay gaps and pay equity; comprehensive EEO training and processes; career support for pregnant employees; provision of appropriate PPE and uniforms for females; paid maternity/parental leave; women's workplace networking/mentoring support; workplace committees to consider female issues; women's web pages on the company intranet; whole of company gender diversity strategies visibly endorsed and practically supported from 'the top'; childcare initiatives; and FIFO roster options.

Industry image was highlighted as a significant barrier to increasing the number of females in non-traditional areas in the sector. The CME is in a unique position to foster a cooperative approach between companies to address community and therefore potential female employee perceptions of the industry and its role in this area should encompass leadership, advocacy and the development and support of specific initiatives where these are relevant to its charter.

This project was valued by the majority of the participant companies as an awareness raising process by providing the opportunity to conduct an informal audit of their current gender diversity policies and practices. Further, it provided a platform to share information and resources,

offering possible pathways and a wide range of accompanying strategies for increasing gender diversity in individual companies and as such in the sector. Finally, in addition to the Positive Practice Principles, this report presents a number of useful, mainly web-based resources relating to the attraction and retention of women.

**Industry Image**

- Employ ongoing strategies to promote a positive and diverse industry image

**Workplace Culture**

- 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**

- Provide a physical working environment which is appropriate to the needs of a diverse workforce

**Monitoring, Evaluation and Response**

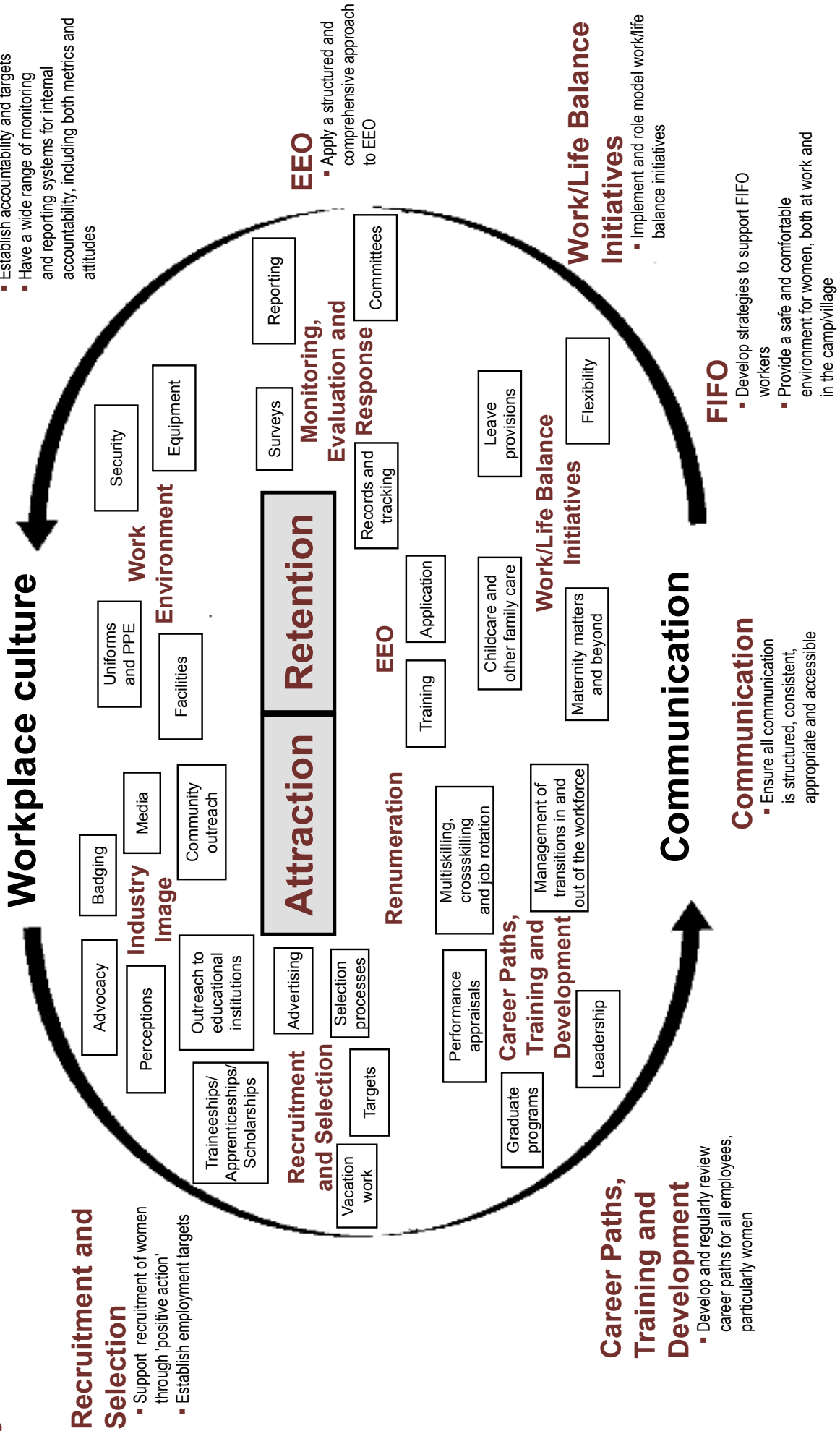
- Establish accountability and targets
- Have a wide range of monitoring and reporting systems for internal accountability, including both metrics and attitudes

**Recruitment and Selection**

- Support recruitment of women through 'positive action'
- Establish employment targets

**Career Paths, Training and Development**

- Develop and regularly review career paths for all employees, particularly women



## Workplace Culture

Principles	General Indicators of Good Practice	Strategies/Policy Examples
Lead from the top with a clearly articulated vision for workplace diversity	<ul style="list-style-type: none"> <li>Visible public and senior management commitment to EEO goals</li> <li>Role models in senior management positions</li> <li>Leadership Capability Framework incorporates diversity accountability, for example connected to KPIs</li> </ul>	<ul style="list-style-type: none"> <li>Public launch of gender strategies</li> <li>Sharing success stories in-house and industry-wide</li> <li>Consider expert guidance for culture change strategies</li> </ul>

## Recruitment and Selection

Principles	General Indicators of Good Practice	Strategies/Policy Examples
Support recruitment of women through 'positive action'	<ul style="list-style-type: none"> <li>Targeted marketing and advertising campaigns</li> <li>Targeted support to EEO applicants, for example training and assistance with application process</li> <li>Targeted and effective participation at careers expos - utilising female representatives where possible</li> <li>Interviewers are trained in EEO and include at least one female</li> <li>Selection criteria and processes are developed and monitored to ensure they do not unfairly disadvantage women</li> <li>Recruitment partners are aware and supportive of company policies and gender diversity targets</li> <li>Females are targeted for vacation work</li> </ul>	<ul style="list-style-type: none"> <li>Targeted employment information and promotional material e.g. Minara's handbag/boots advertisements</li> <li>Include photographs of women of different ages/cultural backgrounds where appropriate in promotional material</li> <li>Include local advantages as well as EEO advantages in advertising</li> <li>Provide feedback to unsuccessful internal applicants</li> <li>Take previous experience into account more broadly - recognition of skills within and outside the workplace rather than those based solely on prior experience in similar roles</li> <li>Track applicants</li> <li>School visits and open days</li> <li>Develop partnerships with tertiary and secondary and other education institutions</li> <li>Targeted information to schools</li> </ul>
Establish employment targets		

## Monitoring, Evaluation and Response

Principles	General Indicators of Good Practice	Strategies/Policy Examples
Establish accountability and targets	<ul style="list-style-type: none"> <li>Gender diversity is linked to performance</li> </ul>	<ul style="list-style-type: none"> <li>Gender diversity linked to KPIs of management</li> </ul>
Have a wide range of monitoring and reporting systems for internal accountability, including both metrics and attitudes	<ul style="list-style-type: none"> <li>HR system provides easy access to employee data</li> <li>Employees are consulted</li> <li>Employee committees are representative</li> <li>Female-specific data is tracked as a matter of course and reported on regularly</li> <li>The impact of existing practices and strategies is understood</li> </ul>	<ul style="list-style-type: none"> <li>Consultation done formally and informally including through staff surveys, staff forums, feedback sessions, 'walk-throughs', female-specific committees and newsletters</li> <li>Report on gender diversity to all levels, including board level</li> <li>Track turnover</li> <li>Exit interviews designed to include specific usable gender information</li> <li>Track pay gap differentials</li> </ul>

## EEO

Principles	General Indicators of Good Practice	Strategies/Policy Examples
Apply a structured and comprehensive approach to EEO	<ul style="list-style-type: none"> <li>EEO strategy is open and accessible to all employees and is evaluated regularly</li> <li>Presence of a company Diversity and Equity Planning Framework</li> <li>EEO overseen at senior level</li> <li>EEO representatives throughout the organisation - communicated to all and appropriately trained</li> <li>All employees are trained in EEO and diversity, and this is updated regularly</li> <li>On the ground awareness raising, monitoring and feedback is undertaken, particularly of low-grade harassment.</li> <li>Unlawful conduct is not tolerated</li> <li>Complaints are followed up with fair and impartial investigation which complies with company dispute resolution policies</li> <li>Business partners are aware of and comply with company EEO policies</li> </ul>	<ul style="list-style-type: none"> <li>Training conducted by appropriately trained/accredited personnel</li> <li>Awareness raising of EEO eg through newsletters, e-newsletters, posters, pamphlets and workshops</li> <li>Monthly reporting to senior level</li> <li>Link with Organisational Planning Cycles</li> <li>EEO hotline</li> </ul>

## Work/life Balance Initiatives

Principles	General Indicators of Good Practice	Strategies/Policy Examples
Implement and role model work/life balance initiatives	<ul style="list-style-type: none"> <li>Work/life balance policies are communicated to employees in a structured and accessible way</li> <li>Existence of policies around flexible work practices rather than these only being implemented on ad hoc bases</li> </ul>	<ul style="list-style-type: none"> <li>Provide ready access to all work/life balance initiatives eg leave entitlements and options for flexible work practices, for example in booklet form or on the company's intranet</li> <li>Include a summary of work/life balance policies in the letter of offer to new employees, at induction and provide ongoing reminders/updates</li> <li>Modelling and supporting on-time leaving</li> <li>KPIs related to work/life balance</li> <li>Performance reviews focus on outcomes not hours worked</li> <li>Schedule meetings to start and finish within normal working hours</li> <li>Discourage work outside normal hours and staying back late except in exceptional circumstances</li> <li>Develop a 'Flexible Work Arrangements' policy to provide guidance to employees and managers in requesting and adopting flexible work practices</li> </ul>
	<ul style="list-style-type: none"> <li>Increased use of job-sharing and part-time work</li> </ul>	<ul style="list-style-type: none"> <li>Job share including FIFO where appropriate</li> <li>Work from home, including provision of necessary equipment eg laptop, mobile phone, subsidised broadband</li> <li>Limit time spent on site for FIFO employees where applicable, for example allow work from head office if they are not needed on site</li> <li>Move from 10 to 9-day fortnights</li> </ul>
	<ul style="list-style-type: none"> <li>Support for employees in the areas of child and elder care</li> </ul>	<ul style="list-style-type: none"> <li>Provide information on local contacts to help staff find child care, including emergency care, nanny services, school holiday care and elder/respice care</li> <li>Reserve places in local care or provide discounts or subsidies, provide employees with information on the availability of care</li> <li>Advocate for changes to the taxation system to help with child and elder care eg FBT, salary sacrifice etc.</li> <li>Childcare worker traineeships</li> <li>Support parents who need to stay home when a child is sick eg emergency parental leave; or providing opportunity for the child to come to work in an emergency</li> <li>Allow phone calls from work to check on children in care</li> <li>Shift rosters supporting families including school hours shifts</li> <li>Support breastfeeding; introduce a workplace policy for breastfeeding employees; provide breastfeeding facilities including rooms and storage facilities</li> </ul>

- 
- Support for pregnancy
    - Planning with staff to go on maternity leave including advising options on return to work eg 'Work and family' information and support pack
    - Employees on maternity leave can retain company laptops and mobile phones
    - 'Keep in touch' plans for staff on parental leave and part-time staff - invite them to employee functions
    - One day paid pre-natal leave per month (final six months of pregnancy)
    - Paid maternity/parental/adoption leave based on package rather than base rate
    - Options to take parental leave at half pay
    - Partner leave at time of birth
    - Employees on parental leave receive the same consideration for promotions and transfers and have their remuneration reviewed along with other employees.
    - Option of graduated return to full-time work
- 
- Structured policy addressing flexibility in rostering, working hours and leave provisions
    - Flexibility in leave policies eg allow annual leave to be taken in single days; sick leave entitlements used for family care; leave without pay for cultural purposes; options to purchase leave
    - Study leave
    - Encourage employees to take annual leave in the year it is accrued
    - Employ a broad definition of 'family' (to include more distant relatives) for the purposes of bereavement leave
    - One week additional leave for staff employed for a period of five years or longer
    - Annual rotations for FIFO to ensure employees do not miss special events, eg Christmas, in consecutive years
    - Flexible start and finish times
    - Consult staff regarding rostering arrangements
- 
- Provision of general work/life balance initiatives
    - Provide an EAP (Employee Assistance Program) with access for employees' whole family
    - Options for study and training to be done externally (e.g. online or distance-ed), and when on leave
    - Family site visits, family picnic days etc
    - Support for employees and their families who have relocated to take up the employment, particularly those from other cultures
    - Community support e.g. children's sports teams, time off for volunteering, charitable contributions programs eg donations from pre-tax income
    - Extend social events such as happy hours to families and partners
    - Health/wellness initiatives eg subsidies for fitness/wellness programs
    - Salary sacrifice schemes, for example for laptops, vehicles and school fees
    - Salary protection and continuance to support the family if the employee is unable to work
    - Financial support for professional membership fees
    - Private health cover - provided or subsidised and extended to immediate family members
-

## Career Paths, Training and Development

Principles	General Indicators of Good Practice	Strategies/Policy Examples
Develop and regularly review career paths for all employees, particularly women	<ul style="list-style-type: none"> <li>Organisation has a formal performance appraisal, training and development system, taking into account the diversity of the workforce</li> <li>Training and development is targeted and accessible to all</li> <li>Leadership and development courses include aspects on inclusive work culture</li> </ul>	<ul style="list-style-type: none"> <li>An annual or bi-annual performance appraisal for all employees during which the employee's training and development needs are negotiated with supervisors</li> <li>Management workshops provided covering parental leave policies and related issues</li> <li>Management workshops on work/life balance initiatives</li> <li>Awareness programs for workplace flexibility initiatives</li> <li>Appointment of a staff training and development manager</li> </ul>
	<ul style="list-style-type: none"> <li>Women are provided with appropriate training and career development; not only those in professional positions</li> </ul>	<ul style="list-style-type: none"> <li>Training for women to move into areas in which they are under represented eg multiskilling, cross-skilling and job-rotation</li> <li>Training for women with management potential and aspirations</li> <li>Negotiation skills training for all women</li> <li>Training and study accessible to staff on leave eg women on maternity leave</li> </ul>

## Work Environment

Principles	General Indicators of Good Practice	Strategies/Policy Examples
Provide a physical working environment which is appropriate to the needs of a diverse workforce	<ul style="list-style-type: none"> <li>Uniforms, Personal Protective Equipment (PPE) and other equipment are appropriate to workforce</li> <li>Separate female ablutions are provided, for example in offices, plant and underground</li> <li>Safety, particularly of female workers, is seen as a priority</li> </ul>	<ul style="list-style-type: none"> <li>Regular ergonomic assessments, possibly using external consultants</li> <li>Maternity options for uniforms</li> <li>Allowances for tailor-made uniforms</li> <li>Options for purple boots</li> <li>Safety for female shift workers e.g. getting back to cars at night</li> <li>Change seats in vehicles to ensure suitable fit for employees</li> </ul>

## Communication

Principles	General Indicators of Good Practice	Strategies/Policy Examples
Ensure all communication is structured, consistent, appropriate and accessible	<ul style="list-style-type: none"> <li>Policies are easy to access, and kept up to date</li> <li>Results of monitoring are fed back to employees in meaningful easily accessible ways</li> <li>Company communication incorporates considerations of gendered language</li> <li>An adequate feedback system ensures the message is being heard and understood</li> <li>Employees are consulted and the results/findings of consultations and monitoring fed back to the whole organisation</li> </ul>	<ul style="list-style-type: none"> <li>Brochures, pamphlets, posters, desktop calendars, e-newsletters, newsletters</li> <li>Website with easy access for employees and supervisors to HR policies</li> <li>Lunch and learn presentations</li> <li>Report activities to the Equal Opportunity for Women in the Workplace Agency (EOWA) or in other publicly available documents eg the company website</li> </ul>

## FIFO

Principles	General Indicators of Good Practice	Strategies/Policy Examples
<b>Develop strategies to support FIFO workers</b>	<ul style="list-style-type: none"> <li>Facilitate good communication with home for all employees</li> </ul>	<ul style="list-style-type: none"> <li>Phones/internet access in rooms</li> <li>Mobile phone coverage on site</li> <li>Webcam facilities</li> <li>Subsidised phone calls</li> <li>Public phones with good access and privacy</li> <li>Families/partners provided with site and company contact details</li> <li>Procedures for handling family communications</li> <li>Training in communication technology e.g. email and SMS</li> </ul>
	<ul style="list-style-type: none"> <li>Support/facilitate employment of couples</li> <li>Provide flexible rosters to accommodate different employee needs</li> <li>Ensure that rosters are consistent and employees return home when expected</li> <li>Communicate any roster changes with as much lead time as possible</li> <li>Ensure job applicants have realistic expectations about the FIFO lifestyle</li> </ul>	<ul style="list-style-type: none"> <li>Family visits</li> <li>Get-togethers for families e.g. in Perth</li> <li>Emergency flights home</li> <li>Emergency care for home</li> <li>On-site newsletter sent to families at home</li> <li>Doubles accommodation available to couples</li> </ul>
<b>Provide a safe and comfortable environment for women, both at work and in the camp/village</b>	<ul style="list-style-type: none"> <li>FIFO camp/village is considered by all residents to be a safe and comfortable place to reside</li> </ul>	<ul style="list-style-type: none"> <li>Strong security presence on site</li> <li>Consideration given to room allocation for females</li> <li>On-site medical officers have adequate knowledge of female health e.g. lactation, pregnancy and menopause</li> <li>Provide adequate facilities for unwell employees and ensure they do not go to work ill</li> <li>Provide sanitary disposal facilities</li> <li>Well insulated accommodation, both temperature and sound</li> <li>Private single ensuites</li> <li>Healthy, varied food in camp, appropriate to the diversity of the workforce</li> <li>Facilities for self catering</li> </ul>

## Industry Image

Principles	General Indicators of Good Practice	Strategies/Policy Examples
<b>Employ ongoing strategies to promote a positive and diverse industry image</b>	<ul style="list-style-type: none"> <li>Systemic and whole of industry approach - multi-level including current employees, potential employees and wider community</li> </ul>	<ul style="list-style-type: none"> <li>Exciting marketing with access to a wide, diverse audience</li> </ul>

## 2. Introduction and project objectives

There has been a rapid increase in the participation of women in the workforce over the last 20 years. This increase reflects the changing nature of society and work and is largely a result of the increased participation of mothers facilitated through significant growth in part-time work, increased provision of child care, expansion of in-work benefits and levels of financial support for families with children, and increased flexibility in employment conditions<sup>1</sup>.

Workplace flexibility has expanded as technology has facilitated an increasing embrace of work/life balance initiatives. This has largely occurred due to employer efforts to enhance organisation competitiveness in the changing labour market including as a response to the needs of increasing numbers of dual career families, an aging workforce, the particular desires of Generation Y employees, and the impact of child and other family care on workforce participation.

Despite widespread changes to the labour market across Australia, and in contrast to their increasing numbers in many sectors, women have traditionally been, and continue to be, under-represented in the minerals and energy sector. While their participation is growing in some areas within the sector, the percentage of women employed in technical areas has remained relatively static, at a low level, for the last two decades<sup>2</sup>.

A range of research over the last decade has demonstrated that the low participation of women in the minerals and energy sector largely reflects a number of significant structural and cultural barriers, rather than lack of recognition of the importance of gender diversity in the workplace<sup>3</sup>. Indeed there is widespread understanding of the significant business case for successful diversity management, which has been found to correlate strongly with:

- Access to a broader recruitment pool
- Improved workplace behaviours
- Higher morale
- Reduced employee turnover

- Improved decision-making and more creative problem-solving
- Improved productivity
- Improved safety and equipment condition, and
- Improved public image.

In addition, there is widespread recognition of the strong moral imperative to increase the participation of women; that diversity in the workplace is the 'right thing', and that part of the social licence to operate is that historic barriers be removed so that the workplace more accurately reflects the wider population.

In recognition of the low numbers of women within the minerals and energy industry, Australian industry bodies have undertaken a number of initiatives aimed at promoting and supporting strategies to increase the attraction and retention of women. Members of the Queensland Resources Council (QRC), an industry association representing Queensland's minerals and energy sector, aim to increase the participation of women in non-traditional roles in their workforces from the current figure of six percent to 12 percent by 2020. To support this aim the Council has developed the *Women in Resources Action Plan (WRAP)*. Initiated in 2006, the WRAP includes the adoption by member companies of a range of leading practice principles for the attraction and retention of female employees, careers promotion focusing on females, expanded networking opportunities for women in Queensland's resources sector, initiation of Resources Awards for Women, and a careers awareness campaign emphasising the wide-ranging opportunities for women.

The Minerals Council of Australia (MCA), which represents Australia's exploration, mining and minerals processing industry, has also increased its focus on female participation the industry. In recognition of the lack of information essential to developing strategies to combat the low participation of women, the Council, together with the Federal Government through the Office for Women, commissioned and published

<sup>1</sup> Australian Government 2002

<sup>2</sup> AusIMM 2007a

<sup>3</sup> See, for example, Australian Government Office for Women and Minerals Council of Australia 2007, WIMNet 2003.

*Unearthing New Resources: Attracting and Retaining Women in the Australian Minerals Industry.* The publication, prepared by the Women in Social & Economic Research (WiSER) Unit at Curtin University and the Centre for Social Responsibility in Mining (CSRMI) at the University of Queensland, comprises three separate reports examining different aspects of the attitudes and experiences of women towards working in the industry. The research analyses the impact of existing structures, policies and cultures on the attraction and retention of women in the mining industry and identifies an extensive range of recommendations of strategies to address negative impacts.

The Chamber of Minerals and Energy of Western Australian Inc (CME) commissioned the current study to build on the abovementioned research and initiatives and to provide a Western Australian perspective to the issues. Specifically, the study project aimed to identify current strategies utilised by the Western Australian resources sector for the attraction and retention of women, and to determine positive practice principles that can be considered by the sector. The project consisted of a literature review and survey of 22 member companies of the CME People for the Future Committee (PFC) and the Executive Council. Surveys were conducted by interview with Human Resource or similar personnel or in one instance with a site General Manager. A number of companies provided additional comprehensive written data. All data was then classified and collated. Positive Practice Principles were identified using the survey data as well as literature review findings, including strategies successfully utilised in other industries in which women are traditionally under-represented.<sup>4</sup> Guidance was provided by the CME and the PFC Women in Resources Reference Group, who have endorsed the Positive Practice Principles. Further detail on the project design and method are provided as Appendix A.

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<sup>4</sup> For example in the construction industry, as well as by other minerals and energy industry bodies, for example the QRC.

### 3. Structure of the report

The report is structured as follows:

- Firstly, a general discussion of the survey findings, including views within participant companies regarding the value of gender diversity and the existence and structure of gender diversity strategies, as well as comment on the number and percentages of women in the surveyed organisations, is given.
- A summary and general discussion of findings is then provided under the following section headings. These headings were developed during the collation and classification of the research data. Each section of the report concludes with a table outlining the relevant Positive Practice Principle(s), Indicators of Good Practice, and examples of specific strategies identified through the surveys, EOWA reports and other literature:
  - Workplace Culture
  - Recruitment and Selection
  - Monitoring, Evaluation and Response
  - EEO
  - Work/Life Balance Initiatives
  - Career Paths, Training and Development
  - Work Environment
- Communication was identified as an overarching theme, and as the adequate communication of strategies, initiatives and policies under the above categories is essential to their uptake and success, communication is discussed following the abovementioned sections.
- The particular issues which surround the attraction and retention of women to FIFO employment are discussed in a separate section following communication.
- This is followed by an outline of the barriers and challenges faced by the industry in attracting and retaining women in its workforce, incorporating survey and literature review findings.
- The central importance of views of the industry, both within and in the wider community follows. The role of individual companies as well as the CME in promoting the industry as well as in combating negative

- public perceptions is discussed.
- A concluding statement is provided.
- Useful, mainly web-based resources relating to the attraction and retention of women are included as Appendix B.

A number of issues impact on the way the study findings are presented. Firstly, while the research findings are presented under the headings detailed above, none of these can be considered in isolation as there is a great deal of overlap and interconnection between them. Figure 1, provided as Appendix C, illustrates and summarises the important areas identified through analysis of the research data and provides an overview of how these relate to each other. This Figure also includes the Positive Practice Principles identified for each of these areas.

Secondly, employment within the resources sector provides a wide range of opportunities, from land-based or offshore FIFO, DIDO, remote residential, to metropolitan living with varied or no opportunities for travel. A challenge of a report like this one is to acknowledge and provide relevance to these diverse areas. In writing this report we have aimed to ensure relevance to all participants and members of the minerals and energy sector through reporting broadly on the wide range of different strategies relating to the attraction and retention of women, using these to develop general Positive Practice Principles applicable to the majority of workplaces and then providing more detailed examples for individual site use.

And lastly, participant companies were advised that all information provided would remain confidential, which has implications for the presentation of information in the report. Any information related to specific companies such as that included in the Industry Initiative examples is used with their permission.

## 4. Findings

A summary and discussion of the survey findings together with the associated Positive Practice Principles follows.

### 4.1 Valuing Gender Diversity

There was widespread recognition amongst the participant companies of the benefits and desirability of increased numbers of women in their workforces, particularly in light of the challenges associated with meeting employment requirements in the current tight labour market.

Companies described potential positive impacts of better gender diversity on workplace culture, particularly on interpersonal behaviour and workplace safety, and women's likelihood to operate equipment safely and carefully. Some also regarded diversity in the workplace as part of their social licence to operate in the understanding that the workplace should reflect wider society's mix.

### 4.2 Increasing Gender Diversity

Despite the commitment to greater gender diversity, the structure of the approach taken and resources applied to increasing the number of women employed, particularly in non-traditional areas, varied across companies for a range of reasons. While a number of companies were in the initial stages of formulating a structured approach to increasing gender diversity, others had already developed and were actively promoting a coherent, well-implemented and supported whole of company *Women in Company X* gender diversity strategy. A small number had long standing diversity policies and practices that they had successfully implemented for a number of years. Yet others had a few proactive policies and strategies applied in a somewhat ad hoc manner.

In terms of attraction and retention many organisations reported their primary concern as attracting and keeping the 'valued' employee, often those who are highly educated, trained and paid. While this is an understandable motive,

few interviewees acknowledged the importance of attaining a 'critical mass' of female employees and the view that given the current low numbers of women in the industry, they all should be considered 'valuable'.

Some companies incorporated the attraction and retention of women within an overall diversity program or within an attraction and retention strategy, while others had it included as specific objectives in their business plans. Particular company policies and strategies described as supporting gender diversity in the workforce included Equal Employment Opportunity Policy, Company Code of Conduct, Company Attraction and Retention Strategy, Company Diversity Policy, Company Gender Diversity Strategy, Hours of Work/Flexible Work Arrangements Policy, Promotion Policy and Company Values. These approaches are supported by research which has shown that while there is no consistent linear process of increasing diversity in an organisation, there are important structural foundations which need to be established as opposed to ad hoc window-dressing type strategies<sup>5</sup>.

The range of policies and practices employed by the companies to support women in their workplaces was to some degree dependent on the type and location of the company or operation. Corporate metropolitan offices offer conditions more in common with mainstream sectors and thus provide greater opportunities for companies to match other leading corporate sectors in supporting women in their workplaces. On the other hand, contractor companies can be constrained by conditions imposed by their clients (e.g. inadequate facilities on site for females) and the nature of relatively short term contracts. FIFO/DIDO operations are to an extent constrained by site circumstances (e.g. plans to introduce webcams in FIFO rooms could be restricted because Telstra cannot provide enough band width to the site). Nonetheless, some inventive and responsive strategies are being undertaken. Unfortunately, many are done on a flexible and case-by-case basis and may not be effectively communicated, thus limiting their uptake.

<sup>5</sup> Dobbs, 1996

Industry Initiative 1Woodside Energy Ltd's Gender Diversity Strategy

In 2005 the CEO and Board of Woodside approved the Gender Diversity Strategy, with the key objectives being to:

- Target the recruitment of women into senior positions
- Develop women to compete for senior promotions
- Customise the employment offer for women
- Visibly demonstrate commitment to Gender Diversity

Key policies are communicated at induction, accessible via the intranet, reviewed and updated regularly with changes communicated to employees.

Strategies include:

- Formation of the Gender Diversity Advisory Group (GDAG) comprising the CEO, a Board member, senior female employees and an external representative to assist and provide advice to the CEO and Leadership Team in achieving the objectives of the Gender Diversity Strategy
- Setting of annual key diversity initiatives by the GDAG (e.g. Childcare, Career Path / Progression and Appropriate Behaviour) based on staff survey results and Diversity statistics.
- Research by Career Path / Progression Taskforce into barriers to women progressing in the workplace.
- Reporting of diversity statistics and initiatives by the CEO to employees at Diversity Briefings.
- Bi-annual review of gender parity in remuneration and short term incentive payments.
- Targeting the recruitment of women into senior positions, as part of the Graduate Recruitment Program and into non-traditional roles (e.g. Petroleum Engineers, Drilling Engineers, Production Technologists, and Geophysicists).
- Participation in a variety of annual benchmarking surveys.
- Identification of and raising the profile of top female talent, including formal succession plans for key management positions.
- Personal Development Plans for employees and access to training and development opportunities based on those Plans.
- Women of Woodside (WOW), an internal networking group which supports women and aims to empower them to move forward and realise their full potential in contributing to Woodside's business.
- Women in Drilling Group formed to examine specific issues facing women within the drilling and completions environment.
- Informal mentoring facilitated by HR personnel.
- Various seminars and workshops targeted at women (e.g. Power, Influence and Networking seminars).
- Flexible work options including part-time employment, job sharing, modified start and finish times, working from home, extended annual leave arrangements and transition to retirement.
- Regular review and communication of policies (e.g. increase in paid primary parental leave from six to 12 weeks).
- Annual Contact Officer training sessions and information sessions for Supervisors / Managers.
- 'Small Treasures' booklet to provide information to employees prior to commencing, during and when returning from maternity leave.

Evidence of effectiveness of gender diversity strategy

- Statistical analysis indicates that real progress is being made in the areas of recruitment and promotion as per the objectives of the Gender Diversity Strategy. For example, over the past seven years the number of women occupying professional and senior management positions has risen from nine in 2000 to 46 in 2007.
- A recent staff survey identified that employees feel positive about Diversity at Woodside.

### **4.3 The Numbers**

Participant companies generally reported continuing increases (albeit slow) in the percentage and number of women in the workforce and particularly in non-traditional roles. One reported the female proportion of their workforce had increased by 16% between 2002 and 2007 without introducing any particular strategies. Another, in the year following the introduction of their gender diversity initiative, reported an increase in the number of females being promoted from 13% to 20%.

There were differences in the type and detail of data relating to gender diversity collected and presented by the participant companies. The easy access to and therefore availability of data was dependent on the particular systems used and the way in which data is regularly interrogated as part of the company's reporting procedures.

Analysis of the quantitative data provided by 13 companies indicated women comprise 19% of their total workforce. Individual company percentages ranged from 10% to 28%. These statistics reflect the data from the ABS WA 2007 Labour Force Statistics of the Mining Industry females comprise 19% of the Western Australian Mining industry employees.

Those companies who evaluated the effectiveness of their diversity policies did so through feedback from employees, statistical analysis and participation in benchmarking surveys.

## 4.4 Workplace Culture

A major barrier to the attraction of women to the industry is the perception that it is a 'masculine culture', one in which women do not 'fit' or are not able to be 'comfortable'. The notion of a workplace or company culture is a complex somewhat illusive construct and dependent on many factors, however, it is a useful way to consider how the overall character of a workplace can influence the numbers and experiences of women.

Research has demonstrated that the culture of a workplace has a significant impact on the development and uptake of work-life balance initiatives<sup>6</sup>. For example, where workplaces are perceived as being unsupportive of employees' families and non-work lives, work/life balance initiatives are unlikely to be used, and/or are viewed as potentially harming employee's prospects for career progression. In contrast, where an organisation has a clearly articulated vision, supportive management and a sense of collegiality amongst employees and management, change to initiate more flexible work practices, as well as the uptake of these, is much more successful.<sup>7</sup>

The importance of workplace culture change was widely recognised by interviewees who acknowledged the significance of 'support from the top' and the influence of modelling desired behaviour. Furthermore, the impact of individual supervisors, managers and HR personnel was recognised as considerable in the 'long slow process of culture change'. For example, a strategy used by one company included providing rewards and recognition for those managers who support women in their teams, strategically extending their circle of influence and ensuring any successor had similar goals and aspirations.

Perceptions of the commitment of senior staff and management to gender diversity varied amongst informants. Some reported 'strong' or 'very high' commitment demonstrated by actions such as gender diversity included as a core business dimension, budget allocation for company women's initiatives,

acknowledgement of flexible work policies as legitimate and valued work options, formal and public endorsement of company women's initiatives, senior management membership of diversity committees and the inclusion of work/life balance as a KPI. For one company gender awareness training was compulsory for all senior staff. In another, the CEO led their gender diversity committee and was short-listed for the Equal Opportunity for Women in the Workplace - 'Leading CEO for the Advancement of Women' Business Achievement Award.

Others reported that while there was no formal resistance to gender diversity initiatives at senior levels they were not identified as 'core business' and therefore not a priority for the company, however, for some it was still possible to 'quietly take opportunities'. Another described 'qualified' commitment demonstrated by the 'watering down' of proposed initiatives.

Those companies, regardless of size or profitability, with a structured gender diversity approach were more likely to report demonstrated commitment across senior levels.

There was some acknowledgement of continuing pockets of culture non-supportive to women, 'a reluctance to shift culture and attitudes', for example evidence of resistance to women working in non-traditional roles ('the mill is unsuitable for women') or resistance to flexible work options ('you need to be seen to be sitting at your desk to be producing work').

The attitude that women are better at particular jobs can be a constraint to gender diversity across the workforce as it could restrict women to certain roles in the company (eg female truck drivers may be encouraged to remain as truck drivers rather than gain experience in other roles on site because their 'careful and safe driving' is perceived as of greater value to the company).

Encouragingly, however, there were also reports of peer pressure in work teams promoting inclusive work culture.

<sup>6</sup> Yasbek, 2004.

<sup>7</sup> Human Resources and Social Development Canada 2005

Culture change is not achieved by the application of ad hoc strategies nor will it necessarily occur at some specified time in the future (e.g. 'it'll change when the baby boomers retire' or 'the mining industry will only attract significant numbers of women when it becomes more clean and automated'). Rather, it needs to be driven with a whole of company structured initiative that incorporates workforce attitudes and views and recognises that changes in traditional practices of management are required to manage diverse workforces<sup>8</sup>. The initiative needs to be structured within a realistic time-frame that acknowledges the complexity of the process of change.

## Workplace Culture

Principles	General Indicators of Good Practice	Strategies/Policy Examples
<b>Lead from the top with a clearly articulated vision for workplace diversity</b>	<ul style="list-style-type: none"> <li>▪ Visible public and senior management commitment to EEO goals</li> <li>▪ Role models in senior management positions</li> <li>▪ Leadership Capability Framework incorporates diversity accountability, for example connected to KPIs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Public launch of gender strategies</li> <li>▪ Sharing success stories in-house and industry-wide</li> <li>▪ Consider expert guidance for culture change strategies</li> </ul>
<b>Provide an environment where women feel comfortable, safe, valued and supported</b>	<ul style="list-style-type: none"> <li>▪ Support schemes and mentoring/networking for women</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sponsor membership of Women in Mining</li> <li>▪ In-house networking and mentoring schemes</li> <li>▪ Buddy systems</li> <li>▪ Encourage and support women to access external networking opportunities</li> </ul>

<sup>8</sup> Dobbs, 1996

## 4.5 Recruitment and Selection

Recruitment and selection is a critical component of an organisation's gender diversity strategy, and appropriate initiatives can have a significant impact on the successful recruitment and selection of female employees.

Although all informants expressed a commitment to increasing the proportion of women in their workforces, few companies had specific targets they aimed to achieve within a set timeframe. Of those who had targets, one wanted to reach 30% within two years, another had more modest targets of increases of approximately 2% per year over three years, from 11.5% in 2006, 12% in 2007 (exceeded in practice at 14%) to 15% in 2008. Another aspired to have females comprise 25% of all new hires by 2009. One company had set targets in the past but no longer did so. Yet another, having taken a neutral stance in the past, acknowledged it would 'have to change'.

Attitudes to the usefulness of including targets were diverse with one company stating 'it's more important to change work practices than achieve numbers'. Rather, there was widespread acknowledgement of the importance not to 'compromise merit based selection'. 'Getting the right person for the job', was the prime consideration (attributes such as qualifications, skills, experience and fitting with the company culture and values), however, 'with everything else being equal' the female would be the preferred applicant. Affirmative action was described by two companies as 'reverse discrimination'.

While all companies expressed a desire to increase their gender diversity only a small number reported openly and specifically targeting women for non-traditional roles (e.g. executives, senior management, graduate recruits, truck drivers or female electrical apprentices) in the industry. One described covertly targeting females for the mill, machinery operators and in other places of critical need. Those companies with stable workforce numbers and a low turnover have fewer opportunities to increase their gender diversity.

Within some organisations there appeared to be a lack of depth of knowledge/understanding regarding EEO legislation and its implications

for recruitment strategies aimed particularly at females, and this, combined with negative views of past affirmative action policies, can hinder the development of targets and specific strategies.

Target-setting is generally considered a key part of strategies aimed at increasing the recruitment of women, and one that, importantly, focuses initiatives on outcomes to be achieved<sup>9</sup>. One of the recommendations of *Unearthing New Resources* is that the minerals industry establish 'recruitment targets that aim at the same number of female and male applicants for vacant positions' and that they set 'targets and/or goals for female participation' in line with relevant EEO legislation.<sup>10</sup>

Specific initiatives to increase proportions were not generally well articulated. A minority of companies had well developed strategies and others were currently developing guidelines. Proactive strategies included the inclusion of females on all employment selection panels, including the graduate recruitment panel, and tracking of job applicants and selection processes by HR personnel, that is, monitoring on a gender specific basis. See Industry Initiative 2.

### Industry Initiative 2

#### Internal Appointment Guidelines

One company has developed a set of guidelines for internal appointments within the organisation. These are specifically designed to support female employees by offering them experience in front of high level panels and the opportunity for individually tailored support.

The guidelines include:

1. Including women with potential in the selection process
2. Including at least one woman on the short-list for senior positions
3. Using a designated process to investigate the reasons why if a woman is not appointed
4. Developing a plan to address factors contributing to why the woman was not appointed including individually tailored support to increase opportunities for future success.

<sup>9</sup> For example the EOWA Awards routinely cite target-setting in line with relevant legislation as best practice, eg see *Leading edge initiatives: business success through advancing women EOWA 2007*.

<sup>10</sup> Australian Government Office for Women and Minerals Council of Australia 2007, p.6

### Recruitment

Although companies predominantly do their own recruiting, most also use recruitment agencies to employ people for particular positions. Only one company outsourced all of its recruitment. The degree to which these agencies are briefed about the principal company's ethos, and gender diversity policies and targets varied. Some, particularly those who used a system of preferred suppliers, provided comprehensive information on their requirements including detailed face-to-face briefings and/or a hard copy (DVD or paper) of their policies. One company did not inform its recruitment agency of their gender targets because of a perception that 'if you recruit for numbers then you lose respect'.

A number of companies also used 'employee referrals' as a supplementary means of recruitment. Some rewarded successful recruitment with a one off payment, or a series of payments related to length of time the new employee remained with the company.

### Advertising

In their advertising and promotional material most companies actively promote the benefits of working in the industry as discussed previously.

All use images of women and men in their advertisements and company publications. It is notable that women are pictured in non-traditional as well as traditional roles in the industry.

Some global companies may be constrained by requirements associated with parent company advertising policies and thus may not necessarily be able to promote local site advantages. This can impact negatively on their ability to publicise all of their local female supportive initiatives.

The four companies who had achieved EOWA Employer of Choice for Women awards were able to use this badging in their advertising material to indicate their support for women in their workplaces. The award was described as 'highly valued' and providing a 'competitive advantage'. A further four companies planned to apply for the award in the future when they felt they had sufficient evidence of the positive impact of their gender diversity initiatives. It should be noted however that public knowledge of the meaning and implications of such badging should not be taken for granted, and indeed six informants questioned the worth of the award, one describing it as a 'meaningless catch phrase'; a couple were not aware of its existence.

### Industry Initiative 3

#### Innovative Advertising by Minara

Minara Resources used an advertising agency to design a series of advertisements specifically aimed at women. An example is included below. These advertisements were run in the magazine section of a weekend paper rather than in the traditional employment pages. The company reported an excellent response and successfully recruited as a direct result of this strategy.

The new **Colour** of mining

MINARA RESOURCES

No longer are women expected to take up traditionally female roles. The truth is, there are women in the mining industry. And whether you're one of them or one of the ones considering it, we've got the opportunities and support to help you make it happen.

At Minara, we are actively encouraging women to join our ranks in a variety of positions from administrative to more hands-on roles, all the way through to professional and executive positions.

With our confidential off-site counselling service, a Health & Wellbeing Coordinator, good lines of communication and regular flights to get you back home, you can be rest assured that you and your family will be looked after. We also offer generous career development and childcare. Put yourself in the right shoes. Visit our website and select Current Vacancies for our latest opportunities. Please submit all applications online.

[www.minara.com.au](http://www.minara.com.au)

Minara Resources is an Equal Opportunity Employer

Other targeted advertising strategies included using female testimonials in a local newspaper; advertising in non-traditional areas e.g. the 'mums at work' or 'career mums' web-sites or through the WIM email list; changing the language of the advertisements to be more 'female friendly'; designing an advertising campaign around lifestyle and family; and including terms such as 'female applicants encouraged to apply' and/or 'Equal Opportunity in the Workplace Employer'.

### **Apprenticeships and Traineeships**

Apprenticeships in the resources sector have traditionally been dominated by males, whereas traineeships have been more likely to include females because of the types of roles offered by each. Such was the case for the companies in this study. However, there was some evidence that the proportions of female apprentices were increasing in some companies as a result of pro-active strategies that were being implemented (e.g. focussing on females for pre-apprenticeships, or positive discrimination towards female candidates if they exhibited the appropriate aptitude and attitude but did not necessarily have previous experience in the area) or changes in personnel (e.g. the retirement of an apprenticeship master who did not support female apprentices). Some companies participated in a local cooperative scheme for selecting apprentices. With support from each of the company members such schemes provide an ideal opportunity to proactively increase the number of female apprentices.

Ten companies provided data on the number and proportion of women currently completing apprenticeships with them. The percentage of women occupying these positions ranged from zero to eight percent, with an average of five percent. One company currently had only one apprentice, a female. Six companies provided data on the number and proportion of women currently completing traineeships within the company. The percentage of women occupying these positions ranged from five to one hundred percent, with an average of 24%.

### **University Vacation Work and Scholarships**

University vacation work and scholarships have been traditionally used by companies to target

potential employees with the perceived benefits of allowing students to experience the resource sector lifestyles and for companies to form relationships with them as potential employees. Each of the companies interviewed offered vacation work for university students, the majority targeting local or interstate universities and one, an international university, paying the associated costs for students to have vacation work in Australia. Some companies had relationships with particular institutions and only took students from these.

Few companies particularly targeted female students, although some companies had higher proportions of female vacation students than females in their permanent workforce. These were more likely to be in non-production related areas. Varying eligibility criteria for recruitment were used - most companies preferred third, fourth or final year students, however, some of the smaller or lower profile companies reported they 'take whoever we can get', 'as long as they are studying' because it's 'not easy to get them as - many are already handcuffed, already recruited by other sites'. Other eligibility criteria were based on professional discipline, academic performance and values/behaviours as assessed at interview. One company accepted second year students, assessed them at the end of third year and offered a \$10,000 sponsorship in fourth year if they suited the company culture and requirements. Another only offered vacation positions to those students who were seeking a career with that company. Yet another only offered places to students from WASM.

The success of such vacation programs can depend in part on the company's relationship with the university and their methods of recruitment. While some rely on information provided on their company website to attract students others proactively engage with students at the educational institutions by, for example, participating in career fairs, presenting at lectures or hosting social events such as welcome barbecues.

Eight companies provided data on the number and proportion of women currently completing vacation work within company. The percentage of women occupying these positions ranged from

### Industry Initiative 4

#### Alcoa's Future Women of Industry Scholarships

The Future Women of Industry Scholarships form part of Alcoa's commitment to diversify its workforce. Introduced in 1996, this program aims to assist, mentor and educate young women about opportunities within the industry before they decide upon a career.

Each year local secondary schools and their female students are invited to participate in the program which offers two categories of scholarships: one in the engineering and technical professions, and the second in the manual trades and apprenticeships.

The program provides an insight into roles available in the resource sector, financial assistance, on the job exposure, the chance to network with women currently working in the industry and communications training. Activities for the scholarship recipients include:

- Tours of Alcoa's operations.
- Networking nights with women who have successful careers in the industry.
- Buddy days with an Alcoa employee to experience working with a professional in a field which the scholarship recipient is interested.
- Murdoch University Day to enlighten participants about university and higher education paths.
- Presentation night to acknowledge the scholarship recipients and allow them to provide feedback on the program.

Benefits of the program include:

- Successful recruitment of young women who have been scholarship recipients.
- A closer relationships with local schools.
- Increased number of young women exposed to the industry.
- A chance to demystify the industry and show case career opportunities.
- Increased awareness of the the value of diversity in the workplace
- Increased morale through pride and support for the program from both male and female Alcoa employees.

five percent to 42% with an average of 29%. Many companies provide scholarships, a number through WASM, although there was a perception by some that these did not provide a good return for the investment in terms of employment and retention of students. Only one company offered specific scholarships for female secondary students (See Industry Initiative 4). Some companies offer scholarships for children of employees. Others provide cadetships offering support at university and entrance into the company Graduate Program. Other forms of cadetships were offered to specific groups such as local or Indigenous students, however, none were specifically for females.

#### **Educational Outreach**

Many of the companies engaged in outreach to educational institutions by, for example, attending career expos for secondary and tertiary (University and TAFE) levels, supporting CME initiatives, conducting national roadshows and

advertising vacation and full-time positions on University noticeboards. While most used female company representatives at such events, apart from the scholarships described above, there was little evidence of other innovative strategies to specifically engage and encourage female audiences. Residential operations had 'employ locally' strategies which often included the children and other family members of employees.

A number of companies have developed relationships with local or regional secondary schools, providing work experience opportunities, promoting apprenticeships and traineeships and other employment opportunities, giving talks and practical demonstrations to classes (e.g. demonstrating how what they learn in science is applied at work) and supporting the supply of equipment such as laptops. However, few included components specifically designed to encourage female student participation. A number of companies supported the Polly Farmer

Foundation in its Indigenous initiatives. While a number of companies interact with primary schools in a variety of ways none included specific female initiatives.

Interaction with primary and secondary schools can provide the opportunity for companies to increase students' and their families' knowledge and understanding of the industry and the work opportunities for females, particularly in non-traditional roles. Participants suggested that the education system does not currently provide adequate knowledge in these areas.

## Recruitment and Selection

Principles	General Indicators of Good Practice	Strategies/Policy Examples
<p><b>Support recruitment of women through 'positive action'</b></p>	<ul style="list-style-type: none"> <li>▪ Targeted marketing and advertising campaigns</li> <li>▪ Targeted support to EEO applicants, for example training and assistance with application process</li> </ul>	<ul style="list-style-type: none"> <li>▪ Targeted employment information and promotional material e.g. Minara's handbag/boots advertisements</li> <li>▪ Include photographs of women of different ages/cultural backgrounds where appropriate in promotional material</li> </ul>
<p><b>Establish employment targets</b></p>	<ul style="list-style-type: none"> <li>▪ Targeted and effective participation at careers expos - utilising female representatives where possible</li> <li>▪ Interviewers are trained in EEO and include at least one female</li> <li>▪ Selection criteria and processes are developed and monitored to ensure they do not unfairly disadvantage women</li> <li>▪ Recruitment partners are aware and supportive of company policies and gender diversity targets</li> <li>▪ Females are targeted for vacation work</li> </ul>	<ul style="list-style-type: none"> <li>▪ Include local advantages as well as EEO advantages in advertising</li> <li>▪ Provide feedback to unsuccessful internal applicants</li> <li>▪ Take previous experience into account more broadly - recognition of skills within and outside the workplace rather than those based solely on prior experience in similar roles</li> <li>▪ Track applicants</li> <li>▪ School visits and open days</li> <li>▪ Develop partnerships with local schools or other education institutions</li> <li>▪ Targeted information to schools</li> </ul>

## 4.6 Monitoring, Evaluation and Response

Research on diversity in the workplace indicates that without adequate monitoring and evaluation little sustainable change is achieved and discrimination in the workplace can remain undetected.<sup>11</sup> Comprehensive, easily accessible data on the number, position and pay of women within an organisation is an essential starting point to developing gender diversity targets, and to determining the appropriateness of strategies to increase the attraction and retention of women.

The degree to which the companies survey, monitor and/or evaluate and respond to their diversity or EEO policy implementation varied between sites, from no formal systems at all to regular and comprehensive tracking and reporting procedures.

### **EOWA Reporting Requirements**

EOWA reporting requirements provide some monitoring of workplace programs for female diversity within an organisation, and can provide a useful starting place for companies planning to develop and implement a system for monitoring gender diversity. Some companies are exempt from having to report (eg have fewer than 100 employees) or have been waived from reporting for up to three years because they have demonstrated they have taken all reasonably practicable measures to address issues for women in their workplace (currently including a small number of resource companies). However, EOWA reporting is limited in the detail it requires and planned changes to EOWA reporting requirements propose that in the future most employers covered by the EOWW Act will only be required to report every two years after having been compliant with the Act for three consecutive years, thus reducing mandated monitoring requirements.

### **Tracking Female Data**

Those companies who had structured gender diversity initiatives were more likely to systematically track female-specific personnel data as a matter of course. The reporting periods included monthly (eg for monthly Board meetings), quarterly, six monthly or annually (eg for EOWA reporting or for annual report purposes). Reporting could be to the HR or similar department or at Board level. However,

many of the companies did not comprehensively monitor female data, and in particular female ages, turnover statistics or returns from maternity leave, as a matter of course. For some the statistics were only analysed when they were 'looking for a particular issue'.

The availability of detail and ease of access to and thus tracking of personnel data relating to gender diversity depended in part on the particular HR and/or pay systems used by each company. Those companies that used more sophisticated HR systems had easier access to more comprehensive data.

The availability of age data was also dependent on whether and how this information was entered in the particular system. Thus few companies provided comprehensive gender based age data that allowed meaningful amalgamation and summary statistics to be calculated. However, the average age of females reported by the companies ranged from 32 to 36 years. Female employees ranged in age from 17 to 68 years.

A diversity of exit interview procedures was used including written surveys and face-to-face interviews conducted by either company personnel or external providers. The uptake by exiting employees and the degree to which data was analysed varied. While voluntary and involuntary leavings were tracked as a matter of course, often companies did not analyse this data by gender despite having the ability to do so. For some small to medium sized companies low levels of female turnover (eg only one in the last 12 months) made it difficult to identify any trends. One company reported changing from an external provider to internal procedures as a result of poor uptake and was reviewing the exit interview process to determine how best to receive meaningful data for analysis purposes. Another was considering introducing a six month follow up interview of former employees. However one company expressed doubt in the truth of the responses given by some people during the exit interview thus casting some doubt on the validity of the data.

The reasons for leaving varied between companies and site types. However common reasons for women leaving were reported as

<sup>11</sup> Murrell and James, 2001

personal or family reasons, lifestyle (e.g. FIFO or residential was no longer suitable for family reasons), better offer, better career opportunities, low job satisfaction, income, or personal recognition. Women were more likely to cite work/life balance reasons whereas men cited better work opportunities such as income and package. Interestingly some exit surveys used positive language to describe reasons for leaving (e.g. better career opportunities) whereas others used negative language (e.g. lack of opportunity for development or advancement). A number of companies reported a change in the primary reasons given for reason over the last few years attributing this to the current competition for mining employees.

Consistent with the recent EOWA ASX200 Report<sup>12</sup> companies detailed evidence of a gender pay gap related to the lack of significant numbers of females in the higher pay brackets. There was also a suggestion that the use of certain broadbanding systems could unintentionally result in pay equity issues if females clustered at the bottom of any band.

This warrants further investigation. A recent AusIMM survey found that men earn more than women at every level in the industry except entry level, and as such encouraged companies to monitor their own practices and pay rates<sup>13</sup>.

The majority of companies conduct some form of regular employee surveys for various purposes. These could be regular annual or bi-annual procedures or a one-off process for a specific reason, for example a female forum to gauge attitudes and needs of female employees. A variety of methods are used including written surveys, either on-line or paper, focus groups, committees, workshops and forums. Most ensure that committees, focus groups and forums are representative of the survey target group/s. Some companies embedded gender specific issues in their general survey whereas others conducted specific undertakings to explore gender issues. See Industry Initiative 5.

### Industry Initiative 5

#### Women in Barrick Forum

Barrick has recently established the *Women in Barrick* initiative. Through engagement with their employees they aim to identify and understand issues that impact on the company's appeal to women, and identify opportunities to increase the attraction and retention of women in their workforce. This is a reflection of the company's commitment to diversity across the workforce. Budget allocations have been made for the program and the Regional President has personally communicated his support for it to, for example, site General Managers and in the company newsletter. The women's forum is one event in this overall program.

Following a survey of their female employees a *Women in Barrick* forum was convened to share the results of the survey and company responses and initiatives that arose out of the survey. It also provided further opportunities for employees to share their attitudes and opinions. The day consisted of presentations to the whole group and workshops conducted in small groups. The workshop sessions were guided by professional facilitators. The forum also provided network opportunities for the attendees.

#### Who attended

- Women representative of all operations, levels and positions in the company and some male employees

#### Who presented at the forum

- The Regional President presented the business case and company commitment to supporting the company's women's initiatives
- A university researcher presented an overview of current labour force and industry research and statistics
- The Organisational Effectiveness team presented survey results and company initiatives

#### Topics of the small group workshops

- Workshop 1 - opportunities and initiatives for the attraction and retention of women in Barrick.
- Workshop 2 - women and workplace culture

<sup>12</sup> EOWA 2008

<sup>13</sup> AusIMM 2007b.

A number of companies used or planned to use the collected data as an integral component of their diversity initiatives, for example to:

- establish measurable performance indicators and other accountability related to diversity management
- discover which factors impact on the organisation's ability to attract and retain female employees
- measure the impact of existing practices and strategies.

Several companies had internal committees to manage either gender and/or overall diversity in their workplaces. Generally the membership of these committees was diverse and representative of the organisation although some only included senior management. One company had a committee of Senior Personal Assistants (all women) who considered general issues, including those relating to females, for that

workplace. Many companies however managed diversity and gender issues through their HR or similar departments.

A number of companies made excellent use of their employee feedback. Data was comprehensively analysed, reported back and acted upon. Results and responses were effectively communicated to employees at all levels and in a variety of forms including through company newsletters, emails, on the intranet and at especially convened feedback sessions. One company briefed all supervisors on the issues who then disseminated the information to their teams.

## Monitoring, Evaluation and Response

Principles	General Indicators of Good Practice	Strategies/Policy Examples
<b>Establish accountability and targets</b>	<ul style="list-style-type: none"> <li>▪ Gender diversity is linked to performance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Gender diversity linked to KPIs of management</li> </ul>
<b>Have a wide range of monitoring and reporting systems for internal accountability, including both metrics and attitudes</b>	<ul style="list-style-type: none"> <li>▪ HR system provides easy access to employee data</li> <li>▪ Employees are consulted</li> <li>▪ Employee committees are representative</li> <li>▪ Female-specific data is tracked as a matter of course and reported on regularly</li> <li>▪ The impact of existing practices and strategies is understood</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consultation done formally and informally including through staff surveys, staff forums, feedback sessions, 'walk-throughs', female-specific committees and newsletters</li> <li>▪ Report on gender diversity to all levels, including board level</li> <li>▪ Track turnover</li> <li>▪ Exit interviews designed to include specific usable gender information</li> <li>▪ Track pay gap differentials</li> </ul>

## 4.7 EEO

The existence of a written Equal Employment Opportunity (EEO) policy within an organisation is direct evidence of an explicit commitment to gender diversity and thus an essential tool in the attraction and retention of women. It is also an essential tool in dealing appropriately with discrimination and harassment in the workplace which has direct bearing on the attraction and retention of women. Sexual harassment, anecdotally perceived by many in the wider community to be widespread in the minerals and energy sector, in actual fact remains widespread throughout all industries. Nearly one in five sex discrimination complaints received by the Human Rights and Equal Opportunity Commission (HREOC) in 2006 - 2007 related to sexual harassment, the overwhelming majority of incidents occurring in the workplace<sup>14</sup>. Although the issue of sexual harassment in the workplace is not new, a significant number of incidents continue to remain unreported because victims fear retribution by the perpetrator and/or by the organisation<sup>15</sup>.

### **EEO Induction and Training**

As discussed earlier, a range of approaches to EEO training, procedures and evaluation was evident amongst the companies; from structured, comprehensive and regular training supported by print and on-line material, to ad hoc, minimal and intermittent training with little or no follow up or support material. One company offered EEO as an optional KPI. A small number of informants to this project did not have a detailed knowledge of their EEO policies or procedures.

EEO training was generally provided in house by for example HR personnel or members of the company legal team, or was conducted by external consultants such as AMMA. Some difficulties were acknowledged for contractor companies in, for example, providing regular refresher training if their employees had frequent and irregular moves between sites.

### **Sexual Harassment**

Incidents of sexual harassment and other inappropriate behaviours, such as workplace bullying were reported as being taken very seriously by all companies, 'if there is a perceived problem there is a real problem'. While most companies reported few serious incidents it was acknowledged that low grade harassment did occur, although it was not always reported. Examples cited included inappropriate emails and the sale of 'girlie' magazines in the mess on a FIFO site. One company acknowledged low level harassment on site and was proactively working to eradicate it.

The majority of companies had robust systems in place for reporting and dealing with such issues in a timely and effective manner. These included internal and external reporting procedures, confidential hotlines, male and/or female contact officers in each work place, following up of complaints immediately with fair and impartial investigations, senior management involvement, and monthly reporting to the board. In an awareness raising exercise one company monitored the gendered language of meetings, noting the number of inappropriate uses and discussing this with the particular group. There is evidence that people can be unaware of the unintended implications and consequences of the language they use. Others focused on 'leading by example', expecting managerial and supervisory staff to model appropriate behaviour, to have zero tolerance for inappropriate actions, and reminding employees that the policies apply both in and out of working hours. Some companies though admitted their procedures could be improved as 'the focus has fallen away over the years'.

<sup>14</sup> Broderick, 2008

<sup>15</sup> Murrell and James, 2001

## EEO

Principles	General Indicators of Good Practice	Strategies/Policy Examples
<p><b>Apply a structured and comprehensive approach to EEO</b></p>	<ul style="list-style-type: none"> <li>▪ EEO strategy is open and accessible to all employees and is evaluated regularly</li> <li>▪ Presence of a company Diversity and Equity Planning Framework</li> <li>▪ EEO overseen at senior level</li> <li>▪ EEO representatives throughout the organisation - communicated to all and appropriately trained</li> <li>▪ All employees are trained in EEO and diversity, and this is updated regularly</li> <li>▪ On the ground awareness raising, monitoring and feedback is undertaken, particularly of low-grade harassment.</li> <li>▪ Unlawful conduct is not tolerated</li> <li>▪ Complaints are followed up with fair and impartial investigation which complies with company dispute resolution policies</li> <li>▪ Business partners are aware of and comply with company EEO policies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training conducted by appropriately trained/ accredited personnel</li> <li>▪ Awareness raising of EEO e.g. through newsletters, e-newsletters, posters, pamphlets and workshops</li> <li>▪ Monthly reporting to senior level</li> <li>▪ Link with Organisational Planning Cycles</li> <li>▪ EEO hotline</li> </ul>

## 4.8 Work/Life Balance Initiatives

A strong and widely recognised business case for work/life balance initiatives has been established<sup>16</sup>. Indeed, during the last two decades such initiatives, including those assisting workers with family responsibilities, 'have increasingly become a more pronounced feature of the Australian workplace relations system', a fact which is directly related to the increased participation of women in the workforce<sup>17</sup>. A recent survey of 3000 Australians found that work/life balance is the number one factor of job attraction and retention (even above salary)<sup>18</sup>, highlighting that, although this current report is about the attraction and retention of women, its findings have implications for recruitment and retention within the industry more broadly.

While the nature and location of the work constrains the types of flexible work practices and other work/life balance initiatives that can be offered, there are still a wide range of strategies that can be (and indeed are being) undertaken within the WA resources sector. Participant companies reported a wide range of these as follows.

### **Balancing Work and Life Matters**

Some companies have demonstrated their commitment to implementing work/life balance procedures by including work/life balance as a key performance indicator in their appraisals for all employees, often including the head of the organisation.

### **Flexible Working Arrangements**

Taking into account the constraints of location and job type there was evidence of a wide diversity in the provision of and attitudes to flexible working arrangements. That is, the degree to which flexible work options were adopted and implemented by companies was not only constrained by the nature and requirements and location of the work, but also by the attitudes within the organisation, for example one company would not consider working from home arrangements because of a perception that people need to be supervised to perform and that other workers will not look favourably on this practice. Another informant described the

'reluctance of site people to have people work from other than site'.

Companies offered a variety of shift options - these were to an extent dependent on the workplace location. While 12 hour shifts were common and some companies would not consider anything other than 12 hour shifts, other arrangements included 10.5 hour night shifts and 9.5 hour day shifts at residential sites where the employees were bussed to and from work. Flexible shift arrangements offered by companies include school hour shifts, 'mum shifts' and shift sharing.

The majority of companies offered various permutations of part-time and job-share where appropriate. Permanent part-time options tended to be limited to particular roles such as professional and office based positions in corporate offices and residential sites. However one FIFO site is considering trialling limited FIFO job sharing (part-time FIFO) for particular positions, possible because this site has flights five days a week. Yet another is investigating combining FIFO and Perth based employment - that is, only spending time on site when it is necessary, made possible by technological advances. A number also offer work from home options for certain positions.

Many companies offer flexible start and finish times for particular positions. Others modelled and supported on time leaving, or scheduled day meetings between 9am and 4pm, thus addressing aspects of the culture of long working hours in the industry. Implementing car pooling can facilitate on time leaving. One company has plans to formalise flexi-time for employees in their Perth office so they are compensated for long hours in the same way as FIFO workers on site are compensated. Others (including residential sites) offer a nine day fortnight. One company reported their annual turnover decreased from 19% to seven percent following the introduction of a nine day fortnight.

A number of FIFO and residential shift rosters were offered, often dependent on the particular

<sup>16</sup> Yasbek, 2004.

<sup>17</sup> Australian Government, 2002

<sup>18</sup> McCrindle Research, 2007

employee's position and location. Common FIFO rosters were 8/6; 5/2; 4/3; 2/1; 2/2. One company reported a decrease in their annual turnover following the introduction of 8/6 or 4/3 rosters for their employees. Different rosters and work conditions can be linked to different annual leave entitlements with longer rosters attracting longer annual leave.

The importance of preparing a substantive business case to demonstrate that issues of logistics associated with flexible work arrangements can be overcome was highlighted, 'we want to know it will work before we implement it'. One company however was willing to trial 'whatever's doable'.

The extent of uptake of flexible work practices varied across companies, business units and occupations for a number of reasons including for example the suitability of the role, availability and knowledge of options and the degree to which managers and supervisors supported and promoted flexible work options. In those companies that offered and monitored the uptake of flexible work arrangements females, particularly in administrative and professional roles were more likely to have part-time working arrangements. Senior management were less likely to have flexible working arrangements, and if they did it was often as transition to retirement. Females were also more likely to buy back annual leave and were more likely to be working from home.

### ***Communicating the Options***

Although many companies have a number of policies (e.g. Hours of Work/Flexible Work Arrangements Policy) and strategies addressing work life balance, the way in which they were communicated to current and future employees varied from comprehensive easily accessible hard copy and web-based material provided for future and current employees and up-dated regularly, to ad hoc and 'when the subject comes up' approaches for some.

### ***Leave Options***

The provision of leave including parental and carer leave varied across companies as follows:

- Maternity Leave ranged from the standard provided in legislation of 52 weeks unpaid to 16 weeks paid with options to take this at half pay over 32 weeks. Other paid arrangements included one month, six weeks, eight weeks and 13 weeks. Most companies offered the option of taking half pay over double the leave time. Others had the option of taking the amount as a lump sum. One recently changed this option so the lump sum was provided at the beginning of the leave rather than at the end. Eligibility criteria varied but was generally 12 months continuous service. One company tied the amount of paid Maternity Leave to length of service, that is, five days paid leave for up to one year's continuous service, six weeks for between one and three years service with a maximum amount of ten weeks after three years service. Companies offered up to another 51 weeks continuous unpaid Maternity Leave up until the child's second birthday. Some also offered extra unpaid leave on a case-by-case basis. According to EOWA's 2005 across industries survey, 46% of reporting companies provided paid maternity leave, the most common of which was six weeks (40%)<sup>19</sup>.
- Other Parental Leave varied from the legislated amount to ten days paid with the option of half pay. A number of options for sharing leave as the primary carer were offered. Eligibility was generally 12 months.
- Adoption leave was generally the same as maternity leave, however a number of informants had no knowledge of their company's policy on adoption leave.
- In addition to the mandated entitlements, companies indicated flexibility in dealing with Personal, Carers and Compassionate or Bereavment leave on a case-by-case basis.
- Companies also provide various cultural/religious leave.
- All companies had provision for leave for special circumstances. This was flexible and determined on a case-by-case basis.
- A number of companies had options to purchase leave, for example up to a maximum of four weeks per annum which could be repaid between two and 12 months.

<sup>19</sup> EOWA 2008

- A number offered study leave, provided the course was relevant to the job.
- Sick leave provisions varied between companies with up to three months paid at base rate.
- Salary continuance insurance was offered by some - rates included 75% of annual salary for up to two years.

### Industry Initiative 6

#### Families

One company has a dedicated site on their intranet for families. This site has user friendly pages for employees considering pregnancy. It has sections for both **employees** and their **supervisors** so all can be fully informed of the company policies. Links on the Home Page include:

- **First Steps** - separate links to helpful information of the first steps to be taken for employees and for supervisors
- **Parental Leave Network** - puts employees in touch with other employees who are happy to share their maternity/paternity leave experiences
- **Flexible and Part-time Working** - a link to the relevant policies
- **Short and Long Term Unpaid Leave** - a link to the relevant policies
- **Child Care Opportunities** - explains company child care policy and includes links to various organisations and assistance options

#### **Maternity Matters**

The majority of companies had few formal procedures and strategies in place to support pregnant employees. They ranged from nothing formal to a dedicated site on the intranet with detailed information during all stages of the pregnancy and beyond for employees and their supervisors (see Industry Initiative 6). Other support included information about parenting courses and childcare, networking opportunities with other parents in the company and time off from work to attend pre-natal or IVF clinics. Transfer to safer or more comfortable jobs was supported by all companies. FIFO rosters were also adjusted on a case by case basis to facilitate becoming pregnant.

Helping people maintain their workforce attachment when they take time out for family reasons is increasingly recognised as a critical aspect of the social support system. Communication with people on parental leave varied from nothing at all to having a formal 'Keeping in Touch' program negotiated between the employee and their supervisor prior to commencing maternity leave (see Industry Initiative 7). One company included the option of completing performance reviews or training while on parental leave and yet another had a policy of making contact with the employee approximately three months prior to their scheduled return to work. Depending on the role and employee preference contact was maintained through internet, intranet, emails, invitations to office social events, company newsletters sent home and personal phone calls. Some employees were able to keep their company laptop and mobile phone and have access to the company intranet while they were on parental leave. Other positive practices include hosting a morning tea for the new mum, parenting courses and a 'Tiny Tots' program complete with parenting book and toddler t-shirt.

Formal planning of work during pregnancy and beyond was only initiated in a minority of companies and mainly in an ad hoc manner. However, all attempted to grant requests for part-time positions on return to work although these can be difficult to accommodate in some roles. A number of offices provide an on-site lactation or parenting room. Refresher courses on return to work were mainly provided on demand.

Some companies monitor the number of people who return to work following maternity leave. For example, since commissioning in 1998, one company had ten staff go on maternity or adoption leave from their FIFO role, and two have returned to a full FIFO 8/6 roster rotation (both tertiary qualified professionals). Both involved their partners giving up work and being the 'stay at home' dad. The other eight female staff resigned prior to or at the completion of their unpaid maternity leave.

### Industry Initiative 7

#### Keeping in Touch - The Chevron Way

Chevron has a "Keeping in Touch" program for employees while they are on parental leave. This is organised on a case-by-case basis between the employee, their supervisor and the company depending on the particular circumstances.

Depending on personal preference employees are able to negotiate the amount of interaction they would like to have with the company whilst they are on parental leave.

The company offers employees access to a one day workshop "Preparing and Returning from Parental Leave" to assist employees to manage their work/life balance and prepare for taking parental leave and returning to the work place. The seminar offers advice on:

- Strategies to better manage diverse personal and career goals
- Strategies to assist the launch back into career
- Organisational strategies to help get family members in and out the door on a daily basis
- Strategies for preparing the family and child for childcare.

Perth based employees have access to a carer's/ lactation room which can be booked for family visits and can be used for:

- Mothers returning from maternity leave who are breastfeeding
- Spouses/partners of employees or employees on parental leave who would like to visit their spouse or work colleagues and need a room where they may bring their child(ren) into the office
- Staff who are feeling ill and need to rest before leaving work for the day and
- Staff who wish to conduct stretches in a relaxed environment.

The room is equipped with a fridge, microwave, bowl, sink and washing facilities for sterilisation of equipment, a changing mat, a reclining comfortable chair, posters on the walls and a CD player with CDs to create a more relaxed environment, a rubbish bin, a first aid box, and a telephone.

### **Child and Other Family Care**

Availability of childcare is an issue for many

employees throughout the workforce and has been identified as a key barrier to the attraction and retention of women in the resources sector.

Although many companies made little or no provision for childcare support, some were planning and implementing comprehensive programs. One company was in the process of engaging the services of a national childcare provider for company employees and obtaining a tax ruling in conjunction with this as detailed in Industry Initiative 8. Another had reserved places for employees' children in a local community facility. One company was investigating emergency child care for the children of FIFO families, while another residential site paid for emergency childcare for employees called in after hours. Yet another was looking at options for night childcare to accommodate their night shift workers. A number of corporate offices also allowed employees to bring their children into work in emergency situations, some provided dedicated rooms for this. One commodity group previously had company owned childcare facilities on site at corporate offices in the eastern states. These were discontinued for a number of reasons.

### Industry Initiative 8

#### Childcare Matters - Woodside Energy Ltd

Woodside assigned a Childcare Taskforce to investigate the utilisation and provision of childcare facilities and tax effective child care arrangements. A national childcare provider was identified.

Employees were invited to participate in a survey, the results of which assisted in the identification of centres operated by the national childcare provider that would have the greatest potential utilisation by employees. Woodside is in the final stages of transitioning the identified centres to Woodside centres where employees will receive priority access and the option to salary package child care fees (subject to Australian Taxation Office approval being received). These will become designated centres where Woodside employees will have priority placement. A submission to the Australian Tax Office has sought approval of the option for employees to salary sacrifice their child care fees at the designated centres.

Accessing childcare in regional areas for residential employees can be particularly challenging. Recognising this, one company recently instigated a comprehensive initiative as detailed in Industry Initiative 9 to address the issue. This highlights the opportunities for companies in regional centres to work in collaboration with local stakeholders to provide childcare and other family supportive facilities.

One company provided traineeships for childcare workers in an attempt to address the shortage of trained childcare workers. Others indirectly support local childcare, for example by providing a house for a not-for-profit childcare organisation to use. Yet another has flexibility in its childcare support policies offering employees the option of a place in the company supported childcare centre or a subsidy to attend a childcare facility of their choice. Interestingly, one Perth based office reported that none of their employees used the childcare facility located in the office complex.

With our aging population elder care is becoming an increasingly significant issue. Indeed a major initiative of the AusIMM in 2007 advocated for the tax deductibility of carer expenses. At least two companies plan to include mature age women specifically in their target strategies. Provision of care for elderly relatives could be of importance for these women and special leave or other initiatives may need to be considered by employers for this group.

### **Family Matters**

In addition to working arrangements and leave entitlements most companies had comprehensive strategies for supporting and acknowledging the families of their employees and the communities in which they were located. These varied according to location and type of operation and, to a degree, size of the company. Included were:

- Family site visits - for FIFO these could be either a day trip or an overnight or longer stay depending on the circumstances, especially over Christmas - one site has houses on site - some allow children, others do not
- Mine open days
- Perth and residential site Christmas parties and other social functions
- Various support for international and local employees and their families settling in to new communities
- Social clubs, including for children
- Company newsletters sent directly to home
- Company magazine including a children's section
- Children able come to work in an emergency
- Family passes to places e.g. Zoo, Scitech, Adventure World
- Family health cover/medical benefits
- Family EAP - access for members of employees' families is industry standard
- Access to residential non-EAP counselling
- Tertiary assistance for employees' children
- Housing Assistance
- Access for residential families to site based healthy living initiatives eg weight loss programs
- Access for residential families to village catering facilities eg Friday "fish and chip" night at the mess
- Supporting cultural events
- Consideration being given to supporting FIFO families in the community through facilitating networking

### Industry Initiative 9

#### Childcare Matters - BHP Billiton Iron Ore

A BHP Billiton Iron Ore (BHPBIO) Social Impact Assessment identified lack of childcare as a key issue for the Pilbara region. A subsequent feasibility study identified a number of solutions which have resulted in the proposed following short and longer term initiatives.

#### Short term

1. Grants of up to \$10,000 for residents to set up a Family Day Care business in Newman and Port Hedland to service BHPBIO employees, with applications for licensing to be received by the Childcare Licensing Standards Unit (CCLSU) by 30 November 2007 (launched in September 2007).
2. Partnerships with local providers to develop additional childcare places and give BHPBIO employees priority placement.

#### Medium to long term

1. BHPBIO to investigate building 120 place childcare centres in Newman and Port Hedland with the proposed opening in late 2008.
2. BHPBIO to continue engaging in partnerships and sponsorships of community based childcare programs and initiatives.

## Work/life Balance Initiatives

Principles	General Indicators of Good Practice	Strategies/Policy Examples
<p><b>Implement and role model work/life balance initiatives</b></p>	<ul style="list-style-type: none"> <li>▪ Work/life balance policies are communicated to employees in a structured and accessible way</li> <li>▪ Existence of policies around flexible work practices rather than these only being implemented on ad hoc bases</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provide ready access to all work/life balance initiatives e.g. leave entitlements and options for flexible work practices, for example in booklet form or on the company's intranet</li> <li>▪ Include a summary of work/life balance policies in the letter of offer to new employees, at induction and provide ongoing reminders/updates</li> <li>▪ Modelling and supporting on-time leaving</li> <li>▪ KPIs related to work/life balance</li> <li>▪ Performance reviews focus on outcomes not hours worked</li> <li>▪ Schedule meetings to start and finish within normal working hours</li> <li>▪ Discourage work outside normal hours and staying back late except in exceptional circumstances</li> <li>▪ Develop a 'Flexible Work Arrangements' policy to provide guidance to employees and managers in requesting and adopting flexible work practices</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Increased use of job-sharing and part-time work</li> </ul>	<ul style="list-style-type: none"> <li>▪ Job share including FIFO where appropriate</li> <li>▪ Work from home, including provision of necessary equipment e.g. laptop, mobile phone, subsidised broadband</li> <li>▪ Limit time spent on site for FIFO employees where applicable, for example allow work from head office if they are not needed on site</li> <li>▪ Move from ten to nine day fortnights</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Support for employees in the areas of child and elder care</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provide information on local contacts to help staff find child care, including emergency care, nanny services, school holiday care and elder/respite care</li> <li>▪ Reserve places in local care or provide discounts or subsidies, provide employees information on the availability of care</li> <li>▪ Advocate for changes to the taxation system to help with child and elder care e.g. FBT, salary sacrifice etc.</li> <li>▪ Childcare worker traineeships</li> <li>▪ Support parents who need to stay home when a child is sick e.g. emergency parental leave; or providing opportunity for the child to come to work in an emergency</li> <li>▪ Allow phone calls from work to check on children in care</li> <li>▪ Shift rosters supporting families including school hours shifts</li> <li>▪ Support breastfeeding; introduce a workplace policy for breastfeeding employees; provide breastfeeding facilities including rooms and storage facilities</li> </ul>

- Support for pregnancy
  - Planning with staff to go on maternity leave including advising options on return to work e.g. 'Work and family' information and support pack
  - Employees on maternity leave can retain company laptops and mobile phones
  - 'Keep in touch' plans for staff on parental leave and part-time staff - invite them to employee functions
  - One day paid pre-natal leave per month (final six months of pregnancy)
  - Paid maternity/parental/adoption leave based on package rather than base rate
  - Options to take parental leave at half pay
  - Partner leave at time of birth
  - Employees on parental leave receive the same consideration for promotions and transfers and have their remuneration reviewed along with other employees.
  - Option of graduated return to full-time work

- 
- Structured policy addressing flexibility in rostering, working hours and leave provisions
    - Flexibility in leave policies e.g. allow annual leave to be taken in single days; sick leave entitlements used for family care; leave without pay for cultural purposes; options to purchase leave
    - Study leave
    - Encourage employees to take annual leave in the year it is accrued
    - Employ a broad definition of 'family' (to include more distant relatives) for the purposes of bereavement leave
    - One week additional leave for staff employed for a period of five years or longer
    - Annual rotations for FIFO to ensure employees don't miss special events, e.g. Christmas, in consecutive years
    - Flexible start and finish times
    - Consult staff regarding rostering arrangements

- 
- Provision of general work/life balance initiatives
    - Provide an EAP (Employee Assistance Program) with access for the employees' whole family
    - Options for study and training to be done externally (e.g. online or distance-ed), and when on leave
    - Family site visits, family picnic days etc
    - Support for employees and their families who have relocated to take up the employment, particularly those from other cultures
    - Community support e.g. children's sports teams, time off for volunteering, charitable contributions programs eg donations from pre-tax income
    - Extend social events such as happy hours to families and partners
    - Health/wellness initiatives eg subsidies for fitness/wellness programs
    - Salary sacrifice schemes, for example for laptops, vehicles and school fees
    - Salary protection and continuance to support the family if the employees is unable to work
    - Financial support for professional membership fees
    - Private health cover - provided or subsidised and extended to immediate family members

## 4.9 Career Paths, Training and Development

Well-established career paths, combined with targeted employee training and development have a central role to play in addressing issues of historic imbalances within the workforce. Emphasising employee development and promotion has been found not only to link positively with the gender diversity of an organisation,<sup>20</sup> but to also be essential to attracting and retaining younger members of the workforce.<sup>21</sup> As with all of the strategies mentioned earlier in this report, using training and development to increase the attraction and retention of women is only successful where the training is targeted and checks made to ensure that it is effective.

The level of employee career path management among participant organisations varied from highly structured systems including regular reviews and good guidance and support across all employees, to more ad hoc arrangements for some employees. These were usually managed by HR personnel or a supervisor. Some companies focused particularly on professionals and administrative staff or particularly valued employees who have specialised technical skills, thus often excluding women in some of the more non-traditional areas eg equipment operators. There was a wide range in the degree to which companies promoted both horizontal and vertical career development equally.

None of the career programs incorporated planning for families and the resultant transitions in and out of the workforce into the career path. There was more of a 'we'll discuss it when it happens' approach. This could be an issue for a variety of reasons including barriers of perceptions by women in seeing having children as disadvantageous to career development. It is recognised that this can be a difficult issue to negotiate but nonetheless one which is important.

As discussed earlier, there is evidence that the career paths of some females can be still impacted by attitudes of male supervisors' perceptions of what is appropriate work for females, for example the 'lab is more suitable for females because the mill is too hot and dirty'. Further, they might also prefer women in roles they think women perform better than men, for

example the *lab* is more suitable for women because they have better ability to attend to the detail required there than men whereas this ability is not as crucial in the mill.

### **Graduate Programs**

The majority of companies had graduate programs of varying duration (usually two or three years) and structure. A number included initiatives to make these more attractive to women, including having targets, but as with many of the strategies aimed at increasing gender diversity several of these programs were in their infancy and thus not at a stage to be evaluated.

One company, however, reported significant progress in recent years in increasing the ratio of women to men in their Graduate Recruitment Program as a result of targeting women for non-traditional roles. This has been supported by increased focus on females' career development beyond the Graduate Program to ensure their progress is not hampered by artificial barriers such as glass ceilings.

In contrast, it was suggested that although graduate programs can be a worthwhile recruitment strategy they do not necessarily result in higher rates of retention.

Five companies provided data on number and proportion of women currently occupying positions in their graduate programs. The percentage of women occupying these positions ranged from 30% to 100%, with an average of 27%.

### **Mentoring and Networking**

The positive impacts of well-structured mentoring programs in the workplace are well documented. A number of companies offered mentoring for some employees, in particular, those companies with female initiatives were likely to include or be planning to include such programs. While acknowledging their value, some did not offer such programs for a number of reasons, including not having sufficient staff for effective implementation. Yet others questioned their worth. Further, the low numbers of women in the sector can make it more challenging for them

<sup>20</sup> Kossek et al 2006.

<sup>21</sup> McCrindle, 2006

to find a suitable mentor. The Women in Mining Network (WIM) and other such resources can play an important role here especially if they have the support of the CME and individual companies. 'Buddy' systems were also common for new starters but these were usually role rather than gender specific. One company, however, used a buddy system to support female new starters on their FIFO site, both at work and in the village.

Networking opportunities for women varied from highly structured company initiated programs such as *Company X Women's Network* to informal interactions. Structured programs were more common in larger companies or those which had formal female initiatives. One commodity group held regular inter-company events. Other networking strategies included lunch and learn events, and promotion of and support for WIM and other networks of women outside of the industry. There were also some site based initiatives such as female only social events on FIFO sites. There was some evidence that well structured graduate programs also provided networks that facilitated career choice and development.

The use of role models can be effective in supporting and attracting women. Those companies with formal female initiatives used female role models, usually successful professional women, as exemplars of possibilities, others used them in public events, advertising and other promotional material. However, there is scope for them to be used more extensively and effectively, particularly by including representatives of a greater diversity of roles within the organisation.

As discussed earlier, negotiating the amount of contact while employees are on parental leave is an effective strategy to encourage women to return to work following maternity leave, and as detailed previously companies use a diversity of approaches.

Changes in workplace structures have resulted in many employees having to negotiate their terms of employment with their employer. Some informants reported that not all women have the experience and confidence to successfully complete these transactions to their best advantage and it was suggested that training in these areas for female employees could be useful.

### Industry Initiative 10

#### Chevron's Women's Network

As a way of supporting diversity and inclusion in the workplace Chevron Corporation fosters a number of officially recognised employee networks. Focused on the following dimensions of diversity: gender, race, sexual orientation, age, disability and nationality, each is open to any employee who supports its mission, vision and objectives. Chevron Australia hosts local branches of the Women's Network and the XYZ Network and has established an Indigenous Network.

Chevron Australia's branch of the Women's Network was the first branch to be established outside Chevron's North American operations. Formed almost eight years ago to proactively engage and develop its members to create and enable the talent needed to drive success for themselves and Chevron, the network is dedicated to enhancing leadership skills, developing career growth and work/life balance as well as providing networking opportunities for their members. The network is well-supported with both male (approximately 20%) and female members.

The network is managed by a committee, the chair of which has to be on a leadership team. An annual planning day is held to plan the following year's activities.

Chevron's Women's Network collaborates with similar women's networks externally to organise joint functions that provide opportunities to attract high profile speakers and allow further networking.

## Career Paths, Training and Development

Principles	General Indicators of Good Practice	Strategies/Policy Examples
<p><b>Develop and regularly review career paths for all employees, particularly women</b></p>	<ul style="list-style-type: none"> <li>▪ Organisation has a formal performance appraisal, training and development system, taking into account the diversity of the workforce</li> <li>▪ Training and development is targeted and accessible to all</li> <li>▪ Leadership and development courses include aspects on inclusive work culture</li> </ul>	<ul style="list-style-type: none"> <li>▪ An annual or bi-annual performance appraisal for all employees during which the employee's training and development needs are negotiated with supervisors</li> <li>▪ Management workshops provided covering parental leave policies and related issues</li> <li>▪ Management workshops on work/life balance initiatives</li> <li>▪ Awareness programs for workplace flexibility initiatives</li> <li>▪ Appointment of a staff training and development manager</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Women are provided with appropriate training and career development; not only those in professional positions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training for women to move into areas in which they are under represented e.g. multiskilling, cross-skilling and job-rotation</li> <li>▪ Training for women with management potential and aspirations</li> <li>▪ Negotiation skills training for all women</li> <li>▪ Training and study accessible to staff on leave eg women on maternity leave</li> </ul>

## 4.10 Work Environment

A number of initiatives have been introduced to support female employees to feel comfortable and safe.

### **Equipment**

Companies reported various approaches to workplace ergonomic assessments. Many incorporate a mandatory assessment on commencement with further assessments on a needs basis. Others had annual assessments of all employees. One city workplace has a mandatory program on all computers that regularly reminds employees of healthy work practices. Other companies have more informal or ad hoc processes. Assessments were conducted by in situ Health and Safety or fitness staff or by external consultants. Some companies formally inform employees about these procedures through, for example, the induction manual or in more informal ways such as at lunch and learn events.

### **Uniforms and PPE**

All participant companies reported having an appropriate range of PPE for their male and female employees. Some were also supporters of the 'purple boots' campaign, raising money for breast cancer research, as well as publicly demonstrating their support for women. The 'purple boots' are not suitable for work with caustic thus excluding some companies from the project.

Uniform policies varied between companies and could be job or site specific. These included having a single style in a wide range of sizes, having specific male and female designs, providing custom made uniforms using local businesses, or the option of a uniform allowance. Some corporate offices allow employees to wear their own clothing. The uniform for one office was chosen by consensus, a process described as 'fine as long as you are not a woman'. Specific maternity clothing was provided by some companies.

### **Cultural Diversity**

Some companies reported particular initiatives to support women from minority cultures in their workplaces. These included Indigenous support officers and the provision of a Muslim prayer room in a Perth based office

### **FIFO**

Issues relating to the FIFO workplace are discussed in the section following communication.

## Work Environment

Principles	General Indicators of Good Practice	Strategies/Policy Examples
<p><b>Provide a physical working environment which is appropriate to the needs of a diverse workforce</b></p>	<ul style="list-style-type: none"> <li>▪ Uniforms, Personal Protective Equipment (PPE) and other equipment are appropriate to workforce</li> <li>▪ Separate female ablutions are provided, for example in offices, plant and underground</li> <li>▪ Safety, particularly of female workers, is seen as a priority</li> </ul>	<ul style="list-style-type: none"> <li>▪ Regular ergonomic assessments, possibly using external consultants</li> <li>▪ Maternity options for uniforms</li> <li>▪ Allowances for tailor-made uniforms</li> <li>▪ Options for purple boots</li> <li>▪ Safety for female shift workers eg getting back to cars at night</li> <li>▪ Change seats in vehicles to ensure suitable fit for employees</li> </ul>

## 4.11 Communication

Communication emerged as a key factor that impacts on all aspects relating to the attraction and retention of women in the resources sector. The development and endorsement of principles, policies and strategies, plans and guidelines are only as worthwhile as the degree to which they are communicated effectively to current employees, business partners, potential employees, students and the wider community.

There was great diversity between companies in the means and frequency of the communication of their company values and policies. All provided information at commencement and induction, but this varied from a brief session with perhaps a powerpoint presentation to comprehensive training sessions, complete with induction manuals, summary cards, booklets or DVDs.

Ongoing communication of revisions, policy updates and changes varied from highly structured including email, intranet, notice board announcements in lunchrooms, files in cribsrooms, and updating supervisors who were then required to update their teams, to a minority of companies who did not have any framework to guide this process. "Lunch and learn" sessions are also used to communicate company information. Company newsletters are also used, with some companies sending these directly to the employee's home.

A number of companies carefully evaluated the effectiveness, appropriateness and accessibility of their communication strategies through the use of employee surveys and appraisal sessions. Some test employees annually on their knowledge of the company's code of conduct. A minority of companies did not evaluate their communication strategies assuming that a lack of enquiry on certain matters meant good knowledge.

### Industry Initiative 11

#### Women in Company X Website

One company has a *Women in Company X* Network site on the company intranet. It provides a broad range of resources and information about business and personal development opportunities for women. Following are some examples of the headings and links included on the home page.

- [Women in Business Conference Australia/NZ 2007](#)

Agenda, papers, speaker profiles and posters

- [Mentoring](#)

Whether it's one-on-one or as part of a Mentoring Circle, mentoring offers enormous business and personal development opportunities.

- [Supporting Families and You](#)

- Flexible Working Arrangements
- Employee Assistance Program
- Family Support
- HR Policy Manual Australia

- [Learning and Development Outcomes](#)

- Company X Leadership Development

- [Other Women's Networks](#)

- Download Network newsletters and resources

- [How do I join the Women's Network](#)

- [Feedback](#)

## Communication

Principles	General Indicators of Good Practice	Strategies/Policy Examples
<p><b>Ensure all communication is structured, consistent, appropriate and accessible</b></p>	<ul style="list-style-type: none"> <li>▪ Policies are easy to access, and kept up to date</li> <li>▪ Results of monitoring are fed back to employees in meaningful easily accessible ways</li> <li>▪ Company communication incorporates considerations of gendered language</li> <li>▪ An adequate feedback system ensures the message is being heard and understood</li> <li>▪ Employees are consulted and the results/ findings of consultations and monitoring fed back to the whole organisation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Brochures, pamphlets, posters, desktop calendars, e-newsletters, newsletters</li> <li>▪ Website with easy access for employees and supervisors to HR policies</li> <li>▪ Lunch and learn presentations</li> <li>▪ Report activities to the Equal Opportunity for Women in the Workplace Agency (EOWA) or in other publicly available documents e.g. the company website</li> </ul>

## 4.12 FIFO

FIFO employment can offer the attraction of being able to live near the coast or in a capital or large city but also work 'at the coalface' of the industry. This lifestyle does however present distinct challenges, in particular for women, and it is important that companies identify and respond to these. Those companies with FIFO or DIDO operations reported a number of positive initiatives undertaken to support their female employees, a number of which are provided in Industry Initiative 12. Positive Practice Principals related to FIFO follow on page 46.

### Industry Initiative 12

#### FIFO Female Friendly Initiatives

- A site based women's committee
- Option not to share a room back-to-back with a male
- Individual mini sanitary disposal units in all en-suite rooms
- Separate male and female ablutions in all work areas
- Consideration of the timing of rosters and female cycles
- Both male and female medicos
- Beautician and such like visitors to site
- Female physiotherapists and fitness consultants
- Strong security presence in the village
- Consideration of location and facilities of rooms allocated to women
- Alignment of couples' rosters even if on different sites

## FIFO

Principles	General Indicators of Good Practice	Strategies/Policy Examples
<b>Develop strategies to support FIFO workers</b>	<ul style="list-style-type: none"> <li>▪ Facilitate good communication with home for all employees</li> </ul>	<ul style="list-style-type: none"> <li>▪ Phones/internet access in rooms</li> <li>▪ Mobile phone coverage on site</li> <li>▪ Webcam facilities</li> <li>▪ Subsidised phone calls</li> <li>▪ Public phones with good access and privacy</li> <li>▪ Families/partners provided with site and company contact details</li> <li>▪ Procedures for handling family communications</li> <li>▪ Training in communication technology e.g. email and SMS</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Support/facilitate employment of couples</li> <li>▪ Provide flexible rosters to accommodate different employee needs</li> <li>▪ Ensure that rosters are consistent and employees return home when expected</li> <li>▪ Communicate any roster changes with as much lead time as possible</li> <li>▪ Ensure job applicants have realistic expectations about the FIFO lifestyle</li> </ul>	<ul style="list-style-type: none"> <li>▪ Family visits</li> <li>▪ Get-togethers for families eg in Perth</li> <li>▪ Emergency flights home</li> <li>▪ Emergency care for home</li> <li>▪ On-site newsletter sent to families at home</li> <li>▪ Doubles accommodation available to couples</li> </ul>
<b>Provide a safe and comfortable environment for women, both at work and in the camp/village</b>	<ul style="list-style-type: none"> <li>▪ FIFO camp/village is considered by all residents to be a safe and comfortable place to reside</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strong security presence on site</li> <li>▪ Consideration given to room allocation for females</li> <li>▪ On-site medical officers have adequate knowledge of female health e.g. lactation, pregnancy and menopause</li> <li>▪ Provide adequate facilities for unwell employees and ensure they do not go to work ill</li> <li>▪ Provide sanitary disposal facilities</li> <li>▪ Well insulated accommodation, both temperature and sound</li> <li>▪ Private single ensuites</li> <li>▪ Healthy, varied food in camp, appropriate to the diversity of the workforce</li> <li>▪ Facilities for self catering</li> </ul>

### 4.13 Barriers

Significant barriers to gender diversity in the industry have been documented in a range of industry and academic research<sup>22</sup>. Some of the considerable challenges to increasing the participation of women are directly related to the location and type of operation. As mentioned above, head offices in Perth offer conditions which have more in common with the mainstream corporate sector than other sections of the minerals and energy sector. Remote and regional site-based locations offer more challenges to companies but also present opportunities to develop innovative and responsive policies and strategies to set a benchmark for other sectors that face similar challenges. Having to adhere to policies of international parent companies can provide opportunities but could also impose restraints on responses to local conditions.

Similarly, company cash flow can impact on conditions offered. One company reported restricted cash flow led to more innovative and creative thinking around attraction and retention initiatives and strategies. Although they were not able to offer increased salaries they were able to capitalise on the site's location and offer a wider range of flexible working arrangements to remain competitive in the labour market.

The barriers faced by participant companies reflect those identified in the literature, including:

- Cultural barriers, for example long working hours, perceived incompatibility between working in the industry and having small children, particularly with FIFO/DIDO, and the perception of and existence of discrimination and harassment within the industry.
- Barriers related to attracting women to jobs in the minerals and energy sector, for example the perception of the industry as hot/dirty/dangerous with an overtly 'masculine culture' and that the education system, particularly primary and secondary schooling, does not provide adequate knowledge about the industry or opportunities in non-traditional roles.
- Structural barriers to establishing flexible

work practices, for example infrastructure including the availability of housing, education and health facilities in the Pilbara, and a lack of access to affordable childcare, particularly given long shifts, as well as regional and remote locations and an unwillingness to do FIFO/DIDO or to live in remote mining towns.

- Barriers to attracting and retaining women through increasing flexible working practices, for example a lack of experience in managing people in part-time and flexible roles, perceived financial constraints, workforce attitudes including a general reluctance to support flexible work practices, and negative attitudes by many mid level supervisors.
- Barriers related to the current lack of women, particularly those in senior/leadership positions for example the lack of a critical mass, mentoring/networking opportunities and other female support.
- Barriers identified in research in other sectors and in particular in the low levels of women in leadership positions throughout the corporate sector, for example the 'glass ceiling', and women's ability to negotiate preventing them 'moving up the ladder'.

There are therefore significant and varied challenges to attracting and retaining women in the industry. In addition, these are exacerbated in the public domain by often being seen in isolation from the strong and diverse attractions the industry can offer. These include: remuneration, challenging and interesting work, career progression, opportunities for travel, as well as an amazing environment, the capacity to satisfy a desire for belonging and adventure, and enduring friendships<sup>23</sup>. The challenges posed by the often unbalanced views of the industry which are common in the wider community are significant, as follows.

<sup>22</sup> For example Australian Government Office for Women and Minerals Council of Australia 2007, Lyons-Stanborough 2007, Pattenden 1998.

<sup>23</sup> Pirota, 2006.

## 4.14 Industry Image

Many companies discussed general community perceptions of the industry as a male dominated culture of dirty, heavy work with long hours in remote locations, all of which impact negatively on the attraction and retention of women to the sector. In an effort to address this on an individual level many of the companies have introduced initiatives such as promotional materials, as well as supporting WIM and similar organisations that are particularly targeted at changing women's perceptions of the industry. A wide range of community outreach strategies are also undertaken. These include employment of community liaison officers, company volunteering programs, matching employee sponsorships and charitable donations, and support for school and community activities and events. However, there was a strong perception that more could be undertaken in all areas of the education sector.

Both CME and employers have a role to play in encouraging people from various backgrounds to join the industry and in challenging negative community perceptions. Strategies should be varied, multilevel and ongoing, and should promote the industry as diverse and positive - including through promoting success stories and working through young people in the industry; through highlighting the 'ordinary' women who enjoy their job in an otherwise male dominated field as well as those professional women who are top in their fields, both young women just starting out and more mature women who could be returning to the workforce. These strategies should not only be aimed at potential employees but also be directed at current employees and the wider community so that the message is systemic and effective. Consideration could be given to utilising new and innovative marketing strategies. The abovementioned purple boots campaigns and 'handbag advertisements' or web based promotions such as 'drillin.com.au'<sup>24</sup> are good examples of new ways of promoting the industry. Ongoing monitoring of the effectiveness of any promotional campaign at employee and community levels should inform their future directions.

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<sup>24</sup> A marketing initiative of QRC targeted at young students interested in a professional career in the industry.

### 4.15 CME

The findings from this report suggest a number of ways in which the CME can appropriately support its member companies in the attraction and retention of women in the WA minerals and energy sector. As noted above, CME has a role to play in challenging negative perceptions and promoting the industry to the wider community.

The CME is in a unique position to foster a cooperative approach between companies to address community and therefore potential female employee perceptions of the industry. It is important the organisation work with member companies to develop a common strategy to working toward this goal. The CME's role in this area should encompass leadership, advocacy and the development and support of specific initiatives where these are relevant to its charter.

The CME's initiation and support of research projects like this one is an example of the important input the body can have in the area including through the identification of innovative and positive practice examples, and communication and promotion of these to member companies. Regular investigation and communication of any changes in this area would provide an important resource for members.

## Industry Image

Principles	General Indicators of Good Practice	Strategies/Policy Examples
<p><b>Employ ongoing strategies to promote a positive and diverse industry image</b></p>	<ul style="list-style-type: none"> <li>▪ Systemic and whole of industry approach - multi-level including current employees, potential employees and wider community</li> </ul>	<ul style="list-style-type: none"> <li>▪ Exciting marketing with access to a wide, diverse audience</li> </ul>

## 5. Conclusion

This project was valued by the majority of the participant companies as an awareness raising process by providing the opportunity to conduct an informal audit of their current gender diversity policies and practices. Further, it provided a platform to share information and resources, offering possible pathways and a wide range of accompanying strategies for increasing gender diversity in individual companies and as such in the sector.

Many participants have a strong foundation on which to build more comprehensive diversity strategies to support their efforts to attract and retain a greater proportion of females within their workforces. Those companies with new sites have the opportunity to develop and incorporate from start up well structured gender diversity policies and programs using the Positive Practice Principles as a guiding framework. Those in operation can consider/incorporate those strategies that are relevant to their organisation and in consultation with their employees further develop and implement policies and practices that grow culture change and thus continue to increase the gender diversity of their workforces.

And finally, the Positive Practice Principles and their accompanying key indicators and strategies provide a comprehensive checklist for those companies who currently have well structured and implemented gender diversity programs to continue their development.

Research demonstrates that successful diversity management involves holistic and planned change, supported by management and actively involving employees<sup>25</sup>. Management responsibility and accountability are essential, as are supportive and well-dictated human resource policies.

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<sup>25</sup> Dobbs, 1996.

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## APPENDIX A: Project Method

The research strategies for this project comprised a literature review and a survey of member companies of the CME. These methods were undertaken concurrently.

A reference group comprising six members of the People for the Future Committee (PFC) and officers from the CME guided the process, providing comment and feedback to the consultants at regular meetings and by email.

### **The Literature Review**

A wide-ranging literature review was undertaken to inform this study. Particular emphasis was placed on recent literature focusing on women in non-traditional roles, workplace gender diversity and work/life balance. Additional information was reviewed on emerging workplace trends including information on Generation Y and Australia's aging workforce, as well as on women in the workforce and mentoring. Academic literature available through on-line journals, government publications and working papers was accessed. Some of the literature was peer reviewed and some not. A range of targeted searches were also made via the internet for publicly available, but not commercially published, 'grey literature' including company reports, HR policies, EOWA reporting, organisational guides and 'toolkits', presentations, speeches and conference proceedings. The most recent EOWA reports for the participant companies, where available, were accessed from the EOWA website. References cited in this report are provided in the References section. Other useful publications are included in the Resources section in Appendix B.

### **The Survey**

#### **Participant Companies**

Member companies of the CME People for the Future Committee and the Executive Council were invited by a CME project officer to participate in the project. Each company was provided with comprehensive background information on the project and a copy of the final report will be provided to each participant.

A total of 22 companies accepted including three Contractor and 19 Principal Companies, resulting in a response rate of 78%. Commodities

represented included Gold, Oil and Gas, Mineral Sands, Nickel, Iron Ore, Bauxite, Zinc, Copper and Silver. Company locations comprised corporate offices in Perth, residential sites both remote and closer to the metropolitan region, FIFO and DIDO sites. Operations included open cut, underground and offshore. The majority of the companies had current operations, however, one company was in construction phase. A number were solely Australian owned, others were joint ventures or Australian operations of international organisations. Included were companies with single site operations as well as those with multiple operating sites. Employee numbers ranged from fewer than 50 to more than 4000 employees, representing small, mid range and large organisations. One company initially agreed to participate but did not attend the interview.

While the findings are not necessarily reflective of the sector as a whole in that all participants are members of the CME, the project included market leaders, standout companies - that is, recipients of EOWA awards - as well as junior (second tier) companies. As such they can be regarded as providing data which is indicative of trends in the Western Australian resources sector.

### **Survey Design and Analysis**

A survey questionnaire was developed in consultation with the CME PFC reference group to identify the companies' practices aimed at the retention and attraction of female employees in the following key areas:

- Policies
- Marketing, Recruitment and Selection
- Career Development
- Work Environment
- Working Arrangements
- Positive Practice

Both qualitative and quantitative questions were included in the questionnaire.

The draft questionnaire was trialed with two people currently in mine administrative roles but who did not participate in the project. Feedback was also sought from the reference committee and CME personnel. This resulted in some refinements to the survey instrument.

The survey was administered during either a face-to-face or telephone interview, dependent on company preference.

Each company nominated a representative to undertake the interview. Participant companies were provided with a copy of the survey questionnaire prior to the interview to allow time to gather relevant data, however, the quantitative data was not always available from the participant companies.

All interviewees were Human Resource personnel or their equivalent except for one company which does not have a Human Resource department. This interview was conducted with the site General Manager. A total of four interviews were conducted with site based personnel, and the remainder were Perth based. There were three telephone interviews, the balance were face-to-face. Interviews took from 45 minutes to 2.5 hours to complete. A number of companies provided additional comprehensive written data. Supplementary information included copies of various policies, newsletters, advertisements, booklets and EOWA reports.

Quantitative responses were analysed using SPSS to obtain basic frequencies and compare responses. Qualitative responses and emergent themes were examined using Nvivo 7.

### **Informed Consent**

Background information on the project was provided to all companies and they were advised that their responses would be treated as confidential. All questionnaires were de-identified for the analysis process. Any information related to specific companies such as that included in the examples of Initiatives Positive Practice in this report is used with their permission.

## Interview Schedule

### Policies and practices for the attraction and retention of female employees in the resources sector

This survey aims to identify those policies and practices/strategies currently utilised by the WA resources sector for the attraction and retention of women. Some of these policies and strategies will be general, whereas others will be female specific.

#### 1. Policies

- 1.1. What gender-specific HR policies does your company employ?
- 1.2. How do you communicate these to employees? (for example, at induction, online, in a manual, newsletters, meetings). Are they easy to access and understand, and updated as needed?
- 1.3. What strategies do you have, if any, to ensure these policies are upheld/supported by other companies and individuals who work with you?
- 1.4. How do you evaluate the effectiveness of these policies?
- 1.5. Does your company aspire to a particular proportion of female employment within a certain time-frame? If yes, please describe this.
- 1.6. What records relating to the employment and retention of women in your organisation, including exit interviews, do you keep and how do you use this data? For example:
  - The number, proportion and age of women employed at each level, and within different occupations and departments in the organisation?
  - Pay equity by gender within each category of employees?
  - Retention rate data comparing turnover for females versus male employees, including reasons for leaving.
- 1.7. What are the numbers, proportions and ages (average and range) of women employed in your company at each level, and within the different occupations and departments?
- 1.8. Have you identified any trends in women's primary reasons for leaving?

#### 2. Marketing, Recruitment and Selection

- 2.1. How do you promote your organisation to women generally, and which aspects in particular do you promote? For example:
  - The lifestyle benefits of the industry?
  - Its ability to offer challenges?
  - The financial rewards available in the industry?
  - The range of jobs available, e.g. administration, operator, professional, mining, support services etc?
  - The range of lifestyle options available e.g. FIFO, residential, city?
  - The availability of flexible and family friendly working arrangements?
- 2.2. Does your organisation promote employment/career opportunities at the Secondary or Tertiary (including VET and other training facilities) level? How does it do this?
- 2.3. Do you provide university vacation work places?
  - How many and in which areas?
  - What eligibility criteria do you use?
- 2.4. Do you offer scholarships (university and other), traineeships and apprenticeships?
  - How many and in which areas?
  - What eligibility criteria do you use?
- 2.5. Are any of these initiatives or other programmes offered specifically targeted at women?
- 2.6. What proportion of the above places do women currently occupy?

- 2.7. How do you recruit employees, that is, do you use recruitment companies and/or recruit directly?
- 2.8. Do you have recruitment policies that specifically target women?
  - What are these policies?
  - How do you monitor the effectiveness of these policies?
  - How effective are they?
  - If you use a recruitment company how do you ensure your policies are implemented?
- 2.9. Are there particular groups of women you target for recruitment?
  - For example, do you employ locally - targeting women in the local community (many of whom may be partners or family members of existing employees)?
  - Do you target women for non-traditional roles in the industry?

### 3. Career Development

- 3.1. How does your organisation manage career paths or provide career opportunities for those employees who want to have a family? (for example, have an overall policy, individual planning with HR personnel, supervisor or other)
  - How is this communicated to employees?
  - How does this differ for people in different roles in the organisation?
  - How does this differ for male and female employees?
- 3.2. Do you have any other ways of facilitating transitions in and out of employment for family reasons, for example, keeping in touch with people while they are maternity/paternity leave or providing refresher courses for those re-entering?
- 3.3. How does your organisation ensure an inclusive work culture with equitable opportunities for job satisfaction and advancement, that is, ensuring policies are enacted at the work face?

### 4. Work Environment Supporting Women

- 4.1. To what extent does your company promote female role models within the company and the wider community?
  - How do you do this?
- 4.2. Does your company have a mentoring and/or networking scheme for female employees?
  - Is this scheme across the whole company or restricted to particular departments or positions? Which in particular?
- 4.3. How would you describe the level of commitment from senior management to promote gender diversity? How is this enacted?
- 4.4. To what extent does your company train all supervisory staff in EEO & flexible work policies, and measure their application of these policies?
  - How is their application measured?
- 4.5. How does your company manage workplace sexual harassment issues?
- 4.6. Has your company applied for/received Federal Government Employer of Choice for Women status or awards?
  - If yes, how is this communicated to your current and potential employees? (for example, newsletters, meetings, email, internal computer system).
  - How do you rate the impact and value of this system?
  - Would your company apply for other similar awards? (for example, a state based award?)
- 4.7. How does your company support women from other cultures within the workplace? (for example, cultural awareness training for all employees, mentoring for Indigenous women, a specified officer for this?)

#### Working Arrangements

- 4.8. Which of the following lifestyle options does your company offer employees - FIFO, site residential, capital city or large regional centre residential?

- How does the implementation of gender policies differ across the worksites?
- 4.9. What flexible work options does your organisation offer e.g. job sharing, working from home, permanent part-time work, school friendly working hours?
- How does this differ between sites, departments and positions?
  - What level of uptake of these options do you experience?
  - Are there any employment groups in particular who use these options more than others?
  - How does your organisation publicise these options? (for example, at induction, through internal newsletters, meetings, intranet etc?)
- 4.10. Does your company actively support the employment of couples by the company or related employers? If yes, what strategies do you employ? (for example, offer positions and same rosters to partners employed even if at different sites or provide couples' FIFO accommodation?)
- 4.11. To what extent does your company offer shift rosters that are compatible with family responsibilities? (for example, permanent part-time shifts, school-hour shifts?)

### Facilities

- 4.12. Does the company offer ergonomic workplace modifications to accommodate the diversity of employee physical sizes and shapes?
- 4.13. Does the company provide suitably designed and fitting clothing, safety gear and other equipment for female employees? (for example, uniforms, boots, maternity clothing?)

### Supporting Families

- 4.14. What levels of maternity and paternity and adoption leave (paid and unpaid) does your company offer?
- How does this vary across positions within the company?
  - Are there eligibility criteria to access this?
  - How do you calculate the paid rate?
- 4.15. What other types of family leave do you offer employees?
- 4.16. What support do you provide for women planning pregnancy or who are pregnant? (for example, time off to attend an IVF Clinic or pre-natal clinics, meetings with other employees who have children to discuss future work options)
- 4.17. Does the company have any provisions to protect the positions and career paths of those women who choose to take extended maternity leave? If yes, please describe these.
- 4.18. What provisions for does your company have for childcare? (for example, childcare supplements, facilities for company employees or incentives for students/employees in the childcare industry?)
- 4.19. Do you have any other provisions for supporting family needs?

### FIFO

- 4.20. What particular policies does your company have to support FIFO women on site and in the village or camp? (for example, "female only" times for the use of sporting equipment such as the swimming pool and the gym; safety provisions; ensure paramedics have specialist female medical knowledge)

## 5. Best Practice

- 5.1. What plans do you have "in the pipeline" to support women in your company's work places?
- 5.2. What do you see as the main barriers to best practice for the attraction and retention of women in your company/in the industry?
- 5.3. In an ideal world what policies/practices do you think companies in the resources sector could offer to attract and retain women?

Do you have anything further you would like to add?

Thank you for your time and for participating in this project.



## APPENDIX B

### Resources

#### *General resources on workplace diversity*

##### Equal Opportunity for Women in the Workplace Agency (EOWA)

EOWA provides a range of resources, many available at  
[http://www.eowa.gov.au/Research\\_And\\_Resources.asp](http://www.eowa.gov.au/Research_And_Resources.asp)

Including:

Workplace Analysis Toolkit

[http://www.eowa.gov.au/Developing\\_a\\_Workplace\\_Program/Six\\_Steps\\_to\\_a\\_Workplace\\_Program/Step\\_1/Workplace\\_Analysis\\_Toolkit.asp](http://www.eowa.gov.au/Developing_a_Workplace_Program/Six_Steps_to_a_Workplace_Program/Step_1/Workplace_Analysis_Toolkit.asp)

Workplace Profile Tables

[http://www.eowa.gov.au/Developing\\_a\\_Workplace\\_Program/Six\\_Steps\\_to\\_a\\_Workplace\\_Program/Step\\_1/Workplace\\_Profile\\_Tables.asp](http://www.eowa.gov.au/Developing_a_Workplace_Program/Six_Steps_to_a_Workplace_Program/Step_1/Workplace_Profile_Tables.asp)

Pay Equity Tool

[http://www.eowa.gov.au/Developing\\_a\\_Workplace\\_Program/Six\\_Steps\\_to\\_a\\_Workplace\\_Program/Step\\_2/Pay\\_Equity\\_Tool.asp](http://www.eowa.gov.au/Developing_a_Workplace_Program/Six_Steps_to_a_Workplace_Program/Step_2/Pay_Equity_Tool.asp)

Exit Interview Proforma

[http://www.eowa.gov.au/Developing\\_a\\_Workplace\\_Program/Six\\_Steps\\_to\\_a\\_Workplace\\_Program/Step\\_4/Exit\\_Interview\\_Proforma.asp](http://www.eowa.gov.au/Developing_a_Workplace_Program/Six_Steps_to_a_Workplace_Program/Step_4/Exit_Interview_Proforma.asp)

Employee Opinion Surveys

[http://www.eowa.gov.au/Developing\\_a\\_Workplace\\_Program/Six\\_Steps\\_to\\_a\\_Workplace\\_Program/Step\\_2/Employee\\_Opinion\\_Survey.asp](http://www.eowa.gov.au/Developing_a_Workplace_Program/Six_Steps_to_a_Workplace_Program/Step_2/Employee_Opinion_Survey.asp)

Mentoring Programs for Women

[http://www.eowa.gov.au/developing\\_a\\_workplace\\_program/six\\_steps\\_to\\_a\\_workplace\\_program/step\\_4/women\\_in\\_management\\_tools/effective\\_mentoring\\_programs/what\\_do\\_mentoring\\_programs\\_look\\_like.asp](http://www.eowa.gov.au/developing_a_workplace_program/six_steps_to_a_workplace_program/step_4/women_in_management_tools/effective_mentoring_programs/what_do_mentoring_programs_look_like.asp)

The Agency also provides a range of consultation services and workshops.

##### Diversity Council Australia

<http://www.ceoe.com.au/>

### *Mining*

Women in Mining Network, Perth

<http://www.womeninmining.com/wimwa.php>

*Unearthing new resources: attracting and retaining women in the Australian minerals industry* Available at  
<http://ofw.facs.gov.au/downloads/pdfs/Unearthing%20New%20Resources.PDF>

Queensland Resources Council's Leading Practice Principles for the Attraction and Retention of Women in the Minerals and Energy sector

[http://www.qrc.org.au/\\_dbase\\_upl/QRC\\_WomenInMining\\_v2.pdf](http://www.qrc.org.au/_dbase_upl/QRC_WomenInMining_v2.pdf)



Women in The Resources Industry - The Challenges of Attraction and Retention, by Miriam Lyons-Stanborough, AMMA National Conference, April 2007. PowerPoint. Available at [http://www.ausimm.com.au/content/docs/amma\\_women\\_resources\\_ind.ppt](http://www.ausimm.com.au/content/docs/amma_women_resources_ind.ppt)

National Centre for Vocational Education Research (NCVER) and the National Institute of Labour Studies (NILS) 2005 *Prospecting for Skills: The Current and Future Skill Needs in the Minerals Sector*. Available at [http://www.education.cmewa.com/images/72\\_ProspectingforSkillsfinal.pdf](http://www.education.cmewa.com/images/72_ProspectingforSkillsfinal.pdf)

### **Other industry examples**

National Association of Women in Construction  
<http://www.nawic.com.au/>

#### Cement Australia

A good case study of an organisation in a traditionally male-dominated field who have instituted wide-ranging innovative and positive strategies to increase the attraction and retention of women including developing its own tailored human resources information system.  
[www.cemaust.com.au/](http://www.cemaust.com.au/)

### **Pay equity**

AusIMM: The Mining Gender Pay Gap - Remuneration Check for Companies  
[http://www.ausimm.com.au/content/docs/remuneration\\_check4companies.ppt](http://www.ausimm.com.au/content/docs/remuneration_check4companies.ppt)

### **Women at work**

Babcock, L. and Laschever, S. 2003 *Women Don't Ask: Negotiation and the Gender Divide*. Princeton University Press.

<http://www.mumsatwork.com.au/>

Example of a provider of return-to-work training and career guidance services for mums. The company also designs return-to-work programs and other flexible work solutions to help organisations retain their female workforce. Provides links to 'family friendly employers' as well as tips for employers and employees on family friendly policies.

### **Impact of long working hours**

Heiler, K. 2002 *The Struggle for Time: A review of extended shifts in the Tasmanian mining industry*, ACIRRT, University of Sydney. Available at [http://www.wst.tas.gov.au/industries/mining/struggle\\_for\\_time](http://www.wst.tas.gov.au/industries/mining/struggle_for_time)

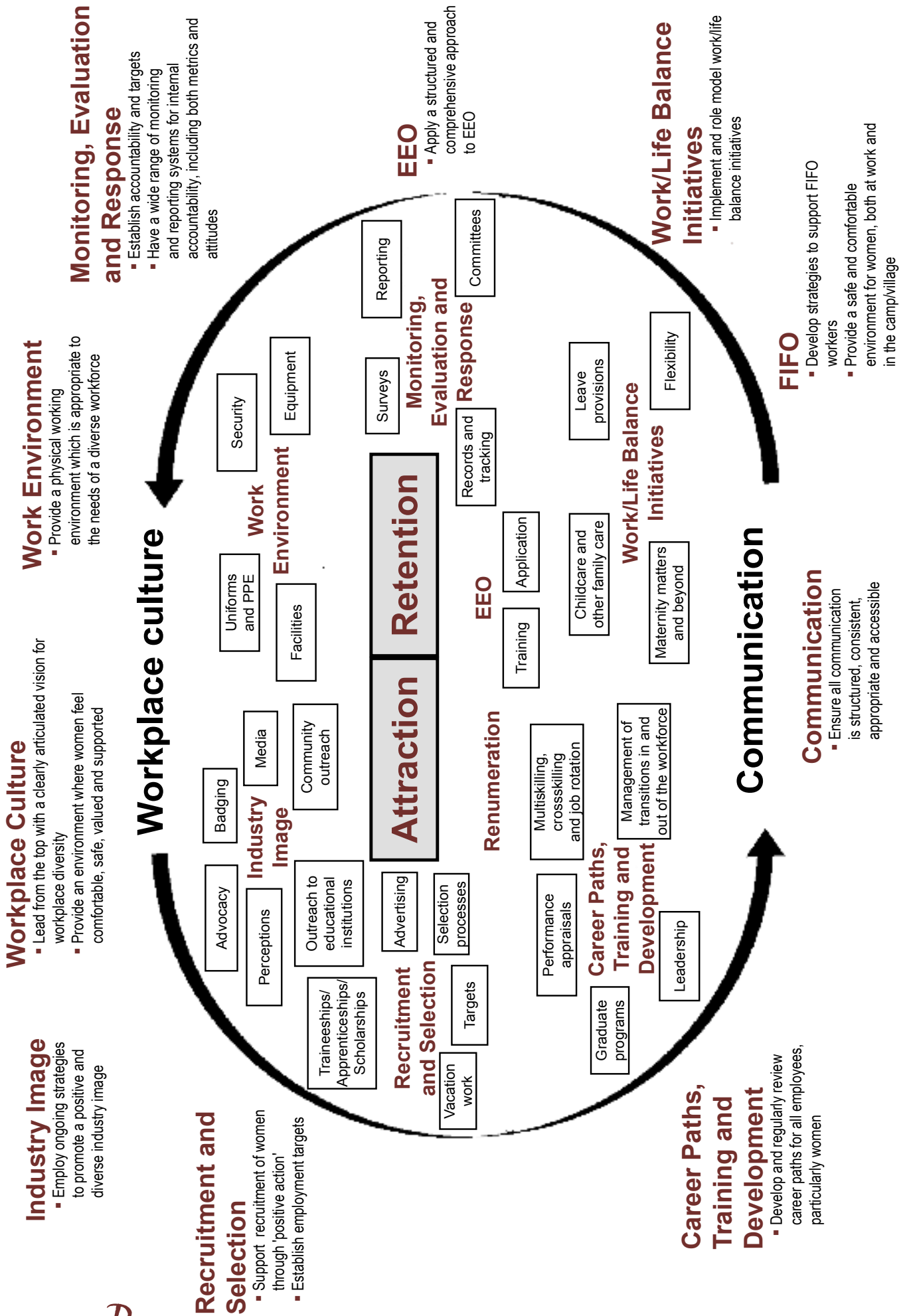
Baker, A. and Ferguson, S. 2004 *Work Design, Fatigue and Sleep: A resource document for the minerals industry*, Minerals Council of Australia. Available at [http://www.minerals.org.au/\\_\\_data/assets/pdf\\_file/0015/11427/work\\_design\\_fatigue\\_sleep\\_report.pdf](http://www.minerals.org.au/__data/assets/pdf_file/0015/11427/work_design_fatigue_sleep_report.pdf)

### **Generation Y and work**

New Generations at Work: Attracting, Recruiting, Retraining & Training Generation Y

Bridging the Gap - An employers guide to managing and retaining the new generations of apprentices and trainees

Both documents available at <http://www.mccrindle.com.au/resources.htm>



## Increasing Gender Diversity: An Audit Tool

This audit tool has been developed as part of a larger report into the *Attraction and Retention of Women in the Western Australian Resources Sector*. The tool is designed to assist resource companies of all sizes to evaluate their diversity policies and practices across all levels of their organisation. It is intended for use as a stand alone document or in conjunction with the report. Please refer to the table of Positive Practice Principles in the report for specific strategies and policy examples related to each of the headings below.

### Workplace Culture

**Goals:** To lead from the top with a clearly articulated vision for work place diversity and to provide an environment where women feel comfortable, safe, valued and supported.

	Yes	Partially	No	Notes
Company has a visible public commitment to EEO goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Company directors publicly demonstrate their commitment to gender diversity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Company has female role models in senior management positions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Leadership Capability Framework incorporates diversity accountability (eg gender diversity goals are connected to KPIs).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Company has mentoring/networking and other support schemes for women.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____

### Recruitment and Selection

**Goals:** To support the recruitment of women through positive action

	Yes	Partially	No	Notes
Recruitment and advertising campaigns attract a diverse range of quality applicants, both male and female.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Company has targeted recruitment and advertising campaigns.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Regular participation at careers expos and school events, using female presenters where possible.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Partnerships in place with secondary and tertiary institutions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Provision of targeted support to female applicants, eg training and assistance with application processes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Selection criteria/processes are monitored to ensure they do not disadvantage women.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Selection panel members are aware of the company's equitable recruitment policies and procedures, and they are trained in EEO principles and selection and interviewing processes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
All selection panels include at least one female.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____

All recruitment partners are aware and supportive of company's policies and gender diversity targets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Female students are supported to apply for vacation work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Women encouraged and supported to apply for positions in non-traditional roles.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
All applicant pools must contain a specified minimum number of female applicants (exemptions only granted in exceptional circumstances)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Selection criteria – more emphasis placed on qualities rather than qualifications and experience (and ads reflect this so as to attract more female applicants)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Spousal employment offered where possible	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____

**Monitoring, Evaluation and Response**

**Goals:** To establish a wide range of monitoring and reporting systems for internal accountability, including both metrics and attitudes

	Yes	Partially	No	Notes
HR system provides easy access to employee data to facilitate monitoring of female-specific data.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Female-specific data is tracked as a matter of course and reported on regularly to all levels including senior management and the board.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Gender pay gap differentials are monitored and tracked.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Turnover statistics are tracked and monitored from a gender perspective.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
All employees are consulted (eg via committees, feedback forums, surveys) on their attitudes to and the impacts of company policies and practices such as leave arrangements, or flexible working conditions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Employee satisfaction/feedback surveys conducted regularly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
All employee committees are representative of diversity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Exit interviews/surveys are undertaken and analysed to understand gendered reasons for leaving.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____

**EEO**

**Goals:** To have a structured and comprehensive approach to EEO

	Yes	Partially	No	Notes
Company has a Diversity and Equity Planning Framework that is evaluated regularly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Company EEO strategy is open and accessible to all employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Company EEO policy and procedures are overseen at senior levels.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____



There are trained EEO representatives throughout the organisation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
All employees receive regular and ongoing training in EEO and diversity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
EEO training is undertaken by appropriately accredited/trained personnel.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
“On the ground” education, monitoring and feedback of harassment, including minor or low-grade harassment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
All complaints of harassment are followed up with fair and impartial investigation which complies with company dispute resolution policies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
All business partners, suppliers and customers are aware of and comply with your EEO policies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

**Work/Life Balance Initiatives**

**Goals:** To develop, implement and model flexible work/life balance polices and practices

	Yes	Partially	No	Notes
Working hours and leave arrangements allow male and female employees to successfully fulfil work obligations and personal, family and community roles and responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
There are structured policies that provide flexible work arrangements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Flexible work policies address employees’ needs in respect to flexibility in rostering, working hours, work place (eg work from home) and various leave provisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
These policies are communicated effectively to all staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Job-sharing and part-time work opportunities are available in appropriate areas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Support is provided for employees in the areas of child and elder care reserved childcare places.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
There are policies and practices that support employees during and following pregnancy eg keep in touch programs, breast feeding room, extended parental leave.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
General work/life balance initiatives are provided (eg EAP, family site visits, social events, private health cover, phased retirement).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Senior managers lead by example in utilising flexible work practices themselves.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	



**Career Paths, Training and Development**

**Goals:** To implement and regularly review career paths for all employees, particularly women

	Yes	Partially	No	Notes
Formal performance appraisal, training and development systems are appropriate to and take into account the diversity of the workforce.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Training and development is targeted and accessible to all employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Company leadership and development courses include aspects on inclusive work culture.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
All female employees are provided with appropriate training and career development and opportunities; not only those in professional positions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Training opportunities and support are provided for females to move into areas in which they are under-represented.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
The promotion system is transparent and results in promotions for the best male and female employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Women who work flexibly are provided with leadership opportunities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
All training materials use non-sexist language.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Training is available to all staff including those on maternity or parental leave.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

**Work Environment**

**Goals:** To provide a physical working environment which is appropriate to the needs of a diverse workforce

	Yes	Partially	No	Notes
Uniforms, Personal Protective Equipment and other equipment are appropriate for the entire workforce	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Regular ergonomic assessments of work place equipment are undertaken	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Automation is used where possible to eliminate heavy manual tasks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Safety data is analysed by gender to identify hazards particularly affecting women.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Separate and sufficient female ablutions are provided, eg in offices, plant and underground.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Safety policies and practices take into account the needs of female workers eg shift workers returning to their cars at night.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	



**Communication**

**Goals:** To ensure all communication is structured, consistent, appropriate and accessible

	Yes	Partially	No	Notes
All company policies are easy to access for all employees (including those working from home, or who do not have computer access), are in appropriate language and format, and kept up to date.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
All employees are consulted on work matters and the results/findings of consultations and monitoring fed back to all employees in meaningful and easily accessible ways.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Non-sexist language is used in all communications.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____

**FIFO**

**Goals:** To implement strategies to support the needs of all FIFO workers and in particular to provide safe and comfortable working and living environments for FIFO women

	Yes	Partially	No	Notes
Facilities and support is provided to enable good communication with home for all employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
The employment of couples is facilitated and supported.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Flexible rosters are offered to accommodate different employee needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Rosters are adhered to so employees return home when expected.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Any changes to rosters are communicated with as much lead time as possible.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Ensure job applicants have realistic expectations and understandings about the FIFO lifestyle.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Strategies are in place to ensure the FIFO camp/village is considered by all residents to be a safe and comfortable place to reside.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____



# More Women in Resources the whys and hows

Why it makes sense to have more women in the resources sector and some ideas on how to increase diversity

## IT'S THE RIGHT THING TO DO!

It's part of your social licence to operate and contributes to a positive company public image

How do the numbers add up?

Currently women make up only 18% of the Australian minerals industry workforce, compared with 45% of the national workforce.

Only 3% of all employees at mine sites and minerals processing operations are female.

## Diverse workgroups – an answer to the skills shortage

Diversity brings various methods of working, experience and expertise to the workplace, enhancing work practices and productivity

**Including more women in work teams has been linked to**

### HEIGHTENED SAFETY AWARENESS and BETTER CARE OF EQUIPMENT

Some mines report that when women are part of the workforce better care is taken of the equipment, there are improved workplace relations and the overall safety record has been shown to improve.

### LARGER RECRUITMENT POOL

Women make up close to half the working population and making sure your workplace is supportive of women makes good business sense. It has also been shown to improve staff retention, thus saving on turnover costs.

### IMPROVED TEAM PERFORMANCE

Having a diverse team which includes both men and women has been shown to lead to improved, more creative, decision-making, more innovative solutions and improved productivity.

### Conform with legal requirements and minimise risk

Looking after women in the workplace not only makes sound business sense, it is also required by legislation.

Source: Gindalbie Metals Ltd.



# Frontline leaders do make a difference

DO YOUR BIT TO MAKE YOUR WORKPLACE A SAFE AND SUPPORTIVE ENVIRONMENT FOR A DIVERSE WORKFORCE.

## Lead by example

- Role model appropriate language and attitudes
- Deal promptly and effectively with any harassment
- Be aware of the effect a male-dominated workplace can have on your workers
- Consider job rotations
- Encourage and support women to consider non-traditional roles



## Support in the workplace

Is your work environment appropriate to the needs of a diverse workforce, for example:

- Are the design and sizes of PPE appropriate for all your workforce?
- Are separate ablutions provided for females in your work area?

Do your workers know about their entitlements, relevant policies and training and other opportunities available to them, eg maternity leave, flexible work arrangements?

Is everyone in your work group up to date with their EEO training?

Have you considered becoming more family-friendly, for example:

- promote flexible work practices such as part-time work and job share
- role model and encourage work-life balance
- encourage workers to take annual leave in the year it accrues.

## Listen, talk and act

Ask your staff what they think and make sure they can comfortably and confidentially raise more sensitive issues such as bullying.

Ensure that meetings are held at times and in places where all relevant staff can attend.

Talk to your workers about their career plans. Avoid making any assumptions based on gender, family situation, age or job position.



## Want more information?

Talk to your company's HR people

Read the *Attraction and Retention of Women in the WA Resources Sector* report available from your HR people or the WA Chamber of Minerals and Energy.

Check out the EOWA website: [www.EOWA.gov.au](http://www.EOWA.gov.au)



## Attraction and Retention of Women in the Western Australian Resources Sector - Business Summary

### Introduction

In recognition of the low numbers of women within the minerals and energy sector, Australian industry bodies have undertaken a number of initiatives aimed at promoting and supporting strategies to increase the attraction and retention of women. During 2007 the Western Australian Chamber of Minerals and Energy Inc (CME) commissioned the Attraction and Retention of Women in the Western Australian Resources Sector report to build on recent research and initiatives of the Queensland Resources Council (QRC) and the Minerals Council of Australia (MCA) relating to the employment of women in the resources sector. The project was overseen by a CME reference group convened for the purpose.

The aims of the project were to:

1. Identify current strategies utilised to attract and retain female employees by Western Australian Resources sector companies
2. Establish a set of positive practice principles to guide the further development of Western Australian resource companies' diversity policies and practices.

The project was expanded in 2008 with the inclusion in the report of three practical tools extending its usefulness for management and supervisors. The additions comprise an audit tool for HR personnel to assist in assessing and planning their company's approach to increasing the attraction and retention of women, an A4-sized handout targeted at Frontline Supervisors entitled *Women in the Workplace: The Whys and Hows*, and the current document, incorporating a summary of the research findings, case studies, and the business case for increasing diversity.

The report's findings were informed by a survey of 22 member companies of the CME People for the Future Committee (PFC) and the Executive Council, together with a review of the relevant literature. The surveys were conducted by interviews with Human Resource or similar personnel, or in one instance with a site General Manager. A number of companies provided additional comprehensive written data. All data were then classified and collated under a number of themes which were used to establish the Positive Practice Principals. A number of positive practice case studies were also identified.

### Findings

#### The Numbers

Participant companies report a gradual increase in the number of females in their workforces, with current figures ranging from 10% to 28%. The average is 19% with some increases in non-traditional areas.

**Workplace Culture and Communication emerged as overarching themes. It is clear that companies that are succeeding in this arena are those that are led from the top with a clearly articulated vision for workplace diversity.**

Although there is recognition by each of the companies of the importance of gender diversity in the workplace, the low participation of women in the WA minerals and energy sector, particularly in non-traditional roles, reflects a number of challenges to the sector that need to be addressed. These include industry image, workplace culture, and the need for a structured approach and commitment of resources to increasing gender diversity. For example, while a small number of companies have long standing diversity policies and practices which they have successfully implemented for a number of years, others are in the initial stages of formulating whole of company approaches, and yet others have few proactive strategies and these are often applied in an ad hoc manner. Those companies with an ongoing structured commitment to gender diversity are more likely to have higher proportions of women in their workforces.

#### The Business Case for Gender Diversity

There is recognition that successful company diversity policies and practices are associated with improved business performance, by reducing costs and increasing profitability on a number of levels through:

- Access to a broader recruitment pool
- Improved attraction and retention of employees
- Improved corporate public image as a preferred employer because of demonstrated commitment to a harassment free workplace and implementation of work/life balance initiatives
- Improved workplace behaviours

- Higher workplace morale and company loyalty
- Improved decision-making and more creative problem-solving
- Improved productivity, and
- Improved safety and equipment handling.

There is also recognition that increasing the diversity of the workplace, and in particular the participation of women, is part of the social licence to operate and the "right thing to do" so that the resources sector workforce more accurately reflects the wider population.

### **Positive Practice Principles**

The following Positive Practice Principles were developed from the data provided by the companies and are presented as a framework and checklist for a structured approach to increasing gender diversity. It is recommended they are used in conjunction with the following documents from the report:

- *Positive Practice Principles, General Indicators of Good Practice and Examples of Strategies and Polices Table* (Report pages 8-12)
- *An Audit Tool for HR personnel: A checklist to assist in assessing and planning the company's approach to increasing the attraction and retention of women*
- *Women in the Workplace: The Whys and Hows*. An A4-sized handout targeted to Frontline Leaders in the resource sector.

The Positive Practice Principles are:

#### **Workplace Culture**

- Lead from the top with a clearly articulated vision for workplace diversity
- Provide an environment where women feel comfortable, safe and supported

#### **Recruitment and Selection**

- Support the recruitment of women through positive action
- Establish employment targets

#### **Monitoring, Evaluation and Response**

- Establish accountability and targets
- Have a wide range of monitoring and reporting systems for internal accountability including both metrics and attitudes

#### **EEO**

- Apply a structured and comprehensive approach to EEO

#### **Work/Life Balance Initiatives**

- Implement and model work/life balance initiatives

#### **Career Paths, Training and Development**

- Develop and regularly review career paths for all employees, particularly women

#### **Work Environment**

- Provide a physical working environment which is appropriate to the needs of a diverse workforce

#### **Communication**

- Ensure all communication is structured, consistent, appropriate and accessible

#### **Fly-in/fly-out (FIFO)**

- Develop strategies to support FIFO workers
- Provide a safe and comfortable environment for women, both at work and in the camp/village

#### **Industry Image**

- Employ ongoing strategies to promote a positive and diverse industry image

A range of innovative strategies across the aforementioned categories were reported by the companies as being used to increase gender diversity and support women in their workplaces. These include amongst others: unique advertising campaigns; zero tolerance of sexual harassment and workplace bullying; monitoring and tracking female job applicants; monitoring gender pay gaps and pay equity; comprehensive EEO training and processes; career support for pregnant employees; provision of appropriate PPE and uniforms for females; paid maternity/parental leave; women's workplace networking/mentoring support; workplace committees to consider female issues; women's web pages on the company intranet; whole of company gender diversity strategies visibly endorsed and practically supported from 'the top'; childcare initiatives; and FIFO roster options.

#### **Industry Initiatives**

The industry initiatives provided on the following pages illustrate that despite the challenges faced by the resources sector, there are many successful strategies currently being undertaken by a number of companies to support diversity within their workplaces. **The challenge is for all companies to place diversity high enough on the list of priorities that structured, well-communicated policies and strategies become the norm.**

Further examples of industry initiatives can be found in the report.

## Industry Initiative 1

### Woodside Energy Ltd's Gender Diversity Strategy

In 2005 the CEO and Board of Woodside approved the Gender Diversity Strategy with the key objectives being to:

- Target the recruitment of women into senior positions
- Develop women to compete for senior positions
- Customise the employment offer for women
- Visibly demonstrate commitment to Gender Diversity

Key policies are communicated at induction, accessible via the intranet, reviewed and updated regularly with changes communicated to employees.

Strategies include:

- Formation of the Gender Diversity Advisory Group (GDAG) comprising the CEO, a Board member, senior female employees and an external representative to assist and provide advice to the CEO and Leadership Team in achieving the objectives of the Gender Diversity Strategy.
- Setting of annual key diversity initiatives by the GDAG (e.g. Childcare, Career Path/Progression and Appropriate Behaviour) based on staff survey results and Diversity statistics.
- Research by Career Path/Progression Taskforce into barriers to women progressing in the workplace.
- Reporting of diversity statistics and initiatives by the CEO to employees at Diversity Briefings.
- Bi-annual review of gender parity in remuneration and short term incentive payments.
- Targeting the recruitment of women into senior positions, as part of the Graduate Recruitment Program and into non-traditional roles (eg Petroleum Engineers and Production Technologists).
- Participation in a variety of annual benchmarking surveys.
- Identification and raising the profile of top female talent, including formal succession plans for key management positions.
- Personal Development Plans for employees and access to training and development opportunities based on those Plans.
- Women of Woodside (WOW), an internal networking group which supports women and aims to empower them to move forward and realise their full potential in contributing to Woodside's business.
- Women in Drilling Group formed to examine specific issues facing women within the drilling and completions environment.
- Informal mentoring facilitated by HR personnel.
- Various seminars and workshops targeted at women (eg Power, Influence and Networking seminars).
- Flexible work options including part-time employment, job sharing, modified start and finish times, working from home, extended leave arrangements and transition to retirement.
- Regular review and communication of policies (eg increase in paid parental leave from 6 weeks to 12 weeks).
- Annual Contact Officer training sessions and information sessions for Supervisors/Managers.
- 'Small Treasures' booklet to provide information to employees prior to commencing, during and when returning from maternity leave.

Evidence of effectiveness of gender diversity strategy

- Statistical analysis indicates that real progress is being made in the areas of recruitment and promotion as per the objectives of the Gender Diversity Strategy. For example, over the past seven years the number of women occupying professional and senior management positions has risen from nine in 2000 to 46 in 2007.
- A recent staff survey identified that employees felt positive about diversity at Woodside.

## Industry Initiative 2

### Internal Appointment Guidelines

One company has developed a set of guidelines for internal appointments within the organisation. These are specifically designed to support female employees by offering them experience in front of high level panels and the opportunity for individually tailored support.

The guidelines include:

- Including women with potential in the selection process
- Including at least one woman on the short list for senior positions
- Using a designated process to investigate the reason why if a woman is not appointed
- Developing a plan to address factors contributing to why the woman was not appointed including individually tailored support to increase opportunities for future success.

### Industry Initiative 3

#### Families

One company has a dedicated site on their intranet for families. This site has user friendly pages for employees considering pregnancy. It has sections for both **employees** and their **supervisors** so all can be fully informed of the company policies. Links on the Home Page include:

- **First Steps** - separate links to helpful information on the first steps to be taken for employees and supervisors
- **Parental Leave Network** - puts employees in touch with other employees who are willing to share their maternity/ paternity leave experiences
- **Flexible and Part-time Working** - a link to relevant policies
- **Short and Long Term Unpaid Leave** - a link to the relevant policies
- **Child Care Opportunities** - explains company child care policy and includes links to various organisations and assistance options.

### Industry Initiative 4

#### Keeping in Touch - The Chevron Way

Chevron has a 'Keeping in Touch' program for employees while they are on parental leave. This is organised on a case-by-case basis between the employee, their supervisor and the company depending on the particular circumstances. Depending on personal preference employees are able to negotiate the amount of interaction they would like to have with the company whilst they are on parental leave.

The company offers employees access to a one day workshop 'Preparing and Returning from Parental Leave' to assist employees to manage their work/life balance and prepare for taking parental leave and returning to the workplace.

The seminar offers advice on:

- Strategies to better manage personal and career goals
- Strategies to assist the launch back into career
- Organisational strategies to help get family members in and out the door on a daily basis
- Strategies for preparing the family and child for childcare.

Perth based employees have access to a carer's/lactation room which can be booked for family visits and can be used for:

- Mothers returning from maternity leave who are breast feeding
- Spouses/partners of employees or employees on parental leave who would like to visit their spouse or work colleagues and need a room where they may bring their child(ren) into the office
- Staff who are feeling ill and need a rest before leaving work for the day and
- Staff who wish to conduct stretches in a relaxed environment.

The room is equipped with a fridge, a microwave, bowl, sink and washing facilities for the sterilization of equipment, a changing mat, a reclining comfortable chair, posters on the walls and a CD player with CDs to create a more relaxed environment, a rubbish bin, a first aid box and a telephone.

## Industry Initiative 5

### Childcare Matters - BHP Billiton Iron Ore

A BHP Billiton Iron Ore (BHPBIO) Social Impact Assessment identified lack of childcare as a key issue for the Pilbara Region. A subsequent feasibility study identified a number of solutions which have resulted in the proposed short and longer term initiatives.

#### Short Term

- Grants of up to \$10,000 for residents to set up a Family Day Care business in Newman and Port Hedland to service BHPBIO employees with applications for licensing to be received by the Childcare Licensing Standards Unit (CCLSU) by November 30 2007 (launched in September, 2007).
- Partnerships with local providers to develop additional childcare places and give BHPBIO employees priority placement.

#### Medium to Long Term

- BHPBIO to investigate building 120 place childcare centres in Newman and Port Hedland with the proposed opening in late 2008.
- BHPBIO to continue engaging in partnerships and sponsorships of community based childcare programs and initiatives.

## Industry Initiative 6

### Chevron's Women's Network

As a way of supporting diversity and inclusion in the workplace Chevron Corporation fosters a number of officially recognised employee networks. Focused on the following dimensions of diversity: gender, race, sexual orientation, age, disability and nationality, each is open to any employee who supports its mission, vision and objectives.

Chevron Australia hosts local branches of the Women's Network and the XYZ Network and has established an Indigenous Network. Chevron Australia's branch of the Women's Network was the first branch to be established outside Chevron's North American operations. Formed almost eight years ago to proactively engage and develop its members to create and enable the talent needed to drive success for themselves and Chevron, the network is dedicated to enhancing leadership skills, developing career growth and work/life balance as well as providing networking opportunities for their members. The network is well supported with both male (approximately 20%) and female members.

The network is managed by a committee, the chair of which has to be on the leadership team. An annual planning day is held to plan the following year's activities. The network collaborates with similar networks externally to organise joint functions that provide opportunities to attract high profile speakers and allow further networking.

## Industry Initiative 7

### FIFO Female Friendly Initiatives

- A site based women's committee
- Option not to share a room back-to-back with a male
- Individual mini sanitary disposal units in all en-suite rooms
- Adequate numbers of separate male and female ablutions in all work areas
- Consideration of the timing of rosters and female cycles
- Both male and female medicos
- Beautician and such like visitors to site
- Female physiotherapists and fitness consultants
- Strong security presence in the village
- Consideration of the location and facilities of rooms allocated to women
- Alignment of couples' rosters even if on different sites

The following participating member companies have consented to the use of their company logos included below;



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