

Leading
practice

Principles
for the

attraction **and**

retention

OF women

in the

minerals + ENERGY
SECTOR



forward

I AM DELIGHTED TO SEE THAT ONCE AGAIN, THE PROPORTION OF WOMEN WORKING IN QUEENSLAND'S RESOURCES SECTOR HAS INCREASED.

IT'S PARTICULARLY PLEASING TO SEE THAT THIS HAS OCCURRED AGAINST A BACKDROP OF A GLOBAL FINANCIAL CRISIS THAT MIGHT HAVE TURNED QRC MEMBERS' FOCUS AWAY FROM THE IMPORTANT ISSUE OF GENDER DIVERSITY.

Statistics collected from QRC members show that in the 2008-09 financial year, women accounted for 14 percent of our workforce, up from 11.3 percent the previous year.

And, in non-traditional roles, such as engineering, trades, operators and senior management, women make up 10.8 percent, up from 9.8 percent in 2007-08.

In 2006, when the QRC Board signed off on its Women in Resources Action Plan, we set a goal of 12 percent women in non-traditional roles by 2020.

I feel very confident, based on the current trend that we'll surpass that goal.

QRC members believe that women should be given every opportunity to share in the opportunities provided by the industry.

Women also represent a largely untapped source of skilled workers and their participation is an important element in ensuring the industry can attract the skilled workforce that it requires, especially as we face the prospect of a renewed surge in demand for our mineral resources.



The leading practice principles outlined in this publication are part of the QRC's Women in Resources Action Plan and have been adopted by members to complement and enhance their own programs to attract and retain female employees.

The principles are based on leading practice identified from a review of QRC members' gender programs and amongst employers whose initiatives have been recognised by the Equal Opportunity for Women in the Workplace Agency (EOWA).

The principles also reflect the main issues identified in the QRC's study into the retention of women in the sector carried out by social research company Colmar Brunton in 2005.

Nicole Hollows

Nicole Hollows
President
Queensland Resources Council

LEADING PRACTICE PRINCIPLES

QRC members are committed to:

- providing a cultural and physical environment where women feel comfortable, included and valued
- employment and promotion practices that encourage female participation and retention
- investigating innovative solutions for the provision of flexible working arrangements, (for men and women), which take into account such matters as employees' child care commitments and work/life balance, while also meeting operational requirements
- promoting and monitoring effectiveness of attraction and retention initiatives for women and EEO policies.

The following pages contain examples of activities that support these principles and demonstrate how our members are working towards greater gender diversity in our workforce.

“These days other blokes will pull them up (perpetrators of sexual harassment), tell them to give it a rest if it's going too far.”

Female respondent to Retention of Women in the Minerals Industry survey for Minerals Council of Australia and Australian Government by Centre for Social Responsibility in Mining



2009 Resources Award for Women winner Sandra Collins left accepts the award from Her Excellency the Governor of Queensland Ms Penelope Wensley AO and QRC President Nicole Hollows, right.

providing a cultural and physical environment where women feel comfortable, included^{and} valued

FOLLOWING ARE ACTIONS IDENTIFIED AS LEADING PRACTICE IN CREATING AN ENVIRONMENT CONDUCIVE TO RETAINING FEMALE EMPLOYEES.

- COMPULSORY DIVERSITY AND EQUAL EMPLOYMENT OPPORTUNITY (EEO) COURSES FOR ALL STAFF.
- APPOINTMENT OR NOMINATION OF A TRUSTED PERSON(S) WITH WHOM WOMEN CAN FEEL CONFIDENT THAT COMPLAINTS WILL BE TREATED CONFIDENTIALLY, TAKEN SERIOUSLY AND ACTED UPON.
- MENTORING AND NETWORKING PROGRAMS FOR FEMALE EMPLOYEES.
- IMPROVED AMENITIES AND FACILITIES FOR ALL STAFF AT ON-SITE CAMPS, BUT ESPECIALLY AMENITIES THAT CONSIDER WOMEN'S NEEDS SUCH AS PRIVACY AND LOCATION IN A 'SAFE' AREA.
- PERSONAL PROTECTIVE EQUIPMENT AND CLOTHING SUITABLE FOR WOMEN.

CASE STUDIES: APPOINTMENT OF EEO REPRESENTATIVES

Anglo American Metallurgical Coal (AAMC) fully endorses EEO within its workforce and regularly conducts EEO education training for the workforce. The company's strong commitment to EEO is widely publicised during inductions and crew meetings. AAMC's EEO contact officers are trained to handle diversity within the workplace, harassment incidents and report handling. The contact officer's role and details are openly communicated to all employees upon their commencement of employment and is readily available. AAMC's Employee Assistance Program continues to be offered to all employees and their immediate family offering confidential, professional and free counselling services.

BHP Billiton Mitsubishi Alliance (BMA) provides EEO training to the entire workforce and has EEO contact officers at each site appointed and trained. Women are encouraged to take EEO contact officer roles.

At **Downer EDI Mining** EEO posters have been sent to sites detailing names and phone numbers of the specific site contact officers. These posters have been effective in promoting direct contact with trained officers resulting in improved communication and speedy issue resolution. Contact details also appear on the company's intranet. All contact officers must attend the Diversity Council of Australia training program. EEO contact officers are much more aware of their responsibility due to the training provided.

Golding Contractors has an appointed EEO representative at each of its sites. The company also performs periodical EEO training for all employees.

Iluka Resources provides appropriate EEO contact officer training to newly appointed employees; and also refresher training to those already appointed. Local HR teams to regularly meet with contact officers and provide training where necessary. They also promote contact officer networks across the organisation.

Macarthur Coal provides contact officers who are accessible to any employee. The role of the contact officers is to provide information, support and options to employees who believe they have not been treated fairly or reasonably. Contact officers do not carry out investigations or determine outcomes or actions. Staff members are given a brochure upon commencement with information on this program and the names of those contact officers for each site. A telephone counselling service is also available to staff.

At **Rio Tinto Coal Australia (RTCA)**, every site and business unit across the company has an EO or sexual harassment officer on site. These officers have been selected and trained to ensure any complaints are handled correctly and efficiently, as well as to ensure staff receives regular training and updates on EEO policies and initiatives. Rio Tinto Coal Australia also provides a 24 hour, independent, confidential and anonymous service called Speak-OUT for every employee and contractor. If employees don't feel comfortable bringing up an issue in person with the EO officer, they can use this service to report issues and provide feedback, which the company then addresses in a confidential and timely manner.

Stanwell Corporation Limited conducts refresher training in EEO, discrimination and harassment issues as part of its biannual training schedule and for all new employees as part of its induction process. Equity referral officers are also appointed to each site and are available to all employees to provide information in relation to discrimination or workplace harassment issues.

Tarong Energy has an Equity Referral Officers Group (EROG), which is led by one of the HR advisers. These individuals are trained to effectively and efficiently address concerns of their colleagues and are present across most work sites in all professional groups. In addition to this, all staff participate in equity training, conducted by the Anti-Discrimination Commission Queensland, upon their appointment, together with refresher training on a regular basis.

At **Xstrata** Queensland Limited (XQL) EEO training sessions are conducted and continue to highlight the company's commitment to supporting employees with EEO issues and that employees are able to raise issues both formally and informally. Xstrata also provide diversity training for managers and employees. The company organised the Anti-Discrimination Council of Queensland to undertake EEO training to target contact officers, human resources professionals and managers, superintendents, and supervisors. All other employees have also undertaken diversity training through inductions, Health and Safety Committee meetings, toolbox talks and staff meetings as well as awareness through publications such as posters and brochures. Xstrata also increased its Contact Officer Network and provide on-going support through regular meetings.

CASE STUDIES: PPC AND PPE

BHP Billiton Mitsubishi Alliance (BMA) provides a range of PPE items designed for women on site including jeans, shirts and boots designed for women and available in all sizes.

Golding Contractors provides protective equipment suited to female employees at all sites. The company provides female employees on site with work jeans specifically designed for women and available in all sizes.

Iluka Resources Limited provides additional safety clothing to pregnant women in addition to their normal allowance.

Thiess provides a range of PPE items specifically designed for women. This includes jeans, trousers, and work shirts with all protective equipment and clothing available in suitable sizes. Thiess' emphasis on the correct fit for PPE upholds the company's stringent safety standards and provides women with tailored items that demonstrate value and respect with regards to individual needs.



The QRC continues to run workshops for high school girls featuring women working in the resources sector to create awareness of the many opportunities for women in the resources sector.



Manager of Cement Australia's East End Mine Sandra Collins took out the 2009 Resources Award for Women. Sandra has paved the way for more women to follow her into the industry.



“If you were harassed, the first thing you would do would be to go to your supervisor, but there are also other avenues. That sort of thing has really improved.”

Female respondent to Retention of Women in the Minerals Industry survey for Minerals Council of Australia and Australian Government by Centre for Social Responsibility in Mining



Her Excellency the Governor of Queensland Ms Penelope Wensley AO gave the keynote address and presented the 2009 QRC Resources Awards for Women before a crowd of more than 500 people. Other special guests at the QRC International Women's Day Breakfast included the then Minister for Mines and Energy Geoff Wilson and previous winners Tina Markovic, Simone Wetzlar and Melanie Gordon. The morning was compered by the ABC's Bernie Hobbs.



CASE STUDIES: APPOINTMENT OF TRUSTED PERSON AND EFFECTIVE COMPLAINTS PROCESS



Clermont Mine General Manager Construction Dave Lamb receives the Best Company Initiative Award in the 2009 Resources Awards for Women. Presenting the awards were Her Excellency the Governor of Queensland Ms Penelope Wensley AO and QRC President Nicole Hollows, right.

Anglo American Metallurgical Coal (AAMC) has an anti-harassment and bullying policy that applies to all mine sites. Complaints are dealt with by line managers and EEO officers at each site, but will elevate to GM level for serious offences. Education material is included in the induction process and is freely available on sites. In addition Anglo globally has an independently managed program called Speak up, which employees can access to report harassment and bullying issues.

BHP Billiton Mitsubishi Alliance (BMA) has policies and procedures to ensure employees are aware of their entitlement to a workplace free of harassment and discriminatory employment practices. Complaints are dealt with by line managers and equal employment opportunity officers at each site, but will elevate for more serious offences.

Golding Contractors has policies and processes in place to ensure that employees are aware of their rights and obligations in relation to harassment, bullying and discrimination. The company has a formal grievance procedure, which is followed when there is a breach of any of these policies to ensure that the matter is dealt with in the most appropriate way.

Macarthur Coal has policies and procedure to ensure employees are aware of their entitlements and obligations with respect to achieving a workplace free of harassment and discriminatory employment practices. These documents are reviewed regularly and are provided to new employees. They also receive mandatory training in diversity issues.

All **Rio Tinto** group company employees are required to undertake compliance training to ensure they receive accurate information about policies and procedures relevant to the company. The company also ensures employees receive information on how to access services available to them should they have any issues or concerns regarding their role, workplace or company in general. Existing employees are required to refresh their training every two years.

Tarong Energy has a Fair Treatment Policy and Procedure within which the Equity Referral Officers operate. This has appropriately addressed complaints raised over our many years of operation. The company's commitment to quality and best practice also requires regular review of the process to identify opportunities for improvement.

Xstrata Queensland Limited (QXL) has a discrimination and harassment complaints procedure. In 2008-09, a very low number of complaints was reported. This is due to the awareness training conducted throughout the company's operations, which outline the QXL's commitment to a workplace free from discrimination and harassment.



Women in Mining and Resources Queensland (WIMARQ) hosted networking functions from Brisbane to Moranbah, Mount Isa to Townsville and Gladstone during 2009. More men are also attending the functions, such as this one in Brisbane where Chief Executive of the CSIRO Dr Megan Clark gave a very entertaining presentation on management styles.



CASE STUDIES: MENTORING AND NETWORKING PROGRAMS

To ensure **Anglo American Metallurgical Coal (AAMC)** graduates are successfully mentored and their career development monitored throughout the two-year graduate program, functional committees, comprising discipline experts meet regularly. AAMC also conducts regular peer days, which provide AAMC graduates with the opportunity to network with other graduate and senior employees working in the same discipline across AAMC. In 2009, females comprised 27 percent of AAMC's total graduates.

BHP Billiton Mitsubishi Alliance (BMA) has a diversity strategy, which identifies ways to attract, retain and develop women within BMA. Within this strategy the following mentoring and networking initiatives have eventuated:

- BMA Women's Network
- annual development day – International Women's Day
- support for women in mining events
- appointment of a senior advisor – diversity
- BMA hosted Women in Mining and Resources Queensland (WIMARQ) event in November 2009.

Sinclair Kinght Merz (SKM) set up a mentoring and networking program in Queensland in 2009, Women in Consulting (WiC). The team has a goal of obtaining EOWA

Employer for Choice for Women within three years and has been influential in establishing changes such as increasing paid parental leave from six weeks to 12 weeks to the primary care giver (male or female), implementing purchased leave, which allows flexibility for all staff to take up to four weeks additional leave, manager contact with employees while they are on leave, lactation facilities for returning mothers and rollout of face-to-face manager training for workplace bullying and harassment. A Global Diversity Manager has been appointed and the CEO chairs a Global Diversity Committee. An Aust/NZ Diversity Committee has also been established.

Rio Tinto Coal Australia's Clermont Mine holds focus groups with women onsite to gain an understanding of the support mechanisms that would make their work life easier.

Thiess supports regional networking functions hosted by Women in Mining and Resources Queensland (WIMARQ). WIMARQ was established in 2005 to act as a support network and help promote the good work being done by women within the industry. The group holds regular networking events to bring together women from the many and varied job roles involved in the resources industry.



CASE STUDIES: ON-SITE AMENITIES

Anglo Coal Australia sites are encouraged to improve mine-site facilities for women to encourage women to work at the sites.

BHP Billiton Mitsubishi Alliance (BMA) is undertaking an audit of all amenities on site to ensure women are properly accommodated in respect to toilets and breast-feeding facilities.

“Remaining contemporary in our approach to employment is assisting Xstrata Copper in the resources boom by attracting women into our workforce and enabling us to share opportunities and wealth with the whole community.”

Mike Westerman
General Manager Ernest Henry Mining





“The individuality and diversity that exists in employees is improving decision making and enhancing innovation. This in turn improves business processes and outcomes. Equity and diversity is bringing improved quality of working life for employees. Workplaces are fairer and workplace rules and policies are more equitable and transparent.”

*Chris Leon
CEO & Managing Director
Cement Australia*

employment and promotion practices that encourage female participation and retention

FOLLOWING ARE ACTIONS IDENTIFIED AS LEADING PRACTICE IN CREATING AN ENVIRONMENT CONDUCIVE TO ATTRACTING AND RETAINING FEMALE EMPLOYEES

- RECRUITMENT PRACTICES THAT ENCOURAGE FEMALE APPLICANTS, PARTICULARLY IN NON-TRADITIONAL ROLES.
- EMPLOYMENT OPPORTUNITIES FOR 'TRAILING SPOUSE.'
- CAREER DEVELOPMENT PROGRAMS FOR WOMEN.
- EQUAL PAY AND ENTITLEMENTS.

CASE STUDIES: RECRUITMENT PRACTICES

Anglo American Metallurgical Coal's (AAMC) Graduate Program, which currently comprises 27 percent females will be further increased, due to the 2010 AAMC's Scholarship Program intake consisting of 50 percent females. The AAMC Scholarship Program is focused on attracting females into previously male-dominated disciplines including; mining, electrical and mechanical engineering, minerals processing and geology. AAMC Scholarship recipients' skills are further developed through the company's vacation employment program, which involves scholarship recipients gaining practical experience each year at AAMC mine sites during their summer university holidays. Upon successful completion of their studies, AAMC scholarship recipients are guaranteed employment as a graduate with AAMC.

BMA Billiton Mitsubishi Alliance (BMA) has developed a number of initiatives to attract more women to the organisation, particularly to roles not traditionally sought by women. The recruitment of women is a key consideration in all recruitment and selection activities. To support this, BMA utilises female employees to promote careers in non-traditional roles at schools and local career expos.

Downer EDI Mining utilises female human resources staff and engineering graduates to promote careers in non-traditional roles at career fairs and university visits. There has been a notable increase in female interest at career fairs.

In an effort to attract women **Golding Contractors** uses pictures of female employees working on site in print and internet advertising. This has encouraged applications from women who either currently work within the industry or see it as a new avenue for employment. The company has noticed an increase in the number of female graduate engineers entering the industry.

Monadelphous has sourced testimonials from current female graduates, engineers, supervisors and managers to form part of its online recruitment materials to demonstrate to potential employees that Monadelphous has a positive and unbiased culture. The company also displays a picture of a woman in a non-traditional role in all job advertisements.

Minerals and Metals Group's (MMG) Century Mine in Queensland's North West has demonstrated particular effort in attracting and retaining female indigenous employees, recognising some of the potential barriers to success in indigenous communities. To this end, Century continues to offer and support various types of training programs including traineeships, pre-vocational placements, cadetships and apprenticeships.

Across **Rio Tinto Coal Australia** the company has introduced campaigns that specifically target women for non-traditional roles, as well as part-time rosters and more flexible working arrangements. For example, Coal & Allied, which is managed by Rio Tinto Coal Australia, introduced a 'positive discrimination' trial in 2006 for female operators to attract local women into non-traditional roles at its Bengalla Mine in New South Wales. Following on from the success of this trial, the mine introduced a range of options to retain its female staff, including flexible working arrangements and crib-shift rosters to ensure they are able to balance their work and family commitments. Bengalla Mine's general manager operations is also the first female general manager operations for both Coal & Allied and Rio Tinto Coal Australia.

Rio Tinto Coal Australia's Hail Creek Mine in Queensland has received a number of awards for its achievements in boosting female employment in non-traditional roles. The mine was awarded the national 'Outstanding EEO Practice for the advancement of women in a non-traditional area' award at the 2007 Equal Opportunity for Women in the Workplace Awards. Hail Creek also received a state award from the Queensland Resources Council for Best Company Initiative at the 2007 Resources Award for Women. When Hail Creek started its recruitment policy in 2002, women represented just 3 percent of all employees at mine sites and mineral processing operations across Australia.

Today women represent around 15 percent of Hail Creek Mine's workforce, which is well above the industry average, and the mine's award-winning recruitment strategy to attract more women into the mining industry has been a major success for both the mine and Rio Tinto Coal Australia.

Rio Tinto Coal Australia's Clermont Mine has introduced an induction course in mining in order to encourage people who traditionally haven't considered mining as a career option (including women and indigenous people) to enter the industry. In 2009 the Clermont Mine received a state award from the Queensland Resources Council for Best Company Initiative at the 2009 annual Resources Award for Women. Clermont Mine also received a national award from the Australian Mining Prospect Awards 2009 - winning the Highly Commended award in the Australian Coal Mine of the Year category, for its leadership, commitment and focus towards encouraging women with no mining experience to enter the workforce, particularly in non-traditional roles.

Today, women make up more than 27 per cent of Clermont Mine's workforce, a result that has not only exceeded the initial 25 per cent target set by the mine, but is also well above the Queensland industry average of 14 percent.

At **Sinclair Knight Merz** 32 percent of all new hires during 2008/2009 were female. As the industry is male dominated, SKM participates in a number of programs to promote women in the industry. Through the Beacon Foundation, SKM staff participate in female mentoring programs with male and female students at disadvantaged schools. At the university level, SKM has female staff talk to students about careers in engineering. Its WiC group holds female-only client events in a number of regions a few times per year and SKM female staff are regularly invited to talk at Engineers Australia Women in Engineering (WIE) events.

Tarong Energy promotes the employment of women through careers days, networking forums and in each and every advertisement. The current senior executive of Tarong Energy is 30 percent female, including the CEO and the board has 57 percent female membership. The Flexible Work Policy available to provide additional annual leave, tele-commuting, part-time employment, job-share, sabbaticals and more, also assists in the integration of women into Tarong's workforce.

Thiess Burton Coal launched its 'Engin^hearing' recruitment program in 2008 at Burton mine in an effort to attract female engineers who were either stay-at-home mums or women living in nearby mining towns interested in securing part-time work.

Thiess, with the support of the Queensland Resources Council, has extended its Women in Engineering Scholarship to a national program in conjunction with the Minerals Council of Australia (MCA). The program now enables talented engineering students, regardless of the Australian state in which they study, to have the opportunity of both financial and practical work experience support at the start their careers.

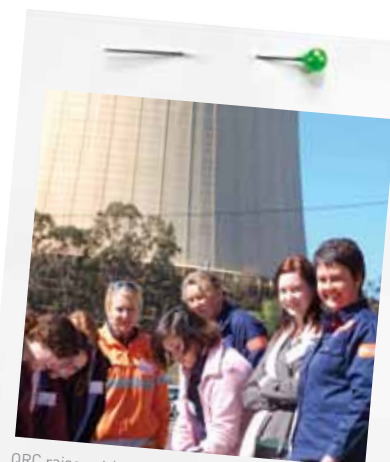
Thiess has achieved and maintained, 12 months post production, a 20 percent ratio of women at the Lake Vermont project in Queensland's Bowen Basin. The roles cover the diverse range of operational and functional support activities on the project. In addition, Thiess has redesigned its assessment centre methodology to ensure higher likelihood of selecting and retaining employees with a higher aptitude for an inclusive work environment. Explicit targets remain part of the process through the various staged increase in the workforce.

As part of the **Wesfarmers** Executive Development Program, an action learning project was established to investigate whether the lack of women in management in Wesfarmers could have an adverse impact on the business, and if so, what strategies could be implemented to address the issue. The final project report recommended adopting initiatives that would attract and select more female candidates into the business. The company also instructed its recruitment agencies to inform prospective applicants of the family-friendly policies the company has in place as to attract more female candidates.

At **Xstrata Queensland Limited**, (XQL) recruitment-related initiatives in the 2008/09 program period produced female recruitment rates in many non-traditional occupations that were significantly higher than the previous representation of women in these roles.

In addition, during the reporting period for 2008/09 the number of positions in XQL's graduate program was increased, with female recruitment comprising 31 percent of those placements. Disciplines included mining/electrical engineering, rock mechanics, geology and metallurgy. In XQL's vacation program for the December 2008 to January 2009 holiday period 27 percent of students accepted were female, an increase from the previous reporting period when 23 percent of participants were female. Xstrata also has partnerships with local schools in regional areas to promote career opportunities in the mining industry, with an additional focus on female students.

Xstrata Coal's recruitment advertising campaigns in national newspapers place additional emphasis on recruitment of women in the industry. The company reviewed advertising design to ensure consistency across the group and elimination of gender-specific language or photo images.



QRC raises girls' awareness of careers in the resources sectors through forums where women from member companies share stories of their careers. Here, girls from Nanango State High visit the Tarong Power station where they heard from women in a wide range of careers.





“Over the past two years Anglo has been putting in place recruitment and development programs aimed at growing the company’s employee skills base and embedding equality of opportunity for all current and future employees, At Anglo’s Australian operations women make up almost 30 percent of employees participating in our graduate program and scholarships places as well as representing more than a quarter of our young professional talent. There are currently 45 women in supervisory and managerial roles across Anglo’s Australian operations, that is 10 percent of our total female workforce of some 450. In addition, we are very active in schools promoting production and trades careers as well as looking at innovative and flexible workplace policies and practices to support our female employees and their families. This places Anglo well on track to meeting its continued goal of workforce diversity.”

Cynthia Carroll
Chief Executive Anglo American

CASE STUDIES: EQUAL PAY AND ENTITLEMENTS

Anglo American Metallurgican Coal’s (AAMC) employment policies apply to all employees and do not discriminate based on gender. The company has a clearly defined remuneration policy, which is based on globally-agreed job bands. AAMC conducts regular performance reviews and an annual remuneration review for all employees based on a model that incorporates company performance, industry trends and personal work evaluation.

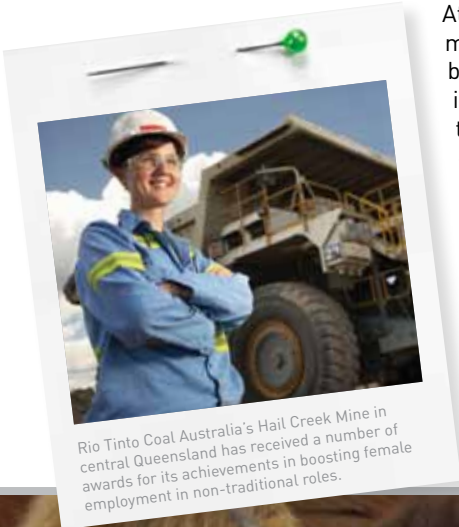
Cement Australia analyses total employment cost statistics by gender. The statistics on disparities between male and female employees are presented to the Executive Team annually, with movements being discussed to ensure that there is no systemic gender inequity.

At **Golding Contractors**, close monitoring of the salary disparity between the genders will be integral in the company’s strategy to attracting and retaining female employees.

Tarong Energy’s remuneration policy is based on the overall worth of a job to the business and market data. Inherent in this policy is that all jobs will be remunerated fairly and without prejudice. In addition to this all positions have an incentive scheme based on performance.

Thiess established and employee collective agreement that emphasises direct engagement and team accountability as well as individual contribution. The philosophy to start it right and keep it right is a key principle in sustaining and improving the workforce’s direct engagement culture and ensure reward and recognition applies equitably for the entire project.

As part of **Xstrata’s** yearly performance review process, remuneration is reviewed in line with performance review outcomes and external benchmarking. The remuneration system ensures equitable pay and allowances as roles are based on non-gender specific criteria. Xstrata also conducts salary reviews to ensure female and males generally received comparable pay for equivalent performance in similar roles.





CASE STUDIES: CAREER DEVELOPMENT PROGRAMS

Anglo American Metallurgical Coal (AAMC) conducts three main leadership development programs,

- 1 Leading the Workplace, aimed at superintendents and specialists
- 2 Foundations of Leadership, aimed at supervisors and step-up supervisors
- 3 Safety Leadership, aimed at graduates and supervisors.

Females are well represented in AAMC's formal development processes aimed at high potential employees at 43 percent, and 38 percent representation in management development initiatives.

At **Cement Australia**, key women across the business are offered development training in the Women and Leadership forums run by the Workplace Training Advisory of Australia (WTAA).

Rio Tinto Coal Australia encourages female employees to participate in leadership training and to undertake study to assist them to develop in the role and for further career path progression.

Stanwell Corporation Limited has a Leadership Development Program to assist in developing employees for future leadership opportunities. This program has a high representation of women and provides opportunity to be involved in mentoring and networking sessions and activities to improve leadership skills.

At **Wesfarmers**, female employees with the potential for promotion are encouraged through coaching to participate in education or training programs to further develop their careers to help prepare them for a promotion opportunity. In addition, a Women's Leadership Network has been launched. The company's succession and development strategy actively captures data of high-potential senior employees. A large number of women are included in this process and are given access to development and promotion opportunities. Specific attention is given to career development of high-potential women.

At **Xstrata** (Queensland Limited (XQL)) a process is in place to identify talented female and male employees and place them in key management or technical roles. Female employees are given the opportunity to develop their supervisory skills through acting appointments and promotions.

Above: The QRC encourages young women to network with people working in the resources sector.



“Two of the five most common reasons for women to leave their previous jobs were a difficulty in progressing and lack of clear career development.”

Generation F study Equal Opportunity for Women in the Workplace Agency



“I have always thought a real test of success is the question: ‘Is this an organisation that you would be happy for your children to work for’...Like any parent, my aspirations are that they be allowed to reach their full potential in a work environment that rewards merit and is free of harassment and discrimination.”

Wayne Osborn
Chairman
Thiess Pty Ltd



Women can be found everywhere from the mine site to the boardroom.

CASE STUDIES: ‘TRAILING SPOUSE’ ARRANGEMENTS

Anglo Coal is supportive of employing spouses/partners, not only at recruitment stage, but is proactive in managing dual careers.

BMA’s Norwich Park Mine has designed a Family Partnership Program to provide immediate family members (daughters, sons and partners) of BMA Norwich Park Mine employees who live in Dysart an opportunity to gain experience in the mining industry. The program offers an eight-week fixed-term contract of employment through its major mining contractors based onsite at Norwich Park Mine. If successful, the candidate will spend eight weeks working for the contracting company. During this time they will gain experience in operating a rear dump truck. On conclusion of the eight-week contract, all candidates can apply for relevant advertised vacancies in Norwich Park Mine.

BHP Billiton Mitsubishi Alliance (BMA) mines based out of Dysart (Norwich Park and Saraji) are working on a New Starter project with the Dysart Community Support Centre that targets spouses/partners of new starters. When an applicant is made an offer for employment at these operations, they receive a questionnaire for their partner to complete, along with their offer letter and other documents. The questionnaire asks about interests, hobbies, special skills, interest in participating in Dysart community activities, etc. It also makes reference to a job vacancies board that is maintained by the centre. The aim is twofold—to encourage partner/spouse community involvement in Dysart and/or to help them find paid or voluntary employment in Dysart. The ultimate objective is to increase employee retention at Saraji and Norwich, by engaging employees and their partners in the Dysart community. BMA’s HR representatives on these sites also meet with spouses/partners of new employees on a one-on-one basis to discuss employment opportunities if desired.

At **Macmahon Holdings**, transfer of couples to the same location is designed to improved work/life balance and increase experience at various sites.

At **Rio Tinto Coal Australia’s** Clermont Mine, work arrangements have been intentionally designed to be family friendly, with ultra flexibility. Couple rooms are available for people in relationships and there are flexible rosters that allow employees more time at home with their families. Employees can also choose to either live residentially or commute to the site depending on their needs and preference.



Girls are encouraged to consider careers in the resources sector through the QRC’s education and careers programs, its Women in Resources Action Plan and the Queensland Minerals and Energy Academy.




Flexible rosters make it easier for women to work in the resources sector.



“I would like to think that my job would be flexible if my priorities change. I don't want to change my job every time I change something in my life. It would be nice if your job changes with you.”

Focus group participant Generation F study Equal Opportunity for Women in the Workplace Agency

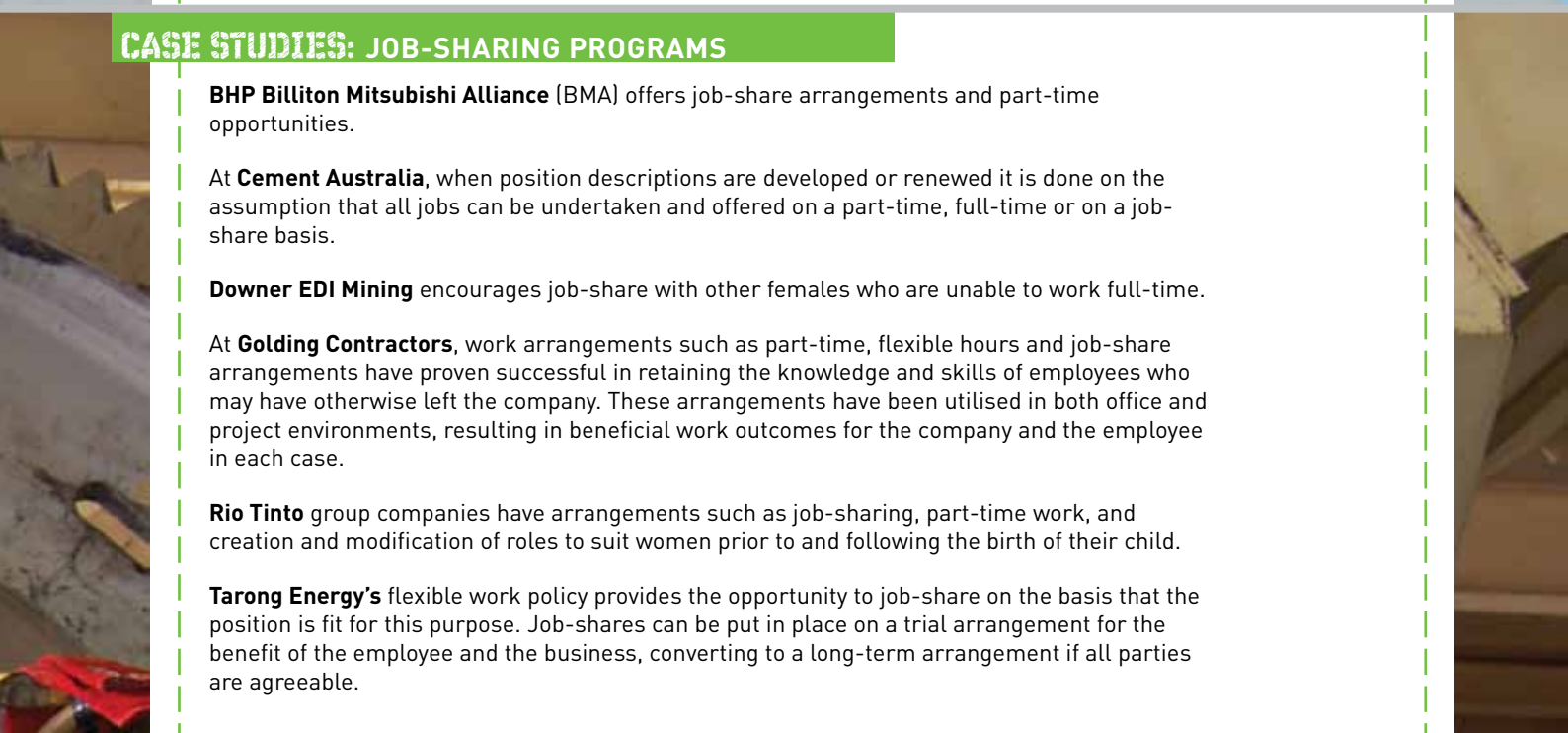


flexible working arrangements for childcare commitments and **work / life** balance

FOLLOWING ARE ACTIONS IDENTIFIED AS LEADING PRACTICE IN CHILDCARE AND WORK/LIFE BALANCE THAT ASSIST IN THE RETENTION OF WOMEN.

- ATTRACTIVE MATERNITY LEAVE PROVISIONS, FLEXIBLE RETURN TO WORK PROGRAMS.
- JOB-SHARING.
- TELE-COMMUTING.
- ON-SITE FACILITIES FOR BREAST FEEDING/CHILD CARE.
- FLEXIBLE WORK ARRANGEMENTS/SHIFT ROSTERS.

CASE STUDIES: JOB-SHARING PROGRAMS



BHP Billiton Mitsubishi Alliance (BMA) offers job-share arrangements and part-time opportunities.

At **Cement Australia**, when position descriptions are developed or renewed it is done on the assumption that all jobs can be undertaken and offered on a part-time, full-time or on a job-share basis.

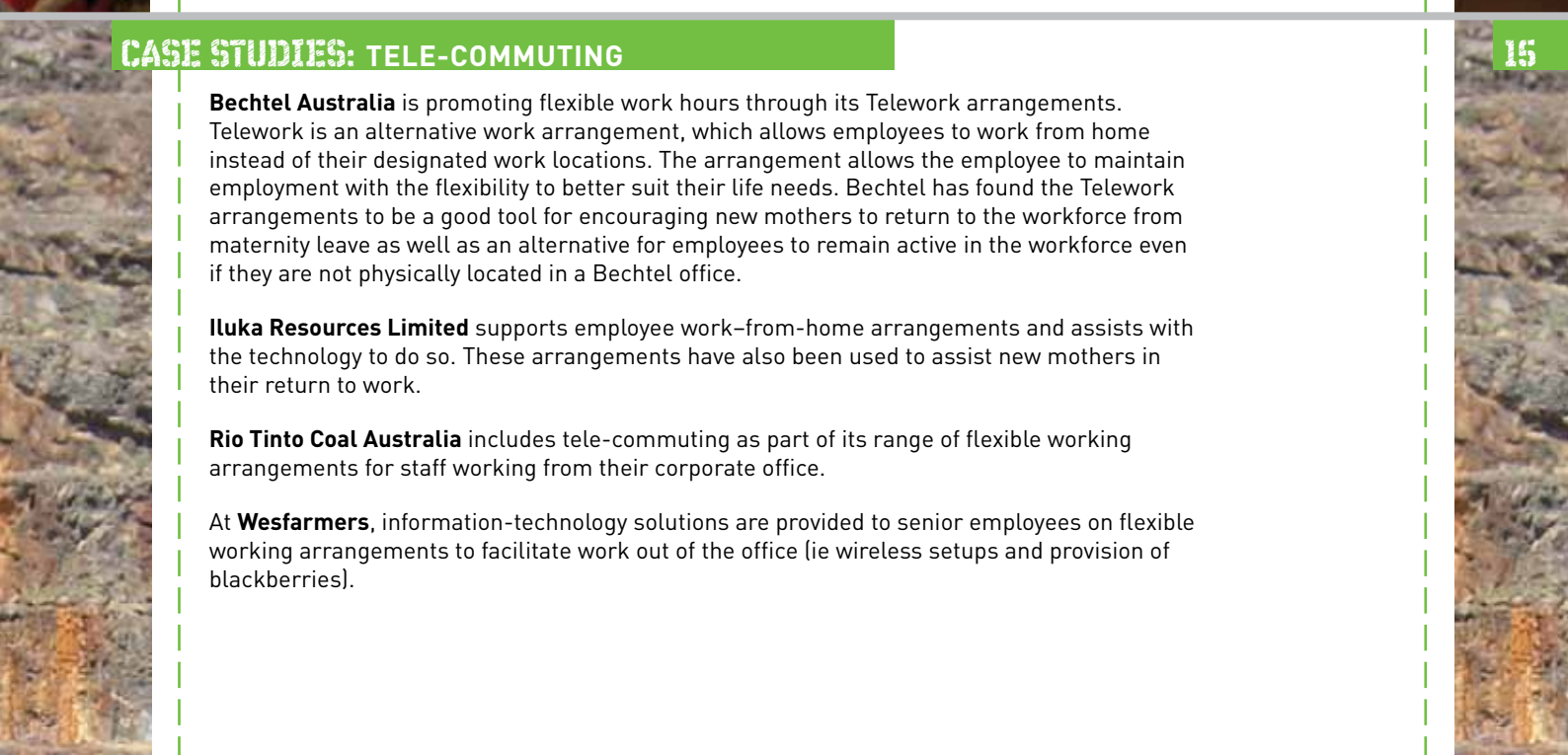
Downer EDI Mining encourages job-share with other females who are unable to work full-time.

At **Golding Contractors**, work arrangements such as part-time, flexible hours and job-share arrangements have proven successful in retaining the knowledge and skills of employees who may have otherwise left the company. These arrangements have been utilised in both office and project environments, resulting in beneficial work outcomes for the company and the employee in each case.

Rio Tinto group companies have arrangements such as job-sharing, part-time work, and creation and modification of roles to suit women prior to and following the birth of their child.

Tarong Energy's flexible work policy provides the opportunity to job-share on the basis that the position is fit for this purpose. Job-shares can be put in place on a trial arrangement for the benefit of the employee and the business, converting to a long-term arrangement if all parties are agreeable.

CASE STUDIES: TELE-COMMUTING



Bechtel Australia is promoting flexible work hours through its Telework arrangements. Telework is an alternative work arrangement, which allows employees to work from home instead of their designated work locations. The arrangement allows the employee to maintain employment with the flexibility to better suit their life needs. Bechtel has found the Telework arrangements to be a good tool for encouraging new mothers to return to the workforce from maternity leave as well as an alternative for employees to remain active in the workforce even if they are not physically located in a Bechtel office.

Iluka Resources Limited supports employee work-from-home arrangements and assists with the technology to do so. These arrangements have also been used to assist new mothers in their return to work.

Rio Tinto Coal Australia includes tele-commuting as part of its range of flexible working arrangements for staff working from their corporate office.

At **Wesfarmers**, information-technology solutions are provided to senior employees on flexible working arrangements to facilitate work out of the office (ie wireless setups and provision of blackberries).

CASE STUDIES: MATERNITY LEAVE/RETURN TO WORK ARRANGEMENTS

Employees who are the primary care giver with at least 12 months' service with **Anglo American Metallurgical Coal (AAMC)** receive payment for up to three months. Employees who are the non-primary care giver receive one week's leave on full pay.

BHP Billiton Mitsubishi Alliance (BMA) recently enhanced its parental leave policy making it accessible to either parent and increasing the entitlement from six weeks to 14 weeks plus four weeks on return to work. The parental leave policy also provides more flexibility to women prior to taking parental leave and upon return to work.

Cement Australia has a parental leave policy including 12 weeks' paid maternity leave. Paternity leave is also extended to fathers.

Iluka Resources provides women with eight weeks' paid parental leave and males with one week paid parental leave. Employees on parental leave also have the opportunity to access their email via their home computer, thus allowing them to keep up-to-date with company information. Where possible employees on parental leave are invited to any training or information sessions Iluka may hold.

Tarong Energy seeks wherever possible to integrate employees on their terms on their return to work from maternity or paternity leave. A variety of options have been utilised over the years to retain the valued skills of mums and dads in their dual roles. Tele-commuting, job-share, part-time and casual employment, project work are just some of the examples that Tarong Energy consider for return to work arrangements.

Thiess' 'Enginearing' program at the Burton coal mine listens to what engineers need in terms of support and encouragement to return to the workforce. A number of work arrangements are in place to facilitate women returning to work, including working from home whereby a home office is set up to link the employee to the server on-site, part-time employment where the role can reasonably accommodate this, refresher training on software, and one-on-one mentoring.

Thiess offers three months' paid maternity leave and one week paid paternity leave for full-time employees.

Xstrata Queensland Limited (XQL) negotiates alternative arrangements with employees to accommodate phased return from maternity leave. A number of work arrangements are in place to facilitate women returning to work, including working from home, job-sharing and part-time employment where the role/position can reasonably accommodate one of these arrangements. For example, Ernest Henry Mine has initiated flexible work programs with employees to ensure that pregnancy/maternity leave is not a barrier to working in the mining industry. These programs have included part-time work as well as moving from production to administrative roles when necessary whilst pregnant to maximise the time in the workplace. Mothers have been able to work safely in meaningful roles up until the time that they are ready to access their maternity leave with the security that they will return to their previous position. Several of these employees still work at EHM and have continued to develop their career while expanding their family through two or three terms of maternity leave.

CASE STUDIES: FACILITIES FOR BREAST FEEDING/CHILD CARE

At **AGL**, breast-feeding accreditation of all sites was completed in 2006. AGL was the first national company to have multi-sites accredited.

BMA provides ongoing support for a range of childcare initiatives, including education and training for staff and classroom materials. BMA will also continue to provide financial support to enable continuation of the before and after school care program in Blackwater. In addition, BMA has allocated \$50,000 each to the Moranbah and Dysart Daycare centres to assist them put in place strategies to address challenges and improve the efficiency and effectiveness of their operations.

Mincom Limited has a breastfeeding room in its Brisbane office and breastfeeding facility requirements for other offices are monitored as needs arise.

Rio Tinto Alcan's Weipa operation provides a childcare facility.

Stanwell Corporation Limited has a free service that provides employees with assistance in identifying and implementing child-minding needs in their area.



Since 2005-06, the number of female operator/production staff employed by QRC members has grown by more than 200 percent. However, women still represent only 8 percent of operator/production employees.

"It is crucial we support the role childcare plays in our communities as it is an essential aspect of maintaining the liveability of our towns."

David Arkell
BMA Vice President
Human Resources



At **AGL**, a parental leave toolkit is available to all employees. The toolkit provides helpful tips and information on issues such as returning to work from parental leave, combining breastfeeding and work and health and wellbeing at work during pregnancy. In addition to the AGL Parental Leave Toolkit, AGL in conjunction with Diversity Dimensions has designed a parental leave seminar for those who are seeking further information on how to manage their parental leave with other personal and career commitments.

Anglo American Metallurgical Coal (AAMC) has a flexible work arrangement policy and is committed to supporting the balance of work, family and personal responsibilities, while also assisting with the delivery of improved business performance. Flexible work options may include and are not restricted to the following:

- part-time employment
- job-sharing
- flexible working hours and rosters
- working from home
- flexible return from parental leave
- fly-in-fly out.

A number of employees have accessed the flexible working arrangements in both regional and corporate roles. Both the company and the employees have benefited from these arrangements. It has been of particular benefit for those female employees who are returning to the workplace from maternity leave. Often these employees wish to make a staged transition back into the workforce or in some cases will make a lifestyle choice to engage more permanently in part-time arrangements. This policy will remain a key feature of AAMC's employment brand.

Barrick Gold Corporation offers modified work schedules whenever it is operationally possible, provides parental leave where culturally appropriate and generous vacation allotments for full-time employees. For employees who travel extensively, Barrick often provides flexible schedules to assist in off-setting the rigors of frequent global travel.

BHP Billiton Mitsubishi Alliance (BMA) sites offer flexible working arrangements such as flexible start and finish times, part-time work when returning from maternity leave, and job-share arrangements. BMA also assesses different requirements across sites to ensure it is meeting employees' needs.

Golding Contractors recognises the importance of work/life balance. The company has flexible working hours to ensure that employees have the ability to attend to their personal and family commitments.

At **Minerals and Metals Group (MMG)**, in recognition of the fact that employees located in remote or rural communities generally encounter difficulties in accessing both secondary and tertiary education facilities, MMG supports the dependent children of employees in relation to costs of schooling.

Rio Tinto Coal Australia has a flexible work arrangements policy to provide guidance to employees and leaders in requesting and adopting flexible work practices to support work-family life balance. The policy covers a range of formal and ad-hoc flexible arrangements including working from home arrangements, subsidies for employees' home internet access, provision of laptops to allow employees flexibility to work from home, options to purchase up to an additional four weeks annual leave per year, part-time work, and job-share arrangements.

Sinclair Knight Merz offers part-time work, flexible working hours, phased retirement, working from home and job-sharing.

Tarong Energy provides for flexible work arrangements offering altered start and finish times as far as possible within the context of industrial instruments and business operational needs. Many staff also enjoy a rostered day off a fortnight and regular agreed usage of self-managed time provisions.

Thiess offers several work arrangements to help women balance work commitments while furthering their education. A combination of flexible hours, home-based work, and financial assistance is available. For example, Thiess offers a parents shift whereby employees are offered a roster that involves job-share arrangements and part-time flexibility.

At **Wesfarmers**, when vacancies arise, jobs are reviewed to see if flexible arrangements can be incorporated into the role.

Xstrata Queensland Limited (XQL) accommodates for family responsibilities where the role/position can reasonably allow for this type of arrangement. For example, the part-time roster at Ernest Henry Mine (9am to 3pm) and negotiated start and finish times where the position allows. An example of this is employees starting their shift early, which allows them to pick up their children from day-care after their shift.

“Working part-time at Capcoal provides me and my family with the ideal work-family balance.”

Jody Cranston
Survey Draftsperson
Anglo Coal Capcoal
Underground Operations



promoting and monitoring effectiveness of initiatives for women

FOLLOWING ARE ACTIONS IDENTIFIED AS LEADING PRACTICE IN ENSURING THE EFFECTIVENESS OF EEO POLICIES.

- REPORTING ACTIVITIES TO THE EQUAL OPPORTUNITY FOR WOMEN IN THE WORKPLACE AGENCY (EOWA) OR IN OTHER PUBLICLY AVAILABLE DOCUMENTS.
- REGULAR ASSESSMENT IN-HOUSE OF EFFECTIVENESS OF POLICIES INCLUDING SURVEYS OF FEMALE STAFF.

CASE STUDIES: REPORTING TO EOWA OR IN OTHER PUBLIC ARENAS

Rio Tinto Coal Australia provides regular reports to the Equal Opportunity for Women in the Workplace Agency and was awarded the 2007 EOWA Business Achievement Award for Outstanding EEO Practices for the Advancement of Women in a Non-Traditional Area or Role for Hail Creek Mine's recruitment campaign.

A large number of **QRC member companies** provide annual reports to the EOWA (see next page) and most report on their women's initiatives in annual sustainability reports.

Most **QRC member companies** report gender statistics to the QRC to inform women's attraction and retention policies and initiatives.



CASE STUDIES: ASSESSMENT OF EFFECTIVENESS OF EOWA POLICIES

BHP Billiton Mitsubishi Alliance (BMA) provides EEO training to the entire workforce and has EEO contact officers appointed and trained. The company regularly reviews and updates its EEO education campaign.

Professional services firm **Deloitte** has been recognised as Australia's Leading Organisation for the Advancement of Women (500+ employees) by the federal government's Equal Opportunity for Women in the Workplace Agency (EOWA).

Monadelphous has developed the capability in its new HR Information System to specify a gender equity component to HR reporting. For instance coding has been implemented to ensure that the company is able to broadly report on gender, job family, work function and position category.

Rio Tinto Coal Australia provides EEO training to every employee, which is reviewed every two years.

Thiess continuously reviews benefits and conditions that support a healthy work/life balance.

Xstrata Queensland Limited's (XQL) analysis of exit interviews within areas of Mount Isa Mines Copper mine illustrated no evidence of employees leaving due to harassment in the workplace. The company also monitors maternity leave return to work rates. They also reviewed and updated current EEO, Discrimination and Harassment Tool Box Talk and monitored both female and male employees' access to training and development opportunities to identify inequities. Working arrangements and rosters are also reviewed on a regular basis.

“At Deloitte we have always believed in the critical importance of recruiting and retaining talented women. We have sought an active role in the setting of new standards for women's leadership and development in corporate Australia and internationally. Our program is therefore not a one-off project but a firm wide objective which makes simple business sense.”

Giam Swiegers
CEO, Deloitte Australia

CASE STUDIES: 2009 MINING INDUSTRY SKILLS CENTRE TRAINEE OF THE YEAR FINALIST

An inspiration not only for her family but for the wider community of Woorabinda in Central Queensland, Dawson Mine Production Trainee Patricia Rankin's determination and self-belief is paying dividends.

From an early age Patricia developed a love for large machinery and had a dream to one day drive trucks for her living. However, these dreams were put on hold while she raised her family of six children within the Woorabinda community.

With a lack of infrastructure and resources in her local community, Patricia has worked hard to provide her children with a solid education and instil in them strong life values and a work ethic.

With her eldest now a health officer, her second eldest completing a carpentry apprenticeship, her third eldest completing a diesel-fitting certificate and her three younger children still at school, Patricia is understandably proud of her family.

In 2008 Patricia was able to reignite her interest in

heavy machinery when she was selected as a participant in the Mine Readiness Training Program, which was conducted at Anglo American Metallurgical Coal Australia's Dawson Mine.

Patricia excelled at this program and she quickly progressed to be accepted as one of Dawson's production trainees, which has seen her realise her dream of driving trucks.

Patricia's enthusiasm and success in learning new skills is doing much to forge the way forward for all women, both young and old in the male-dominated resources industry.

Amongst other achievements, Patricia's accomplishments in encouraging fellow women, (especially indigenous women) to pursue careers in the resources industry, resulted in her being selected as a Trainee of the Year finalist at the 2009 Mining Industry Skills Centre Awards.

'The Dawson Mine Readiness Program and Production Traineeship have had such a positive impact on my life. My interest in joining the mining industry has never been a case of remuneration being the major attraction, rather it is the opportunity to be a role model for my children and for the other women in my community,' said Patricia.

'I can help show them that it is possible to have a career and be a mum at the same time and also help instill the values of providing for your family.'



SURVEY RESULTS: STEADY IMPROVEMENT IN GENDER DIVERSITY

There has been steady improvement in the gender diversity of QRC's member companies over the past 12 months, despite the global financial crisis.

Based on a survey completed by QRC member companies, the proportion of women working in the resources sector increased to 14 percent for 2008-09 from 11.3 percent in 2007-08.

There was also a steady rise in the proportion of women working in 'non-traditional' roles, such as engineering geology, operators and trades. In these roles, women made up 10.8 percent of the workforce, compared to 9.8 percent the previous year.

From 2005-06 to 2008-09, female employment in the industry grew by 111 percent, compared with male employment growth of 64 percent and total employment growth of 70 percent.

Of particular note is the significant increase in women working in executive and senior management roles. In 2005-06 they numbered just 22, but this figure increased to 110 for 2008-09, an increase of 400 percent.

In that same time period, the proportion of female engineers rose by 62 percent, geologists by 59 percent, trades people by 275 percent and operator/production employees by 207 percent.

However, it should be noted that women still make up only 1 percent of trades people, 8 percent of operators/production employees, 12 percent of engineers and 11 percent of executive management.

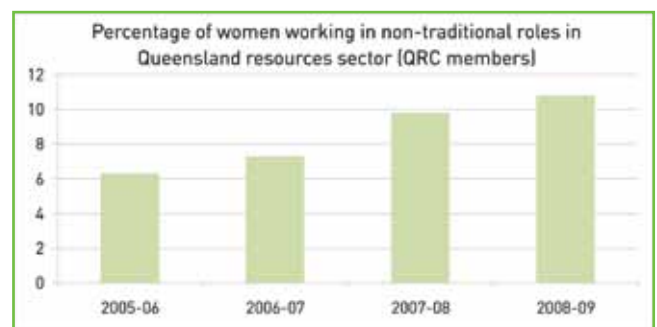
There has also been a small increase in the percentage of women applying for jobs in the resources sector. In 2006-07, women made up 21 percent of the applicant pool, compared to 22.4 percent in 2008-09.

However, with the resources experiencing first signs of recovery, it cannot afford to become complacent in the attraction and retention of women. Women are still a largely untapped pool of skilled employees and the sector cannot afford to miss out on their talents.

The QRC will continue over the next 12 months to support its member companies in their efforts to attract and retain women through its Women in Resources Action Plan.

Michael Roche

Michael Roche
Chief Executive
Queensland Resources Council



QRC MEMBER COMPANIES REPORTING TO, THE EQUAL OPPORTUNITY FOR WOMEN
IN THE WORKPLACE AGENCY (OR WHO HAD QUALIFIED FOR A WAIVER) IN 2008.

*Allens Arthur Robinson	G&S Engineering Services	Peabody Energy Australia Pty Ltd
Anglo Coal Australia	Golder Associates Pty Ltd	*PricewaterhouseCoopers
Barrick Gold Of Australia Ltd	Golding Contractors	Rowland
BDO	Hastings Deering (Australia) Ltd	*Rio Tinto Alcan
Bechtel Australia Pty Ltd	*Holding Redlich	Rio Tinto Coal Australia
BHP Billiton Minerals (Cannington)	Incitec Pivot Limited	Sinclair Knight Merz
BHP Billiton Mitsubishi Alliance (BMA)	Konekt Australia	Santos/TOGA Pty Ltd
*Blake Dawson	*KPMG	TressCox Lawyers
Consolidated Rutile Limited	Leighton Mining	Thiess Pty Ltd
Cement Australia	MacMahon Holdings Pty Ltd	URS Australia Pty Ltd
Central Queensland University	Marsh Pty Ltd	Wesfarmers Resources
*Clayton Utz	Mincom Pty Ltd	WorleyParsons
*Cooper Grace Ward Lawyers	*Minter Ellison	Xstrata Coal Pty Ltd
*Corrs Chambers Westgarth	MMG (formerly Oz Minerals) Monadelphous	Xstrata Copper
*Deloitte Touche Tohmatsu	Engineering Pty Ltd	Xstrata Zinc Australia
Downer EDI Mining Pty Ltd	Orica Mining Services	
*Ernst & Young	Origin Energy	
*Freehills	Parsons Brinckerhoff Australia Pty Limited	*Denotes awarded 'Employer of Choice' status by EOWA

LINKS TO USEFUL DOCUMENTS/INFORMATION

Australian Human Rights Commission submission to the Inquiry into the effectiveness of the *Sex Discrimination Act 1984* (Cth) in eliminating discrimination and promoting gender equality
← www.hreoc.gov.au/legal/submissions/2008/20080901_SDA.html →

Generation f—attract, engage, retain Equal Opportunity for Women in the Workplace Agency ← www.eowa.gov.au →

Unearthing New Resources - Attraction and Retention of Women in the Australian Minerals Industry Minerals Council of Australia ← www.minerals.org.au →

Study into the Retention of Women in Minerals and Energy Resources Sector Queensland Resources Council
← www.qrc.org.au → and go to Resourceful women.

Queensland Resources Council Resourceful Women – ← www.qrc.org.au → and go to resourceful women.

Women in Mining Network (WIMNet) ← www.ausimm.com.au → and go to AusIMM groups/societies and committees.

Women in Mining and Resources Queensland (WIMARQ) ← www.womeninminingqueensland.com →

Women in Mining Western Australia (WIMWA) ← www.womeninmining.com/wimwa.php →

Queensland Government Office for Women ← www.women.qld.gov.au →

Australian Government Office for Women ← www.ofw.facs.gov.au/index.htm →

Australian Human Rights Commission ← www.hreoc.gov.au/index.htm →

Fourth edition December 2009

Compiled and written by **Caroline Morrissey**
Manager Women in Resources Action Plan, Queensland Resources Council

Design and print: www.mitara.com.au



Level 13, 133 Mary Street
Brisbane Qld 4000

Tel: (07) 3295 9560
Fax: (07) 3295 9570

Email: info@qrc.org.au

www.qrc.org.au

ISBN 0957870159