



Diversity in the Western Australian Resources Sector

September 2017



The Chamber of Minerals and
Energy of Western Australia



Image courtesy of BHP



Contents

Executive Summary 2

Why Does Diversity Matter? 4

State and National Workforce Context 6

2017 CME Diversity Survey Results 12

Gender Diversity in the WA Resources Sector... 20

Indigenous Participation in the
WA Resources Sector..... 34

Recent Diversity and Inclusion
Developments and Emerging Issues 42

Conclusion..... 48



Executive Summary

Growing the future workforce and ensuring the Western Australian (WA) resources sector is equipped with the appropriate skillset for the future is strengthened by increasing diversity in the workplace, including increased representation of women and Indigenous people. With businesses operating in a challenging economic climate, it has never been more important to capitalise fully on the skills and talents of all people. By creating diverse and inclusive workplaces, and affording opportunities to enable people to maximise their talents, we will deliver strong economic growth.

The biennial Chamber of Minerals and Energy of Western Australia (CME) Diversity in the WA Resources Sector survey (Diversity Survey) was first conducted in 2011, to collect, measure and analyse data on the workforce participation of women and Indigenous Australians in the WA resources sector. Gaining an understanding of industry performance in key diversity measures is critical to enable the review and development of effective strategies and initiatives to increase workforce participation.

While there has been a strong interest, the proportion of women and Indigenous people in the WA resources sector has seen minimal change since CME conducted their first survey in 2011. With women making up just 18% of the WA resources sector it is clear the sector is yet to fully leverage a potentially sizeable and critical pool of talent.

Attracting and retaining greater numbers of women and Indigenous people, continues to pose significant challenges for the WA resources sector. These challenges include:

- The limited number of female and Indigenous students pursuing Science, Technology, Engineering and Mathematics (STEM) related education and operational career roles;
- Structural barriers within the resources sector which make it difficult for women and Indigenous people to advance their careers and balance work with caring and cultural responsibilities; and
- The male dominated culture continuing to perpetuate gender roles and stereotypes.

Executive leadership plays a critical role in effecting transformational change, starting with the Chief Executive Officer. The transformational change required to significantly lift the numbers of women and Indigenous people in the

WA resources sector must be led from the top. Executive leadership is responsible for articulating a clear and credible vision, demonstrating a personal excitement for the changes, modelling the behaviours expected by others, and providing the resources and oversight necessary for undertaking significant change.¹

CME is working to ensure our organisation, on behalf of the sector, is leading from the front on this issue and sharing diversity and inclusion best practice to ensure it permeates throughout our sector and beyond.

For CME, this report is an important opportunity to measure the progress toward increased diversity within the WA resources sector, on the principle that “what gets measured, gets done”.

CME will continue to support its member companies by providing current research, highlighting the achievements of women in the sector and promoting the importance of diversity.

¹ “Filling the Pool” report (2015), Committee for Perth, pg 65

Western Australian Resources Sector



92%

Percentage of Indigenous people in the WA resources sector who work on site

52%

Percentage of women in the WA resources sector who work on site

22.4%

Percentage of Indigenous employees who are women



18%

Percentage of the WA resources sector workforce who are women

4%

Percentage of the WA resources sector workforce who are Indigenous



53%

The majority of Indigenous employees are machine operators and drivers

33.2%

Percentage of female apprentices/trainees and graduate/vacation students

12.1%

Percentage of Indigenous apprentices/trainees and graduate/vacation students



17.6%

Percentage of board positions held by women



36%

Professional roles are the most common occupational role held by women

14.5%

The number of women in management roles has increased by 2% since 2015

Company participation

- 40 companies participated in the 2017 Diversity Survey.
- These findings represent close to 60% of employees across a range of commodities within the WA resources sector.
- 77.1% of surveyed companies were in Mining, 13.3% in Oil & Gas and 9.7% in Exploration and Contracting Services.
- For the purpose of this report, the results of the surveyed companies will be referred to as the "WA resources sector".
- All participant information reflects WA based operations.

Methodology

- Diversity survey data is as at March 2017
- Note some of the companies do not measure Indigenous numbers and not all Indigenous people self-identify, so it is possible the Indigenous numbers are underrepresented in the data set.

More information on methodology is available in the Appendix.

Why Does Diversity Matter?

Diversity for the future

CME is committed to increasing diversity in the WA resources sector, and identifying opportunities to:

- Increase the skilled labour pool; and
- Ensure the workforce is equipped with the appropriate skillset and capabilities for the future.

Growing the future workforce and developing their required skills requires embracing an increased representation of women and Indigenous people. There are many other benefits to be realised by increasing numbers of women and Indigenous people in an organisation including:



Improved organisational performance

Companies with greater racial, ethnic and gender diversity, are more likely to have higher financial returns.¹

A diverse and inclusive workforce tends to increase efficiency, productivity, innovation, creativity and employee engagement.²

Boards with more diverse compositions tend to be more innovative and make better decisions.³



Decreased risk

Boards with a higher representation of women are linked to better corporate governance practices.²



Enhanced workplace culture

Inclusive workplace cultures have lower turnover rates due to increased morale, opportunity and equality.⁵



Better access to talent

Organisations that respect and value diversity brought by the inclusion of men and women are able to attract and retain high performers.²

Organisations will gain new skills and knowledge by training and working with Indigenous employees.⁴

High performing employees are attracted to companies who have a positive reputation for promoting gender equality.²

¹ Hunt, V. Layton, D. & Prince, S. "Why Diversity Matters" (2015) <http://www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters>

² Various studies within. "The Business Case for Gender Equality" (2016) Workplace Gender Equality Agency <https://www.wgea.gov.au/sites/default/files/wgea-business-case-for-gender-equality.pdf>

³ "Research Shows Benefits of Gender Diversity on Boards" (2015) <https://www.msci.com/women-on-boards>

⁴ "The Business Case for Employing Indigenous Australians" (2014) Australian Chamber of Commerce and Industry https://19-accn.cdn.aspedia.net/sites/default/files/uploaded-content/field_content_file/eotb-indigenous.pdf

⁵ "5 Real Benefits of Gender Diversity in the Workplace" (2015) The Advocate Group <http://www.advocate-group.co.uk/5-real-benefits-of-gender-diversity-in-the-workplace/>



Reputational benefits and community engagement

In regional areas, the connection with local communities can be strengthened and Indigenous people are often more committed to working locally.⁴

Organisations with gender equity strategies and policies that address harassment are reducing the risk of workplace discrimination cases that can be potentially damaging for a company's reputation.²

State and National Workforce Context





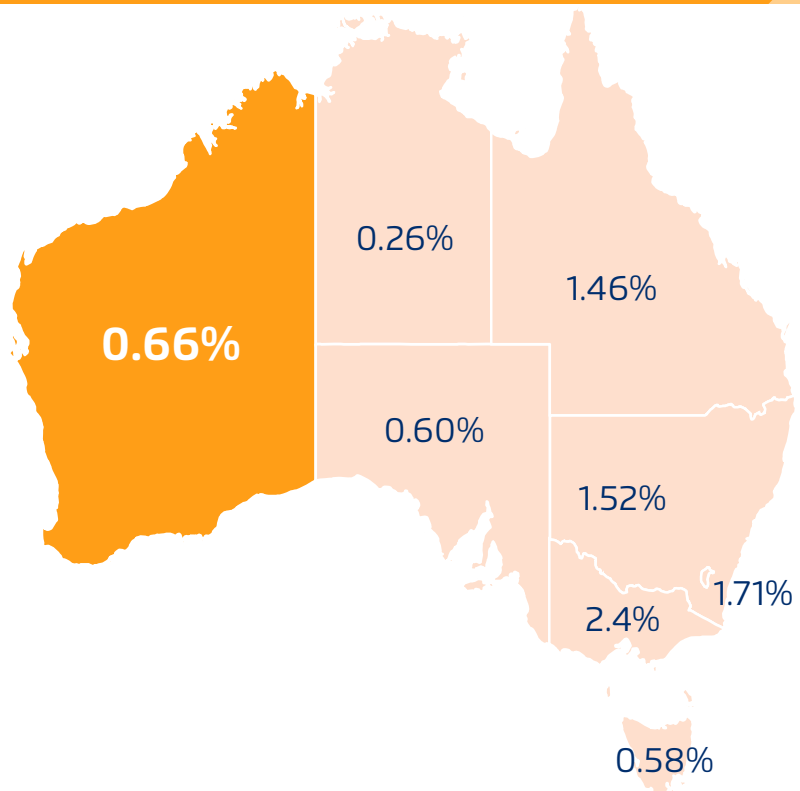
Image courtesy of Alcoa of Australia

WA Population and Employment Snapshot

Population

According to the Australian Bureau of Statistics (ABS), the estimated resident population in WA grew by 0.66% to 2.57 million people, from 1 January 2016 to 31 December 2016. This is lower than the national population growth average of 1.55%.

WA's population growth rate has continually declined from 3.21%, recorded in 2012.



WA population
snapshot

50%

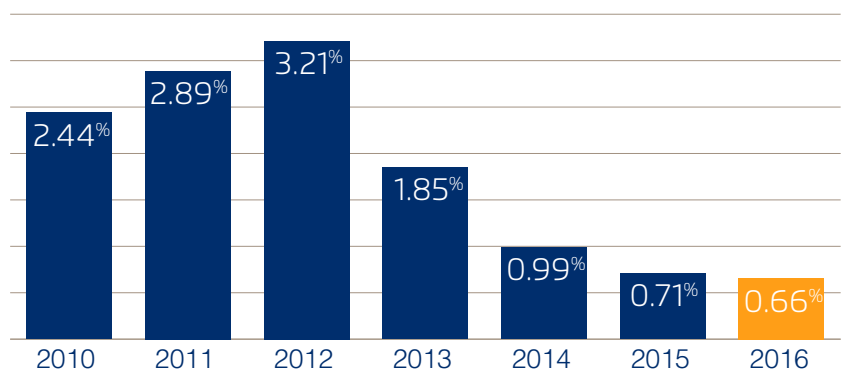
FEMALE

3.1%

INDIGENOUS

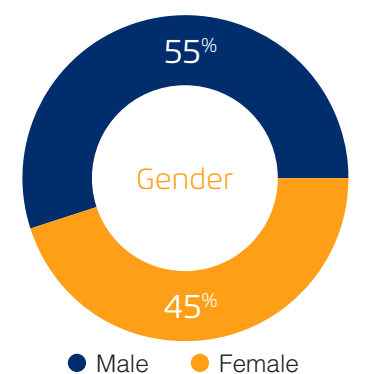
Source: 2016 Census

WA annual population growth rate



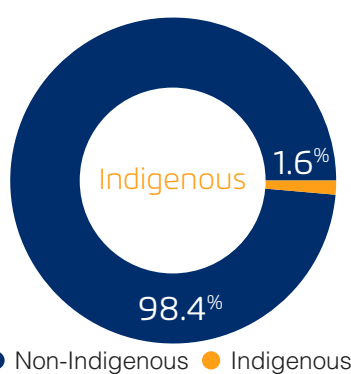
Source: Australian Demographic Statistics (ABS cat. no. 3101.0) as at December 2016

WA Workforce



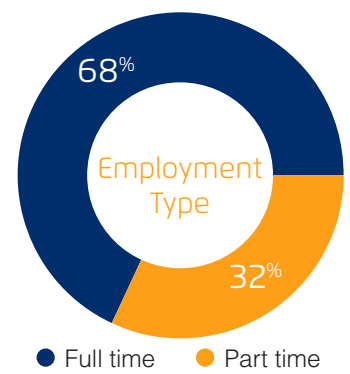
Source: 6202.0 Labour Force, May 2017

According to the ABS Labour Force Survey there is an estimated 1.4 million people employed in WA as at May 2017, of which 45.1% were women.



Source: 2011 Census.
At the time of this report, the 2011 Census provides the most recent data on the Indigenous Workforce.

The most recent Census data in 2011 reports that 1.6% of the WA workforce were Indigenous.



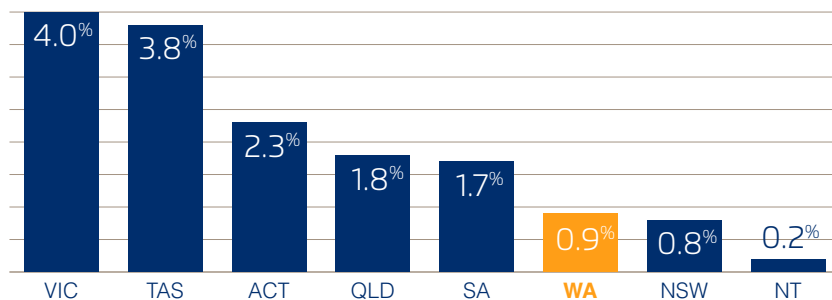
Source: 6202.0 Labour Force, May 2017

As of May 2017, 32% of men and women in the WA workforce were employed on a part time basis.

48.5% of WA women participating in the WA workforce are employed on a part time basis (working 35hrs or less per week). Only 18% of men in the WA workforce are employed on a part time basis.

Annual employment growth rate

The annual employment growth rate was 0.9% for WA, which was less than half of the national average of 2% for 2017.



Source: Labour Force Australia (ABS cat. no. 6291.0.55.001) as at May 2017

WA Resources Sector at a Glance

Resources sector employment

Nationally, the WA resources sector represents 0.94% of the total workforce, down 1% from 2015.¹

At a state level, the WA resources sector represents 6.9% of the WA workforce¹, down 1.3% from 2016 and in line with 6.8% observed in 2015.

The peak of employment in the WA resources sector was in 2012 at 9.2%.

Resources is currently the 7th leading sector of employment within WA (out of 19 possible sectors). The sector which employs the largest proportion of the WA population is Health Care and Social Assistance at 12.2% of the WA workforce, followed by Construction (10.8%) and Retail Trade (9.3%).

¹Labour Force Australia (ABS cat. no. 6291.0.55.003) as at May 2017.

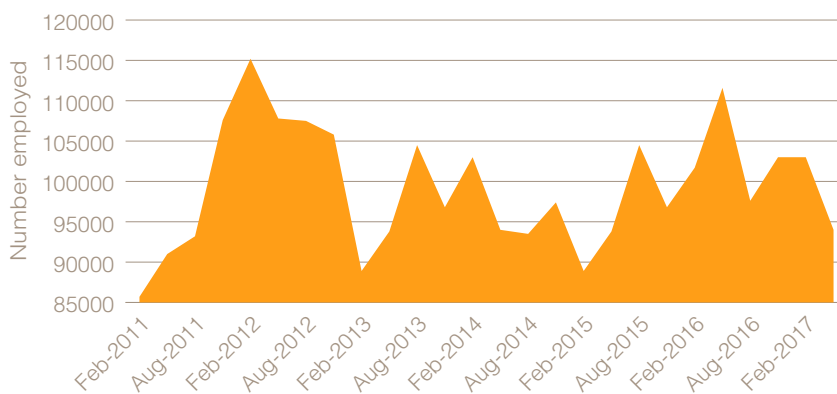
Employment trends and comparison to 2017 Diversity Survey

Employment levels over the past two points at which the survey was conducted have remained relatively consistent.

MAY 2015
93,800

MAY 2017
94,000

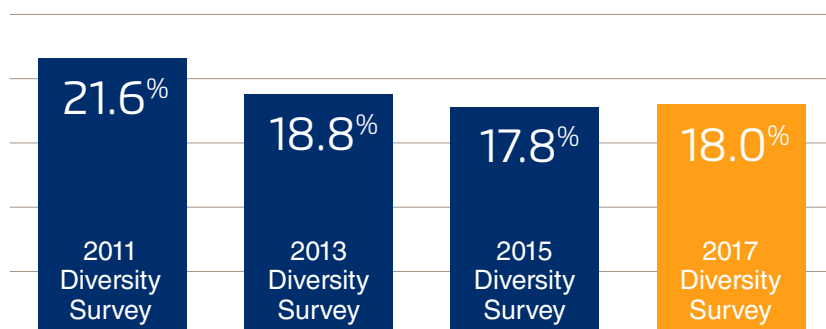
WA resources sector workforce



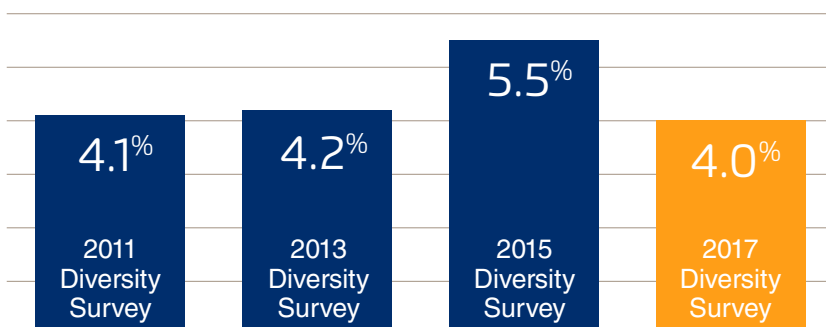
Source: Labour Force Australia (ABS cat no. 6291.055.003, Table 05), May 2017

Female participation in the WA resources sector

Diversity survey data trends are in line with ABS data trends. The WA resources sector was at its employment peak between 2011 and 2012. 2011 was also the time when female participation was at its highest at 21.6%.



Indigenous participation in the WA resources sector



2017 CME Diversity Survey Results





Image courtesy of BHP

High Level Results and Trends

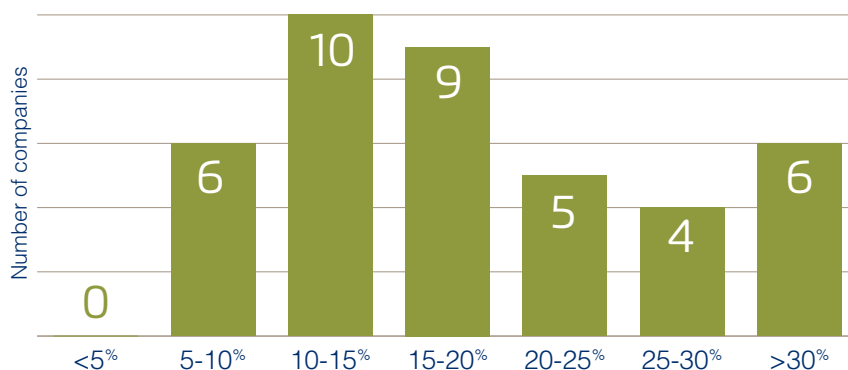
18% of the WA resources sector workforce are female and 4% are Indigenous

Across the WA resources sector, 18% of employees are female. This has not increased despite the growing focus on gender diversity in recent years.

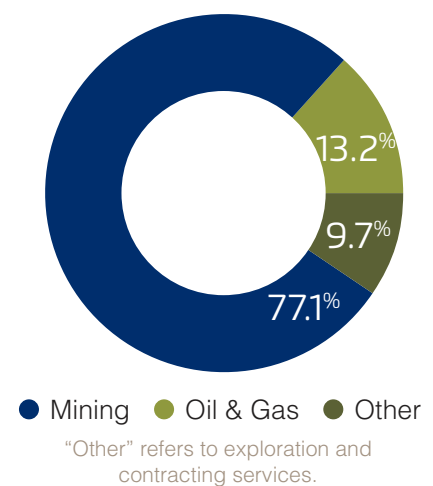
Indigenous participation in the sector is at 4%, a decrease of 1.5% from 2015.

The majority of females and Indigenous employees in the WA resources sector are employed in mining, at 73% and 88% respectively.

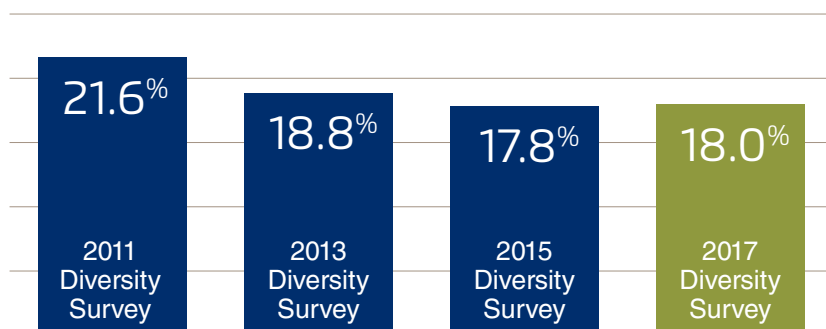
Distribution of surveyed companies by female participation



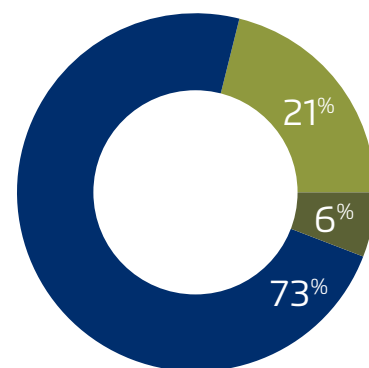
Surveyed companies by sector



Female participation in the WA resources sector

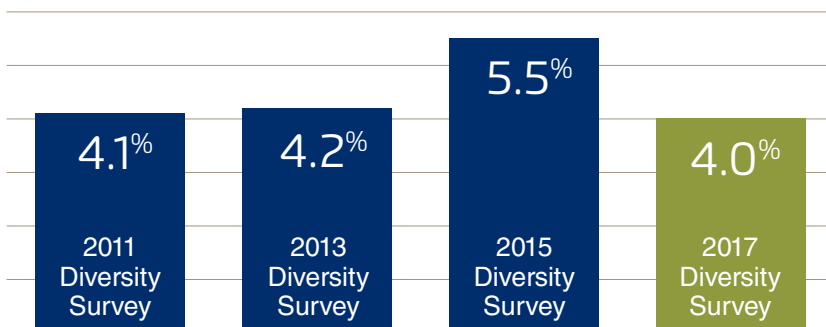


Where women in the WA resources sector are working

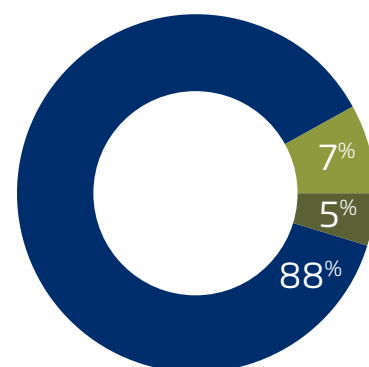


● Mining ● Oil & Gas ● Other

Indigenous participation in the WA resources sector



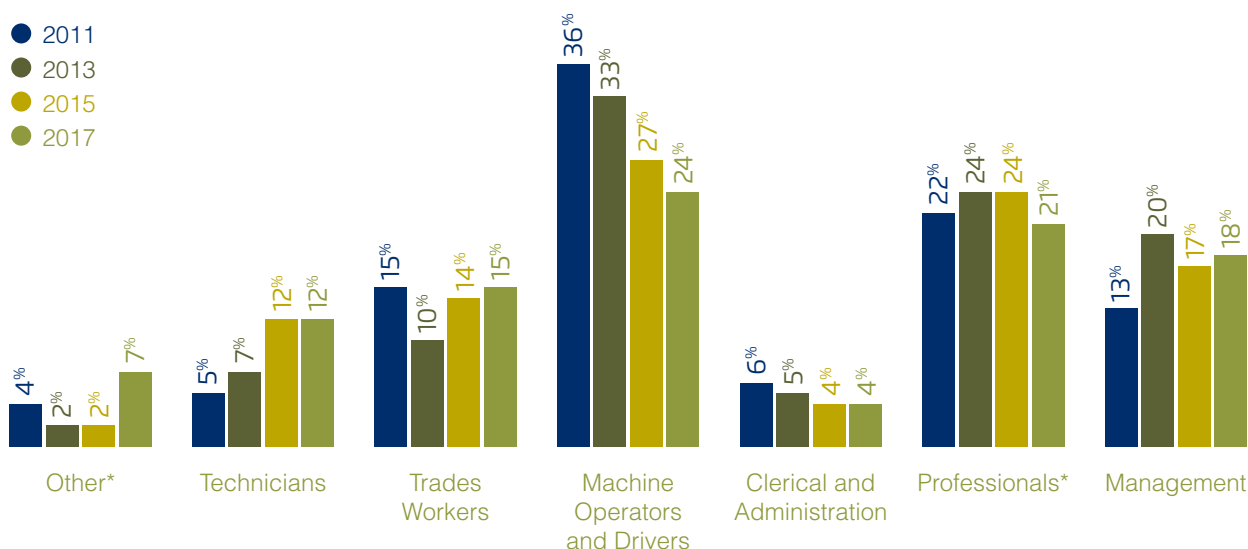
Where Indigenous people in the WA resources sector are working



● Mining ● Oil & Gas ● Other

Occupation Types within the WA Resources Sector

WA resources sector by occupation



* "Other" includes occupations such as IT, marketing, media/communications, warehouse officers, refinery process operators, store workers, scaffolders, maintenance technicians and trades assistants.

* Professionals include Engineering, Geology/Geophysics, Surveying, Accounting & Finance, Environment, Human Resources, Metallurgy, Occupational Health and Safety and Other Not Specified.

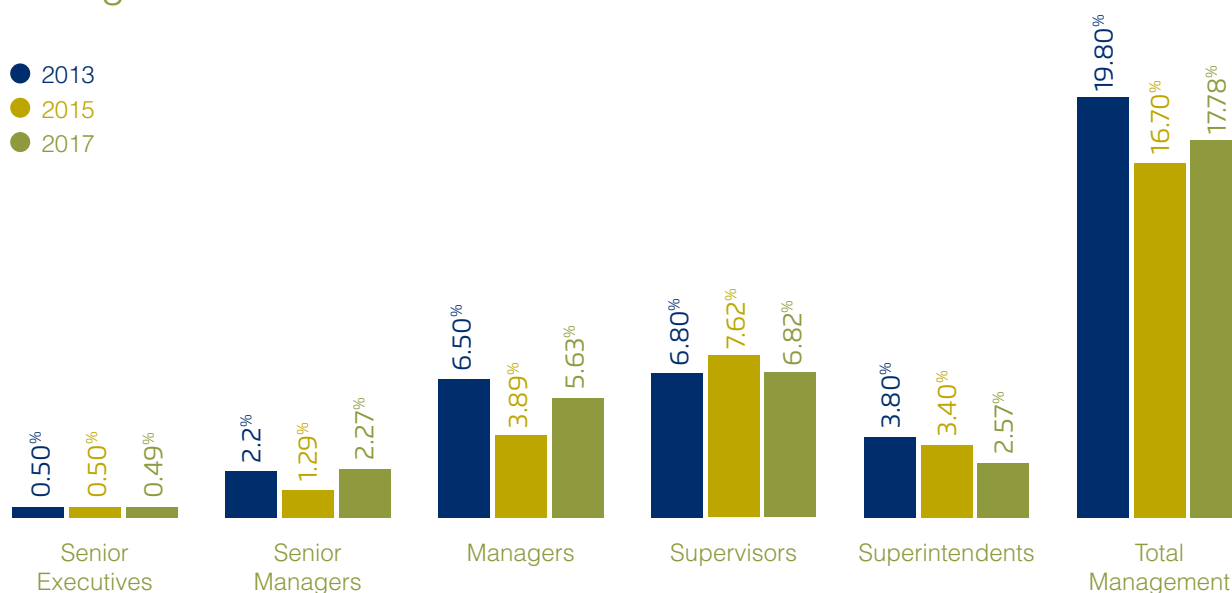
Occupation trends

While machine operators and drivers continue to be the most common occupation in the WA resources sector, there has been a continual decrease over the past 6 years of this group with a drop to 24% of the sector workforce.

The other most common occupations are professionals (21%) and management (18%).

There is a trending increase since 2011 in both technician and management roles (although a minimal change since the last report).

Management roles in WA resources sector over time



Management trends

The proportion of management roles within the WA resource sector have increased by 1% from 2015. Management is defined as senior executives, senior managers, managers, supervisors and superintendents.

Within management there has been a 1.7% increase in managers and 1% increase in senior managers from 2015. There has also been a 0.8% decrease in supervisors and 0.8% decrease in superintendents.

Location of Employment

Female workforce by location

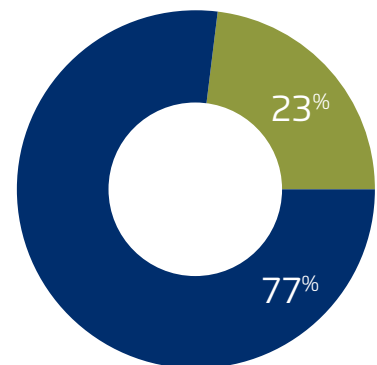
The proportion of employees based at non site office locations has increased amongst the WA resources sector as a whole and within the female resource sector workforce.

77% of all employees are based on site, a 5% decrease from 2015.

52% of females are employed on site, a decrease of 10% from 2015. This could be attributed to the reduction in traditional administration roles held by women and/or the relocation of these functions to non site based offices.

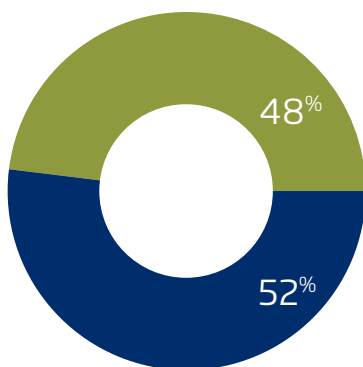
While just over half of the women in the WA resources sector work on site, females comprise 12.1% of all employees based on site compared to 37.8% of non site office employees.

WA resources sector workforce by location



● On site ● Non site

Female employees by location



● On site ● Non site

Female participation as percentage of the WA resources sector

37.8%
HEAD OFFICE

12.1%
ON SITE



Indigenous workforce by location

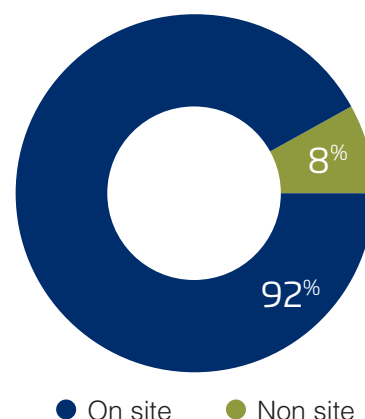
92% of Indigenous employees are based on site

4.8% of site employees are Indigenous. This reflects the ongoing commitment made by companies to establish relationships with local communities, close to operational sites.

Indigenous people make up 1.5% of employees based in non-site offices. This is consistent with 2015 survey data.

Indigenous site based employment has decreased by 1.5% from 2015. This could be a contributing factor as to why Indigenous participation in the 2017 Diversity Survey has dropped, as the vast majority (92%) are employed in site based roles.

Indigenous employees by location



Indigenous participation as percentage of the WA resources sector

ON SITE **4.8%**

HEAD OFFICE **1.5%**

Risks and opportunities

Implementing and supporting initiatives such as flexible working arrangements, mentoring and career planning will encourage the retention of Indigenous talent.

Increasing the number of females in roles not traditionally held by women may assist with increasing Indigenous female site based employment rates.

Gender Diversity in the WA Resources Sector



**Sharron Freitas**

Production Group Leader, Alcoa of Australia

WINNER 2017 Operator/Technician/Trade Woman in Resources
Woman In Resources Awards

Image courtesy of Alcoa of Australia

Female Participation in the WA Resources Sector

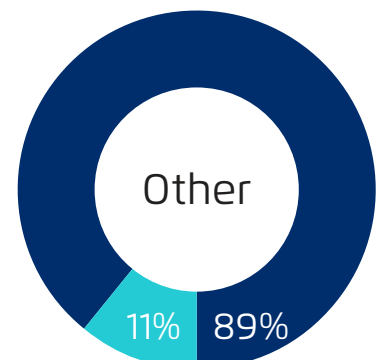
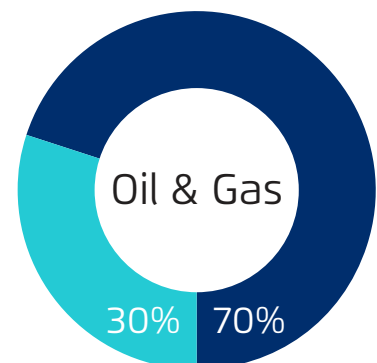
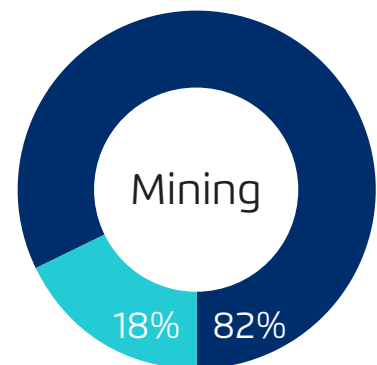
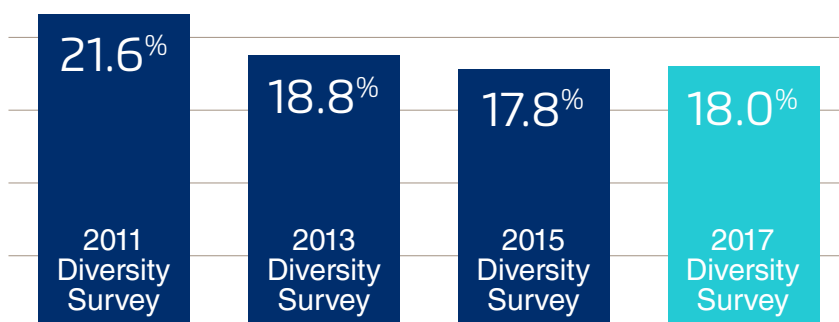
Diversity survey results

Across the WA resources sector, 18% of employees are female, a 0.2% increase from the diversity survey results from 2015.

Of all females employed in the WA resources sector, 21% are employed in oil and gas.

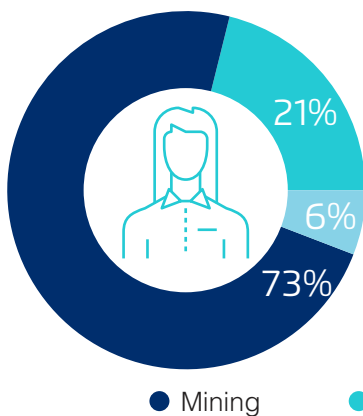
Oil and gas is the leading employer of women in the overall resources sector. Of all workers employed in oil and gas, 30% are female, compared to 18% female in mining and 11% in exploration and contracting services..

Female participation in the WA resources sector

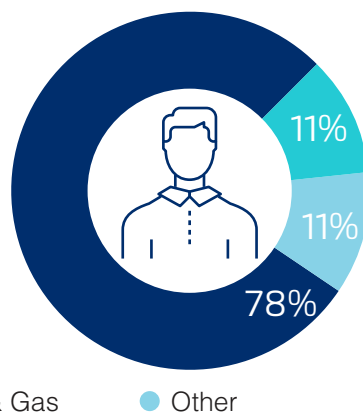


"Other" refers to exploration and contracting services.

Where women in the WA resources sector are working



Where men in the WA resources sector are working



● Mining ● Oil & Gas ● Other

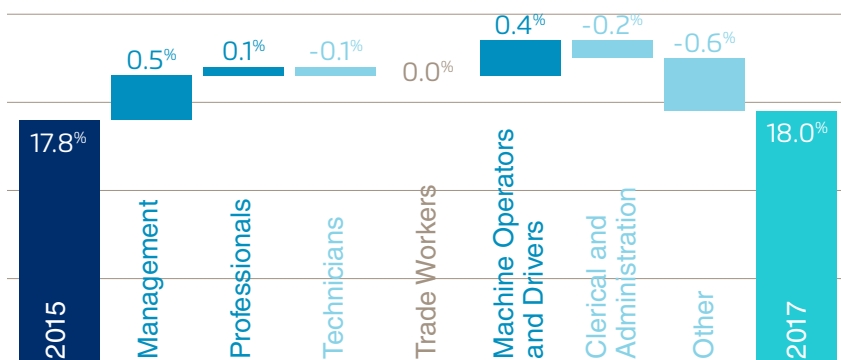
"Other" refers to exploration and contracting services.

Risks and opportunities

ABS reports that women constitute 47% of the Australian workforce. With only 18% of the WA resources sector workforce being female, it is clear the sector is yet to fully leverage a potentially sizeable pool of talent.

Collectively, the sector can act as a catalyst for change by focusing on programs to attract and retain diverse talent, and focusing on creating an inclusive environment where women, Indigenous people and other diverse candidates can succeed.

Analysis of the change in proportion of women in the WA resources sector from 2015 to 2017

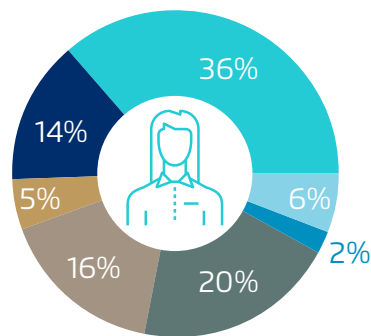


Women in the WA Resources Sector by Occupation

Occupations held by women and men

Of all women employed in the WA resources sector, 36% are in professional roles and 20% are machine operators and drivers.

The most common occupation for men are machine operators and drivers (25%).



Women in resources awards winner



Sharron Freitas

Production Group Leader
Alcoa of Australia

*Outstanding Operator/
Technician/Trade Woman
Woman In Resources*

Sharron is a role-model in every sense of the word. Whether it be volunteering in her local community, representing Western Australia in sporting pursuits, raising three children or forging an impressive career in the resources industry—Sharron is highly motivated and driven to achieve in all areas of her life.

Sharron commenced as a trainee five years ago and obtained her qualification as

a Process Plant Operator four months ahead of schedule. She is driven to succeed and within six months of becoming a full-time operator, was appointed as Pinjarra Refinery's first female Control Attendant at the mills. With the aim to develop her leadership skills, Sharron has pursued a range of secondment opportunities. She is a talented sports woman, representing WA in touch football. Sharron's voluntary work with a range of sporting clubs has provided her with opportunities to foster a strong appreciation for diversity, communication and organisational skills.

Female representation across the sector

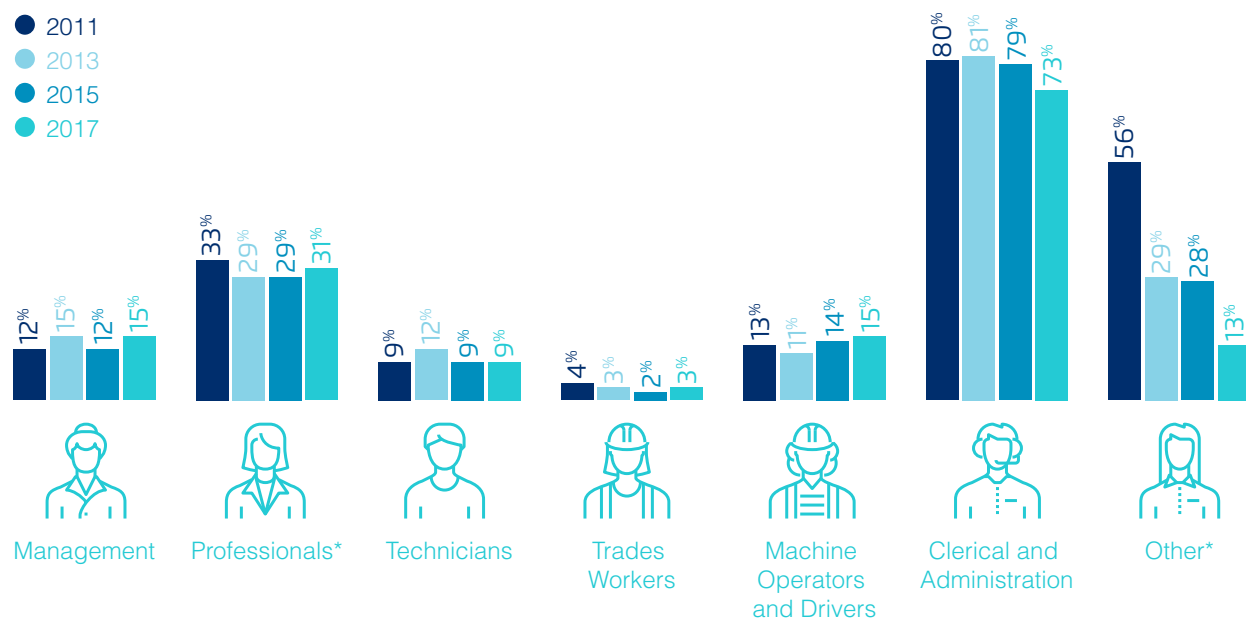
There has been a 2% increase in the proportion of women in management roles and a 2.7% increase of women in professional roles, indicating a positive upward trend for women in leadership.

Women continue to hold the majority of clerical and administration roles at 73% (a decrease of 6.3% since 2015). Clerical and administration roles make up 4% of the WA resources sector workforce.

There have been minimal changes in the proportion of women in all other occupations.

Increasing the proportion of women in roles not traditionally held by women such as trade, technician and operator roles will assist meaningful progress towards gender balance across the sector.

Female representation by occupation across the WA resources sector



* "Other" includes occupations such as IT, marketing, media/communications, warehouse officers, refinery process operators, store workers, scaffolders, maintenance technicians and trades assistants.

* Professionals include Engineering, Geology/Geophysics, Surveying, Accounting & Finance, Environment, Human Resources, Metallurgy, Occupational Health and Safety and Other Not Specified.

Women in Leadership Roles

Women in resources awards winner



Vanessa Torres

Vice President Operations
Infrastructure
BHP Iron Ore

Outstanding Woman in Resources

With over 25 years working in the resources sector, Vanessa has held a range of engineering, project and business development roles.

In 2002, Vanessa got her first project manager role at Vale. She was the only woman project manager in the company. While she was proud, she was not happy about that and became

determined to make practical improvements in female representation in the sector.

At each stage of her rapid career progression, Vanessa worked to ensure her teams were balanced in gender and diverse in background. For Vanessa, being inspirational is actually about being inspired by the women and men who work in the frontline – as operators, technicians, and engineers – and mentoring, sponsoring and supporting them to achieve their full potential as leaders of their own careers, their teams and entire organisations.

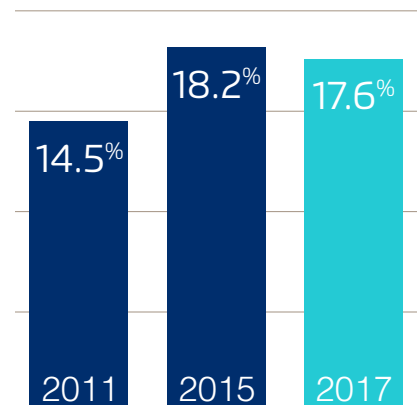
Board representation

Proportion of women on WA resource sector company boards

Women hold 17.6% of board roles in the WA resources sector.

44 out of 250 board positions surveyed were held by women.

Although a slight decrease from 18.2% in 2015, there has still been a 3.1% increase since 2011.



Management representation

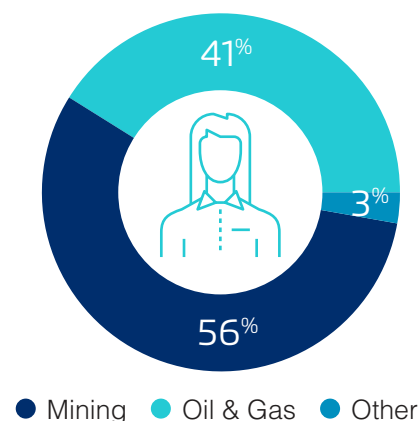
There have been some positive trends for women in leadership roles. There has been a 6.6% increase of women in senior executive roles, a 4.6% increase in senior managers and a 6.9% increase in managers. The proportion of women in management has increased by 2% overall.

The percentage of women in supervisor and superintendent roles has decreased by 2% and 2.4% respectively. The downward trend in supervisor and superintendent roles is of some concern as these roles have long been recognised as prerequisite for advancement to more senior management roles.

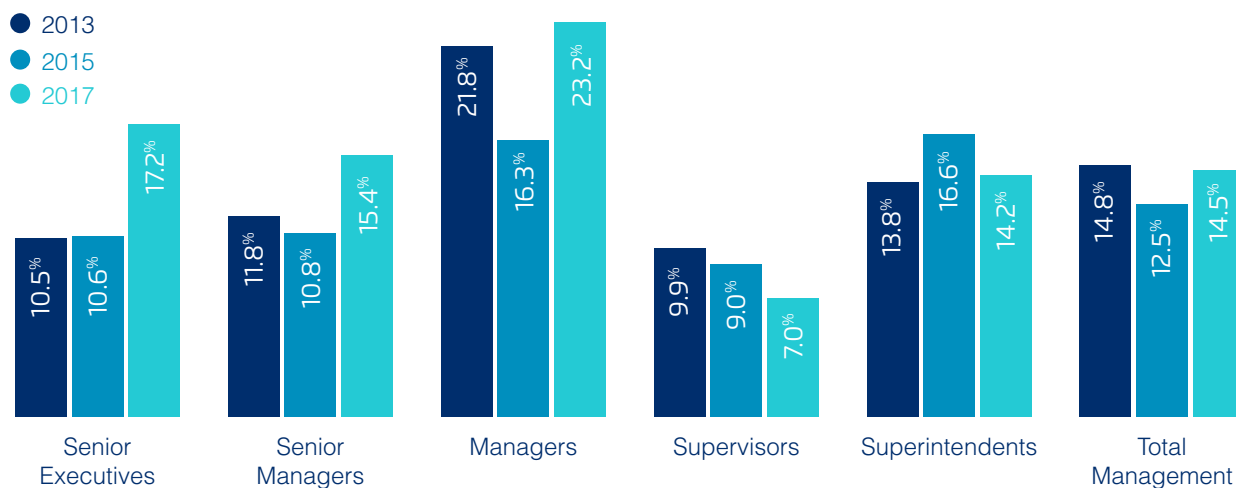
The greatest representation of women in leadership is 23.2% in the manager level. This level includes department, project, frontline and section managers.

41% of women in management roles are employed in the Oil and Gas industry.

Women in management by industry type



Distribution of women in management across the WA resources sector



Senior Executives include C-Suite Executives, Directors, Presidents and Vice Presidents. Senior Managers include General Managers, Branch Managers and Function Managers. Management includes Managers (Department Managers, Project Managers, Frontline Managers and Section Managers)

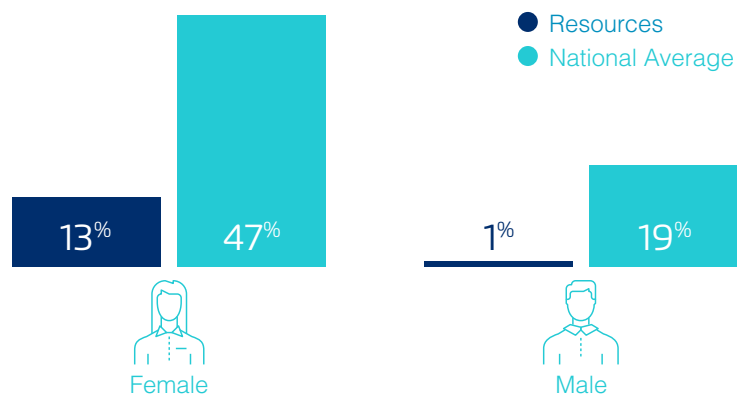
Part Time Employment in the WA Resources Sector

The proportion of WA resources sector employees who are part time has increased to 3.4%, from 2.5% in both 2013 and 2015.

13% of females in the sector are employed on a part time basis, an increase of 3% from 2015. However, this continues to be well below the national average of 47%.

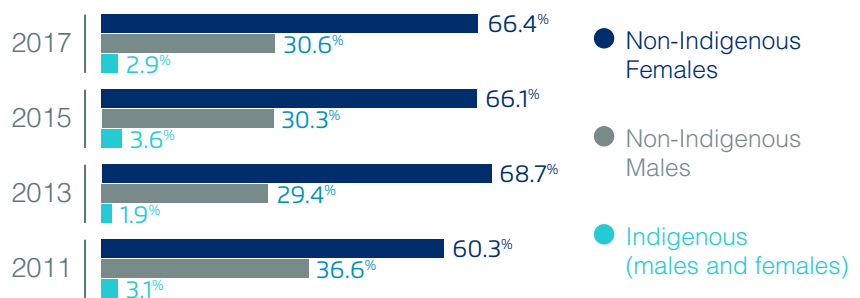
Only 1% of men in the WA resources sector work part time, well under the 19% national average.

Proportion of part time employees in the WA resources sector workforce vs. national average



Composition of WA resources sector part time employees

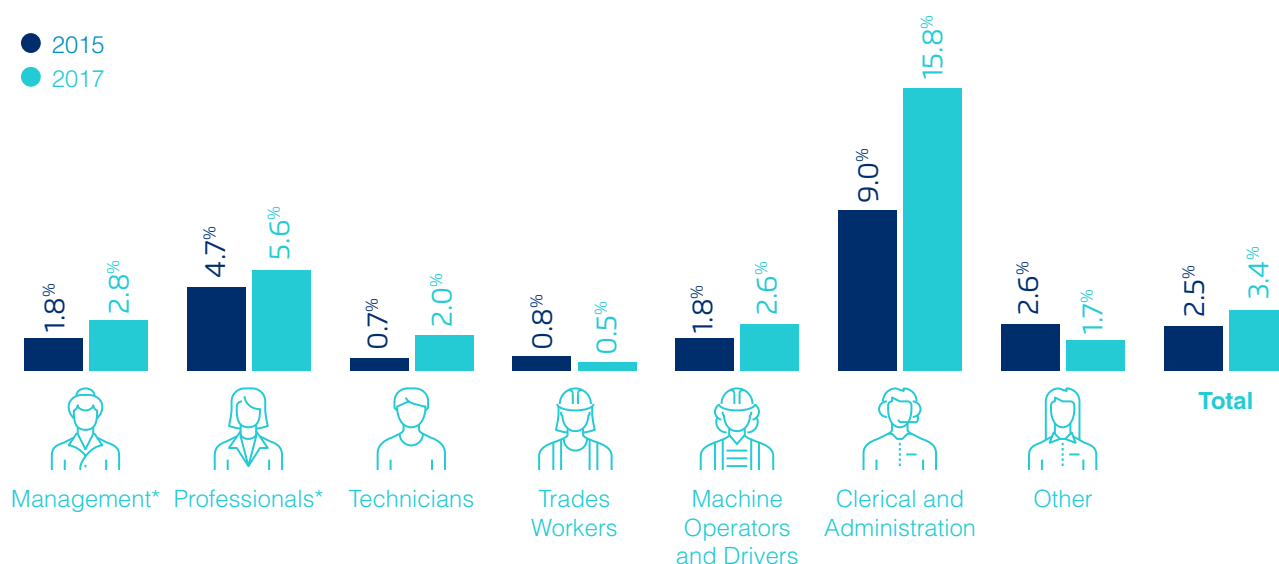
2.9% of the part time workforce are Indigenous, of which 57% are female. However, amongst the non-Indigenous workforce working part time, 66% are female.



13%

Percentage of part time employees in the WA resources sector who are female

Proportion of part time employment by occupation



* Management includes Managers (Department Managers, Project Managers, Frontline Managers and Section Managers) and Senior Managers (General Managers, Branch Managers, and Function Managers).

* Professionals include Engineering, Geology/Geophysics, Surveying, Accounting & Finance, Environment, Human Resources, Metallurgy, Occupational Health and Safety and Other Not Specified.

The majority of part time workers are in clerical and administration roles.

15.8% of clerical and administration workers are part time and the majority of these employees are female.

Part time management and professional roles have increased by 1% and 0.9% respectively. This is a positive trend for the retention of women in the sector.

Risks and opportunities

To attract and retain talent, employers need to work towards allowing flexible work, including part time work in any role. Successful flexible working models are equally relevant for women and men, Indigenous and non-Indigenous, at every level of an organisation.

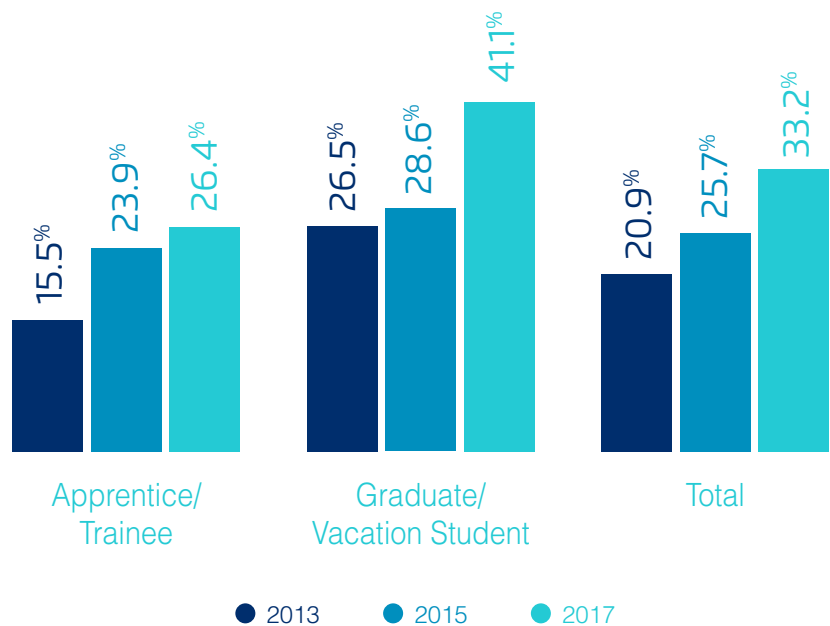
Training Pathways for Women in the WA Resources Sector

Females in training

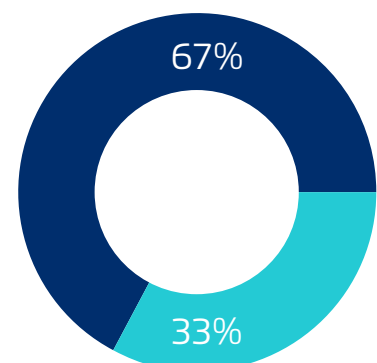
3.5% of the surveyed population are in a training program. There has been movement away from female Indigenous participation towards non-Indigenous females. The number of Indigenous females in training has decreased from 8.7% to 4.4%, with non-Indigenous females increasing from 17% to 29%.

Female apprentices/trainees and graduate/vacation students have increased to 33.2% from 25.7% in 2015. This includes a 12.5% increase in graduate/vacation students and a 2.5% increase in apprentice/trainees.

Female proportion of apprentices/trainees and graduate/vacation students in WA resources sector



2017 apprentice/trainee and graduate/vacation student composition across the WA resources sector



Risks and opportunities

The proportion of females in training programs has been increasing since 2013. Focusing on creating inclusive environments and ongoing support for women will help ensure female talent is engaged and retained over the longer term.

Despite positive trends in female representation in training programs to 33.2%, there is a gap between recruitment and retention. With females comprising just 18% of the WA resources sector, and holding just 14.5% in management roles, there is a need to leverage policies and initiatives that promote more flexible career paths to retain female talent.

Training is vital to ensuring companies are equipped with an appropriately skilled and diverse workforce for the future.

Gender Diversity Strategies

The 2017 Diversity in Resources Survey asked companies whether they had a number of specifically chosen strategies in place to increase female participation in the sector.

Refer to the survey appendix on the CME website for the full list of strategies.

The number of companies embracing each strategy – across 40 companies

39 Uniforms, equipment and facilities suitable for women

37 Flexible working arrangements available to all employees

30 Keep in touch programs / return to work plans

27 Programs to encourage female job applicants (eg. recruitment / advertising / vacation work / work experience / school outreach programs)

27 Paid parental leave provisions over and above the legislated requirements

26 Formal and informal networking opportunities for women

25 Annual gender pay equity audit

21 Female recruitment targets

21 Structured mentoring programs (for women and/or for both women and men)

20 Sponsorship of and/or participation in industry gender equality awards

19 Gender equity / unconscious bias awareness programs for management

15 Structured leadership development programs for women

11 Anti-harassment / anti-discrimination policy

5 Childcare support (eg. in-house facilities, partnerships with external childcare organisations, financial childcare assistance for employees)

4 Formal sponsorship programs matching senior men with high-potential women

Policies and initiatives should be developed to create a more supportive workplace for everyone, male and female, Indigenous and non-Indigenous. To be effective, these policies and initiatives should be communicated throughout the organisation and measured for success and continual improvement.

71% Parental leave return to work rate

Of the women who went on parental leave from 1 April 2015 to 31 March 2016, 71% returned to their employer by 31 March 2017.

Additional initiatives companies are investing in

21

Number of companies surveyed that had additional initiatives they were investing in to drive gender diversity changes.

Diversity steering committee

Some companies have developed a Diversity Steering Committee, comprised of senior leaders across the business. The purpose of the committee is to initiate, support and drive the achievement of diversity KPIs throughout the company.

Understanding the experience of female employees

By performing specific gender analysis on exit interviews, companies are able to identify trends as to why employees are leaving the organisation.

Formal domestic violence policy

Policies have been implemented to provide support to employees including access to paid and unpaid leave, workplace safety planning, flexible work arrangements and temporary change in office location. The policies also include IT support to block or change work numbers and email address, the provision of car bays and short term storage of personal items.

Other strategies

- Breast feeding rooms
- Gender neutral advertising for roles

Indigenous Participation in the WA Resources Sector

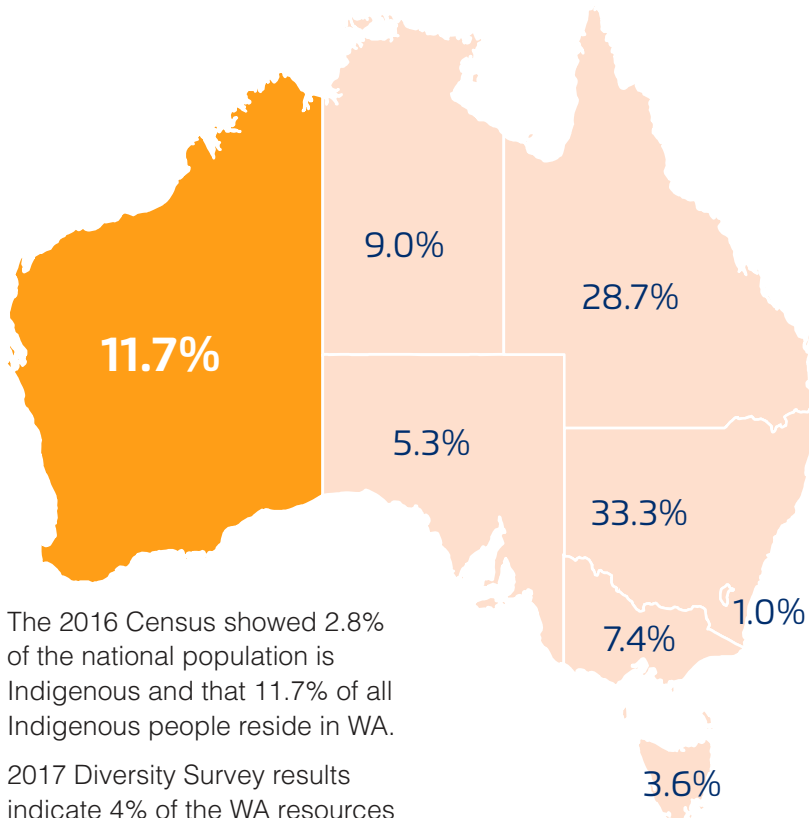




Image courtesy of Woodside Energy

Indigenous Participation in the WA Resources Sector

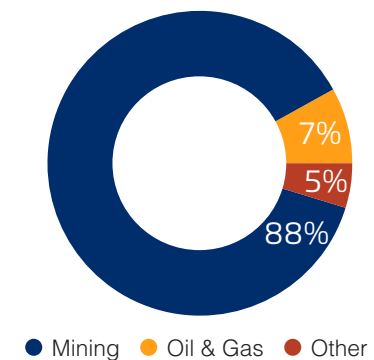
National Indigenous population distribution



The 2016 Census showed 2.8% of the national population is Indigenous and that 11.7% of all Indigenous people reside in WA.

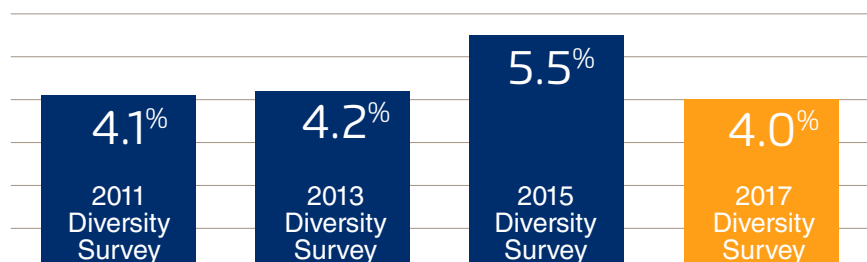
2017 Diversity Survey results indicate 4% of the WA resources sector workforce are Indigenous.

Where Indigenous people in the WA resources sector are working



"Other" refers to exploration and contracting services.

Indigenous participation in the WA resources sector



Diversity survey results

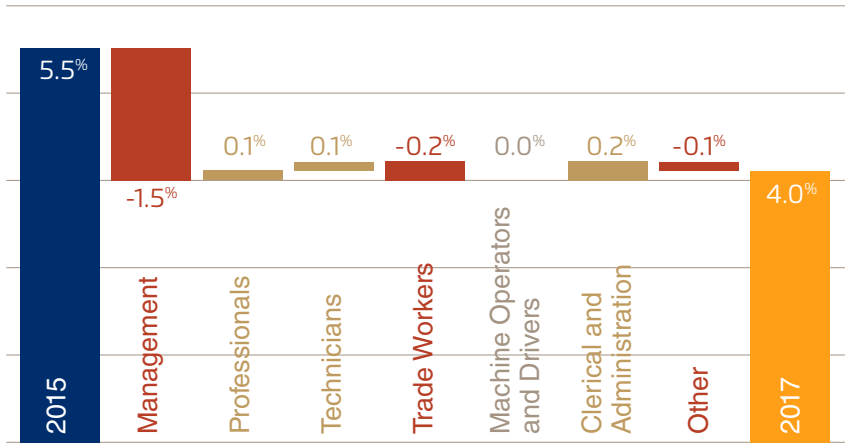
Indigenous participation has decreased from a peak in 2015 at 5.5% to 4% in 2017.

Of all Indigenous people employed in the WA resources sector, 88% are employed in mining.

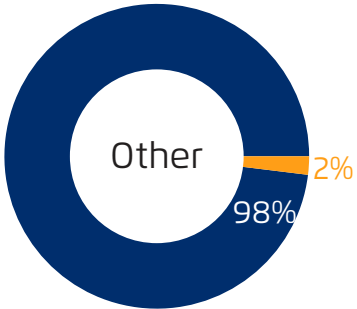
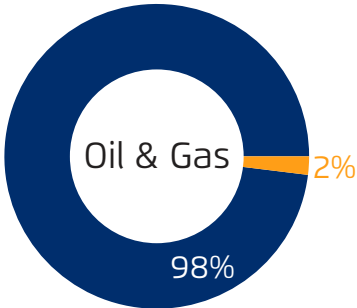
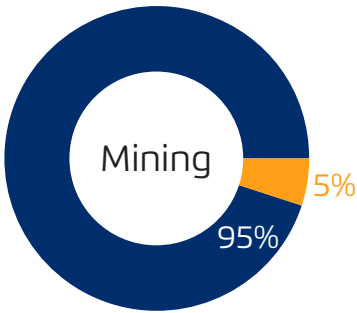
The mining sector has the greatest representation of Indigenous people with 5% of all employees identifying as Indigenous.

Despite the decrease in Indigenous participation to 4%, considering 1.6% of the WA workforce is Indigenous, the Diversity Survey results highlight the continued commitment made by the sector in the area of Indigenous workforce participation.

Analysis of the change in proportion of Indigenous employees in the WA resources sector from 2015 to 2017



● Indigenous
● Non-Indigenous



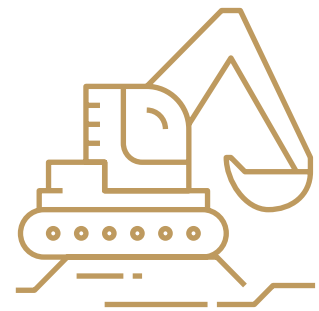
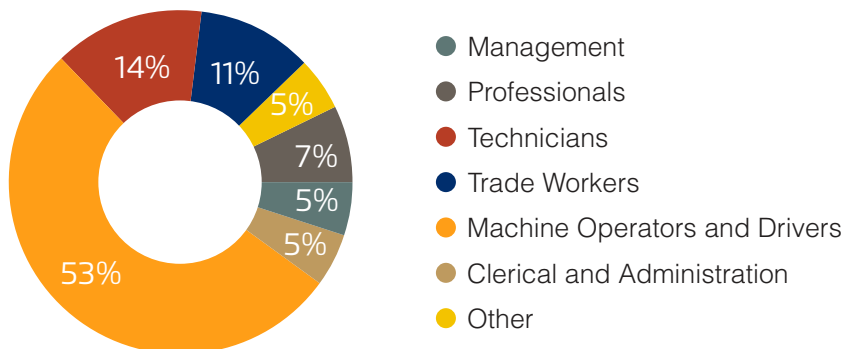
Indigenous Employees in the WA Resources Sector by Occupation

Occupations held by Indigenous people

53% of all Indigenous employees within the WA resources sector are employed as machine operators and drivers.

The number of Indigenous people employed in professional roles, has decreased to 7% from 13% in 2015. However, there has been a 1.2% increase in Indigenous people holding management roles, a 2.9% increase in technicians and a 2.1% increase in clerical and administration roles.

Indigenous employees by occupation



53%

Percentage of Indigenous employees within the WA resources sector who are employed as machine operators and drivers.

Risks and opportunities

There has been a 12% decrease in machine operators and drivers over the past 5 years. The continuing decrease of operators and drivers may potentially impact the large number of Indigenous employees working in these roles.

Companies have the opportunity to upskill their Indigenous workforce and retain their Indigenous talent.

Indigenous representation across the WA resources sector

Automation and other efficiency measures have led to steadily decreasing numbers of machine operator and driver roles (a reduction of 12% since 2011). In this same timeframe, the proportion of Indigenous employees in these roles has continued to increase by 2.7% to 8.8% in 2017.

The proportion of Indigenous employees in management and professional roles remains at 1.2% and 1.3%.

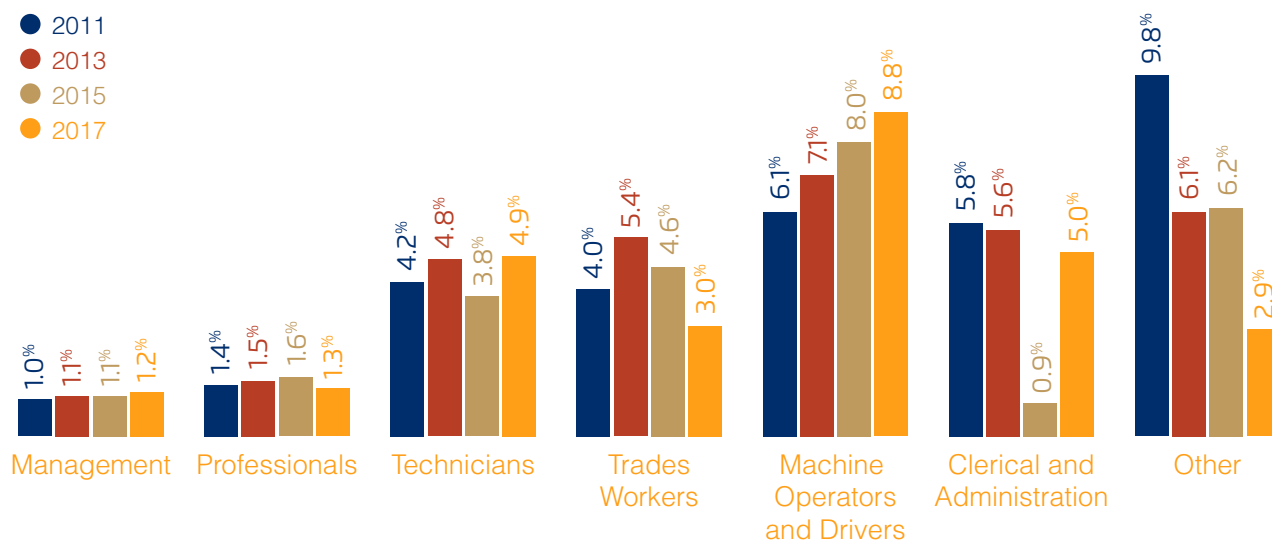
Indigenous employee participation in clerical and administration roles has risen to 5%, a 4.1%

increase from 2015 results, almost returning to the same levels seen in 2011-13.

There is a positive trend with an increase of 1.1% in Indigenous employees as technicians, considering at an industry level this has remained consistent at 12% between 2015 and 2017. Efforts should be made to continue this upward movement.

WA resources sector companies are continuing to take a leadership role in partnering with Indigenous communities to grow Indigenous employment and economic development.

Total Indigenous representation by occupation in the WA resources sector (proportion of Indigenous in each occupation)



Indigenous Employees in Leadership Roles

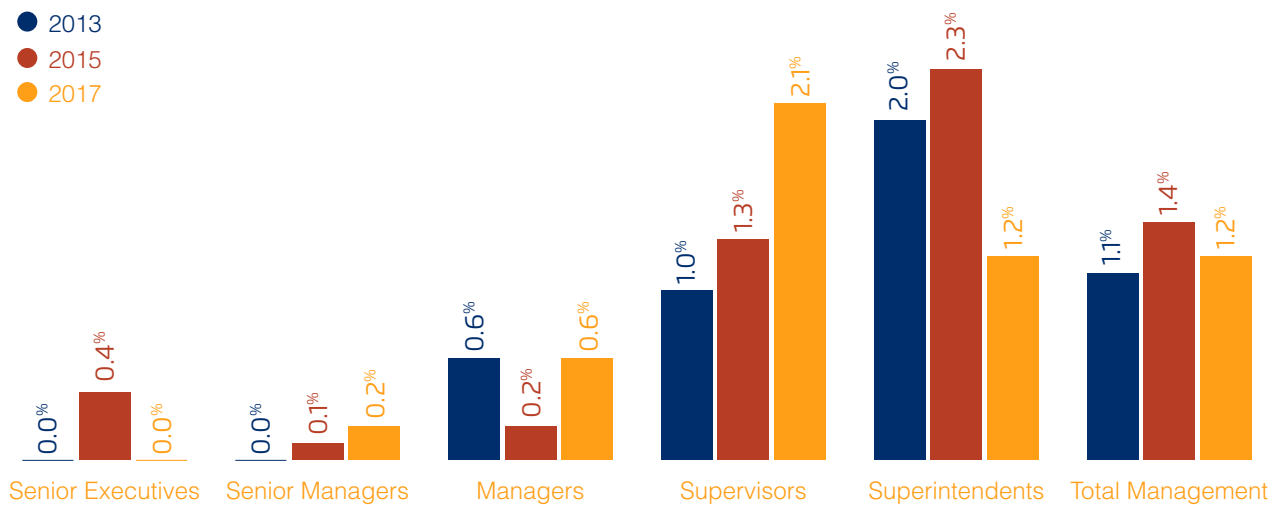
Indigenous management

There has been an increase in the proportion of Indigenous people in manager and senior manager roles by 0.1% and 0.4% from 2015.

The decrease in superintendent roles by 1.2% is reflective of the movement in the WA resources sector as a whole, which has seen a 5.1% decrease of employees in a superintendent role.

Indigenous people represent 1.1% of all management staff, a 0.2% decrease from 2015. This minimal change shows the reduction in Indigenous participation observed in the 2017 survey is in non-management roles.

Distribution of Indigenous employees in management across the WA resources sector



Training Pathways for Indigenous People

Indigenous people in training programs

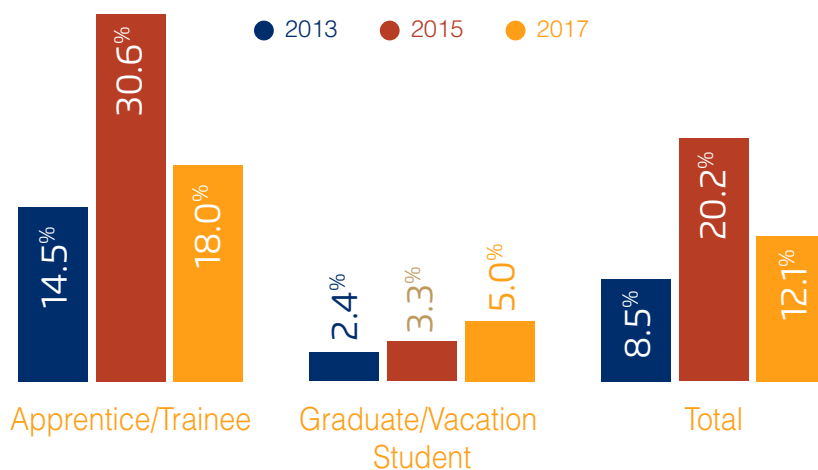
12.1% of apprentices/trainees and graduate/vacation students are Indigenous. This is a 8.1% decrease from 2015, yet 3.6% higher than 2013 results.

Indigenous males in training programs decreased by 4.0% from 2015.

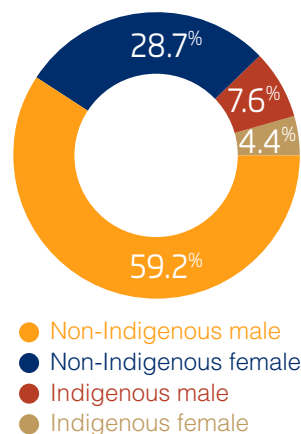
Indigenous females in training programs decreased by 4.3% from 2015.

Indigenous apprentices/trainees decreased by 12.6% but graduate/vacation students increased by 1.7%.

Indigenous proportion of apprentices/trainees and graduate/vacation students in WA resources sector



2017 apprentice/trainee and graduate/vacation student composition across the WA resources sector



Risks and opportunities

There is a need to close the gap between Indigenous recruitment and retention. Indigenous people constitute 12.1% of those in training programs, however represent just 4% of the WA resources sector workforce. Ongoing career support, development and flexible work options are required to retain Indigenous talent.

Recent Diversity and Inclusion Developments and Emerging Issues





Image courtesy of BHP

Recent Diversity and Inclusion Developments and Emerging Issues

Focus on fixing the system rather than fixing the individual

Companies are recognising the 'deficit model' (where the focus is on improving the minority group so they "fit") is not resulting in the anticipated increases in female workplace participation or representation of women in leadership. Instead, organisations are starting to be better at challenging systems, policies, processes and ways of working that may be holding minority groups back.

Focusing on inclusion is how you harness diverse talent

Often companies focus on diversity – increasing the proportion of diverse employees in their organisations. But more attention is needed to consider how to create an environment where people from all backgrounds and perspectives can succeed, and ways their organisations can benefit from diverse thinking. What constitutes inclusive leadership and an inclusive environment is a growing area of focus.

Workforce of the future

Information and computing technology (ICT) is disrupting and transforming the WA resources sector. Further application of ICT to the resources sector is expected to yield a significant boost to productivity and competitiveness. Automation, wearable technology, smart devices and real-time analytics will all optimise mining processes and impact the volume and skill requirements of the future workforce.

Resources sector companies recognise the importance of attracting and retaining a diverse workforce, skilled in competencies including critical thinking, problem solving and creativity to be able to adapt to future innovations and changing technologies.

Domestic and family violence policies

There is a growing recognition that what affects employees also affects employers. Domestic and family violence can make it difficult for employees to get to work, participate while at work and remain in employment. It can also present health and safety issues to workplaces. Indigenous women are up to 35 times more likely to experience domestic and family violence than Non-Indigenous Australian women.

Many organisations have introduced Domestic and Family Violence policies which include provisions like safety planning (security escorts, changing contact details), flexible work (changing time and location of work), specialist Employee Assistance Program support and access to paid leave.

Building Science, Technology, Engineering and Maths (STEM) Capabilities

Industries, government and the education sector are focusing on addressing current and future skill requirements and increasing diversity in the future talent pipeline by taking steps to encourage more girls and Indigenous people into STEM related education, training and employment pathways. Efforts include scholarships, career fairs, school talks, mentor programs and challenging gender and cultural stereotypes.

Women in resources awards winner

Rachel Leong
Lead Surveillance Engineer
Woodside Energy



Outstanding Young Woman in Resources

Rachel is an engineer achieving outstanding outcomes within her own career and in the broader oil and gas industry. She plays a lead role in planning and delivering projects for the North Rankin Complex.

In addition to her role as Chairperson of Woodside's Graduate Community, Rachel participates in speaking engagements and has led the Women of Woodside 'Promoting STEM in Schools' volunteering initiative. Rachel has capitalised on Woodside's abundance of role models to demonstrate to students that pursuing STEM at school can lead to a range of creative and fascinating careers. Through collaboration with Earth Science WA, Rachel has trained over 60 volunteers to deliver school-based presentations to inspire students to pursue Science, Technology, Engineering and Maths (STEM) subjects and career opportunities.

Engaging the contractor workforce

Companies in the WA resources sector are increasingly reliant on contractors working alongside their employees and this is only projected to increase. However, many companies do not apply the same management, learning and development frameworks with contractors as they do with their own employees. Diversity and inclusion principles will not permeate the entire culture or industry until companies include contractors in their diversity efforts, and require contractors and suppliers to reflect and role model these values.

Indigenous engagement through procurement

More organisations are now driving meaningful change in the communities they operate within by introducing procurement targets (requiring a percentage of procurement to Indigenous organisations). Organisations are also asking for information about suppliers diversity and inclusion commitment as a part of the tendering process, which helps to embed these values throughout the sector.

Transformational change is led from the top

For change to be sustainable it needs to be visibly and actively sponsored from the leaders of the organisation (as opposed to the Human Resources team). For employees to really believe there is a commitment to diversity and inclusion they need to see and hear it from their leaders.

Women in resources awards winner

John Galvin

Executive General Manager
Georgiou Group



Women in Resources Champion

John Galvin is Georgiou Group's Executive General Manager and has more than 28 years' experience in the construction and engineering industry both in Australia and New Zealand. John has overall responsibility for a number of Georgiou's operational business units, its cadet program, reconciliation action plan and gender diversity strategies.

John has been an active champion for gender diversity for over five years and promotes gender diversity initiatives both within and outside of the organisation. He believes a diverse workforce brings different ways of looking at things and provides

more career and personal opportunities for both males and females. John is a sought after speaker, to impart his knowledge and experience. He mentors aspiring female leaders and is a member of the University of Western Australia's Equality and Diversity Committee.

John is influential in supporting gender diversity initiatives inside Georgiou. He is the co-founder of Georgiou's cross-industry female mentoring program and executive sponsor for Georgiou's diversity committee. He has been instrumental in developing flexible work policies and facilitating the equal mix of men and women in Georgiou's graduate and cadet programs.

Outstanding company initiative

BHP Nickel West

Job Sharing in Senior Leadership



Initiative:

BHP Nickel West successfully implemented their first senior leadership job-sharing role within one of the largest mining companies in the world, BHP. The role is responsible

for the finance function of BHP's nickel assets, including three operating mines, three concentrators, a smelter and a refinery. The initiative creates flexibility, promotes diversity and allows women to continue to advance their careers whilst achieving the elusive work/life balance.

Key factor/s in success:

Research and preparation was undertaken to develop a successful model, including a business case supported by a full risk assessment, management of change document and implementation plan.

Outstanding company initiative

Shell Australia

Closing the Gender Equity Pay Gap



Initiative:

Over four years, Shell Australia has eliminated the gender pay gap as part of its holistic approach to diversity and inclusion. Pay equity helps to create a

workplace where everyone feels respected and treated fairly, which will result in a more trusting, productive and harmonious workplace culture.

Key factor/s in success:

Leadership commitment - This process included visible commitment by leadership at the highest level, gaining a thorough understanding of the problem through conducting and analysing an annual gender pay gap review, establishing measurable targets, implementing an education program across the organisation and identifying bias.

Recent articles and reports

Indigenous workforce participation

- The Conversation, "Eight Ways We Can Improve Indigenous employment," 6 June 2016
- KPMG, "Igniting the Indigenous Economy," October 2016
- Public Sector Commission (WA), "Attract, appoint and advance: An employment strategy for Aboriginal people," October 2016
- Department of Prime Minister and Cabinet, "Closing the Gap: Prime Minister's Report 2017," February 2017
- Australian National Audit Office (ANAO) "Procurement Initiatives to Support Outcomes for Indigenous Australians," July 2015

Women's workforce participation

- Diversity Council of Australia, "Future Flex: Mainstreaming Flexibility By Design," September 2016
- Diversity Council Australia, KPMG, Workplace Gender Equality Agency, "She's Price(d) less: The economics of the gender pay gap," October 2016
- Workplace Gender Equality Agency, "Unpaid Care Work and the Labour Market," November 2016
- Boston Consulting Group, "What's Working to Drive Gender Diversity in Leadership," May 2017
- Diversity Council of Australia, "Men Make a Difference: Engaging Men on Gender Equality," June 2017
- Department of Prime Minister and Cabinet, "Towards 2025: Boosting Australian Women's Workforce Participation," July 2017

Conclusion

Image courtesy of Rio Tinto

While there has been a strong interest in diversity and inclusion in the WA resources sector, the proportion of women and Indigenous employees in the WA resources sector has seen small change over the last six years. It's clear some diversity strategies are working, but in some instances they are short term and haven't created a sustainable change. There is clear opportunity for the WA resources sector to improve the levels of female and Indigenous employment to increasingly leverage the benefits of a diverse workforce.

Recommendations



Diversity and inclusion starts from the top:

CEOs and executive leaders need to make a personal investment in diversity and inclusion and not only invest in activities and role model behavior, but ensure their team do too. Reinforcing expectations of their team and responding to feedback is essential.



What gets measured, gets done:

For holistic change, measuring and reporting on diversity and inclusion throughout the organisation will be essential, with managers at all levels held accountable for their own numbers.



Long term strategies embedded across the organisation are essential:

Leadership and measures need to build to a long term vision for the organisation. It is important these strategies consider how organisations (including policies, processes, culture and ways of working) can best support and enable diverse talent, to increase retention and build a stronger leadership pipeline.



Collaborate to promote a positive and diverse industry image:

The WA resources sector offers a range of opportunities for women and Indigenous people across a range of career roles. Promoting the sector as a viable career option can be achieved through collaboration of WA resources sector companies, together with government and the education and training sectors.

CME continues to be committed to promoting workplace diversity and advocating for career opportunities for everyone, with a clear focus on sharing good practice across the sector. CME is in a unique position to foster a collaborative approach between companies to promote a positive and diverse industry image and looks forward to working with member companies to achieve this common goal.

Cover images courtesy of Rio Tinto,
Thiess, CFC and Newmont Mining



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