



Image courtesy of Alcoa of Australia

# Diversity in the Western Australian Resources Sector 2019 Report

The Chamber of Minerals and Energy of Western Australia



# 2018-19 Data Snapshot


Female participation  
**20.3%**

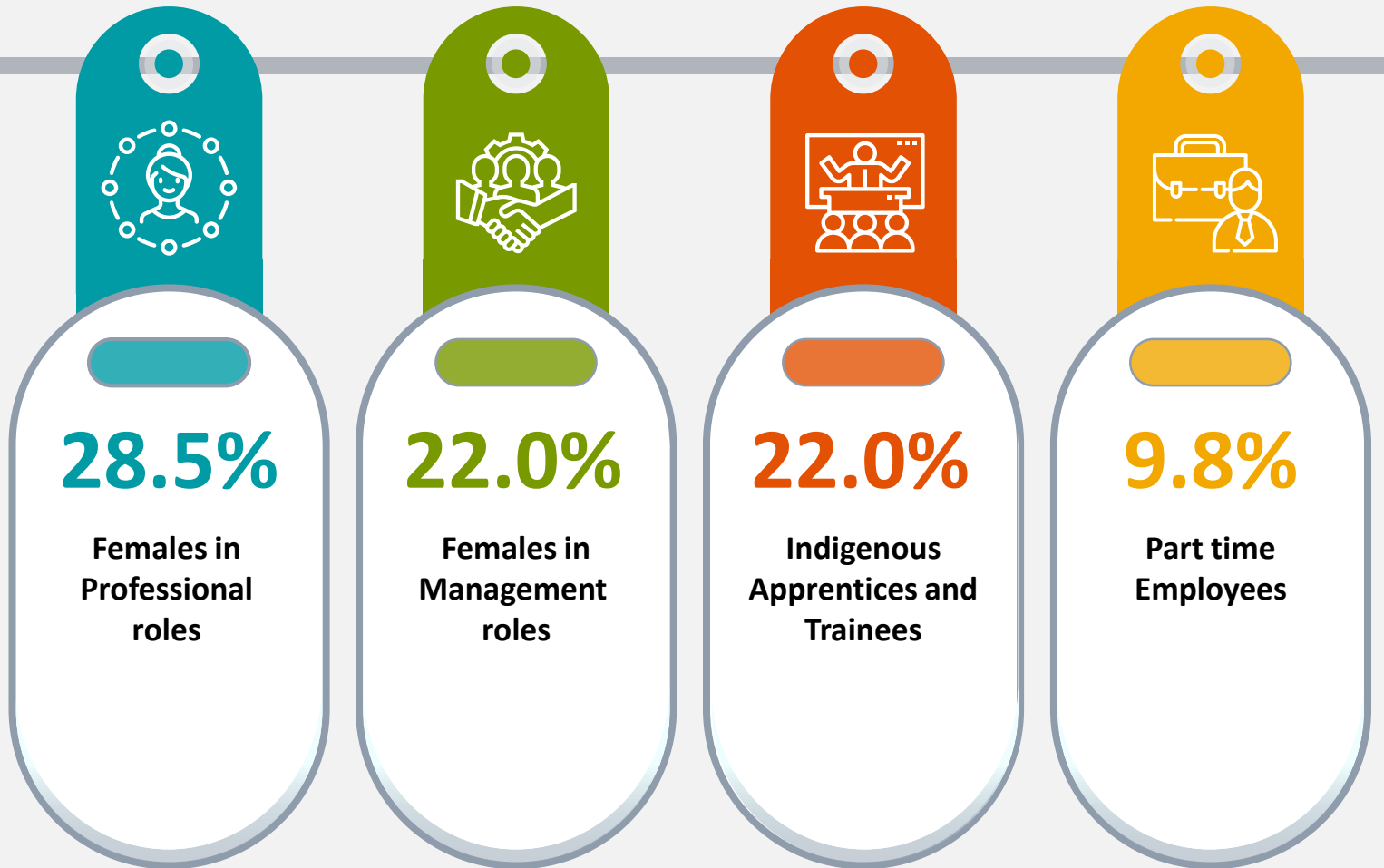


Indigenous participation  
**4.7%**



**90.9%**   
Gender Recruitment Policy or Strategy

**82.0%**   
Gender Pay Gap Analysis



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Way Forward



Image courtesy of Roy Hill

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# Foreword

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# Foreword

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*"A diverse workforce is one where employees feel more engaged. It's a more creative and productive one. Diversity leads to better discussions, decisions and outcomes for everyone."*

**Paul Everingham, CEO**

The Chamber of Minerals and Energy of Western Australia

The Chamber of Minerals and Energy of Western Australia (CME) has conducted its biennial Diversity in the Western Australian Resources Sector Survey (Diversity Survey) since 2011. This publication represents the fifth edition of the Diversity Survey report.

The Diversity Survey collects and analyses Western Australian (WA) female and Indigenous workforce data from participating WA resources sector organisations. The Diversity Survey plays an important role to measure the progress towards increased diversity within the WA resources sector. Analysis of the sector-wide data provides an opportunity for participating organisations to benchmark their data against industry averages and provides insights to facilitate their organisation's diversity and inclusion journey.

The WA resources sector operates in an internationally competitive market. For the resources sector to compete globally, it is critical to attract and retain talented individuals from all walks of life. It has been demonstrated that a more diverse and inclusive workforce delivers tangible benefits to organisations and results in a practical demonstration of the sector's contribution to the communities it operates in.

We need to create positive environments where individuals feel comfortable to express their diversity of experiences and thought and where organisations can both listen to and leverage that diversity.

CME has been a leader in championing diversity in WA for many years. It is clear some progress has been made, but a sustained targeted effort is required to fully realise our ambition. CME is committed to continuing to play a leading role in championing diversity and inclusion. The challenge remains for the WA resources sector and individual organisations to tangibly improve their diversity statistics between now and the next survey in 2021.

# Inclusive Language

Inclusive language ensures we don't leave people out of our conversations or our work. This includes when we are communicating directly with someone and when describing someone who isn't present. Inclusive language acknowledges the diversity of the people we work with and serve. By using inclusive language, we demonstrate respect in both our workplaces and in developing and delivering policies, programs and services for all.

## Diversity

Acknowledgement and celebration of the different knowledge, skills, backgrounds and perspectives that people bring to their work. Differences can be based on age, gender, ethnicity, sexual orientation, disability, family responsibilities, social or cultural background.

Source: Australian Government, Workplace Diversity and Inclusion, 2020



## Inclusion

A safe and inclusive work environment where all employees are respected, valued and supported.

The full workforce has access to inclusive and flexible work practices. Managers, organisational structures, workplace conditions and systems support professional and personal circumstances.

Source: Australian Government, Flexibility and Inclusion Action Plan, 2020



## Gender

Gender is used to describe the characteristics of women and men that are socially constructed, while sex refers to those that are biologically determined. People are born female or male, but learn to be girls and boys who grow into women and men. This learned behaviour makes up gender identity and determines gender roles.

Source: WHO Europe, Gender definitions

**Cognisant of this definition, throughout the report we will refer to “females” and “males” to maintain consistency with survey questions and prior CME diversity reports.**



## Equity

Equity is the absence of avoidable or remediable differences among groups of people, whether those groups are defined socially, economically, demographically, or geographically.

Source: WHO, Equity



## Equality

The full workforce accesses and enjoys the same rewards, resources and opportunities. To achieve this requires:

- Workplaces provide equal pay for work of equal or comparable value
- Removal of barriers to the full and equal participation of the full workforce
- Access to all occupations and industries, including leadership roles, regardless of gender; and
- Elimination of gender discrimination, particularly in relation to family and caring responsibilities.

Source: WGEA, About Workplace Gender Equality, 2020



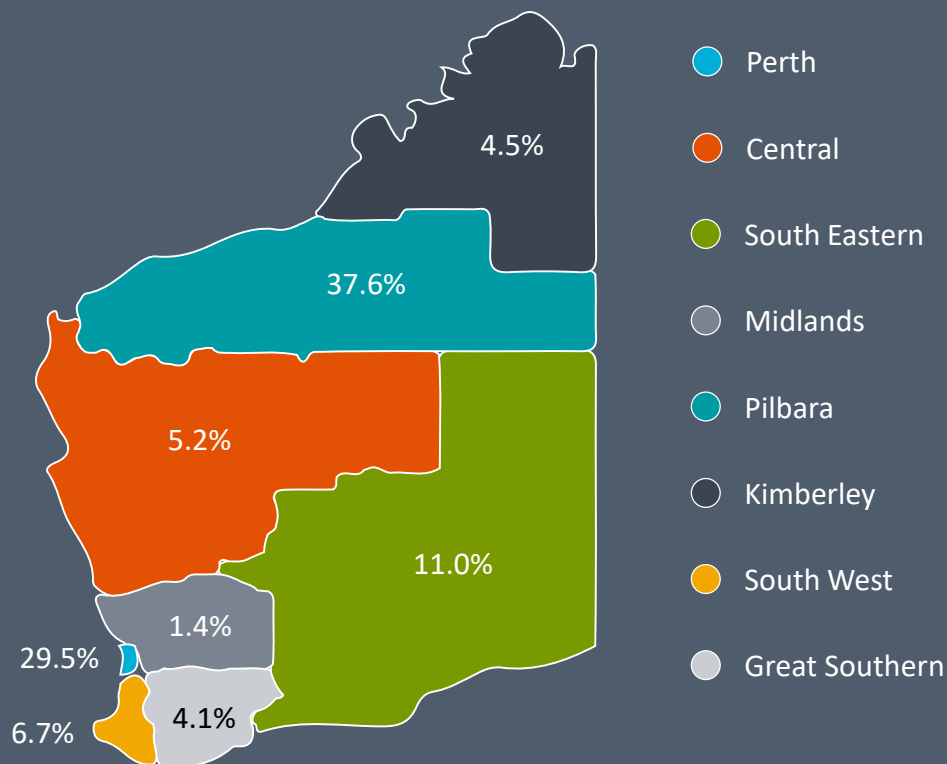
# Survey Data Set

**55 WA** resources sector organisations

**61,845** employees

**~50%** WA resources sector workforce (Source: DMIRS 2019)

## Geographic distribution of the WA resources sector workforce



## Company Participation

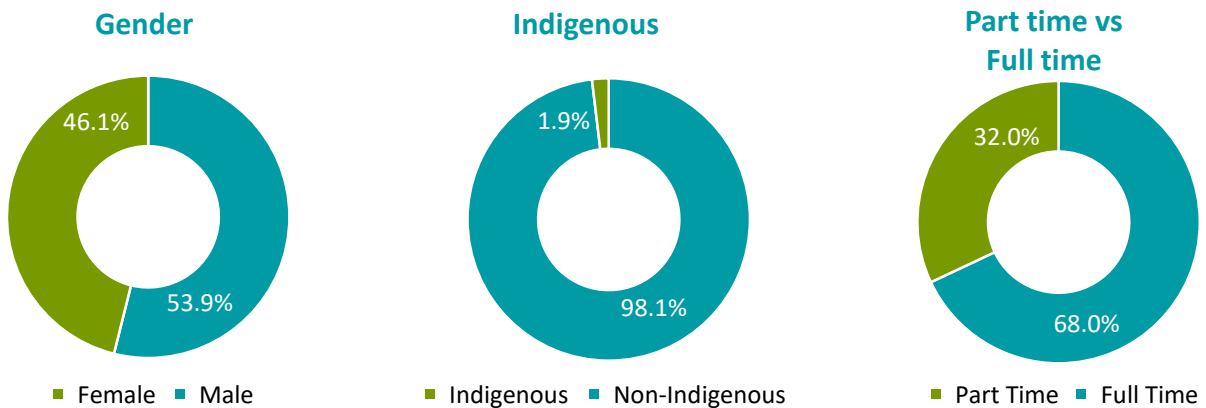
A total of 55 WA resources sector organisations provided data for the survey, including 41 who participated in the 2019 Diversity Survey and 55 with multiple legal entities as reported in Workplace Gender Equality Agency (WGEA) data (2020) for 2018 and 2019 financial years. This combined dataset comprises the source of all infographics, unless otherwise referenced.

Of the surveyed organisations, 81.8% were in Mining and Oil and Gas, 7.3% in Manufacturing, 3.6% in Electricity, Gas, Water and Waste Services, 3.6% in Construction and Transport and 3.6% in Wholesale Trade and Technical Services.

For the purpose of this report, the results of the surveyed organisations will be referred to as the “WA resources sector”.

All participant information reflects WA-based operations and personnel.

# WA All Industries Workforce



Source: 6202.0 - Labour Force, Australia, Dec 2019

Source: Department of Training and Workforce Development 2019

Source: 6291.0.55.003 - Labour Force, Australia, Detailed, Quarterly, Nov 2019

Western Australia has a population of 2.6 million with a total workforce of 1.4 million. Though often thought to be higher, the WA resources sector comprises 8.2% of the total WA workforce (Australian Government Labour Market Portal November 2019). Yet the economic value the resources sector brings to the state is significant.

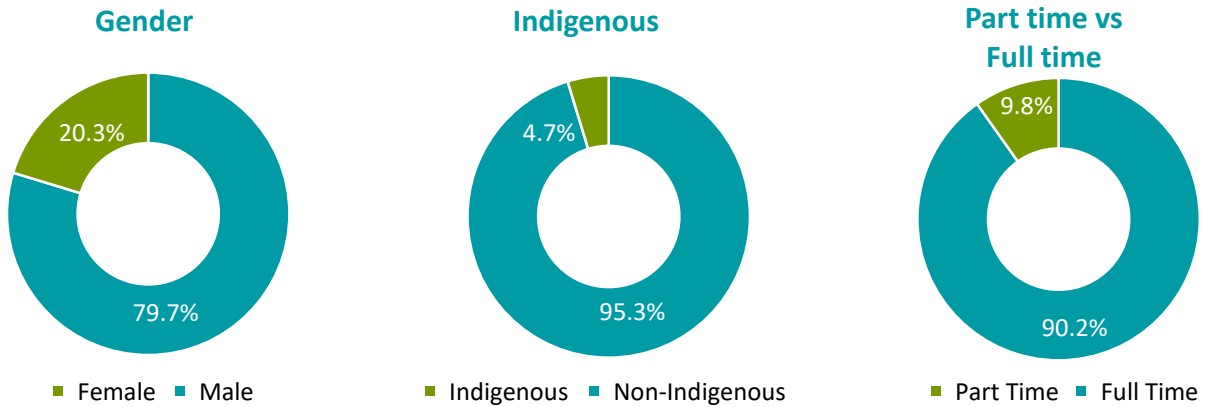
The WA resources sector comprises 20.3% females compared to the broader WA workforce female participation rate of 46%. Although female participation in the WA resources sector can be viewed as comparatively low, at 20.3%, this figure is 4.4% higher than the national resources sector rate of 15.9% (ABS 2019). It is clear WA is leading the way with regards to this statistic.

The WA resources sector is doing well with Indigenous employment, employing 4.7% Indigenous people compared to the state's Indigenous employment figure which is less than half at 1.9%.

Compared to the WA workforce, there are less employees taking up part time roles (as a percentage) in the WA resources sector, with just 9.8% of roles being part time as compared to 32% of roles part time for WA's total workforce. In surveyed organisations, males in part time roles increased by 35% and females by 21%.

It is known that flexible work options, including part time roles, leads to a more diverse workforce. Conversely, a lack of flexible working options can inhibit diversity statistics. Although the part time role percentage did increase slightly in 2019, the lack of available part time roles may deter people with family and carer responsibilities and could be a barrier to increased diversity in the WA resources sector. As detailed later in this report, almost three quarters of surveyed resources sector organisations have established a business case for flexible work.

# WA Resources Sector Workforce

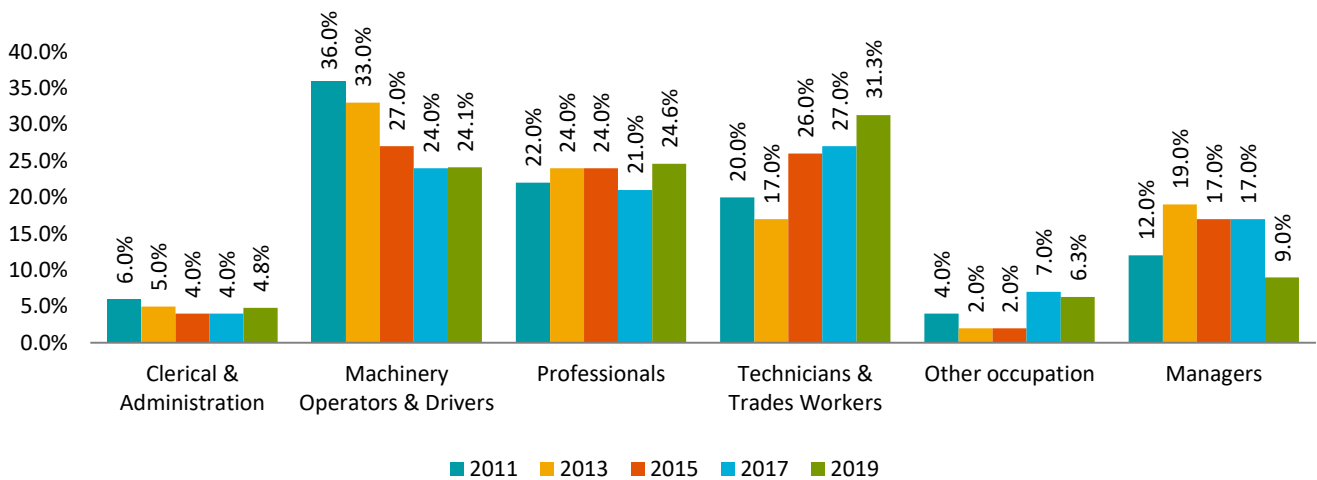


There are a range of occupation types within the WA resources sector as indicated in the graph below.

The largest increase has been in technical and trade occupations, with an 11% increase since 2011, indicating the demand for talent in these areas is strong and growing. Technical and trade occupations comprise the largest proportion of the WA resources workforce. The growth in this area may indicate a shift in higher skill requirements to utilise and maintain the greater use of digital technologies and automation in the sector.

The percentage of professional occupations has risen slightly, however the trend over time remains relatively flat. The demand for managers has also reduced, as many organisations flatten out hierarchical structures in favour of a more inclusive workforce.

## WA resources sector by occupation



Other includes: Warehouse workers, Store workers, Labourers, Trades assistants, Cleaners and Hospitality workers.

Professionals include: Design, Engineering, Science, Environmental, Health, Safety, ICT, Legal, Business, HR and Marketing professionals.

Managers include: CEO/head of business, key management personnel, other executives/general managers, senior managers and other managers including Superintendents.

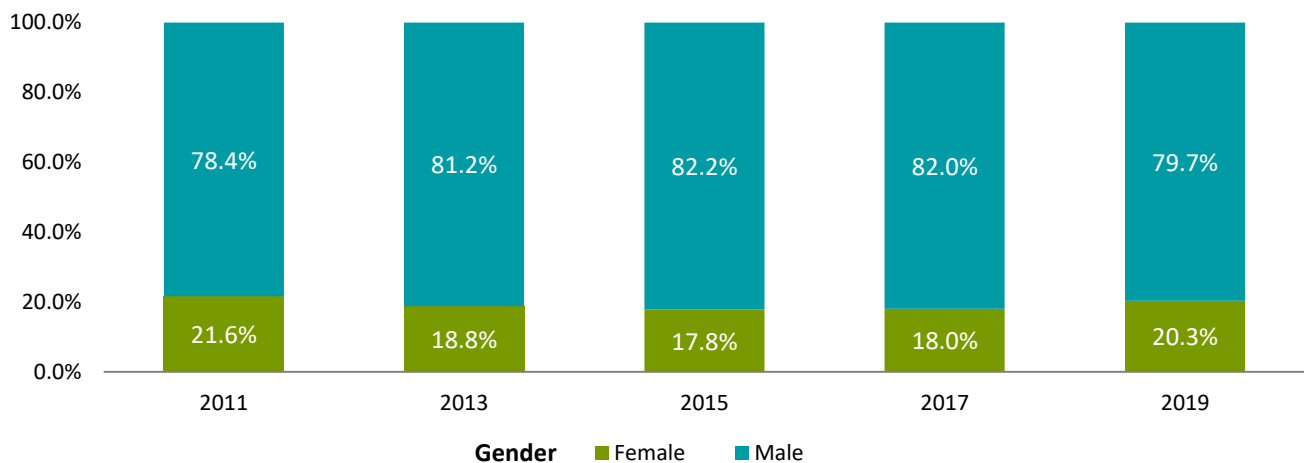
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# Female Participation

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# Female Participation in the WA Resources Sector

Female vs male participation over time

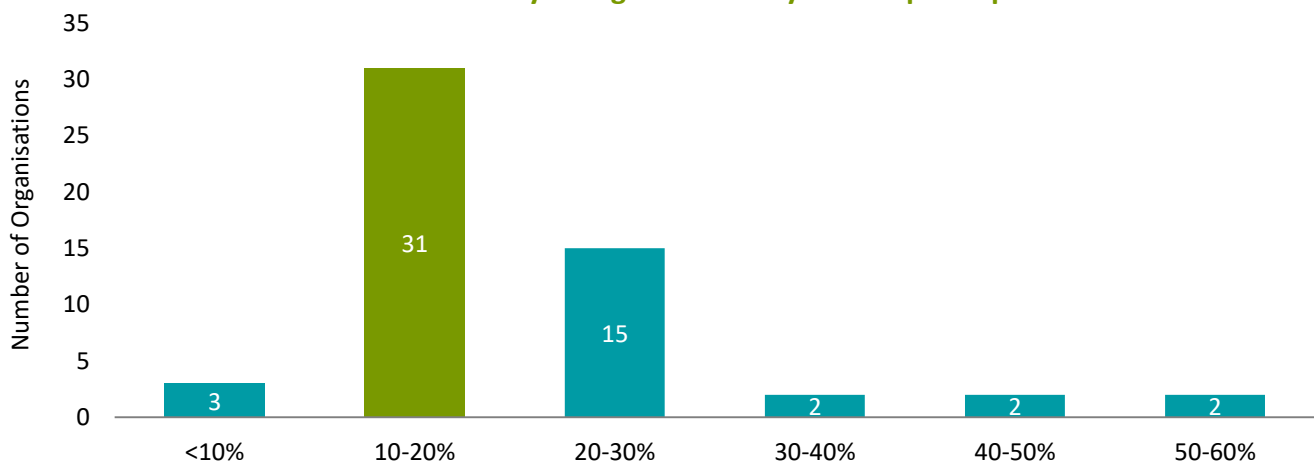


The above graph shows female participation in the WA resources sector has been trending upwards since 2015, up 2.3% in the last two years to reach 20.3% based on CME survey data in 2019. However this figure is still lower than the initial surveyed rate of 21.6% in 2011.

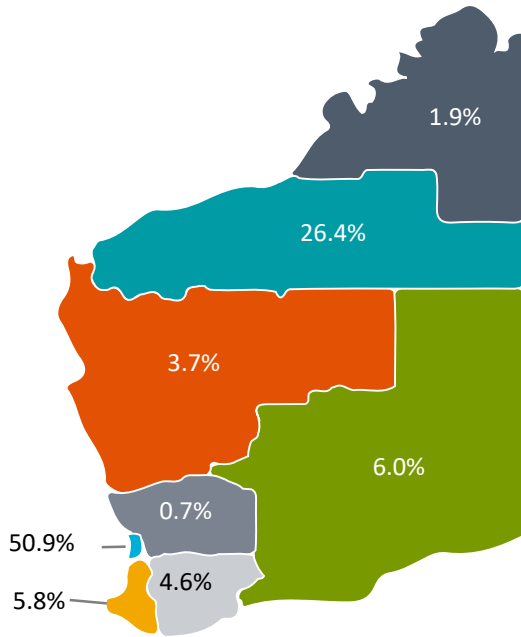
As the graph below shows, WGEA data indicates that of the 55 organisations surveyed, 21 (38%) are actually contributing to approximately half of the females employed in the WA resources sector.

For the 34 organisations sitting below the WA resources sector average female participation rate, conducting a review of their current strategies and policies and investigating alternate approaches to increase female participation may make a significant positive impact to the sector wide figures.

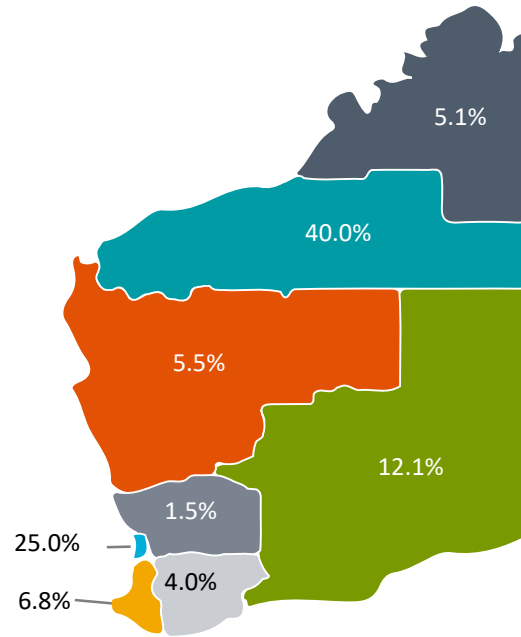
Distribution of surveyed organisations by female participation



### Geographic distribution of females



### Geographic distribution of males



- Perth
- Pilbara
- Central
- Kimberley
- South Eastern
- South West
- Midlands
- Great Southern

Just over 50% of females in the WA resources sector work in Perth compared to 25% of males, as seen in the diagrams above. Female participation in regional areas is lower, possibly due to the types of roles available and other considerations such as limited access to childcare in the regions. Limited childcare options is considered a barrier to further workforce participation, with 57% of females citing this as an issue in the WA Department of Communities “2019 Women’s report card”.

Whilst most females in the WA resources sector work in Perth, the highest concentration for male workers across the state is in the Pilbara region at 40%.

The percentage of males working in the WA resources sector is higher across all regions, aside from Perth.

## Compass Group (Australia) Pty Ltd | Launch into Work

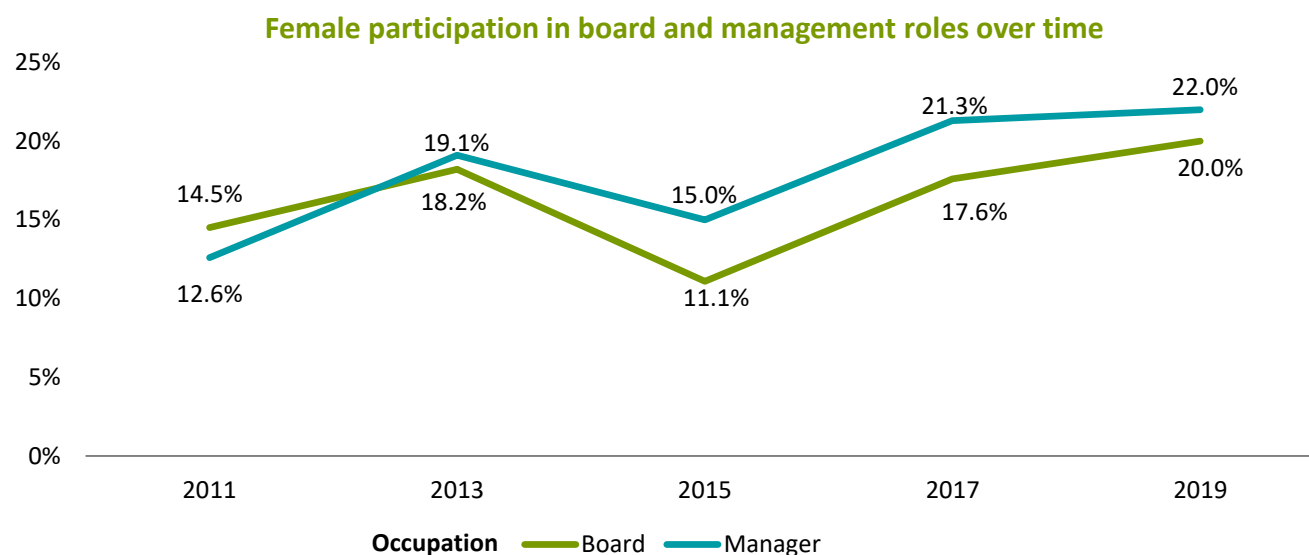
Compass Group recognise women provide a substantial talent pool for its business operations including those in the resources sector. Compass Group developed an innovative initiative called ‘Launch into Work’ to tap into the talent pool and increase female participation in its workforce.

In partnership with Marr Mooditj Training and the Federal Department of Employment, Skills, Small and Family Business, the project has been tailored to industry and employer needs. Launch into Work is designed to better match female job seekers to respective job vacancies, reduce staff turnover rates and create career opportunities in the Compass Group business.

Launch into Work participants are long-term unemployed and have come from diverse backgrounds including Indigenous, mature-aged, and those with previous substance misuse and/or domestic issues.

**CME WOMEN IN RESOURCES AWARDS 2020 CATEGORY WINNER: OUTSTANDING COMPANY (LARGE) INITIATIVE**

# Female Leadership



## Elizabeth Gaines

Chief Executive Officer  
Fortescue Metals Group

Elizabeth was elected to Fortescue Metals Group's (FMG) Board of Directors in 2013, becoming the company's first female director. In 2017, she became Fortescue's Chief Financial Officer and in February 2018, was appointed Fortescue's third chief executive.

As the first female CEO of a major Australian mining company and one of three female CEOs of ASX50 companies, Elizabeth is in a unique position to encourage, promote and advocate for women in resources and corporate Australia more broadly. Ms Gaines is focused on leadership development, retention of female talent and ensuring that women are encouraged to progress to executive positions so that there is equal representation in senior roles across corporate Australia.

**CME WOMEN IN RESOURCES AWARDS 2020 CATEGORY WINNER: WOMEN IN RESOURCES CHAMPION**

***Gender parity is fundamental to whether and how economies and societies thrive. Ensuring the full development and appropriate deployment of half of the world's total talent pool has a vast bearing on the growth, competitiveness and future-readiness of economies and businesses worldwide.***

Source: World Economic Forum, The Global Gender Gap Report 2020

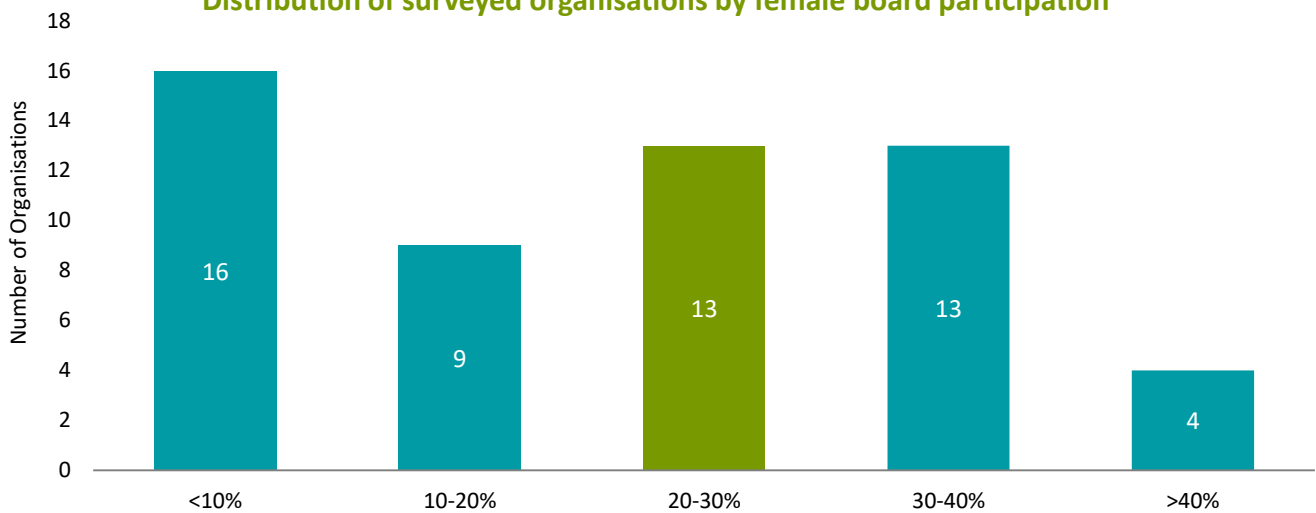
Since CME's Diversity Survey began in 2011, the female leadership data has seen a steady increase. Although female participation at board and manager level has continued to trend upward since 2015, the rate of growth has decelerated. Female participation rates at management level continue to see higher percentages than female board figures year on year.

There were 2.4% more females appointed to board roles in the WA resources sector in 2019, bringing the overall percentage of females on boards for surveyed WA resources sector organisations to 20%. This figure is in line with the top 40 global mining organisation boards, which sits at 21% females (source: PwC Global Mine 2019 Report).

However, there is still room for improvement, with ASX200 board figures sitting at above 30% females (source: AICD). In May 2015, the Australian Institute of Company Directors (AICD) launched the 30% club, with the objective to increase female board participation on the ASX200 to 30% by December 2018. In a series of informal discussions with AICD, Chairs and Directors of a substantial majority of the top ASX200 pledged their commitment to the target, as well as their willingness to assist the development of other Chairs. AICD worked closely with the 30% Club to assist organisations to achieve the target and support them in their diversity goals. The target was achieved on time and maintained into 2020. A total of 45.4% of appointments to ASX200 boards in FY19 were female. This demonstrates the correlation between setting targets and achieving tangible outcomes.

If resources sector organisations wish to increase female participation at board and executive level, then responsibility to achieve this sits with the leaders of these organisations. Many WA resources sector organisations have moved the dial in this regard through targeted and mindful action.

### Distribution of surveyed organisations by female board participation

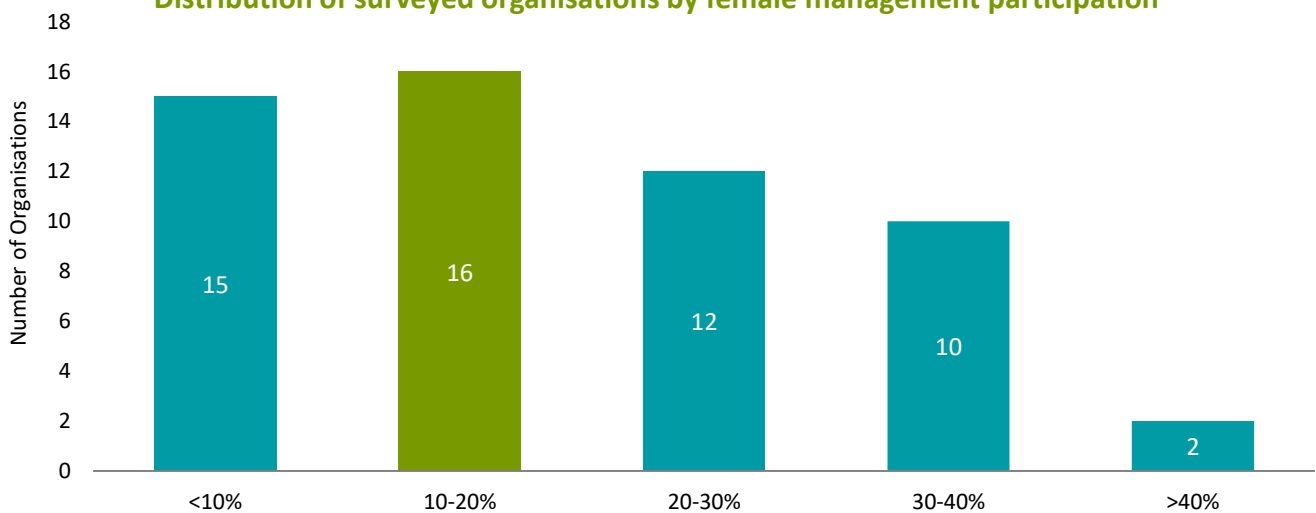


The above graph shows that 17 of the 55 surveyed organisations (31%) have more than 30% females on their boards. AICD best practice is over 30% females on boards. A total of 16 of the organisations surveyed have less than 10% females on their board.

The graph below shows that more than half of organisations surveyed have participation rates of females in manager roles below the surveyed average of 22%. Two of the 55 surveyed have female managerial numbers greater than 40%, edging closer to parity.

Increasing female participation in manager and board roles will also facilitate organisations' drive for greater gender parity throughout their broader workforce.

### Distribution of surveyed organisations by female management participation

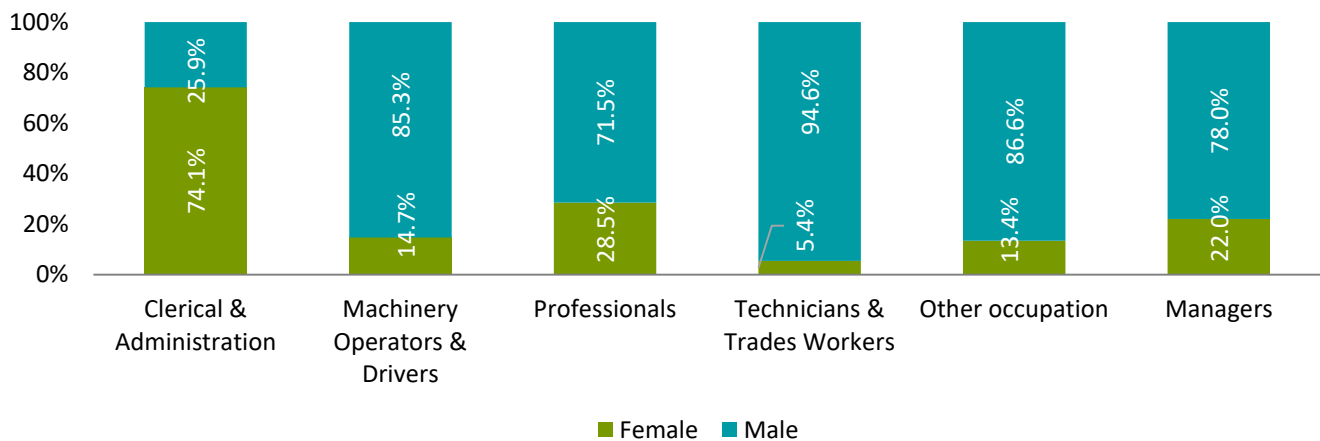


*In early 2017 the executive leadership team of Woodside consisted predominantly of men. Now, we are a balanced leadership team with equal representation. For me, the change illustrates two things: firstly that every people-related decision is an opportunity to progress inclusion, and secondly that leaders 'walking the walk' is essential for credibility.*

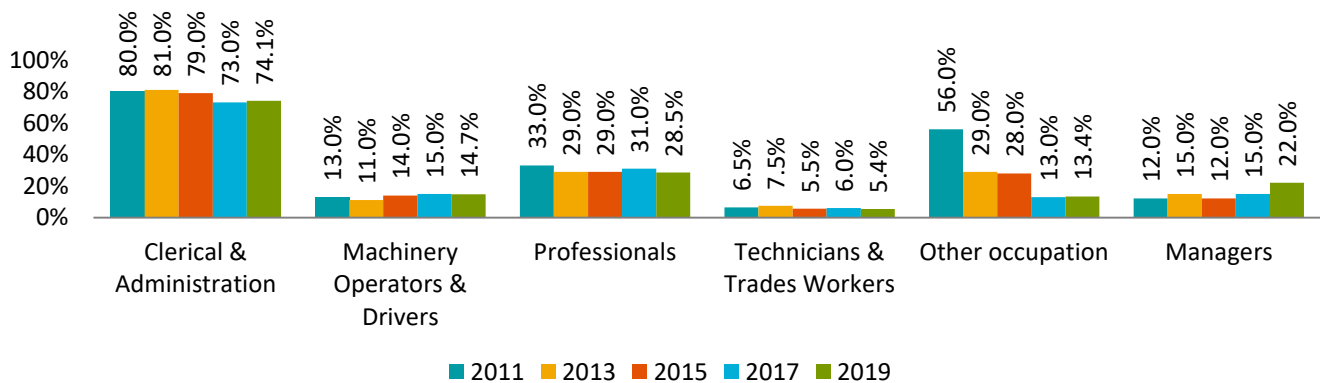
Jacky Connolly, Vice President People and Global Capability, Woodside Energy

# Occupations held by Females and Males

Female vs male participation by occupation type



Female participation by occupation type over time

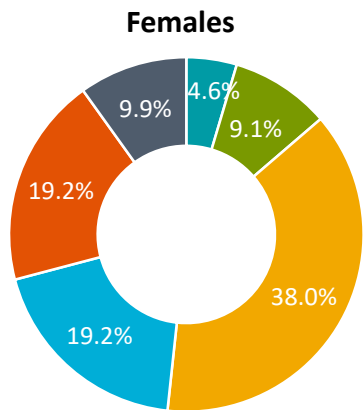


Female participation across the WA resources sector remains mixed.

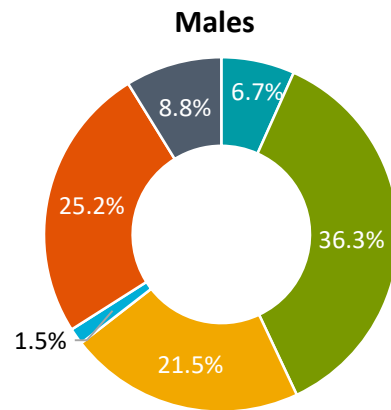
Females occupy close to three quarters of total clerical roles in the sector, however total clerical roles represent approximately 5% of roles in the sector. Of all available technical and trade roles, females hold just 5.4%. With technical and trade occupations making up the largest sector of the WA resources workforce, there is a clear opportunity for the WA resources sector to strategically target increasing the number of female technical and trade workers.

Trends over the last 10 years (last five survey periods) show reductions in the total percentage of females across clerical/administrative, professional roles and technicians/trades. There has been an overall upward trend for machinery operators and also for managers. The most significant shift has been the percentage of female managers, which is 8% higher today than in 2011. The trends observed may reflect broader workforce changes and the need for organisations to focus on initiatives specific to non-traditional roles for females.

**Females comprise 20.3% of the WA resources workforce**



**Males comprise 79.7% of the WA resources workforce**



- Other occupation
- Technicians and Trade Workers
- Professionals
- Clerical and Administration
- Machinery Operators and Drivers
- Manager

Of the 20.3% females working in the WA resources sector, the chart above shows the greatest number of females work in professional roles, at 38%.

It is interesting to note that the same percentage of females work in both clerical/administrative roles as machinery operator/driver, both at 19.2%.

The proportion of females in Manager roles is 9.9% which is slightly higher than the proportion of males in manager roles at 8.8%. The proportion of female technician and trade workers (9.1%) is four times lower than the proportion of male technicians and trade workers (36.3%).

Males comprise 79.7% of the WA resources sector workforce. Whereas the lowest percentage of female workers hold trade/technicians roles, for males this statistic is the highest at 36.3%. Considering females are under-represented in this growing occupational area, there is a key opportunity to target a greater increase in female participation in these roles. This will require a multifaceted approach to encourage girls to pursue technical and trade subjects and career pathways. More work can be done to raise awareness and visibility of females in technical and trade careers and supporting those who have chosen this occupation.

## Bis Industries | Girls Rocking Resources

Bis recognised that to increase the pool of suitably qualified females available to work in the resources sector, it needed to start targeting them at an early age – whilst in primary school and early high school – so they could understand the wide and exciting range of job opportunities available to them in the industry. This was particularly important given young girls in school often “opt out” of STEM subjects early on in their schooling, which ultimately limits their ability to study STEM subjects in high school and university.

To that end, the Girls Rocking Resources initiative was developed at Bis. The initiative provides girls aged 8 to 15 years of age with an opportunity to gain an understanding of the broad range of opportunities in operations, trades, engineering and functional support available in the resources sector. The initiative is also encouraging girls to continue their STEM studies and aims to break the perception that STEM subjects are just for boys.

To date, the successful Girls Rocking Resources events have been run in partnership with Bis customers (KCGM and Whitehaven) and other industry players (ARC). Bis is using its initiative to also recruit candidates for its apprenticeships and traineeships in its Australian and overseas operations.

CME WOMEN IN RESOURCES AWARDS 2020 CATEGORY FINALIST: OUTSTANDING COMPANY INITIATIVE

***Our culture continues to redefine gender roles at every level. To meet future society demands, we must become Gender Intelligent – recognising, valuing, and leveraging our differences.***

Heidi Pass Chief Geochemist Goldfields, CME Diversity and Inclusion Reference Group Member

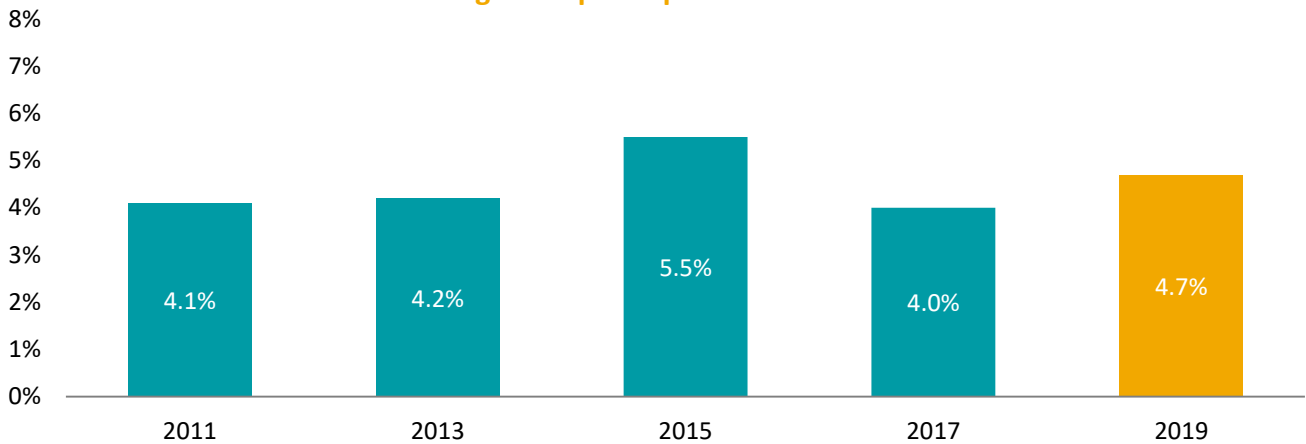
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# Indigenous Participation

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# Indigenous Participation in the WA Resources Sector

Indigenous participation over time

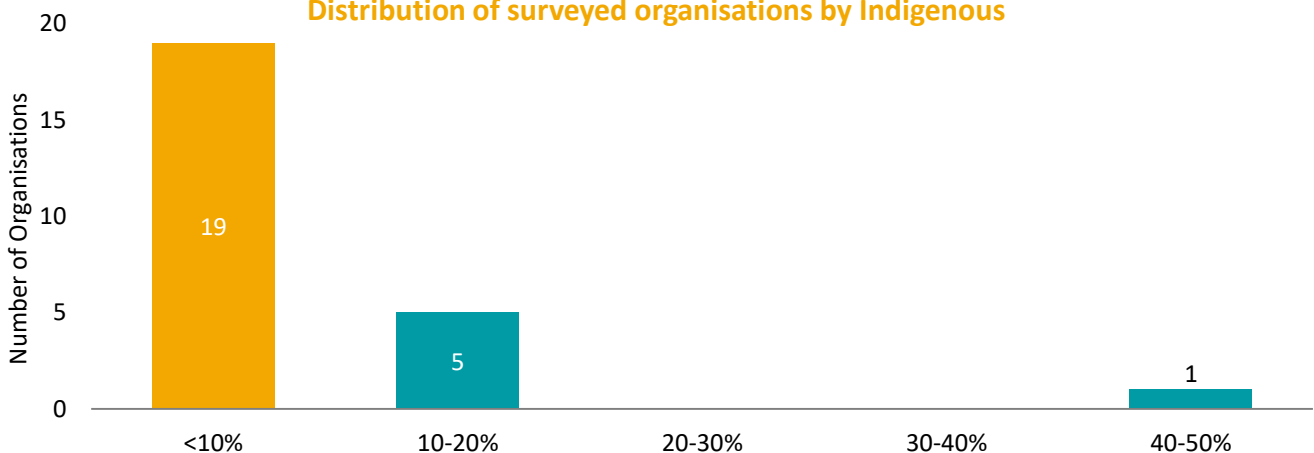


The WA resources sector has a longstanding commitment to Indigenous engagement and workforce participation. The Indigenous participation rate in the WA resources sector increased 0.7% to 4.7% in 2019.

Although Indigenous participation in the WA resources sector is well above the state average of 1.9%, the spread of Indigenous participation across the sector is varied with some resources sector organisations trending below the state average.

To achieve uniform and consistent Indigenous participation, the WA resources sector can utilise existing best practice from within the sector to customise initiatives and guidelines for inclusion of Indigenous people and Indigenous engagement.

Distribution of surveyed organisations by Indigenous





### **Jennifer Ward**

Haul Truck Operator

Newmont Goldcorp

Jennifer spent the early part of her career working as an education assistant, with a focus on special needs education. After 18 years in education, she felt it was time for a change and applied for Newmont Goldcorp's Gnaala Indigenous Work Ready Program, a recruitment strategy designed to increase Aboriginal and Torres Strait Islander participation at the organisation.

Jennifer is well respected by the Aboriginal community at Newmont Goldcorp Boddington and has served as a mentor to many Aboriginal people working on site. She is also the co-lead and co-founder of the Moorditj Koodas Business Resource Group (BRG) on site, which helps drive Newmont's diversity and inclusion objectives and supports the delivery of Newmont's Reconciliation Action Plan (RAP) through events, mentoring, communication and training.

**CME WOMEN IN RESOURCES AWARDS 2020 CATEGORY WINNER: OUTSTANDING OPERATOR/TECHNICIAN/TRADE WOMAN**



### **Nevinia Davenport**

Senior Advisor – Diversity,  
Inclusion and Community

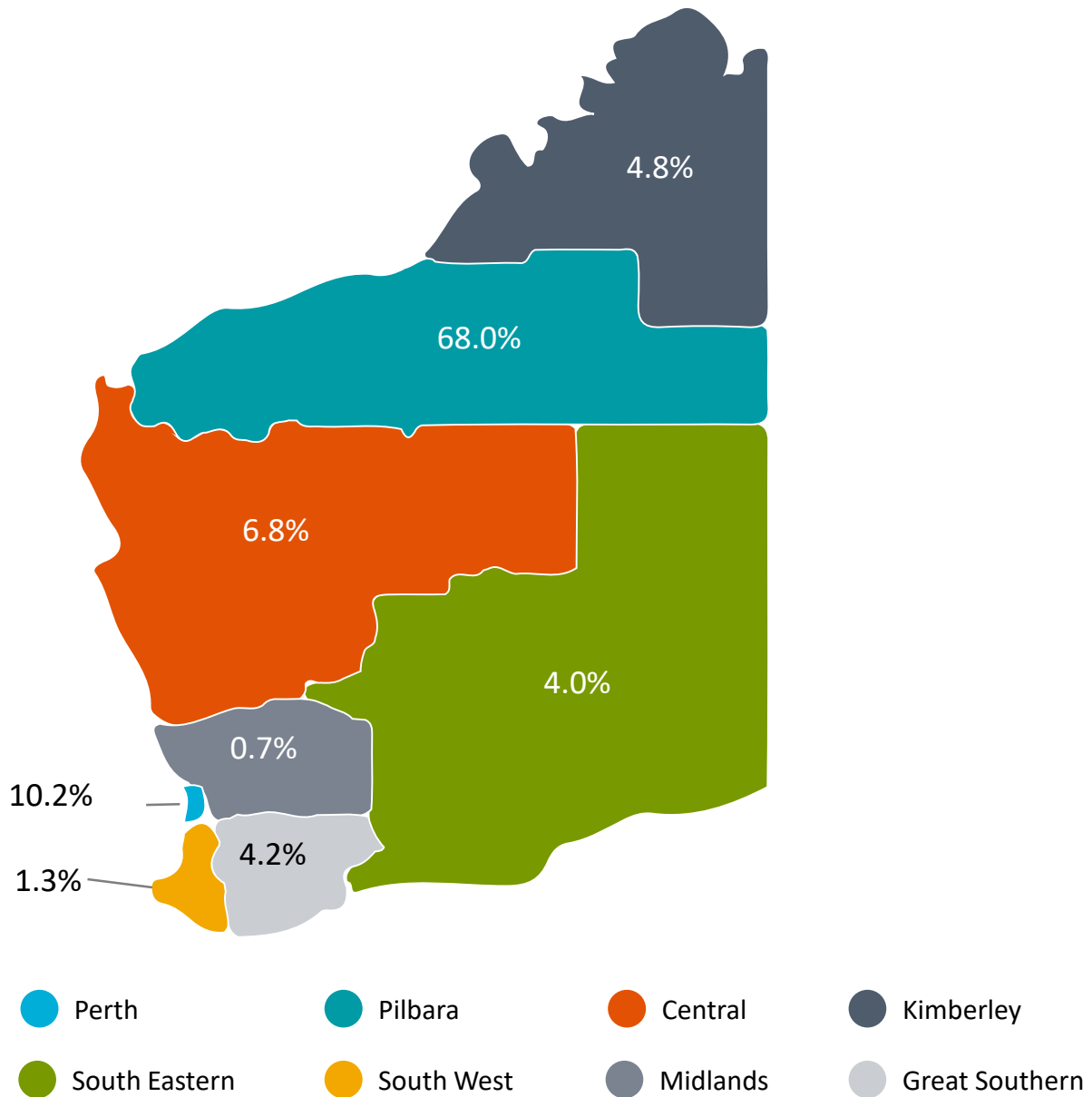
Thiess

Since joining Thiess in May 2019, Nevinia has helped create meaningful and lasting change in the workplace through influence and advocacy. Through her networking activities with Indigenous organisations, she has contributed to the increase in the number of Indigenous applicants for roles offered by Thiess in the resources sector.

Nevinia has also activated a community engagement program, linking the business with the communities in which it operates. This has included developing programs with local WA high schools, engaging with Traditional Owners, attending career expos and coordinating and promoting charity drives for underprivileged communities.

**CME WOMEN IN RESOURCES AWARDS 2020 CATEGORY FINALIST: WOMEN IN RESOURCES CHAMPION**

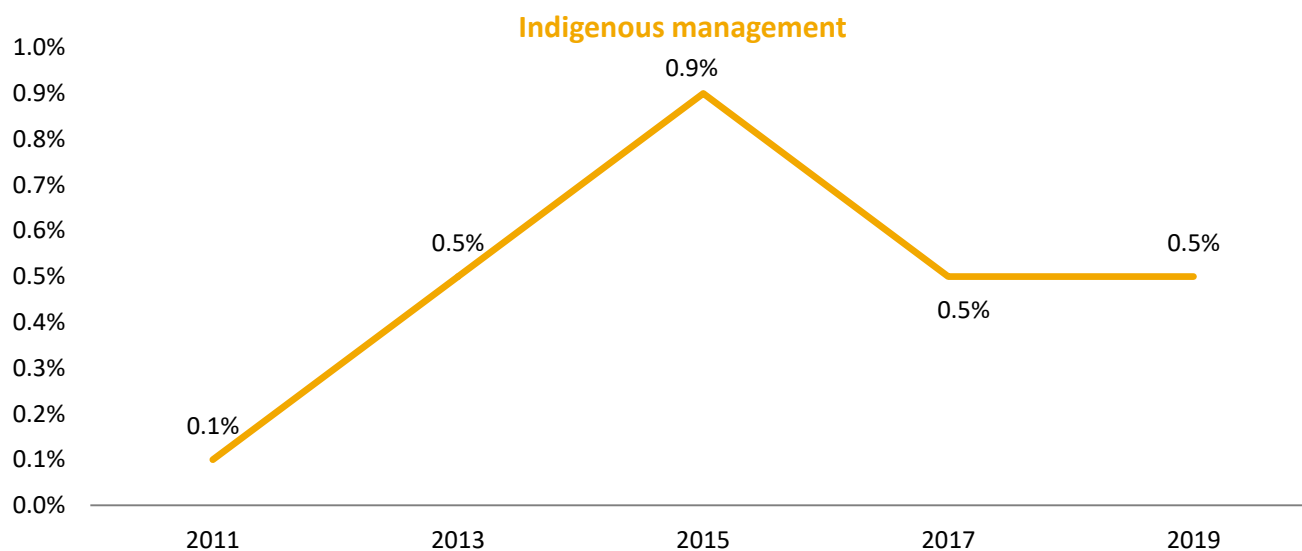
## Geographic distribution of Indigenous employees



The success of Indigenous engagement programs provides clear case studies and guidance for all when considering ways in which to address Indigenous inclusion and workforce participation.

When considering the geographic distribution of Indigenous people, there's opportunity for WA resources sector organisations to improve Indigenous engagement and workforce participation across various regions of the state.

# Indigenous Leadership and Training



Despite the broader success the WA resources sector has seen with regards to increases in Indigenous workforce participation, we continue to see limited progress in relation to increasing the proportion of Indigenous people in leadership roles.

Current figures show that Indigenous employees are underrepresented in management roles in the WA resources sector. To enhance Indigenous participation at the manager level, it is best practice to implement career advancement initiatives which support:

- Training activities and professional development;
- Indigenous staff networks;
- Development coaches and mentors;
- Culturally inclusive recruitment and retention policies and strategies;
- Culturally appropriate human resources that address and support the cultural needs of Indigenous employees; and
- Implementing a Reconciliation Action Plan (RAP) and Working Group to address the above and establish a rigorous measurement framework.

The lack of Indigenous representation at the board level is concerning. Although the sector leads the way in some aspects of Indigenous engagement and participation, more can be done to increase Indigenous leadership representation.

Increasing Indigenous leadership will help facilitate greater Indigenous engagement and workforce participation.



## Rishelle Hume

Manager, Aboriginal Employment Strategy

Chevron Australia

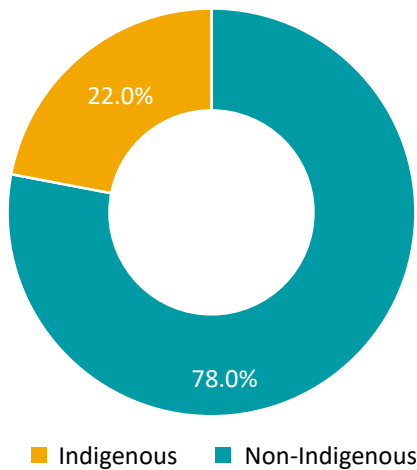
Rishelle is the Manager of Aboriginal Employment Strategy at Chevron Australia with more than 25 years' experience in Aboriginal engagement, ranging from employment, education, justice and health. As a proud Noongar woman, Rishelle has devoted her working life engaging and attracting Aboriginal talent to ensure all people have the same opportunities in life.

Last year, Rishelle was inducted into the WA Women's Hall of Fame for service to the Aboriginal community. She also received an honorary award of Doctor of the University of ECU for her inspirational leadership and dedication to the advancement of Aboriginal people through her creation of education pathways to improve career development and employment opportunities, whilst enhancing and preserving Noongar culture.

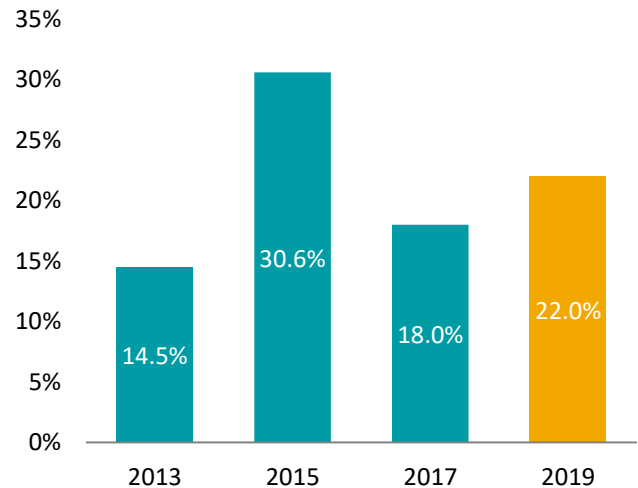
Rishelle's vision is to create a future for her people where there is no longer the need to talk about closing the gap, because there will be no more gap to close.

**CME WOMEN IN RESOURCES AWARDS 2020 CATEGORY WINNER: OUTSTANDING WOMAN IN RESOURCES**

### Indigenous Apprentices and Trainees



### Indigenous Apprentices and Trainees over time



These figures show an increase (+4%) in the number of Indigenous apprentices and trainees in the WA resources sector between 2017 and 2019. This presents a unique opportunity for the WA resources sector to facilitate a pipeline of Indigenous talent and potential future leaders in the WA resources sector workforce.

To continue to improve Indigenous participation and completion of apprenticeships and traineeships, it is best practice to implement policies and strategies to support:

- Local capacity building initiatives via traineeship or apprenticeship programs;
- Job placement pipelines for training graduates;
- Elder programs to assist addressing multiple barriers of participation;
- Targeted marketing strategies and advertising positions in Indigenous media;
- Contracting an Indigenous engagement professional to assist in implementing recruitment policies and strategies;
- Meaningful partnerships with Indigenous communities and organisations to seek input or co-design traineeship or apprenticeship policies and strategies;
- Indigenous mentoring programs for apprentices and trainees; and
- Implementing a Reconciliation Action Plan (RAP) and Working Group to address the above and measure outcomes.

## Woodside | Indigenous Pre-Pathways Program

Woodside recognised a need to help grow the pool of local Indigenous applicants for employment and traineeship opportunities within the communities we work in. A nine month pre-pathways program was designed to support local Indigenous people to build their capability and skills to enter a workplace with confidence.

The program provides local Indigenous people with a formal education qualification and practical work experience on a Woodside asset. Development of professional and personal skills such as public speaking, resilience, financial budgeting are provided, as well as coaching on resume writing, aptitude testing and interview preparation. No previous work experience is required to participate in the program. Culturally appropriate wrap-around support is provided through Woodside mentors and local community partners.

The program is currently in its third year and has grown in participation numbers each year with an 80% success rate of direct employment with Woodside or associated contractor organisations. The success of the pre-pathways program has improved the trust and confidence our community partners have in Woodside's commitment to the long-term and sustainable development of employment and training pathways for local Indigenous people.

## BHP | Indigenous Development Program (IDP)

Through its 2020 Reconciliation Action Plan (RAP), BHP has been working to increase Indigenous representation and create a more inclusive workplace. While BHP already directly employs 403 Indigenous women, it recognised a significant lack of Indigenous women in leadership roles and has now set a target of 3 per cent Indigenous leadership representation by 2028.

BHP believes creating employment, development and leadership pathways for Indigenous women is a key plank to building a more diverse and inclusive workplace.

The program focuses on enabling career progression and growing the Indigenous talent pipeline through training, professional and personal development, and networking and mentoring opportunities. This in turn has encouraged Indigenous women internally to strive for leadership roles and has attracted more Indigenous women to the resources sector.

**CME WOMEN IN RESOURCES AWARDS 2020 CATEGORY FINALIST: OUTSTANDING COMPANY (LARGE) INITIATIVE**



Image courtesy of Woodside Energy Limited

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# Diversity Strategy

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# Converting Strategy through to Action

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Establishing diversity and inclusion policies is a good start, but this action alone is not enough. These policies must be embedded within a broader framework of a diversity and inclusion strategy to successfully improve diversity and inclusion.

If the culture of our organisations does not enable diversity and inclusion strategies and policies to be put into practice and utilised by all, intended outcomes will not be realised.

A successful diversity and inclusion strategy will be supported and championed by leadership, appropriately resourced, consistently measured and reviewed. Furthermore, a successful diversity and inclusion strategy will incorporate the voice of employees and include practical and tangible actions.

The Workplace Gender Equality (Minimum Standards) Instrument 2014 requires employers as a minimum standard to show commitment to workplace gender equality and diversity. For employers with 500+ employees, there are additional compliance requirements around formal policies or strategies, relating to gender equality, gender pay equity, family and caring responsibilities and sex-based harassment and discrimination.



Image courtesy of Chevron Australia

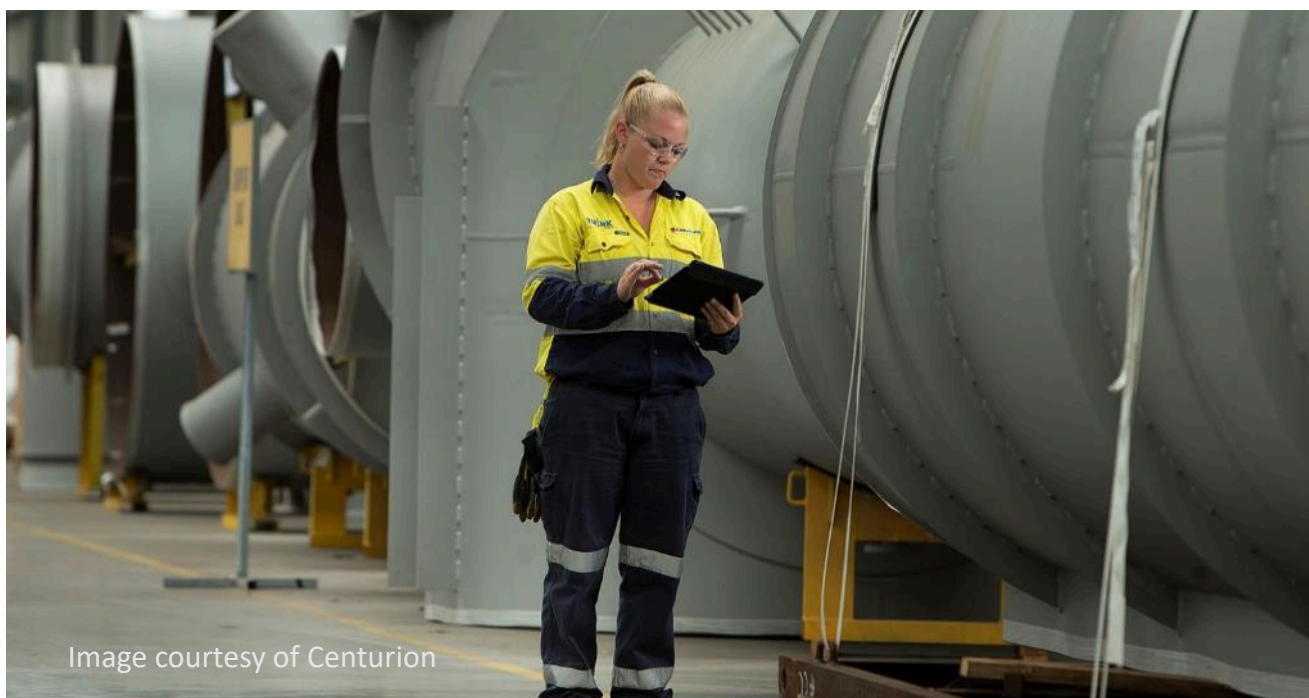
# Gender Equality Policies, Strategies and Outcomes

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Questions 1.1 - 1.9 in the Workplace Gender Equality (Minimum Standards) Instrument 2014 reporting questionnaire asks if organisations have formal policies or strategies to support gender equality in at least one of nine different areas:

- recruitment
- retention
- performance management
- promotions
- identification of talent and high potential employees
- succession planning
- training and development
- gender equality KPIs
- gender equality overall.

Across this minimum standard, the WA resources sector is above the state average. In the following pages, we explore some of these measures together with some equitable Indigenous policies and strategies.



## Recruitment policies and strategies to support gender equality

**90.9%**

of the WA resources sector organisations have a formal policy or strategy

The impact is evidenced by a **19.2%** proportion of female appointments into industry, **+1.9%** since 2018.

It is important recruitment practices are free from bias and discrimination, to ensure attraction and employment of a diverse workforce and to ensure business outcomes are maximised.

It is pleasing to see that 19.2% of individuals appointed into the resources sector in 2019 were female, however to shift the dial further this needs to be higher.

Approximately 1 in 10 surveyed resources organisations do not have recruitment policies or strategies in place to support gender equality.

### Rio Tinto | Busting the Myth of Merit

Prior to Rio Tinto's diversity initiative in train control operations, only one-in-five employees were female, prompting Rio Tinto to reconsider its recruitment process. Further analysis found that many of the competency tests and selection criteria were irrelevant to the role, and disadvantaged female applicants. Therefore, Rio Tinto removed these criteria in order to eliminate the inadvertent structural unfairness that existed against female applicants.

Rio Tinto also reviewed the language in role advertisements, which was assessed as portraying an outdated, masculine idea of the mining industry and not reflective of the real values around inclusion and diversity. The advertisements were reworded to ensure females considered train control as a career option.

Rio Tinto then launched a targeted advertising campaign that focused on engaging females who had never previously considered train control as a career option. The campaign more than tripled total applicants and provided a more diverse pool of candidates, resulting in two-thirds of the successful intake being female (up from 0).

CME WOMEN IN RESOURCES AWARDS 2020 CATEGORY FINALIST: OUTSTANDING COMPANY (LARGE) INITIATIVE

## Retention policies and strategies to support gender equality

**76%**

of the WA resources sector organisations have a formal policy or strategy

+2% since 2018

The impact is evidenced by a **3.1%** decline in female resignations to **18.2%** in 2019 across all employment types, with the most significant decrease for casuals.

Not only is a diverse and inclusive work environment the right thing for organisations to strive for, employee diversity ultimately improves the bottom line. As well as an engaged and happy workforce, lower churn is one of many other outcomes of successful diversity and inclusion efforts.

The ultimate goal – culture and behaviours throughout the organisation that ensures attraction and retention of a diverse workforce. This in turn allows a diverse workforce to deliver results.

Surprisingly, almost 5 out of 20 surveyed WA resources organisations do not have policies or strategies in place to ensure retention of talent.

Diversity and inclusion retention policies are recommended to minimise leakage of talent from an organisation.

### Gold Fields, St Ives Gold Mine | St Ives Diversity and Inclusion Group

In 2018, a culture survey at St Ives confirmed that more needed to be done to create an environment whereby women (and others in minority groups) could thrive (rather than survive). In particular, women asked for an opportunity to connect with colleagues, form support and mentoring networks, and gain access to information.

Following feedback from staff, the St Ives Diversity and Inclusion Group “SIG DIV” was created to embrace and promote diversity and inclusion in the workplace at St Ives, with a strong focus on supporting women in mining. SIG DIV has now created a space that allows open communication between the workforce and management. Initiatives have included the introduction of bi-monthly networking events; maternity PPE being introduced; ‘power hours’ with motivational speakers to inspire future female leaders; and greater participation in community events aimed at promoting women.

St Ives is proud that its onsite senior leadership team now reflects greater participation of women, moving from 20 per cent female participation in January 2018 to 40 per cent in September 2019. More broadly, its attraction of women to its workforce has increased steadily from 85 females in 2018 to 102 in 2019.

CME WOMEN IN RESOURCES AWARDS 2020 CATEGORY FINALIST: OUTSTANDING COMPANY (LARGE) INITIATIVE

## Performance management policies and strategies to support gender equality

**82%**

of the WA resources sector organisations have a formal policy or strategy

+2% since 2018

In particular for 2019, adoption of formal policies and strategies around Performance Management Process saw an increase by 4%.

It is essential that performance management policies and strategies apply gender equality principles when enhancing employee productivity and holding leaders to account.

Performance standards should be transparent and void of difference between males and females to ensure gender parity.

## Promotion policies and strategies to support gender equality

**83.6%**

of the WA resources sector organisations have a formal policy or strategy

+19.6% since 2018

The impact is evidenced by an overall **0.7%** increase in female promotions to **26.1%** in 2019. At an employment type level however, only full time promotions increased in position, whereas part time and casual promotions declined.

Without policies and strategies in place to support fair and equitable promotion, unconscious bias may creep into the mix.

Promotions need to be merit-based, however merit is often in the eye of the beholder. Promotions need to be made with removal of bias, and unbiased promotion policies must be in place to ensure this.

Four out of 25 organisations do not have such policies or strategies in place.

It is recommended that policies and strategies be implemented to support fair and equitable promotion.

More research is required to determine why part time and casual promotions are declining.

## Other policies and strategies to support gender equality

Policies and strategies	2019	Since 2018
Talent identification	80%	+6%
Succession planning	80%	+8%
Training and development	89%	+3%
Gender equality KPIs	62%	+4%

## Gender pay equity policies and strategies to ensure no gender bias occurs at any point in the remuneration review process

**86.7%**

of the WA resources sector organisations have a formal policy or strategy

-5.6% since 2018

The impact is evidenced by an overall **0.2%** decrease in gender pay gap for the resources sector nationally to **13.8%** in 2019.

The WA resources sector is above the state average by over 20% to ensure no gender bias occurs at any point in the remuneration review process. Further to this, 81.8% of the sector has undertaken a remuneration gap analysis almost double the state average.

According to WGEA data, all industries have a gender pay gap in favour of males with an average gap of 20.8%. The resources sector gap has continued to close since 2015 at 17.6% to 13.8% in 2019, although the rate of change has slowed.

Of the 19 industries reported, the resources sector ranks the 6th smallest gap, led by the Public Administration and Safety industry at 6.0%.

## Family and domestic violence policies and strategies to support employees

**78.2%**

of the WA resources sector organisations have formal **family and domestic violence policies** or strategies  
**+24.2%** since 2018

The WA resources sector demonstrated a real commitment to supporting employees experiencing family and domestic violence, with a significant increase in related policies or strategies up from 54% in 2018 to 78.2% in 2019, 18% above the state average.

Further to this, 98.2% have other measures in place to support such circumstances.

## Family and caring support policies, strategies and outcomes

**80%**

of the WA resources sector organisations have a formal policy or strategy to support employees **with family and caring responsibilities**  
**+4%** since 2018

These policy and strategy improvements have coincided with a decrease of 15.3% of females taking primary carer parental leave, potentially attributed to the flexible working policies.

It is not possible to draw significant conclusions based on surveyed data, as it is unknown whether this reduction is due to less females having children, or whether more due to female's partners taking on the role of primary caregiver.

**76%**

of the WA resources sector organisations have a formal **primary carer parental leave policy** or strategy  
**+6%** since 2018

Furthermore, the number of employees who have ceased employment during parental leave has declined by 13.5% for females. We have seen a significant increase of males (233%) who ceased employment during parental leave in 2019 (20 resignations) but note this started with a very small base with only 6 male resignations during parental leave. Extension of parental leave policies to males is relatively new for many organisations. Males should be encouraged to benefit from this entitlement and strategies put in place to mitigate against all employees regardless of gender to remain engaged and return to work post parental leave.

# Flexible Work in the Resources Sector

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It is well known in business that enabling employees to work flexibly will inevitably enhance the diversity of your workforce. A culture which fosters inclusion and enables true translation of flexible work policies into practice will assist in cementing diversity within the workforce.

Flexible work enables employees to choose how and when they work, including changes to hours, patterns or locations of work. Flexible work can be agreed via formal or informal arrangements with one's employer.

The WA resources sector has historically faced greater challenges with regards to flexible work than some other industries. This is primarily due to the operational nature of oil and gas, and mining. Resources sector roles are generally either city-based (corporate or consultancy), Fly In Fly Out (FIFO) or Drive In Drive Out (DIDO) site-based roles (live in a city, fly or drive to a remote site and live on site whilst working), or residential (live and work in regional towns).

Culture permitting, flexibility for city-based resources employees is entirely possible, and is a reality for many resources organisations. Operational FIFO/DIDO roles are arguably the most challenging with regards to flexibility.

WA resources sector organisations operate sites 24 hours, 7 days a week, which makes it challenging to flex time 'on the job'. As operations move towards becoming more automated, this is expected to change into the future. Organisations have been making inroads into flexible work for operational roles. Job share FIFO roles are becoming more prominent as an example. Rather than one individual working 8 days on site, 6 days at home, two individuals can share one role, working 'back to back', with each covering 4 days on site, and spending 10 days at home.

It is expected that WA resources sector organisations shall continue to move in a positive direction with regards to flexibility. However, without diversity and inclusion policies put into practice and utilised by all, growth in the use of flexible work will not eventuate.

## BHP | Inclusion, it's for everybody

BHP aspires to have a gender-balanced workforce by 2025, believing a diverse and inclusive workplace is vital to maintaining a competitive advantage and one that reflects the communities in which they operate.

Focus groups and regular employee engagement surveys discovered opportunities including enabling flexibility for all employees, removal of barriers to parental leave and addressing gender inequity in superannuation.

To enable greater flexibility, BHP started with a principle that any role can be done flexibly and gained senior leader commitment to role model. BHP also created training to help leaders understand the business case for flexibility and provided them with the tools to implement it. In addition, BHP created in-house crèche facilities, child friendly work spaces, including emergency care options.

CME WOMEN IN RESOURCES AWARDS 2019 CATEGORY FINALIST: OUTSTANDING COMPANY INITIATIVE

## Flexible working policies, strategies and outcomes

**71%**

of the WA resources sector organisations have established a business case for flexibility and endorsed at the leadership level

+2% since 2018

Leadership within organisations are responsible for the culture of the business. Leaders need to get this right if they wish to ensure that their business can be the best it can be, and deliver the most value to all stakeholders - employees, community and shareholders alike.

It is known that flexible work options increase workforce diversity. This is one of the biggest levers that the WA resources sector can pull in order to improve diversity of its workforce.

**29%**

of the WA resources sector organisations conduct **employee training** on flexible working

+22% since 2018

**41%**

of the WA resources sector organisations conduct **manager training** on flexible working

+10% since 2018

**35%**

of the WA resources sector organisations conduct **team-based training** on flexible working

+20% since 2018

Whilst these percentages are under 50%, there are strong positive trends indicating a rapid increase of these policies (emerging trend). It will be interesting to see over time, as percentages further increase, whether this translates through to a higher number of female and male workers occupying flexible roles including part time roles.

# Indigenous Policies, Strategies and Outcomes

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## Recruitment policies and strategies to support Indigenous workforce participation

**34%**

of the WA resources sector organisations have a formal **recruitment** policy or strategy to support workforce participation

The majority (66%) of the WA resources sector organisations do not have a formal Indigenous recruitment policy or strategy to support Indigenous workforce participation.

To enhance Indigenous workforce participation, it is best practice to implement a detailed and culturally sensitive recruitment and induction policy that supports:

- Local capacity building via workforce development and pre-employment training programs;
- Graduate-specific recruitment programs and traineeships;
- Targeted marketing strategies and advertising positions in Indigenous media;
- Contracting an Indigenous engagement professional to assist in implementing recruitment policies and strategies;
- Meaningful partnerships with Indigenous communities and organisations to seek input or co-design recruitment policies;
- Indigenous engagement campaigns at organisation events and expos;
- Establishing an Indigenous professional network and database;
- Local Indigenous organisations and social services;
- Scholarships for Indigenous students wanting to complete work-related studies; and
- Implementing a Reconciliation Action Plan (RAP) and Working Group to address the above.

## Retention policies and strategies to support Indigenous workforce participation

**24%**

of the WA resources sector organisations have a formal **retention** policy or strategy, of these

- 39% Training and Development
- 32% Promotions
- 34% Performance Management
- 27% Mentoring and Peer Support
- 20% Cultural Leave

A large majority (76%) of the WA resources sector organisations do not have a formal retention policy or strategy to support Indigenous workforce participation. To enhance Indigenous workforce participation and retention outcomes, it is best practice to implement a comprehensive and culturally sensitive retention policy that supports:

- A culturally aware, competent and safe workforce and workplace;
- Cross cultural awareness training for all employees, including board, executive, and manager;
- Mentoring programs both inside and outside the workplace;
- Training and personal development;
- Culturally appropriate human resources that address and support the cultural needs of Indigenous employees, including cultural or ceremonial leave, flexible working arrangements, commemoration of significant dates and events such as National Aboriginal and Islander Day Observance Committee (NAIDOC) Week and National Reconciliation Week; and
- Implementing a Reconciliation Action Plan (RAP) and Working Group to address the above.

### BOAB | Indigenous Engagement

BOAB has focused on the need to plan for and achieve a skilled, diverse and dedicated workforce which utilises the unique skills and perspectives of Aboriginal Australians. This has been achieved through the development and successful implementation of an Aboriginal Employment Pathways Strategy and Indigenous pre-employment programs throughout Australia.

These programs have aimed to build organisational cultural competence through cultural awareness/competency training; address and prevent racism; enhance recruitment processes to reduce disadvantage to women and/or Aboriginal candidates; improve retention rates; raise awareness in schools of the apprenticeship opportunities and pathways into the resources sector; and set realistic employment targets.

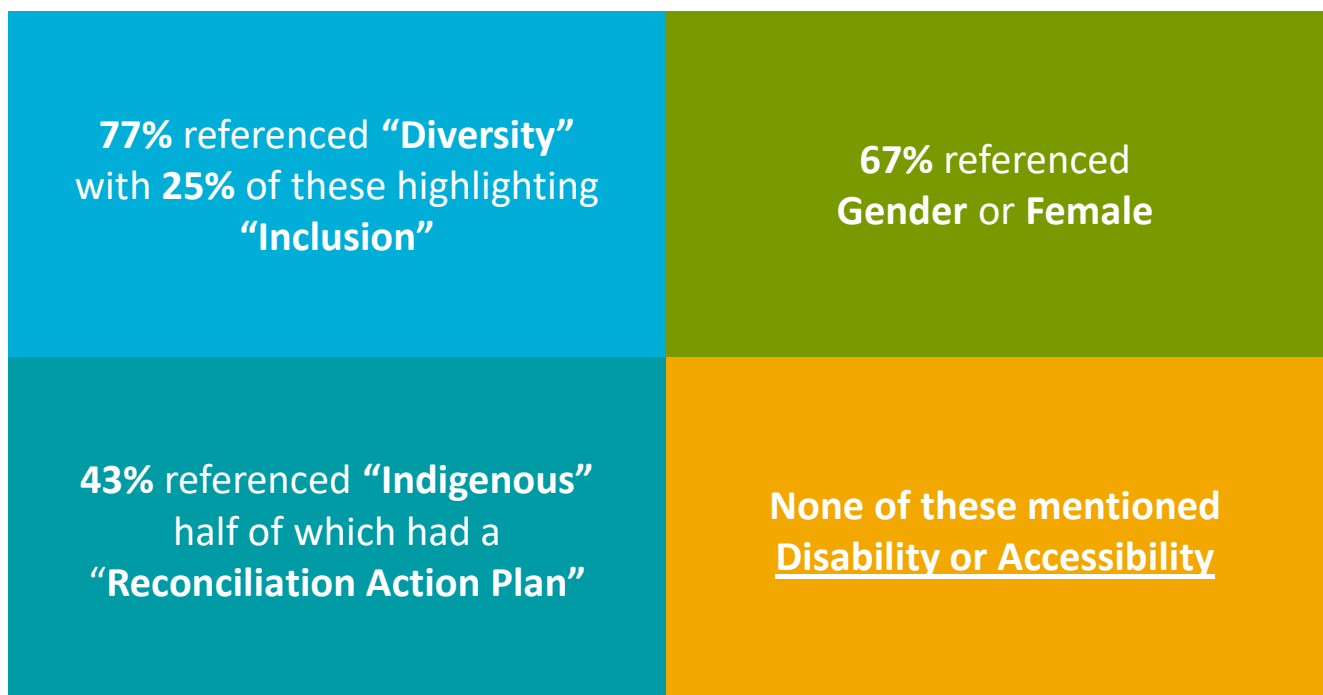
BOAB's clients, including the resources sector, have seen significant increases in Indigenous employees and retention and many program participants have overcome barriers to become work-ready and have improved their overall quality of life. One of the greatest impacts of BOAB's programs has also been to single Indigenous mothers, who have found financial support and a pathway to living an independent and safer life for themselves and their children.

CME WOMEN IN RESOURCES AWARDS 2020 CATEGORY WINNER: OUTSTANDING COMPANY (SMALL TO MEDIUM) INITIATIVE

# WA Resources Sector Annual Report Review

Beyond public reporting in accordance with the Workplace Gender Equality (Minimum Standards) Instrument 2014, the industry is experiencing an increase in the demand from stakeholders in the area of non-financial reporting. One topical area is Environmental, Social, Governance (ESG), where the expectation from many is that organisations should be reporting on ESG matters. The number of those that report in this space is increasing but still very low. PwC's Aussie Mine 2019 report showed that of the top 50 mid-tier miners in Australia under \$5B market cap, 14% of them still do not report on any ESG matters.

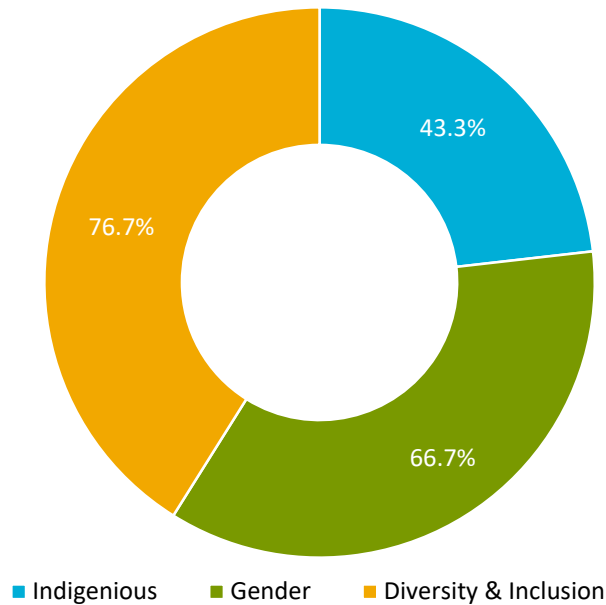
Diversity and inclusion sits well within the 'social' aspect of ESG as a non-financial reporting metric. Based on global trends we can see that stakeholders are starting to demand greater rigour around reporting on these metrics.



*Social Governance reporting can elevate the perception of the WA resources sector*

Source: PwC, Aussie Mine 2019

## CME member organisation annual report summary



Following review of annual reports for 60 WA resources sector organisations, 77% were found to report on diversity and/or inclusion activities, including strategies, policies and committees. A subset of this group, amounting to 67%, further reported on gender activities. A smaller subset again, totalling less than half of annual reports reviewed reported on Indigenous matters in any way. Of those that did, about half referenced their Reconciliation Action Plan (RAP).

Outside of gender and Indigenous performance, it's not as clear how most resources sector organisations are doing on other critical aspects of diversity, such as disability, broader cultural and generational composition. More than ever, shareholders and investors are expecting organisations to disclose progress against a wide range of diversity metrics that are known to be linked to improved performance and to ensure the right mix are employed to deal with the rapidly evolving challenges facing the industry. (Source: PwC, Global Mine 2019, Resourcing the future)

Improvement of diversity reporting, particularly at the board and senior management level, is encouraged to help hold organisations accountable to their diversity and inclusion goals.

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# Way Forward

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# Pathway to Diversity and Inclusion

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From the analysis in this report, there are varied results for the WA resources sector across diversity and inclusion metrics.

It is just as important as ever for our industry to maintain a focus on diversity and inclusion, to continue to make progress. Industry, as a whole, has a role to play to share their latest measures to address diversity and inclusion and adopt cross-organisational approaches for change.

Furthermore, to sustain true change in line with strategic objectives, organisations are advised to adopt a culture of continuous improvement, in order to ensure diversity and inclusion policies and strategies are implemented, effective and sustainable. Whether an organisation is just starting out on their diversity and inclusion journey or looking to make further progress, a similar change process can be undertaken.

1. Understand where your organisation currently stands. Use the statistics in this report to benchmark your organisation against the industry.
2. Collect workforce feedback through organisation wide surveys and diversity and inclusion audits.
3. Identify and prioritise what needs to change.
4. Design a strategy with practical actions and measurable objectives.
5. Implement, track and report your organisation's progress over time.
6. Ensure you have allocated adequate internal resources to diversity and inclusion within your business.
7. Support diversity and inclusion continuous improvement across the WA resources sector by participating in CME diversity and inclusion initiatives.

The WGEA Workplace Gender Equality (Minimum Standards) Instrument reporting questionnaire and Diversity Council Australia's tools and guides are great references on which to base best practice diversity and inclusion initiatives during this process.

Everyone has a role to play to build diverse and inclusive workforces. We all need to keep the diversity and inclusion conversations going, to help shift cultural expectations. We can all be role models at any level within our organisations and influence those around us. We need to sustain our efforts and use our collective ability to continue to make progress.



## Michael Parker

Former Chairman and Managing Director  
Alcoa of Australia

Michael Parker is a strong advocate for diversity and inclusion. He visibly champions diversity to ensure good governance and accountability. He has sponsored Alcoa's Women's Network and chaired Alcoa's Inclusion Steering Committee. Michael has been instrumental in achieving strategic and innovative workplace change as an active member of CEOs for Gender Equity, Diversity Council Australia, and as a WGEA Pay Equity Ambassador.

Michael continues to advocate for and inspire flexible work practices, policies and initiatives, such as female-only traineeships. He firmly believes employers, particularly in the resources sector, have a responsibility to create equality for females to enjoy a long-term and meaningful career which will grow and adapt with them throughout all stages of their lives.

**CME WOMEN IN RESOURCES AWARDS 2019 CATEGORY WINNER: WOMEN IN RESOURCES CHAMPION**

# A Journey, not just a Destination

The following questions may be considered to determine where your organisation is in their diversity and inclusion journey:

- Is diversity and inclusion embedded in the organisation's culture?
- Does the organisation have a diversity and inclusion strategy with measurable objectives, or does it just have a collection of ad-hoc policies?
- Is there adequate resourcing to support changes required?
- Are the diversity and inclusion strategy and supporting initiatives regularly reviewed and measured?
- Are flexible work arrangements available for all positions?
- How does the organisation support and advocate for diversity-related interests to all stakeholders in the business?
- How does the organisation measure the success of the diversity and inclusion initiatives? Is there more that the organisation can do in this area?
- What standards and measures do we employ to benchmark and quantify change?
- Do we hold organisations in the supply chain to account for their diversity and inclusion statistics and approaches?
- How dynamic are the diversity and inclusion communications within the organisation?
- Does the organisation include and discuss diversity and inclusion in the annual report?



Image courtesy of Centurion

# As an industry – CME response and actions

Growing the future workforce and ensuring the Western Australian (WA) resources sector is equipped with the appropriate skills for the future is strengthened by increasing diversity in the workplace. By creating diverse and inclusive workplaces and affording opportunities to enable people to maximise their talents, we will deliver strong economic growth.

It is clear progress has been made, but sustained targeted effort is required to fully realise our ambition. CME is committed to continuing to play a leading role.

CME continues to promote workplace diversity and advocates 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 organisations, to promote a positive and diverse industry image and to work with member organisations to achieve this common goal.

## CME has a strong track record of targeted outcomes:

- **CME Diversity and Inclusion Reference Group (DIRG):** DIRG is a gathering of WA resources sector representatives who meet to discuss gender diversity issues and provide input into associated CME policy and initiative development. The group meets throughout the year to share diversity and inclusion best practice and to spur one another on to continuously improve policies and strategies in their organisations. Since its inception in 2010, the group has been responsible for initiating the Women in Resources Awards, the Diversity in the Western Australian Resources Sector Survey and the Inspiring Girls initiative.
- **Women in Resources Awards (WIRA):** WIRA, in its 11th year, is a pre-eminent diversity and inclusion celebration event for the Western Australian resources sector. This sector wide initiative seeks to enhance recognition and participation of females in the resources sector, and acknowledge individuals and organisations working to build a world class industry that provides attractive career opportunities and develops people's capacity.



- **Inspiring Girls:** An annual careers forum, profiling inspiring females working in the resources sector to female secondary school students and their teachers. The aim of the Inspiring Girls is to increase awareness of the range of diverse and exciting resources career pathways, promote the benefits and opportunities for females working in the resources sector, dispel myths about industry image and facilitate networks and mutually beneficial partnerships between industry and school communities.



- **Diversity in the Western Australian Resources Sector Survey:** This biennial survey measures and reports on diversity and inclusion at a sector-wide level. The survey plays an important role to measure the progress toward increased diversity within the WA resources sector, on the principle of “what gets measured, gets done”. The survey provides an opportunity for participating members to benchmark their organisation against industry averages and provides useful data and insights to facilitate their organisation’s diversity and inclusion journey. CME utilises the data to facilitate their advocacy efforts to a broad range of stakeholders.

- **Family and Domestic Violence (FDV) Collaboration:** CME facilitate this member-led initiative to bring the sector together to advocate against FDV, promote sharing of policies and practices to support those affected by FDV and work together to promote best practice in the resources sector. 'Safe at Work, Safe at Home' is a core principle of the collaboration, a demonstration of the sector's commitment to the safety and wellbeing of their employees.





## **John Galvin**

Executive Vice President Asia and Pacific, Clough

Chair of CME Diversity and Inclusion Reference Group

*The resources sector is committed to embracing and enhancing Diversity and Inclusion within its workforce.*

*The Chamber of Minerals and Energy (CME) represents a significant portion of the Western Australian resources sector and has taken a leadership position in gender diversity over the last decade. The year upon year success of the annual Women in Resources Awards is testament to this.*

*Late last year, the CME Diversity and Inclusion Reference Group met to discuss the future of the group and to ascertain whether it was time for a renewed focus for the group. There was overwhelming support from the committee members to broaden the remit of the group to focus more broadly on Diversity and Inclusion.*

*Many of CME's member organisations are making great inroads in diversity and inclusion. These inroads are not only good for the broader community and the industry as a whole, but also provide better outcomes in decision making and broader business outcomes.*

*The Diversity and Inclusion Reference Group is looking forward to helping drive positive change for the benefit of the resources sector and for the state of Western Australia.*

# Want to find out more?

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Australian Human Rights Commission  
[humanrights.gov.au](http://humanrights.gov.au)

Bankwest Curtin Economics Centre - Gender and Diversity  
[bcec.edu.au/themes/gender-and-diversity](http://bcec.edu.au/themes/gender-and-diversity)

Boston Consulting Group - Diversity and Inclusion  
[bcg.com/capabilities/diversity-inclusion/overview.aspx](http://bcg.com/capabilities/diversity-inclusion/overview.aspx)

Diversity Council  
[dca.org.au](http://dca.org.au)



Image courtesy of Rio Tinto

McKinsey and Company

[www.mckinsey.com/featured-insights/gender-equality](http://www.mckinsey.com/featured-insights/gender-equality)

PwC Global diversity and inclusion free benchmarking survey

<https://www.pwc.com/gx/en/services/people-organisation/global-diversity-and-inclusion-survey.html>

Reconciliation Australia

[reconciliation.org.au](http://reconciliation.org.au)

Workplace Gender Equality Agency

[wgea.gov.au](http://wgea.gov.au)



Image courtesy of Talison Lithium



The Chamber of Minerals and Energy of Western Australia is the peak resources sector representative body in Western Australia. We are a member-funded, not-for-profit organisation representing the views and the needs of members.

CME leads policy development on issues impacting the sector, promotes the value of the sector to the community, and provides an avenue through which members and stakeholders collaborate.

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PwC was engaged by CME to perform data analytics and compile information to assist in the production of this report.

