Resources and Engineering Skills Alliance

Increasing the Involvement of Women in the South Australian Resources Sector

The Business Imperative

Discussion Paper

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SMI CSRM
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The Centre for Social Responsibility in Mining (CSRM) is a leading research centre, committed to improving the social performance of the resources industry globally.

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At CSRM, our focus is on the social, economic and political challenges that occur when change is brought about by resource extraction and development. We work with companies, communities and governments in mining regions all over the world to improve social performance and deliver better outcomes for companies and communities.

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The Centre is led by Professor David Brereton.

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Disclaimer

This study is a desk top review using secondary source data. In preparing this report CSRM has made every endeavour to use the most accurate and up-to-date data available and have cross-referenced and verified where possible, taking into account variability in the project scope and data context of the second-sources. It is important to note potential discrepancies that may arise due to methodological differences or variations in the use of key terminology such as ‘resources’, ‘mining’, and other associated nomenclature.

Australian Bureau of Statistics (ABS) data has also been used throughout the document. The ABS provides the most reliable and consistent labour force data in Australia. However, as has been noted in other studies (SACOME, 2010), the labour force participation data relevant to the South Australian resources sector contains anomalies for some historical periods, hence may result in distortions if data is analysed on a quarter-by-quarter basis. In order to mitigate these distortions, all ABS labour force statistics analysed by CSRM for this study utilise annualised data only averaged over all available annual quarters.

Terminology

For the purposes of this report the terms ‘mining’, ‘resources’, and ‘resource industry’ are used interchangeably and refer to the mining sector only, not oil and gas.

Contents

1. Introduction

Over the last decade the employment of women in the Australian minerals industry has been a topic of research, debate, industry strategy, and public policy. This activity has been fuelled by three intersecting factors:

1. The ongoing challenge of attracting women into the industry and then retaining them, particularly in operational and trades roles, and in remote settings.

2. A ten year growth cycle that has seen the industry's labour demands increase exponentially within the context of a progressively tightening labour market: a situation that is likely to worsen in the near future as a number of major resource projects ramp up through construction and operations.

3. Shifting societal expectations and a growing recognition by both industry and community of the benefits of a diverse workforce, one that is reflective of the communities in which the industry operates.

Figure 1: The Diversity Wheel

Over this same period there has been a significant increase in the proportion of women employed in the industry. A decade ago women made up just eleven per cent of the mining industry's workforce in Australia. Today that figure is closer to 15 per cent – or nearly 34,000 women – many of whom work in occupations and trades formerly considered the exclusive domain of men.

Women in Resources in South Australia

The Business Case

- ***To be competitive:*** *In a tight labour market characterised by intensive interstate competition, the imperative for the South Australian resources sector will be to expand the pool of potential employees as much as possible. The largest, mostly untapped, labour pool available to the industry is women.*
- ***To be adaptive:*** *Technology change has the potential to remove some of the constraints on women's participation in the sector; such as the need to work in remote locations and inflexible rosters tied to operational cycles. The South Australian industry should aim to be on the front foot of change in order to take advantage of new opportunities and offset potential negative consequences.*
- ***To be aligned:*** *Aligning workforce practice with the expectations of the communities in which the resources sector operates will help lower some of the barriers that have kept women out of the workforce and make the industry a more attractive place in which to work.*
- ***To be sustainable:*** *Beyond reacting to current labour supply and demand drivers, the resources industry needs to put in place frameworks to ensure that the benefits of a more diverse workforce are sustained over the longer term. To be sustainable, short-term responses need to be buttressed by long-term policy solutions.*

Despite these gains, the sector remains one of the worst industry performers in Australia when it comes to women's employment and participation. In today's competitive labour market this may significantly constrain the future growth of the industry. To meet its skilled labour requirements, the resources sector must draw from as wide a pool of potential employees as possible.

Coupled with shifting societal expectations, the drive towards workforce diversity in mining has now reached new levels of momentum with governments, industry bodies, and companies refocusing on diversity, attraction and retention strategies, and the question: what more can be done to increase the involvement of women in the sector?

With the exception of Olympic Dam, South Australia's recent mining history is relatively modest in scale and volume, with many of the operating companies best characterised as small to medium enterprises. This is reflected in the State's labour profile, with South Australia accounting for only four percent of the national resource industry labour force.

Although the size of the sector is still relatively small, South Australia is not quarantined from the labour and skills challenges playing out in the national labour market. As elsewhere in the country, mining in South Australia is undergoing a significant expansionary phase with numerous new or growth projects on the horizon requiring substantially increased levels of labour input. Particular challenges facing the local industry include: out-migration, workforce mobility and fly-in-fly-out, cross-state competition, technology adaptation and new opportunities, and the perception of career opportunity. Unless these factors are addressed they will put the State on the back-foot in the battle for skilled resources, potentially impairing project development and the ability to realise opportunities.

It is this context which provides the business imperative for increasing the involvement of women in the South Australian resource sector. In recognising this, the Resources and Engineering Skills Alliance (RESA) commissioned this discussion paper to frame the business case for why it is in the interests of the industry in South Australia to include women's workforce participation as one of its strategic development priorities and to form the informational building block upon which RESA will look to build a response strategy. Drawing on public domain data, we present a comparative cross-state review of female employment in the Australian resources sector, summarise historical trends, and review current and projected demand for new workers. We then frame the case for increasing women's participation around four key business imperatives:

- To be competitive
- To be adaptive
- To be aligned
- To be sustainable

In framing these imperatives we draw on the considerable research that continues to be undertaken in respect to workforce diversity in the industry and the barriers to female employment that have consistently been identified both in Australia and internationally as systemic inhibitors to female participation. We also highlight examples of initiatives that have had positive outcomes for female employment and consider which of these may provide models suitable for adaptation to the South Australian context.

This paper is aimed at a broad audience of industry, policy makers, and community. There remain many unanswered questions for which we have only partial responses due to deficiencies in data and locally specific research. Nevertheless, it is hoped that this paper will stimulate discussion, debate and action on issues associated with women's employment in the South Australian resources industry and the points of positive differentiation that mark this State as unique in the landscape of Australian mining.

2. Women in Mining: a snap-shot of the Australian and South Australian labour force

The mining industry in Australia and in South Australia in particular is a small but significant employer. This is illustrated by the employment and labour force statistics for 2011, which are:

- **11,438,000….** the total Australian labour force
- **239,100….** the total mining labour force, or 2 per cent of the total Australian labour force

- **5,222,000….** the number of women in the Australian labour force, or 46 per cent of the total labour force
- **33,942….** the number of women working in mining, which is 1 per cent of the total number of women in the Australian labour force, and 15 per cent of the total in the mining labour force

- **8,946….** the total mining labour force in South Australia, which is 4 per cent of the national mining labour workforce
- **2,382….** the number of women in mining in South Australia, or 27 per cent[1] of the South Australian mining workforce (ABS, 2011a).

Historical trends over the last twenty years show that during the 1990s the national mining labour force remained fairly static. However, it has more than doubled over the last decade (Figure 2) and, based on current projections, is expected to swell by an additional 69,200 (or 6.1 per cent per annum) over the next five years, making it one of the fastest growing labour demand sectors in the Australian economy.

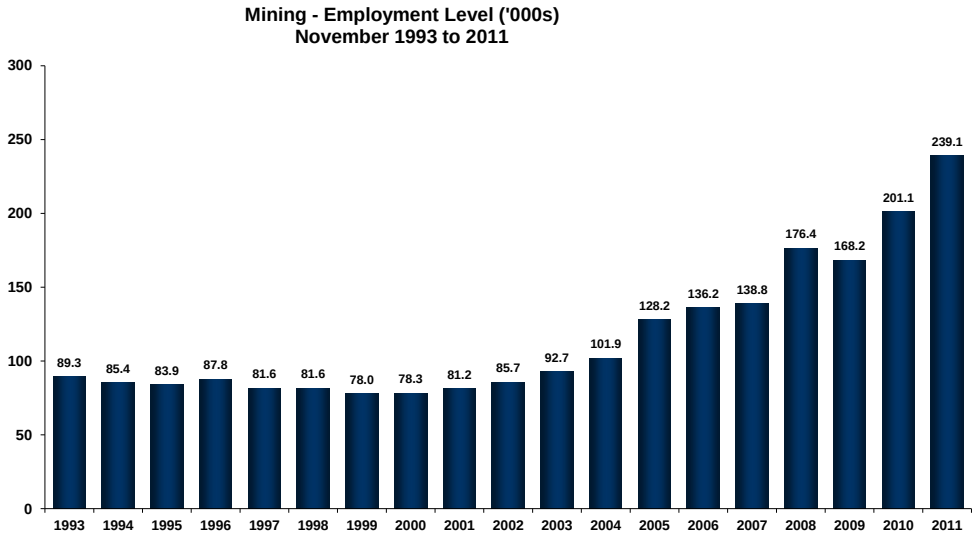

Figure 2: Mining employment whole of Australia ('000s) 1993 to 2011.

Source: Skillsinfo 2011

[1] The participation rate of women in the South Australian resources sector reflects the quarterly average for 2011. This rate does not distinguish between women working in operational or corporate settings.

Mirroring the general employment trends in the industry, employment of women in the industry has similarly increased significantly over this time. Taken over the same twenty year period, female employment in mining has grown from a decade long stasis during the 1990s in which participation rates hovered around 10 per cent to the current participation rate of about 15 per cent. In real numbers, this represents a four-fold increase in women working in the sector (Figure 3).

Mining employment across the states is dominated by the mining intensive regions of Western Australia, Queensland, and New South Wales. Combined, these states account for about 85 per cent of the total female employment in the sector and by virtue of their size, profile, and strong demand for human capital, are South Australia's major competitors in the market for skilled labour.

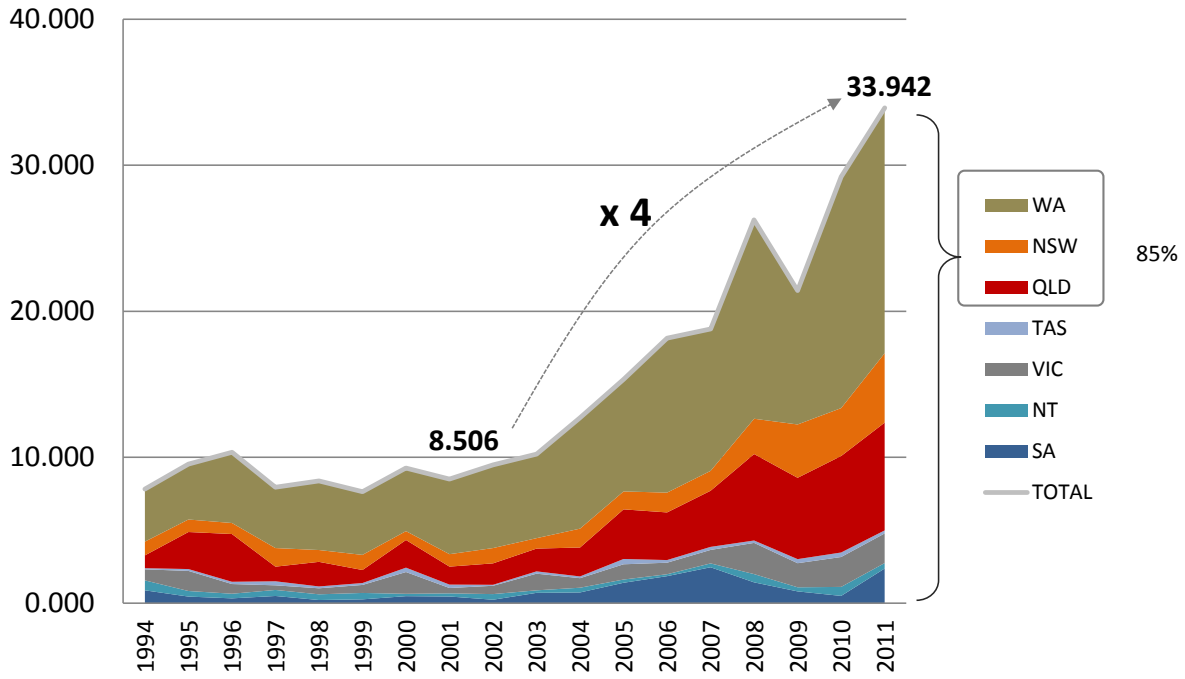

Figure 3: Women's employment in resources by State, 1994 – 2011
Source: ABS, 2011b

When examined on a state-by-state basis, changes in women's participation show considerable variability (Figure 4). As a proportion of the national mining workforce, the ratio of male to female employment has gone from 9:1 to 5.5:1 over the last two decades. However, on a state-by-state basis, it can be seen the states with the largest proportional improvement are Western Australia, Queensland, and New South Wales. For example, Western Australia's male to female employment ratio has gone from 8:1 to 4.4:1, potentially reflecting the intensive growth in mining related activity in that state since 2005 and the imperative, under such growth conditions, to draw its labour from as wide a market as possible. South Australia, on the other hand, shows a less dramatic improvement in its male to female ratio, although this outcome may be a reflection of the particular composition of the South Australian resources sector.

In summary, while South Australia has improving ratios of male to female employment (albeit with smaller numbers), in the context of the current tight labour market conditions, a smaller market such as South Australia will need to work hard if it is to maintain the momentum of increasing female participation. This is the challenge facing the industry in South Australia.

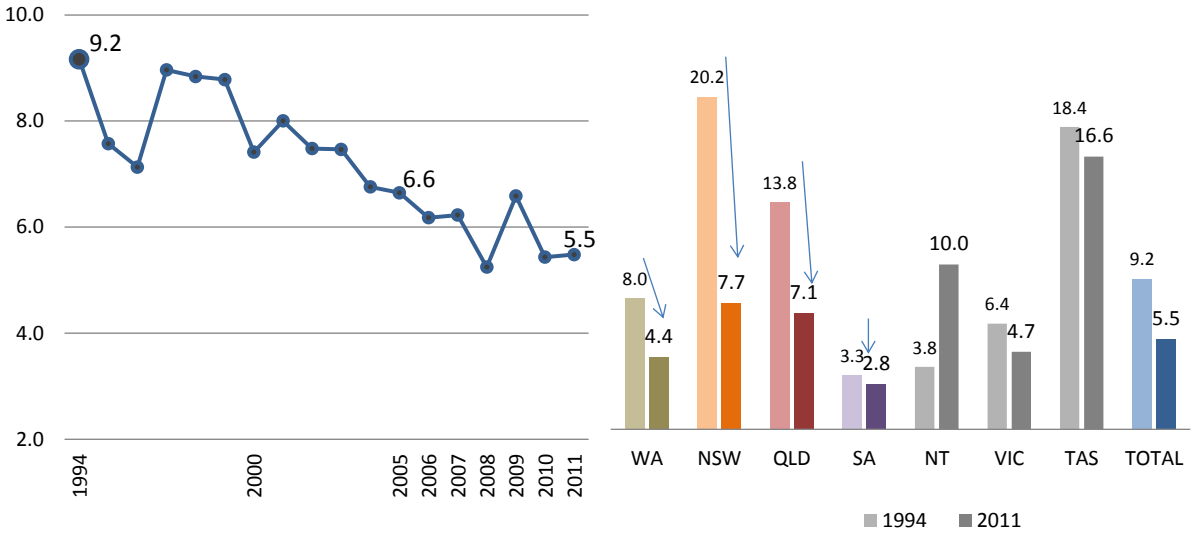

Figure 4: Ratio of male to female employment in the resources industry, 1994 – 2011. Source: ABS, 2011b

3. The Business Case

3.1 To be competitive

The scale and impetus of the growth unfolding in the Australian resources industry has been well documented. ABARE figures (2011a) put the current project pipeline for the national resources sector at about 399 in number, equating to over $429 billion in capital investment.

Industry growth pipeline

399

Number of resource development projects across Australia

$429 billion

Expected capital investment in resource developments nationally

27

Number of advanced resource projects in South Australia

Couple this volume of development with existing operating mines which, in Western Australia, Queensland and South Australia alone stands at well over 400 (DEEDI, 2011a; DEEDI, 2011b; DMP, 2012, DMITRE 2012), the scale of mining development in Australia has strained community and industry capacities to new limits, leading to attenuating pressure points, infrastructure challenges, and community push back. Unless they are addressed, these pressure points threaten to restrict growth and stymie development.

Access to skilled labour is one such pressure point.

Relative to the national picture, the South Australian resources sector has 19 major mines, of which only 13 are currently in production, and 27 advanced projects in the development pipeline (DMITRE, 2012). But these relatively modest numbers obscure the scale of expansionary pressure that the industry is likely to face in the next five to ten years. Included in this pipeline is the Olympic Dam Expansion, which at its construction peak in 2015/16 will require a workforce of approximately 6,000, and will see a doubling of the current operational workforce of 1,700 when it reaches full operating capacity (BHP Billiton, 2009). Couple this with the anticipated ramp-up of mining activity on the Eyre Peninsula and the potential creation of an additional 2,200 direct jobs in the coming decade (RESA, 2011) and it is clear that the scale of expansionary activity facing the sector in South Australia is substantial. Under such conditions the local industry must be prepared to compete with the other mining intensive states if it is to secure the long term viability of the sector

Companies in South Australia are unable or unwilling to compete with salaries on offer in Western Australia in relation to diesel mechanics and exploration geologists (RESA, 2011).

Nationally, labour supply constraint is now regarded as one of the top strategic issues facing the mining industry, both in Australia and internationally (MCA, 2010; Deloitte Touche Tohmatsu, 2010; MIHRC, 2011), with labour shortages cutting across all occupational categories (Skillsinfo, 2011). The scale of these shortages is evident in the number of unfilled advertised vacancies in some of the more competitive labour markets. The Western Australian resource

sector, for example, reportedly filled an average of just 30 per cent of advertised positions in the first half of 2011, compared with a 70 per cent fill rate for other industry sectors in the State (DEERWA, 2011b).

Under the current growth scenarios, it can be assumed that interstate competition within the resources sector for skilled labour will intensify, facilitated by a highly mobile workforce able to move with relative ease from operation to operation and state to state, by virtue of fly-in-fly-out and long distance commuting. Those sectors of the industry that fail to have effective labour and workforce policies and strategies in place will struggle to compete in this environment.

3.2 To be adaptive

Emerging trends in the resources sector

Innovations in technology are changing the face of mining. Principal amongst these innovations are autonomous and remote operations technologies such as automated trucks, rail services, and throughput control, each of which may be operated from control centres far removed from the operating environment (McNab et al, 2011; Franks et al, 2010).

These technologies are already being implemented at mining operations across Australia (McNab et al, 2011). However, the understanding of the community and workforce implications of this change is in its infancy, and the impact of technological innovation on some occupational categories and some sectors of the labour force remains uncertain.

What is known is that as with all change there will be both positive and negative impacts. Understanding and preparing for these impacts will be integral to effective future workforce training and delivery if the industry is to be positioned to take advantage of system change while mitigating negative outcomes for affected workers and communities.

It is likely, for example, that opportunities for some site based entry level and mobile equipment operator positions will diminish. At the same time new roles will be created that will require different skill sets and will not necessitate the worker being spatially located at the site of the operation or bounded by rigid operational roster systems. Factoring the new training (Table 1) and operational landscape into workforce planning will be important if sustainable, long-term positive outcomes are to be secured (McNab et al, 2011)

There are as yet many unanswered questions in respect to the implications of technology change and innovation. These include: what will be the precise impact on future labour demands and skills development, and what are the prospective likely outcomes for Indigenous, female, or youth employment?

Depending on how it is managed, technology driven change potentially offers an opportunity to shift the labour force mix to a more diverse labour profile.

Table 1: Skills required by operators and maintenance personnel for autonomous and remote operations technologies
Source: McNab et al 2011, citing Lynas D, and Horberry, T (2011)

Operators	Maintenance Personnel	
Remote	On-site	Remote
• Need to maintain a knowledge-based behaviour to inform decisions about a course of action in new/unexpected conditions • Balance trust in technology while not being overly-reliant on it • High mental concentration • High level of dexterity • Ability to cope with repetitive tasks • Ability to integrate multiple sources of information • Ability to use and understand computer software • Ability to interpret visual data • Ability to work in confined spaces with extended periods of time looking at computer screens	• Ability to relay information and execute instructions under guidance • Knowledge of technology/computer use • Fault finding • Mechanical knowledge (eg fitters and turners)	• Diagnosis skills • Interfacing with on-site (potentially lower-skilled) personnel • Knowledge of technology/ computer use

3.3. To be aligned

Overcoming barriers to women's employment

Research over the last decade has identified a handful of persistent barriers that inhibit attraction and retention of women into the resources sector. Numerous studies undertaken both in Australia and internationally (Kemp and Pattenden, 2007; Women in Mining Canada, 2010; CMEWA, 2009; CBSR, 2005) have identified similar challenges which may be broadly divided into two intersecting and interacting categories – Industry and Community (Figure 5).

Overcoming persistent participation challenges will require the resources industry to align its workforce practice with the priorities and conditions of the communities in which it operates. Recognition of the complex mix of societal, community, and organisational factors that influence attraction and retention outcomes, and alignment of solutions with community priorities is critical if a step change in women's participation is to be achieved.

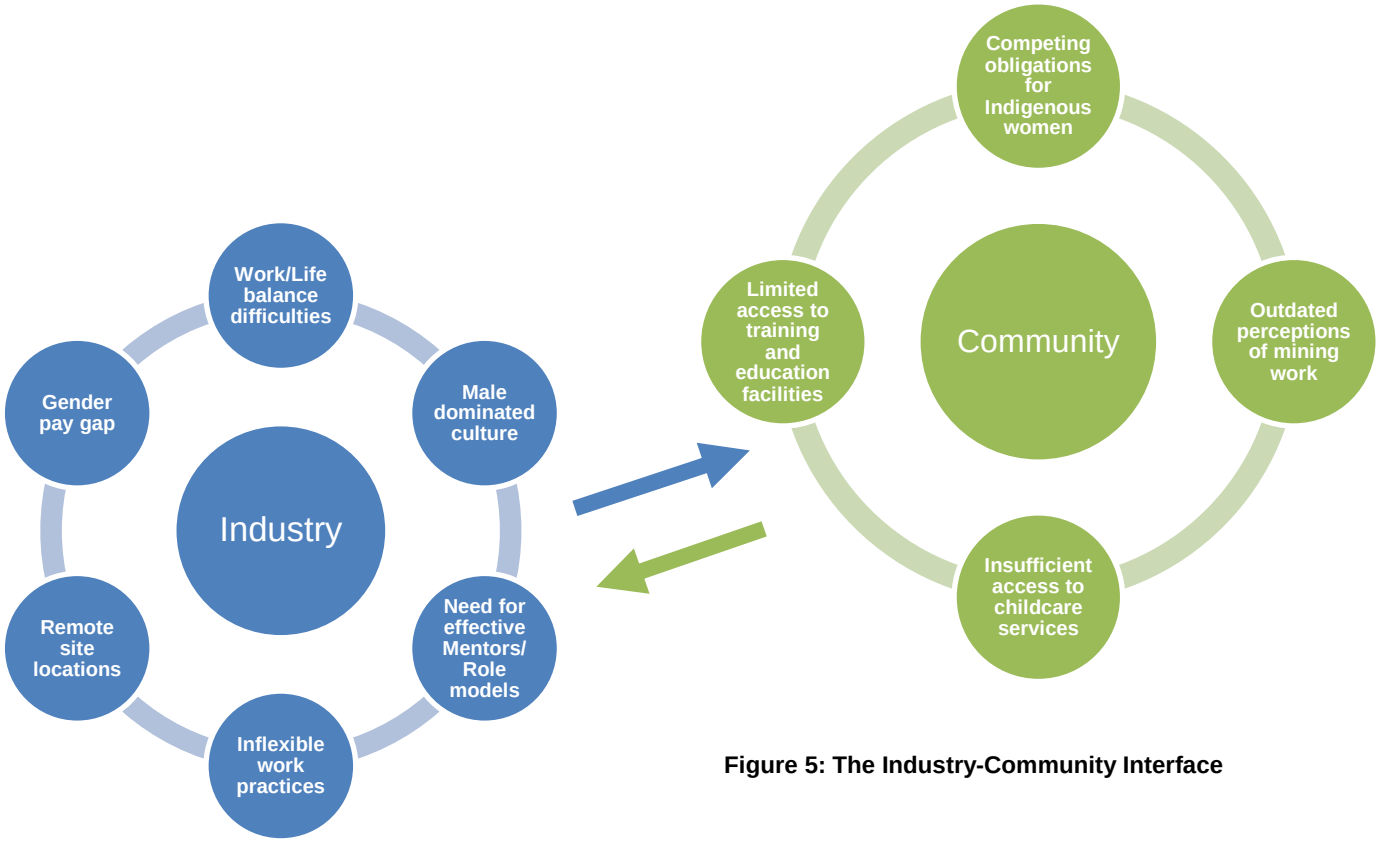

Figure 5: The Industry-Community Interface

Community

Insufficient access to childcare services

Community support and infrastructure available to those with care responsibilities, who are living in regional mining localities, are limited. Where childcare services do exist they are often prohibitively expensive with long waiting lists. The opening hours of services are often incompatible with operational workplace rosters. With women being significantly more likely than men to have primary care responsibilities for children, it is they who experience the most marked impacts on their ability to gain, retain and advance careers in the minerals in industry.

Out-dated perceptions of mining work

Employment in the minerals industry has traditionally been deemed unsuitable for women. Misconceptions of the industry as comprising physical, dirty work continues to discourage some women from seeking employment (Women in Mining Canada, 2010).

Competing obligations for Indigenous women

Many of the employment barriers are shared by both Indigenous and non-indigenous women, however Indigenous women experience the added challenge of cultural and family expectations. Consequently, retention of Indigenous women may be particularly difficult (Kemp et al, 2007). Similarly there are often cultural considerations to be taken into account when determining the working arrangements of some Indigenous women, such as the appropriateness of working alongside, or in supervisory roles to, Indigenous men.

Limited access to training and education facilities

A key reason for the underrepresentation of women in the resource industry is the low numbers who undertake relevant preparatory study in both professional and technical fields. More specifically, completion of trade certificates has historically been a particularly unpopular pathway for young women.

Industry

Gender pay gap

While attractive renumeration and associated benefits are known motivators to encourage industry participation, there appears to be a disparity between the average salaries of males and females in the industry. The Australasian Institute of Mining and Metallurgy's (AusIMM) Renumeration and Employment Survey (2008) identified an eight per cent pay gap for graduates, increasing to 32.3 per cent for senior management positions (AusIMM, 2009). Workplace culture, gender stereotyping, female care responsibilities and limited negotiation skills were all identified as possible causes for the gap between male and female salaries. The pay gap was also identified as a retention inhibitor in the Canadian industry where women employed in the resources sector earn approximately 32 per cent less than males. To put this in context, this gender pay gap is 11 per cent higher than the national average (Women in Mining Canada, 2010).

Inflexible work practices

Long shifts and rigid work arrangements are often incompatible with women's care responsibilities. In a study prepared for the Queensland Resources Council in 2005 (CBSR, 2005), women rated 'the flexibility of working arrangements, e.g. shifts, rosters, part time work, job sharing and working from home', as one of the more dissatisfying aspects of their job (CBSR, 2005). The disjunction between inflexible work practices and care responsibilities is reflected in the age profile of the industry's female workforce, which peaks at 25 to 34 years of age (Kemp et al, 2007).

Remote site locations

The dearth of healthcare and other amenities available in remote mining locations can be problematic for women, particularly those with children or elderly family members. In addition, women at remote communities may be socially isolated from the family, friendship and support networks that might otherwise mitigate the challenges of care responsibilities for working women. Fly-in-fly-out (FIFO) arrangements are particularly ill-suited for women with young children. This challenge is not limited to Australian mining, with 55 per cent of participants in a recent Canadian employer survey citing "Travel/working in remote locations" as a barrier to retaining women in the industry (BC Mineral Exploration and Mining Labour Shortage Task Force, 2011).

Work/Life balance difficulties

Seventy per cent of respondents to the AusIMM's Remuneration and Employment Survey (2009), identified promotion and professional development opportunities as less accessible for employees with care responsibilities. Females also nominated themselves as more likely than their male partners to change their work arrangements to accommodate care responsibilities. In Canada, 85 per cent of respondents to an employer survey cited 'work life conflicts' as the most influential factor inhibiting retention of women in the industry (BC Mineral Exploration and Mining Labour Shortage Task Force, 2011).

Need for effective Mentors/ Role models

For female graduates, establishing positive mentor/role model relationships with either a male or female member of their organisation in a leadership position can contribute significantly to the connectedness they feel to the industry and to their career development. Such relationships may be particularly relevant to Indigenous women who are one of the most underrepresented groups in mining organisations. While the importance of mentor relationships is commonly acknowledged, 49 per cent of respondents to the AusIMM Remuneration Survey were unable to identify female mentors in their organisation (AusIMM, 2009).

Male dominated culture

There is an enduring image of the resource industry as unfriendly to women. This perception of a negative work culture has its groundings in the historical opposition that was levelled at female participation in the industry in the past (Women in Mining Canada, 2010). Over time, however, significant progress has been made towards changing these views. Awareness raising continues to be required both within the industry (in the form of staff development – leadership programs) and externally (in female-focussed recruitment measures) to create an image of a more inclusive industry. This must flow through to change in the attitudes of some leadership teams within organisations. While sexual harassment is not as large an issue as it was the past, some women are still concerned that they are not being given adequate avenues to express their grievances. Interestingly, many of the negative attitudes women hold to the resources industry are reduced or reversed once these women commence employment in the industry (BC Mineral Exploration and Mining Labour Shortage Task Force, 2011).

3.4 To be sustainable

Building a labour force for the long term

Beyond the current supply and demand market drivers, the growth and expansion underway in the industry provides an opportunity for the South Australian resources sector to transform the slow incremental improvement in women's participation into systemic change in the attraction and retention of women. Locking in some of the benefits of this period of prosperity for future generations is a business and societal imperative. Amongst these benefits are improved employment opportunities for a range of groups that have not traditionally had high representation in the industry, principally women and Indigenous people.

Achieving this within the context of the size and composition of the mining industry in South Australia may prove to be the challenge. One of the distinguishing characteristics of the South Australian resources sector is the number of small, or junior, mining enterprises relative to the size of the overall market. In the context of workforce planning, the size of organisations and their ability to develop, commit, and resource strategic policy and implementation programs will be significant. For example, a scan of the websites of the 27 companies (DMITRE, 2012) who are owners or co-owners of South Australia's current suite of developed mines identified that only five publish a diversity or workforce policy statement, either on their website or in annual reports. Twenty-two have no employment or diversity information, albeit one company has a statement of commitment to local Indigenous engagement. In stating these figures, it is acknowledged that some of these companies may be shell companies with no operating presence[2].

Hence, structurally the South Australian mining sector is highly bifurcated, with a handful of larger companies such as BHP Billiton and Iluka at one end, and a suite of smaller operators at the other. The smaller operators are in no less of a competitive market space, reliant on access to skilled labour but with little of the supportive organisational infrastructure enjoyed by the majors.

The long term viability of the industry lies at the heart of the sustainability business case for increasing women's participation. Being seen as a diverse industry, one that is innovative, flexible and aligned with community priorities will contribute to the long term success of the industry. The relativities of size in the South Australian resources sector will require collective and concerted action if the industry is to overcome potential vulnerabilities arising from its particular operating context. Beyond the current labour supply and demand drivers the industry needs to work together to build frameworks aimed at securing the benefits of the current period to enable the long-term wellbeing of the industry and the communities in which it operates. To be sustainable, short-term responses need to be buttressed by long-term, whole-of-industry policy solutions.

[2] Of the 27 companies listed, only 23 have an active websites.

4. Advocating for change: examples of industry initiatives and case studies

Advocacy initiatives

Women in Resources Action Plan: Queensland Resources Council (QRC)

The Queensland Resources Council is the peak industry association representing the minerals and energy resources sector in Queensland. It has been one of the leading organisations advocating for increasing the participation of women in the industry. In 2006, the QRC Board ratified the Women in Resources Action Plan (WRAP) which commits the QRC's member companies to uphold a set of leading practice principles aimed at attracting and retaining women to the sector. The QRC also advocates for women's participation through the Women Resource Awards for Women, an annual event that has gained increasing momentum and profile since its inception in 2007.

The Women in Resources Action Plan

QRC members are committed to:

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

Chamber of Minerals and Energy Western Australia (CMEWA)

As with the QRC, the CMEWA has similarly identified women's employment as a priority focus for the sector and through a variety of initiatives advocates to advance the participation of women in the sectors. Avenues adopted by the CMEWA include development of an "Attraction and Retention of Women in the WA Resources Sector" self-assessment tool, a web-portal "People for the Future", and, since 2010, an annual "Women in Resources" award.

National and State-based Women in Mining Networks

Beginning with the Australasian Institute of Mining and Metallurgy's WIMNet, there has been an expanding network of women in mining groups across Australia. Each group has its own constitution and is designed to meet the needs of local market conditions however one common feature is the facilitation of networking activities aimed at enabling women to maintain connectivity. These groups are run by volunteers with the support of companies and industry peak bodies.

The Women in Mining South Australia Constitution

- *To provide a forum for women in leadership roles within the resources industry*
- *To offer speakers and events for the education and advancement of women in the resources industry*
- *To offer networking opportunities for women in the resources industry*
- *To facilitate discussion and understanding of common issues to support women in the resources industry*
- *To promote the participation of women in the resources industry*
- *To collaborate with other groups supporting women in the resources industry*

Company best practice: innovations in women's employment

Opening pathways to opportunity for entry level employment

There are a number of examples of attraction and retention initiatives targeting women at the entry and operator level. Notwithstanding the potential changes in the industry's workforce composition that may be imminent arising from changes in technology and remote operations, these examples demonstrate the positive outcomes that may come about as a result of innovative and targeted employment practice. Two such examples are Rio Tinto's Clermont Mine "Inexperienced Operator" campaign, and Woodside's Gender Diversity Strategy.

Rio Tinto Clermont Mine's "Inexperienced Operator" campaign

- *Recognising the value of a diverse workforce and the difficulties of recruiting experienced female machine operators, Clermont Mine developed the inexperienced operator campaign.*
- *The recruitment campaign specifically targeted women. In order to do this, the company successfully sought permission from the Anti-Discrimination Commission to run an advertising campaign targeting women.*
- *The trainees came from a range of non-mining related professions.*
- *Recruitment focused on motivations and behaviours, not technical skills.*
- *Existing female managers actively participated in the recruitment process to provide role models for the applicants.*
- *A customised training program was developed, which adopted a stepped process of learning and implementation to build the novitiates' competencies, familiarity, and confidence in a stepped progression.*
- *32 per cent of Clermont's operator workforce is now female, of which 8.5 per cent are Indigenous women, well above the state average.*

Source: Queensland Resources Council

Whole-of-company initiatives: Woodside Energy Limited Gender Diversity Strategy

Woodside's Gender Diversity Strategy, endorsed by the company's CEO and Board, provides one of the most comprehensive examples of gender focused employment design that represents a whole-of-company approach to innovation. Implemented in 2005, the success of the program is reflected in the sizable increase in women in professional and senior management positions from nine in 2000 to forty-six in 2007. The objectives of the Strategy are to:

- Target the recruitment of women into senior positions

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

Realisation of these objectives is supported by a range of initiatives. With a 'fit-for-purpose' approach, some of these may be customised and applied within a range of different company or operating contexts. A full list of Woodside's initiatives may be found in the report "Attraction and Retention of Women in the Western Australian Resources Sector" (CMEWA, 2009). Examples of actions adopted under Woodside's gender diversity initiative include:

Woodside Gender Diversity Strategy

- *Formation of the Gender Diversity Advisory Group (GDAG) comprising the CEO, a Board member, senior female employees and an external representative to assist and provide advice to the CEO and Leadership Team in achieving the objectives of the Gender Diversity Strategy.*
- *Reporting of diversity statistics and initiatives by the CEO to employees at Diversity Briefings.*
- *Bi-annual review of gender parity in remuneration and short term incentive payments.*
- *Identification and raising the profile of top female talent, including formal succession plans for key management positions.*
- *Flexible work options including part-time employment, job sharing, modified start and finish times, working from home, extended leave arrangements and transition to retirement.*
- *'Small Treasures' booklet to provide information to employees prior to commencing, during and when returning from maternity leave.*

Source: Adapted from (CMEWA, 2009)

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