OUR 20% BY 2020 MISSION
LEADING PRACTICE PRINCIPLES FOR THE ATTRACTION AND RETENTION OF WOMEN
The challenging times faced by Queensland’s resources sector over recent years have not diminished QRC member companies’ determination to improve the diversity of their workforces.

This is because diverse workforces, just like safe workforces, are more productive, innovative and profitable. Particularly in hard times, our sector needs to ramp up productivity and innovation, and it’s well documented that these go hand-in-hand with employing people from different backgrounds, cultures and genders.

In 2005-06, women made up just 6.3 percent of our member companies’ workforces in traditionally male-dominated roles, at a time that we were facing skills shortages, particularly of engineers, geologists, trades people and operators. It just made sense to widen our recruitment pool and encourage the other half of our population to consider careers in these occupations.

However, soon, it became evident that it was not just about filling vacancies, but improving the culture, innovativeness, and productivity of our businesses.

Since the QRC Board adopted its Women in Resources Action Plan (WRAP) in 2006, the proportion of women in non-traditional roles has grown from 6.3 percent to 12.5 percent, and overall from 11.5 percent to 15.2 percent.

While the trend line is still in an upward direction, the momentum of change was arrested during the sector’s downturn as our members went into survival mode. This means there is still a long way to go to reach our goal of at least 20 percent women in non-traditional roles by 2020.

To put that in perspective, we must increase the proportion by 2.5 percentage points a year out to 2020, which is less than three years away. This means we need to more than redouble our efforts to reach this rather modest goal.

I am encouraged however by the efforts of many of our members, particularly those who have set very high targets for gender diversity in their workforces.

It’s no small task, but they are already kicking goals. For example, a quarter of BHP Billiton Mitsubishi Alliance’s geologists are female, and women make up 44 percent of their engineers and shows what can be done with commitment from the very top of the business.

Looking ahead, the QRC and its members will continue to work with our other state and federal kindred bodies with their diversity strategies, along with the dedicated volunteers of the networking group Women in Mining and Resources Queensland (WIMARQ).

Our International Women’s Day Breakfast and Resources Awards for Women are in their 11th year, and they are viewed by about 900 people at simultaneous events in Brisbane and our resources communities and mine sites in regional Queensland.

The winners of the annual awards have become valuable ambassadors for the resources sector, while providing role models for women in the industry, and to young women considering their career options.

QRC has also brought the other states on board, and each of them now runs their own state awards and breakfasts. This has culminated in the Women in Resources National Awards, the inaugural one conducted by QRC in Brisbane in 2014. It has since been conducted by our kindred bodies in Perth and Adelaide. The 2017 event is in Launceston.

The QRC also runs a mentoring program, in collaboration with Women in Mining and Resources Queensland and major sponsor BHP Billiton.

Based on the feedback I’ve seen, I have no doubt that the women taking part in this program will be included in our next cohort of industry leaders.

I thank the many senior and experienced people within QRC companies who have volunteered their time and knowledge to this initiative, along with the other QRC members who support the program.

There is a lot of good work being done and the task is not an easy one. It will need continued persistence and ongoing commitment, particularly from the leadership of our resources companies.

Ian Macfarlane
Chief Executive
Queensland Resources Council
QRC member companies have signed on to these leading practice principles for gender diversity.

QRC members are committed to:
1. providing a cultural and physical environment where women feel comfortable, included and valued
2. employment and promotion practices that encourage female participation and retention
3. 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 management, while also meeting operational requirements
4. promoting and monitoring effectiveness of attraction and retention initiatives for women and EEO policies.

Below are some of the ways our members strive to meet these leading practices.

LEADING PRACTICE 1
Providing a cultural and physical environment where women feel comfortable, included and valued.

To the right are actions identified as leading practice in creating an environment conducive to retaining female employees.

QRC member company initiatives include:
• Compulsory diversity and equal employment opportunity (EEO) courses for all staff.
• Appointment or nomination of a trusted person(s) with whom women can feel confident that complaints will be treated confidentially, taken seriously and acted upon.
• Mentoring and networking programs for female employees.
• Improved amenities and facilities for all staff on-site camps, but especially amenities that consider women’s needs such as privacy and location in a ‘safe’ area.
• Personal protective equipment and clothing suitable for women.
• Appointment of EEO representative at individual sites.
• Processes to ensure employees are aware of their rights and obligations in relation to harassment, bullying and discrimination.
• EEO education and training to handle diversity and harassment incidents.
• Employee assistance programs offering confidential, professional and free counselling services.
• Site inductions for new employees and mandatory training in codes of conduct.
• Education material on harassment issues.
• Mentoring and coaching programs targeting women.
• Graduate programs to link women with other female graduates to provide networking and mentoring support.
• Sponsorship of QRC events and programs such as, Women in Mining and Resources Queensland (WIMARQ) networking functions and the QRC/WIMARQ mentoring program, and Queensland Minerals and Energy Academy Workshops with a focus on girls.
• Diversity strategies to facilitate the professional development of women.
• Company networking groups for women.
• Focus groups with women to address matters identified by EOWA.
• Annual employee engagement surveys to collect feedback to identify and address any anomalies.
• Leadership programs for high-potential women.
• Provision of PPE items designed for women, including maternity wear.
• Audits of the facilities on site for women including accommodation, change/bath house facilities, breast-feeding facilities and toilets in operational areas.
• Contributions to childcare centres in resource communities.
• Breast feeding facilities and mothers’ rooms.
LEADING PRACTICE 2

Employment and promotion practices that encourage female participation and retention. To the right are actions identified as leading practice in creating an environment conducive to attracting and retaining female employees.

- Recruitment practices that encourage female applicants, particularly in non-traditional roles.
- Employment opportunities for ‘trailing spouse’.
- Career development programs for women.
- Equal pay and entitlements.

QRC member company initiatives include:

- Scholarship programs focused on attracting females into previously male-dominated disciplines, including mining, electrical and mechanical engineering, minerals processing and geology.
- Diversity in recruitment education sessions.
- Female human resources staff to promote careers in non-traditional roles.
- Pictures of female employees working on site in print and internet advertising.
- Recruitment campaigns that specifically target women for non-traditional roles.
- Targets for a minimum number of female candidates on talent lists.
- Analysis of wages by gender to ensure there is no systemic gender inequity.
- Job evaluation systems to ensure salaries are equitable both internally and in the external labour market.
- Encouragement of female employees to participate in leadership training and to undertake study further career path progression.
- Salary reviews to ensure female and males receive comparable pay for equivalent performance in similar roles.
- High-potential women encouraged to take part in leadership training.
- Support for employing spouses and partners and management of dual careers.
- Couple rooms available at the on-site accommodation villages and flexible rosters that allow employees more time at home with their families.
LEADING PRACTICE 3

Flexible working arrangements for childcare commitments work/life balance.
To the right are actions identified as leading practice in childcare and work/life balance that assist in the retention of women.

- Attractive parental leave provisions, flexible return to work programs.
- Job-sharing.
- Tele-commuting.
- On-site facilities for breast feeding/child care.
- Flexible work arrangements/shift rosters.

QRC member company initiatives include:

- Job-share arrangements and part-time opportunities.
- Design of position descriptions to ensure that they can be undertaken and offered on a part-time, full-time or on a job share basis.
- Flexible hours and rosters.
- Tele-commuting and working from home.
- Parental leave policies often in excess of universal government requirements.
- Return to work plans with flexible arrangements to ease the return to work transition.
- Additional leave to attend doctors’ appointments.
- Ability to purchase additional leave.
- Breastfeeding facilities in head offices and, where practical, on site.
- Support for community childcare facilities.
- Family rooms where employees can look after a child or elderly relative while still being available for on-site meetings and teleconferences.
- Parental leave toolkits.
- Flexible start and finish times, part-time work when returning from maternity leave, and job-share arrangements.
- Support for schooling costs of children of FIFO families.
- Parental/carer’s leave that is equally available to men and women.
LEADING PRACTICE 4

Promoting and monitoring effectiveness of initiatives for women.
To the right are actions identified as leading practice in ensuring the effectiveness of EEO policies.

- Reporting activities to the Workplace Gender Equality Agency (WGEA) or in other publicly available documents.
- Regular assessment of in-house effectiveness of policies including surveys of female staff.

QRC member company initiatives include:

- A majority of QRC member companies provide annual reports to the WGEA and most report on their gender diversity initiatives in annual sustainability reports.
- Most QRC member companies report gender statistics to the QRC to inform women’s attraction and retention policies and initiatives.
- Provision of EEO training and Employment of EEO contact officers.
- Gender equity component to HR reporting.
- Focus groups and surveys involving female participants.
- Analysis of exit interviews to assess any EEO issues in the workplace.
- Monitoring of maternity leave return to work rates.
- Monitoring of both female and male employees’ access to training and development opportunities to identify inequities.
- Reviews of working arrangements and rosters.

LINKS TO USEFUL DOCUMENTS/INFORMATION

- Study into the Retention of Women in Minerals and Energy Resources Sector Queensland Resources Council [www.qrc.org.au](http://www.qrc.org.au) and go to Resourceful Women.
- Women in Mining Network (WIMNet) [www.ausimm.com.au](http://www.ausimm.com.au) and go to AusIMM groups/societies and committees.
- Women in Mining and Resources Queensland (WIMARQ) [www.womeninminingqueensland.com](http://www.womeninminingqueensland.com).
- Women in Mining Western Australia (WIMWA) [www.womeninmining.com/wimwa.php](http://www.womeninmining.com/wimwa.php)