

## Is there a place for women on mining boards?

Peter McCarthy  
Chairman, Bendigo Mining Limited  
Managing Director, AMC Consultants  
Director, The AusIMM  
Director, Castlemaine Goldfields Limited

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### Content:

- Where are the women in mining?
- Where are the skills shortages?
- What are the barriers?
- Initiatives to improve the participation of women
- Do women employees make a difference?
- Is there a place for women on mining boards?

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### Where are the women in mining?

Workforce	• 45% of general workforce
AusIMM	• 9.4% of members
Mining	• 18% of professional workforce • 3% of site-based mining workforce
Mining (Technical professions)	• 7% of mining engineers • 20% of extractive metallurgists • 16% of geologists

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### Women in mining consultancy

AMC Consultants	Total	Number of Females	%
Director	5	0	0%
Regional Manager	6	1	17%
Principal	47	2	4%
Senior Engineer	36	6	17%
Engineer	16	5	31%
Administration	30	23	77%
Other	4	0	0%
<b>Total</b>	<b>144</b>	<b>37</b>	<b>26%</b>

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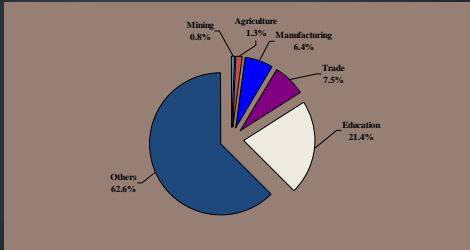
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### Employment of university graduates by sector



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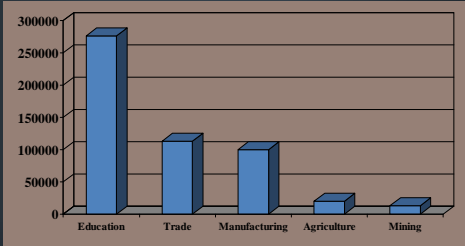
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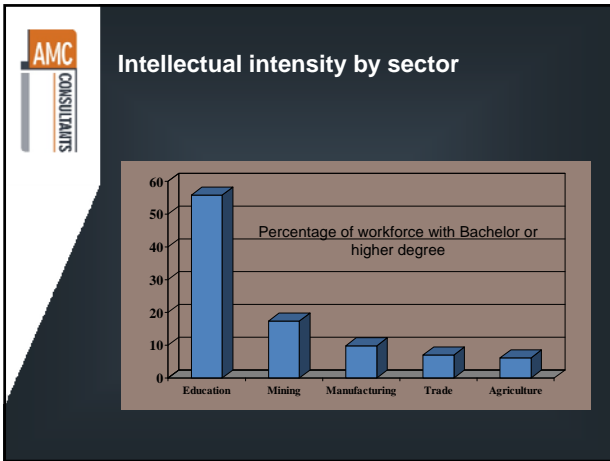
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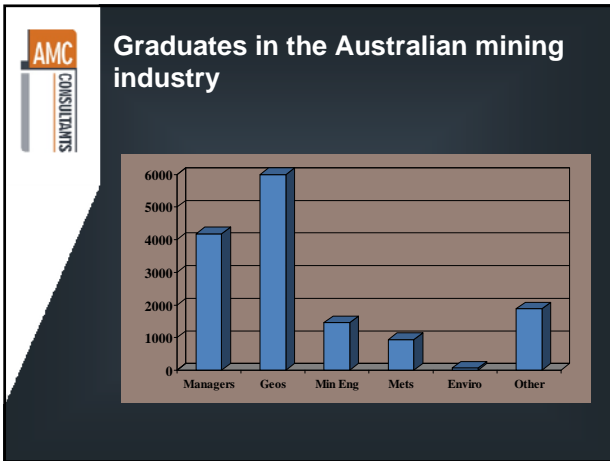
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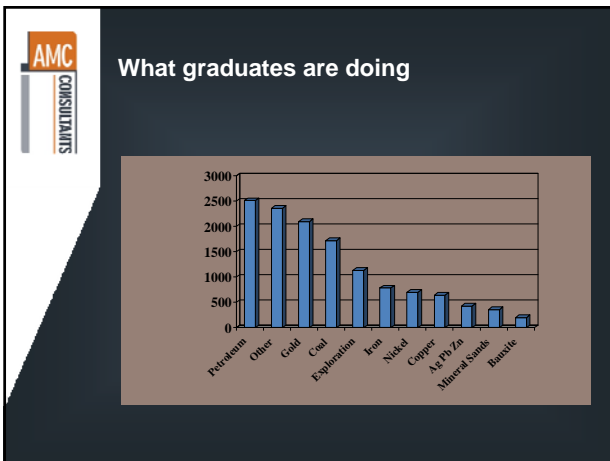
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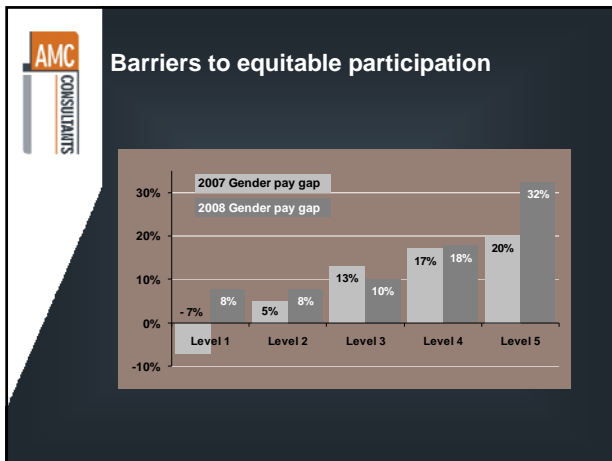
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### Barriers to equitable participation

**Key barriers affecting women**  
*(regardless of caring responsibilities)*

- Tendency to employ 'people like me' (ie men employ men)
- Low visibility of female role models/access to mentors
- Networking issues
- Issues relating to assertiveness and confidence
- Culture
- Discrimination and harassment

**Issues affecting carers**  
*(both genders)*

- Some structural issues due to remoteness, FIFO etc
- Corp. policy not supportive of flexible work arrang'ts
- Line managers or peers not supportive of employees accessing flexible working arrangements
- No on-ramps for primary carers of newborns
- Role of fathers devalued by peers
- Child care

**Other**  
*(both genders)*

- Low valuation of roles not immediately tied to production benefit

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### Who has caring responsibilities?

2008 AusIMM Remuneration & Employment Survey (1893 respondents)

	% of female respondents	% of male respondents
Caring for a child	20.7	26.2
Caring duties resulted in reduced worked hours	57.4	19.2
Caring meant switching to similar role in a different org	25.5	8.4
Caring costs are a disincentive to continue in current role	25	10.6
Caring costs are a disincentive to continue work in mining area	20.8	15.0

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### Fathers want flexibility too

**Lack of recognition of shared care**  
*"Companies should encourage flexible working arrangements to allow shared caring responsibilities. This is a mindset that many senior managers can't fathom as they are baby boomers or builders and they don't believe that its the fathers job to get involved in this area."*  
- Metallurgist, Male

**Lack of proactive encouragement**  
*"Companies should actively promote access to HR or organisational equivalent for fathers to negotiate requirements to accommodate caring responsibilities."*  
- Geoscientist, Male

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### The 'problem' with flexibility

- The senior management's "boy's club" may not recognise that people have non-work priorities
- Some managers believe that companies should not have to accommodate non-work issues and that Gen Y want to "have it all"

**BUT**

- Commitment to flexibility does not mean that everyone has their needs met at the expense of the organisation
- Commitment to flexibility means that requests to accommodate non-work priorities will be considered fairly in light of organisational needs and value of person to organisation

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### Initiatives to improve the balance

The Women in Mining Network is a network under the auspices of the AusIMM and membership is open to all engaged in the industry

Vision - A mineral resources industry where:

- all participants are treated fairly and equitably, and
- which is admired for its people and its leadership



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### Ongoing activities of WIMnet

<b>Support</b>	<ul style="list-style-type: none"><li>• Networking events</li><li>• Professional Development Seminars</li></ul>
<b>Visibility</b>	<ul style="list-style-type: none"><li>• Increasing women's visible participation in AusIMM activities</li><li>• Communication with 'kindred bodies' and the public</li></ul>
<b>Research</b>	<ul style="list-style-type: none"><li>• Gender Pay Gap</li><li>• Work Practices and Equity Survey</li></ul>
<b>Advocacy</b>	<ul style="list-style-type: none"><li>• Child Care</li></ul>
<b>Collaboration with industry</b>	<ul style="list-style-type: none"><li>• Professional development opportunities</li><li>• Information and benchmarking</li></ul>

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### Other initiatives

- Women in Mining Western Australia (WIMWA)
  - 1000 members, bi-monthly functions, 200 attendees
- Women in Mining and Resources Queensland (WIMARQ)
  - ([www.womeninmining.com](http://www.womeninmining.com))
- "Women on Boards" events
- Negotiate your salary workshops with APESMA



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### Gender pay equity and associated issues for women in mining - Survey Report (2009)

*"The people who need to change ... are the people who don't take the gender programs seriously... so don't make it about gender, make it about improving operational performance through better workplace standards and practices."*

- Mining Engineer, Female



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### Actions to support women in particular

- Implement a process for tracking comparative male and female salaries within a company
- Identify and support visible female role models within the organisation and/or industry
- Facilitate mentoring opportunities among women in industry
- Develop and consistently implement a meaningful diversity policy
- Develop practical training programs aimed at increasing appreciation of diversity at managerial level
- Develop targeted professional development programs for women aimed at increasing their equitable participation
- Provide support for women in mining networking events
- Encourage social activities that are inclusive of women and carers



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### Actions to support all carers

- Implement a corporate policy on workplace flexibility and define what this means throughout the organisation
- Develop a set of resources to facilitate transparent negotiation of flexible work arrangements
- Have in place a Paid Parental Leave Policy
- Have in place a 'return to work' policy for people taking paid parental leave
- Address attitudinal bias and practical barriers to effective implementation of workplace flexibility
- Support male employees with significant caring responsibilities
- Ensure there is access to quality and affordable child care for employees



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### Recommendations for Government

- Make work related care expenses tax deductible
- Extend Fringe Benefits Tax Exemption to all employer-sponsored child care
- Increase the number of child care centres in regional and remote areas, ensuring that operating hours correlate with prevailing work patterns in the region
- Develop educational resources for companies aimed at increasing equitable participation by men and women in the workforce
- Develop educational resources for companies aimed on successful return to work measures for employees on parental leave
- Implement a Paid Parental Leave policy as recommended by the Productivity Commission



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### Do women employees make a difference?

- Social licence to operate – communities are increasingly demanding that among other things, companies operating in their midst recruit locally, but also aim for a workforce that reflects the diversity within the local community – and that includes hiring women
- The skills shortage will be back with us within 12 months – women are still the biggest untapped part of the workforce as far as the mining industry goes
- Mining has a high turnover of employees and a very transient workforce, which comes at a cost. It is likely that this could be reduced if the workforce was more balanced and diverse.

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### Yes, there are Women in Mining

 **Karen Read** - Manager Business Planning and reporting for Xstrata Copper. Member of several external boards.

"Women show greater participation in decision making and undertake much tougher monitoring of the CEO and more alignment to their stakeholder interests".

 **Nicole Hollows** – Managing Director of Macarthur Coal. President of Queensland Resources Council.

"Once you've proven yourself, it's an equal playing field. I'm not a believer in the glass ceiling."

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### Women in Mining – a personal perspective

 **Natalie McCarthy** - Manager Business Improvement, Europe Middle East and Africa, Rio Tinto Alcan.

 **Melanie McCarthy** – Manager, AGD Costerfield Mine, Victoria. Board Member, North Central Catchment Management Authority.

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- The AusIMM
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