

More than just a buzz phrase

Inclusion and diversity in the Singapore mining and resources industry

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Introduction by PwC



Charlotte Hsu
*D&I Leader,
PwC Singapore*

Like many organisations around the world, we at PwC are living through fundamental changes in the way we work. It is easy to focus the conversation on technology and automation, but we believe that there is a bigger story at play – new business models, government regulations, and consumer behaviours, just to name a few.

This is why inclusion and diversity remain high on our priority list. We believe that in order to solve these more complex challenges, we need to continuously bring more creative, diverse ideas to the table. One of the ways to do this is to build and nurture a culture that supports gender equality. When men and women work together, the workplace is more productive, and more innovative decisions can be made.



Angelo Estrera
*PwC Partner and BHP
Global Relationship
Partner*

In PwC, we continue not only to be inclusive hirers, but also retain talent to strengthen our value to our clients, illustrated by the 44% composition of females in the Global Leadership Team, and the attainment of equal-salary certification by several PwC firms. The PwC network also actively participates in the UN Women's HeForShe movement, where at least 49,700 PwC men have pledged to be advocates for gender equality. Specifically, in response to rapid advances of technological innovation, PwC is committing US\$3bn to upskilling – investing in training our people and in technologies for supporting clients and communities.

PwC Singapore is proud to share that 58% of its workforce are female and that our female representation at senior management positions stands at 32%. About one in two workers in Singapore believe automation will significantly change or make their job obsolete within the next ten years; PwC Singapore acknowledges the importance of offering equal access to digital upskilling, to empower females to step into roles that have traditionally been filled more by males and support equal access to opportunity and employment.



Chintan Ganatra
*PwC Partner and
Energy, Utilities &
Resources Leader for
Southeast Asia*

The great news is that we are not doing this alone. More organisations now build inclusion and diversity as part of their overall business strategy, governments now require transparency around pay and leadership appointments across genders, and groups like WIMAR continue to progress the gender equality conversation and call for more concrete action. It is no longer enough to simply be aware; workers want to see tangible outcomes.

We are pleased to continue our partnership with WIMAR in preparing this report. This year, we have included a new topic that has a significant impact on gender balance in the workforce – digitalisation and automation.

We hope this report brings you valuable insights about the importance of offering equal opportunities for all, as well as to promote cross-sector partnerships to amplify and accelerate economic and social progress.



Introduction by WIMAR

Since WIMAR SG and PwC Singapore began collaborating on studies of the state of Inclusion & Diversity (I&D) in the Singapore mining and resources industry in 2016, the world has seen a raft of movements for equality ranging from the #MeToo movement, to regulatory changes mandating disclosure of gender statistics. The pause in life brought about by COVID-19 has given many of us the chance to reflect upon humanity and the things that matter. People are finding the courage to #speakup for equality, and the need for not just diversity, but inclusivity. These movements will have a significant impact on the workforce and workplace of the future. Employees will demand more inclusion within a workplace, and, living inclusion and diversity policies will drive talent retention across industries including mining and resources. Indeed, the findings of this year's report are consistent with developments internationally placing the spotlight firmly on leadership and the importance of leadership bringing values of inclusion and diversity to action. The true benefits of diversity can only be enjoyed if there is inclusion. As the saying goes, talk is cheap. Let's start walking the talk.

When WIMAR SG collaborated with PwC on its first industry I&D report in Singapore in 2016, the findings inspired us to provide programs to support development of female talent in mining and resources within Singapore with a focus on equipping female professionals within the industry with the knowledge, skills and confidence to challenge the status quo in a traditionally male dominated industry. As an organisation we have evolved and are proud to say that we are now truly living our mission of inspiring a new generation of thought leaders through our flagship events:

- The **WIMAR Annual Gala and Awards**: Our annual gala celebrates the achievements and acknowledges those partners and members who have made invaluable contributions to our industry. The awards are presented to outstanding individuals and groups that have made a significant contribution to I&D within the mining, energy and resources industry in Singapore.

- The **WIMAR SG Mentoring Programme**: A good mentor is an invaluable asset. Through this program, senior industry leaders mentor young professionals through the sharing of experiences, introduction of networks, and the building of relationships.
- The **Accelerated Leadership Programme**: At WIMAR SG, we believe that leadership skills are a combination of both nature and nurture. This program has been specifically designed for mid-career mining and resources professionals focusing on nurturing their leadership capabilities in order to move to the next level in their careers.
- **Career Interviews with industry leaders**: We created WIMAR SG's own 'TEDTalk' with leaders across a broad range of issues impacting our industry. how to achieve success in your career.
- **WIMAR and Women in Energy (WiE) collaboration at INSEAD Business School.**

As we look ahead into 2020 and beyond, WIMAR SG will continue to push the agenda of inclusion and diversity to achieve our vision of developing the next generation of leaders who are diverse, inclusive and consider all as equal, regardless of gender, race, ethnicity.

About WIMAR SG

*Women in Mining and Resources Singapore (WIMAR SG) is a growing community that provides **networking, mentoring and professional development** opportunities to both women and men in the mining and resources sector in Singapore. From a fledgling organisation founded in 2013 and representing a handful of members, our member base has now grown to 23 companies and 11 individual members.*



Executive Summary

Over the years, conversations on inclusion and diversity (I&D) have slowly moved the dial for gender equality in the workplace. We are now at the point where countries have introduced gender representation mandates in organisations, and job applicants now consider I&D in choosing an employer.

In 2016, when this study was first conducted, we focussed on career development and female role models. Four years on, we still find that these topics influence gender equality, and now alongside the impact of rapidly evolving technology. More importantly, we see employers and employees being more acutely aware of the change in expectations: holding leaders more accountable and ensuring that lip service is accompanied by action; and adjusting to new ways of working that more effectively balance work and personal lives.

Our survey was completed by over 125 respondents, alongside seven face-to-face, one-on-one interviews with nominated leaders from WIMAR member organisations. We talked about their personal experiences and observations on the three primary topics of the study and some of the notable results from the survey.

Now more than ever, with the uncertainty and challenges the world is facing due to the outbreak of COVID-19, we need to be aware of how different groups of people – men and women, in particular – are being impacted.

While this study was conducted before the global outbreak, we now find that the pandemic is bringing to the surface topics that can affect gender equality, particularly workplace flexibility and emerging technology.



Executive Summary

This study covers 3 themes that are top of mind in the industry in Singapore:

Leadership and mentoring

I&D discussions have largely been concentrated at leadership, putting pressure on leaders to set the right tone for their workforce. But the expectations of males and females of their leaders are markedly different, which can sometimes put females under pressure to conform to leadership models that don't account for both male and female perspectives. Unsurprisingly, one of the most called for initiatives is leadership development and sponsorship programs tailored for women. In addition, formal and informal mentoring programs are viewed as valuable to employees and can open doors in their careers, especially for women.

Perceptions and realities of gender equality programs

Organisations continue to commit to improving gender equality through programs such as hiring quotas and flexible working. But there is a gap between the objectives of these programs and their actual impact. Organisations need to ensure that they maintain transparency around these efforts and their impact, in order to keep the momentum going.

Workforce of the future

Digitalisation and automation have brought tremendous improvements to productivity for mining and resources organisations in Singapore and have been widely embraced. As roles change with technology, the “upskilling” required can provide more opportunities than in the past for women in the workforce. This responsibility of upskilling is one that needs to be borne by both employers and employees.



Section 1

Leadership and Mentoring

Highlights

- Respondents call for more leadership development and sponsorship programs for women, training to continue to increase awareness of topics such as unconscious bias, and more transparency around leadership and mentoring initiatives
- The expectations and perceptions of males and females of their leaders are markedly different, which can sometimes put females under pressure to conform to a certain mould of leadership that is based on traditionally male characteristics and expectations
- Informal and formal mentoring are invaluable to employees and can open doors, especially for women

Balanced representation between genders in leadership roles of companies has been the subject of considerable public debate in recent years, particularly with the introduction of legislation governing quotas for women’s representation: India, France, Spain, and Pakistan for example, now have quotas for women on corporate boards of publicly listed companies.

In addition to the case for greater gender equality, a growing body of evidence suggests that stronger financial performance and heightened investor confidence are associated with gender-diverse boards.¹

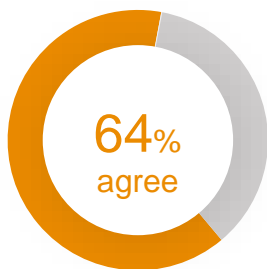
The story starts well before the appointment of women to company boards and executive positions, however. To achieve sustainable change, company leaders must change the conversation: they must also focus on developing talented junior

women – now – for future leadership roles. That is, along with enhancing leadership diversity, there should be efforts to attract, mentor, and retain younger female talent.²

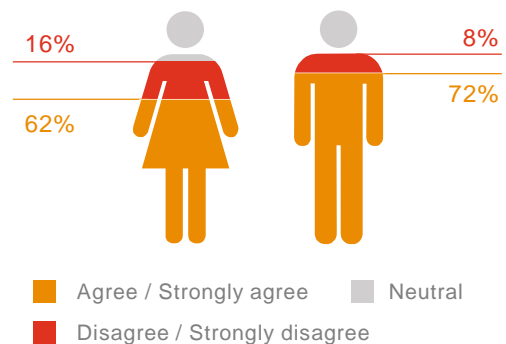
What makes a leader?

In our interviews with several industry leaders, we asked how they developed and refined their own leadership styles, and the lessons they learned along the way. Some interviewees set themselves on the path to leadership early and consciously worked on skills such as speaking out and taking a firmer stance on decisions, in spite of sometimes feeling “shy” about their abilities. Others had leadership opportunities thrust upon them unexpectedly, and they say that agility and resilience to respond and the confidence to “have a go” were critical.

We asked respondents if they believe their leaders, both male and female, are able to actively demonstrate the qualities that are consistent with their organisations’ diversity goals.



“The senior leaders in my organisation act in a way that is consistent with our gender equality strategy and initiatives.”



Specifically, in the subject of I&D, respondents feel that their leaders can do more to promote gender equality in the organisation. When asked about additional actions, the initiatives that are most commonly called for are:

- Leadership development and sponsorship programs for women
- Further training on I&D issues such as unconscious bias
- Better transparency and communications on ongoing initiatives

1. Enhancing board diversity disclosures in Singapore: Taking the next steps, 2018
 2. Next Generation Diversity: Developing tomorrow’s female leaders, 2014.

While female representation quotas are one of the most common gender equality initiatives, some respondents (6 out of 50 that responded to the question) felt that quotas should be utilised more responsibly, to avoid hiring or promoting individuals that are not yet ready for leadership roles. One of our interviewees felt that an over-reliance on quotas can actually do more harm than good to gender equality.

Another 6 out of the 50 respondents to the question said that “practicing what they preach” is ultimately important, and that leadership should focus on making sure that existing gender diversity initiatives continue to be impactful and are actually put into practice day-to-day.

Some also remarked that it may be useful to have programs targeted at men as well, not only to deepen their awareness of and involvement in the subject but also to reinforce the message of equality.

On relying too much on female leadership quotas:

“Unfortunately, women are sometimes promoted before they are ready and without the required support. If they underperform or do not meet required expectations for a title as a result, it moves us further from the goal of females being seen as equally competent.”

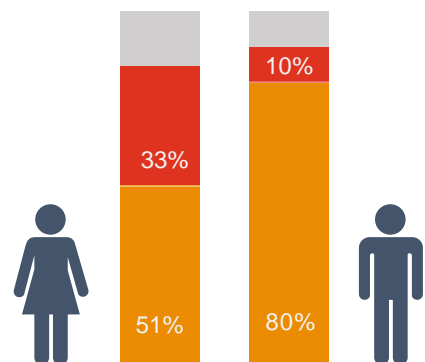
- Interviewee

Perceptions of leadership

A divergence of opinions between men and women was evident in a number of the questions in our survey – in some cases, a difference of as much as 20 to 30 percentage points.

This was observed, for questions on “equal representation in decision making” and “freedom to exercise leadership styles”.

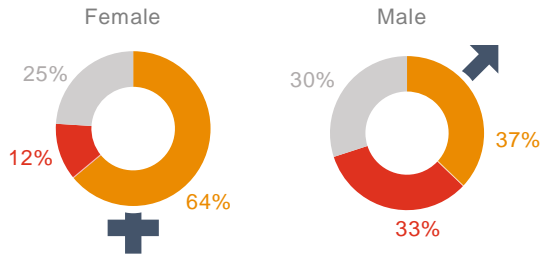
“All genders are represented in decision making forums or committees across my organisation.”



- Agree / Strongly agree
- Disagree / Strongly disagree
- Neutral

“There is a difference between male and female leadership.”

- Agree / Strongly agree
- Disagree / Strongly disagree
- Neutral



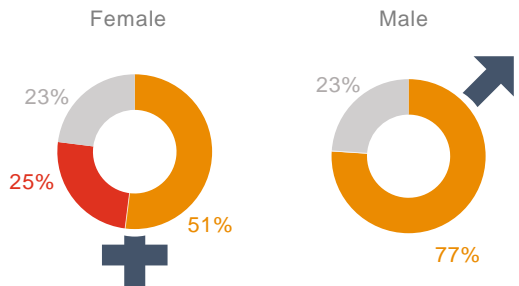
The responses suggest that in the mining and resources industry, a significant percentage, particularly male, do not believe or perceive that there is a difference. This is further supported by the question on leadership styles. When asked about the freedom to exercise leadership styles, men tend to agree more than women that females are able to do so without being subject to gender

or culture stereotypes.

The responses imply that women may feel the need to conform to a certain mould of leadership that may be different to their true personalities. In spite of this, when asked for examples of qualities a leader must demonstrate, the respondents’ answers remained largely gender-agnostic.

“Female leaders in my organisation are free to demonstrate their own leadership style without being subject to gender or culture stereotypes.”

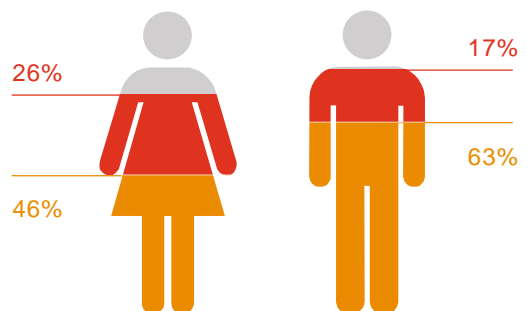
- Agree / Strongly agree
- Disagree / Strongly disagree
- Neutral



When asked if respondents are comfortable raising concerns about gender equality to senior leaders, two-thirds of men agreed while under half of women did so. Interestingly, these results are broadly similar to other industries, but nonetheless, the difference between male and female responses indicates that there is work to be done to ensure that both men and women feel they have equal voices, allowing for all voices to be heard.

“I feel comfortable raising concerns about gender equality to senior leaders in my organisation.”

- Agree / Strongly agree
- Disagree / Strongly disagree
- Neutral



Many qualities that respondents listed to describe a leadership were **gender-agnostic**, using language such as

Visionary
Empowering
Enabling


Mentoring the future leaders

Mentoring is one of the most powerful tools in supporting employees, especially those who are younger and less experienced, to navigate their careers. The impact of mentoring can open doors and, for women, accelerate the process of breaking through the “glass ceiling”.

In our interviews with industry leaders we asked about the characteristics they believed made a good mentor. They all had one thread in common:

“ There was a genuine interest in my development and they wanted the best for me. ”
- Interviewee


The most common responses were:



Mentors show genuine interest in their mentee, where mentors have no other vested interest other than to guide and share experiences

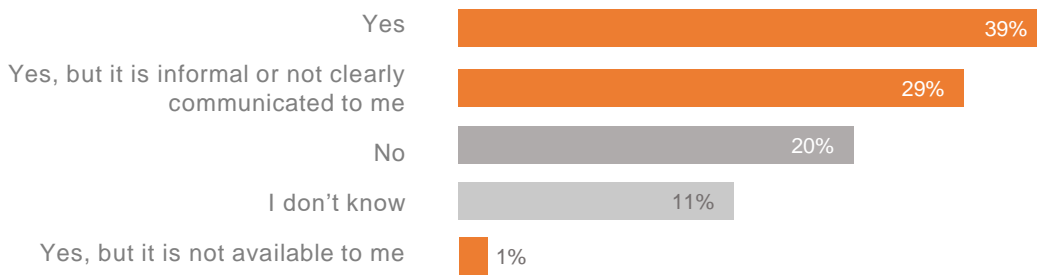


Mentors share their stories and vulnerabilities



One of the most powerful outcomes of a good mentoring relationship is that “a mentor should be able to nudge you into action”

Does your organisation have mentoring programs or initiatives?



The interviewees brought a mix of experience with both formal (through a company or community program) and informal (through a relationship with another person, where one gains support and knowledge) approaches, both of which they found equally beneficial and created lasting connections between themselves and their mentors or mentees. Formal mentoring programs are very common; almost 70% of survey

respondents reported having a mentoring program in their organisation. About 30% said that it was an informal program or was not clearly communicated; however, it is worth noting that informal mentoring relationships can sometimes be more satisfying for the mentor and mentee because they are formed on a genuine connection. Not coincidentally, over 70% of Fortune 500 companies have dedicated mentoring programs.

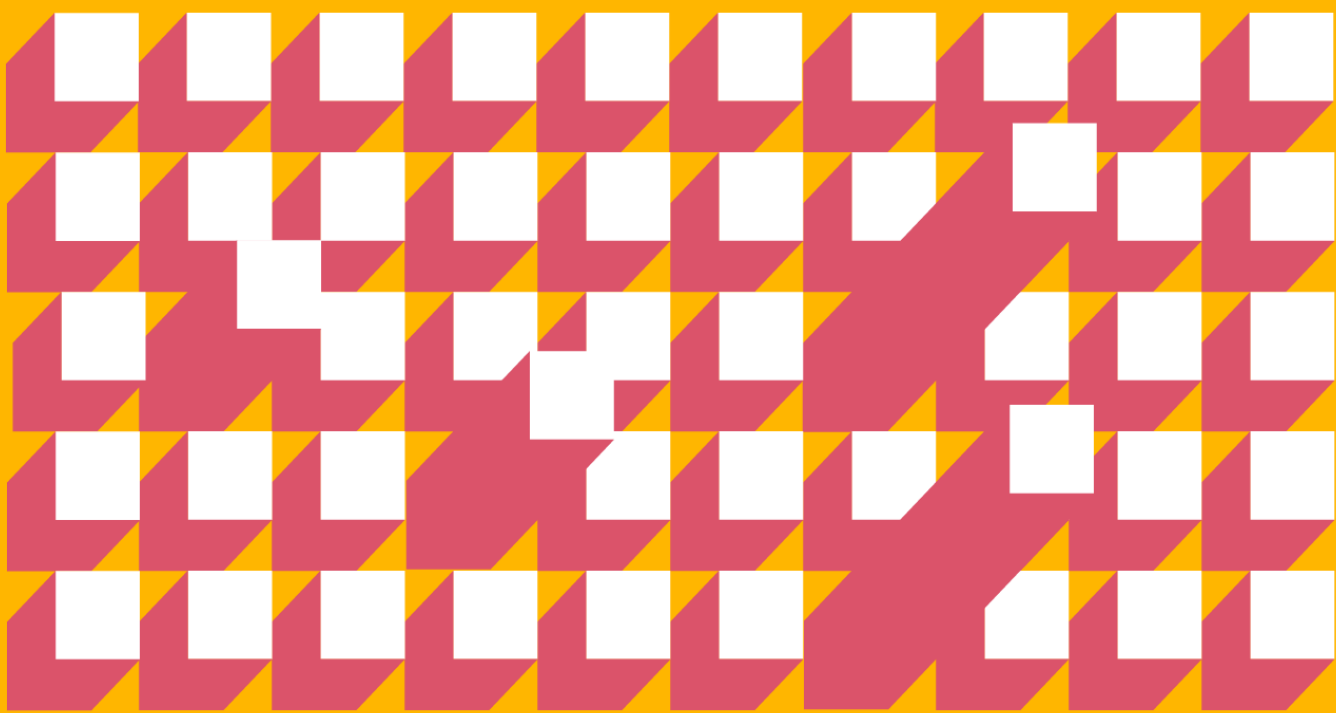
How can we encourage those in more junior ranks and groom them to become future leaders?

Give opportunities on projects to lead, and encourage them to take initiative to do so

Focusing on the growth mindset

Informal coaching role of staff (practice)

Personal development plans with tangible actions (S.M.A.R.T)



Section 2

Perceptions and Realities of Gender Equality Programs

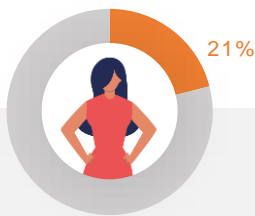
Highlights

- Respondents believe that while their companies have improved in recent years in promoting gender equality and inclusion, more can be done to turn this into practice
- Increasing female representation in senior positions is a common commitment made by organisations. While mining and resources companies in Singapore are relatively distant from the global mining average, they remain in line among other industries in Singapore.
- Hiring, compensation, and promotion practices can be unconsciously affected by gender biases. Less than half of respondents felt that gender equality and inclusion is built into these practices.

Organisations all over the world are largely aligned in their support of gender equality and diversity in the workplace; they acknowledge the significant effort and resources required to embed policies, practices and change cultures. In Singapore, around 8 in 10 employers (78%) surveyed by PwC in 2017 have incorporated inclusion and diversity as part of their employer brand.³ However, these objectives are not always matched by efforts and results, and our research demonstrates a difference between men and women in their perception of their companies' efforts.

Increased female representation

One of the most common commitments to gender diversity that organisations have made is establishing a female representation target in the workplace, especially in senior positions.



According to the 2019 edition of PwC's Mine Report, at the board level, females represented 21% of the boards of the largest 40 mining organisations globally, of which 13 appointments were made in the last year.⁴

In contrast, less than 30% of our respondents said that 0 to 10% or 11 to 20% of their company boards are female. Only 8% responded with 41% - 49% or 50%.

At the C-suite level, almost a third of respondents indicated that their C-suite is 20% female.

The reported proportion of women in the workforce increased as the grades moved to more junior levels. Graduates and specialists have the largest representation, with a quarter of respondents indicating the female representation was at parity within their organisation. There was a small number of exceptions to this trend - with some respondents highlighting their workforce was close to parity through all grades.



In Singapore, disclosing female representation in company boards is required of SGX-listed companies. As of December 2018, women made up 11.3% of board appointments. In the top 100 SGX-listed companies, this rate is higher at 15.2%.



Singapore Diversity Action Committee Report, 2019

Gender biases in hiring, compensation, and promotion

With Singapore's goal to become a globally competitive knowledge-based economy⁵, an organisation's people and talent strategy is front and centre. Having talent with the right skills and deep capabilities will be key not only to powering a knowledge-based economy, but also to enabling companies to go abroad. For Singapore to play on the international field, we must continue to attract the best and brightest from all over the world, groom the right talent from within, and compensate them competitively. We asked respondents a series of questions on how their organisations have built gender equality into these three practices.

³ [Winning the fight for female talent](#), 2017

⁴ [Mine Report 2019](#), 2019

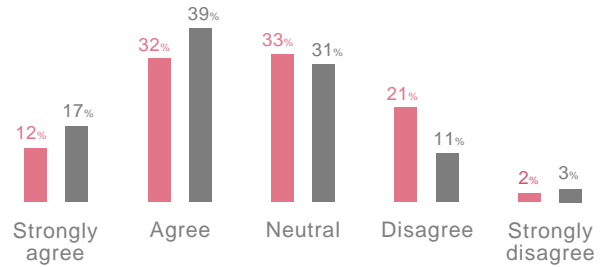
⁵ Singapore: 50 Years of Science and Technology, 2018

Recruitment and selection

Based on PwC’s Singapore study, “Winning the Fight for Female Talent”, 82% say that their organisation’s recruitment and selection strategy is aligned with their inclusion and diversity strategy. Widely adopted initiatives include a diverse panel for candidate interviews, inclusion training for recruiters, and ensuring a diverse pipeline of potential hires.⁶

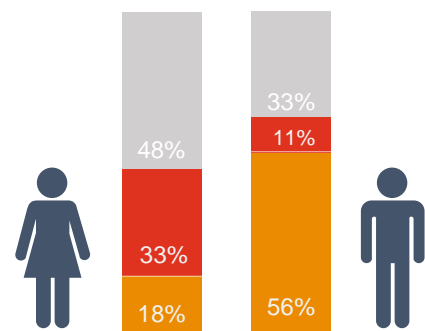
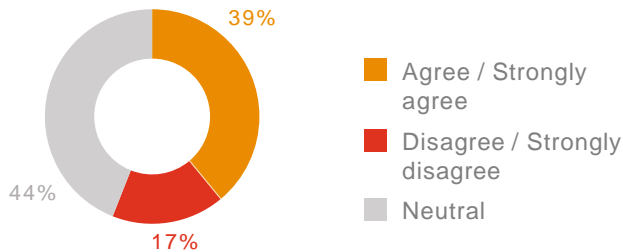
“Emphasis on gender equality and inclusion is adequately built into the **recruitment process** in my organisation.”

■ Female
■ Male



“Emphasis on gender equality and inclusion is adequately built into the **performance review** process in my organisation.”

“I don’t observe a significant **pay gap** at my organisation.”



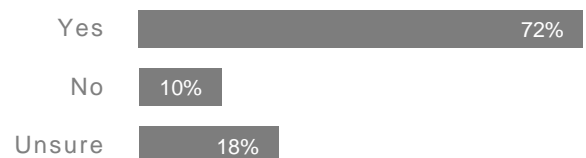
For all three questions, less than 50% of respondents agree or strongly agree that gender equality and inclusion have been adequately built into these organisational practices. It is worth noting that a significant percentage responded with “neither agree nor disagree”, which may serve as an opportunity for employers to share their progress with employees.

What else is being done, and is change coming fast enough?

Aside from gender quotas, respondents cited the following gender equality initiatives that are being implemented by their organisations:

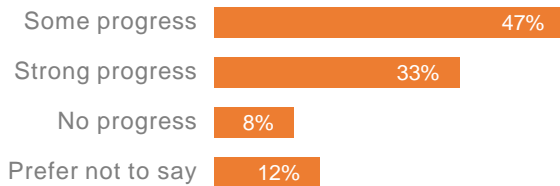
- Flexible working options
- Workplace training to encourage greater awareness of inclusion and diversity issues. A common topic is unconscious bias.
- Leadership and development programs targeted specifically at women

Does your organisation have dedicated initiatives in place to promote gender equality?



⁶ [Winning the Fight for Female Talent](#), 2017

Has your organisation improved focus on gender equality in the last 5 years?



There also remains the question of the pace of change. Respondents were generally in agreement that gender equality has progressed to being more openly acknowledged and discussed. However, interviewees were split on the question of whether companies really have begun to “walk the walk”.

When we compare respondents’ answers (a rating of 1 to 10) to the statement “My organisation is supportive of diversity, equality and workforce inclusion” in the year 2016 (the first launch of the WIMAR SG diversity study) and this year, the average score or sentiment appear to have barely moved.



While seemingly contradictory, these answers could be a result of the significant shift in the gender diversity conversation since 2016. Recent events, such as the #MeToo movement, have accelerated a change in social views, raising expectations on organisations higher than before. “Diversity fatigue” may also have something to do with it – when leaders and I&D teams do a lot of talking, but don’t walk the walk.

“ We talk about [gender diversity] in the organisation through L&D initiatives but no visible steps are taken to address it. ” - Interviewee

Managing backlash

The divide between male and female perceptions of their companies’ commitment to gender equality and inclusion brings to the fore the notion of backlash - a resistance to attempts to change the status quo.⁷

We asked our interviewees, in particular, if male backlash to initiatives to promote gender equality and inclusion was something they observed, directly or indirectly, in their organisations.

Overall, while they agreed that there is likely indirect or unspoken backlash, they

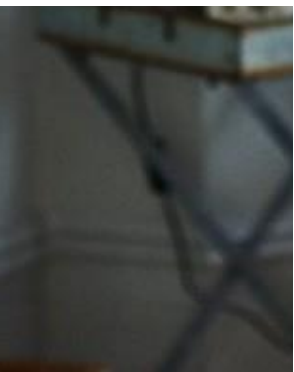
believed that as long as the company clearly and sincerely advocates fair treatment - equal opportunities and equal air time for both men and women, rather than the unintended message of “enough men, more women” - male employees will ultimately be supportive of their female colleagues.

Backlash may not be as harmful as expected. When opinions are properly expressed and acknowledged, it can become an opportunity for deeper and broader dialogue, and lead to initiatives that are fairer, more inclusive, and ultimately more widely embraced.

“ People have been more welcoming and accommodating than we thought. Sometimes we overthink the impact of these initiatives – whether they may be too much for most to stomach – but once they are in place and have been properly explained, a lot of people actually embrace them. This tells me that we can do more. ”

- Interviewee

⁷ Toward a Theory of Backlash: Dynamic Resistance and the Central Role of Power, 2008



SPOTLIGHT:

Flexible working and its role in
enhancing gender equality

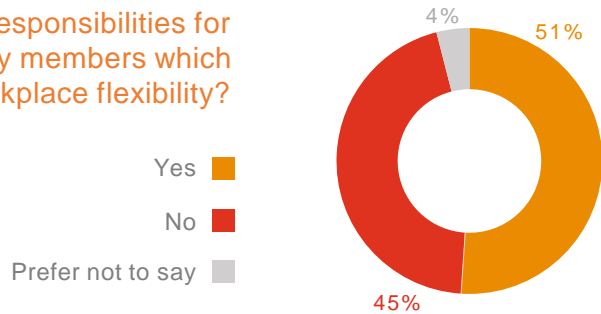
SPOTLIGHT

Flexible working and its role in enhancing gender equality

Flexible working covers a variety of arrangements, including part-time work, remote working, and working outside standard hours. Having the ability to work flexibly continues to gain importance as an employee value proposition.

Over half of all respondents said they have carer responsibilities for children or family that require workplace flexibility.

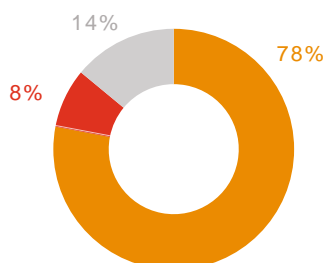
Do you have caring responsibilities for children or family members which requires workplace flexibility?



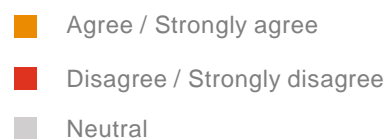
Singapore possesses many traits that allow flexible working arrangements to be rolled out and adopted more easily: its central location to Asia and Australia and a midway point for many to Europe and Africa, low tax rates, one of the top rated airports⁸, among the fastest internet speeds in the world⁹, accessible and affordable public transport, and other services available on demand. For employees, these among other

propositions have helped establish Singapore's participation as a key hub.

In PwC's report, "Winning the fight for female talent", one of the top "pull factors" (traits that attract Singapore female employees to an employer), selected by 45% of respondents, is flexible working arrangements and a culture of work-life balance.



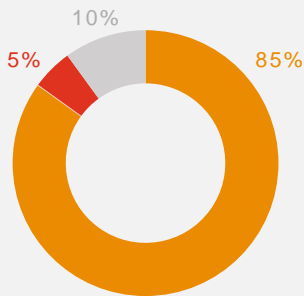
"My organisation is committed to flexible working arrangements."



⁸ Singapore Changi Airport, Voted World's best Airport, As Voted by Passengers, 2020
⁹ Ookla Speedtest Global Index, 2019

We asked respondents about their views on their organisation's commitment to and enablement of flexible working arrangements. Almost 80% of respondents noted that their organisation is committed to flexible working arrangements. More agreed that the tools and technology are in place to enable

people to do so. In our experience, when compared to other industries (such as government) in different parts of the globe, we see that the mining and resources sector is either on par or more mature, adopting newer technology more rapidly and pushing corporate culture to embrace flexible practices.



“The tools and technology in my organisation enable staff to work flexibly.”

- Agree / Strongly agree
- Disagree / Strongly disagree
- Neutral

Many Singapore employers striving towards a more flexibly enabled workplace can learn from the mining and resources sector. According to the Ministry of Manpower's Conditions of Employment 2018 report, 72% of employees worked in companies that offer at least one flexible working arrangement (such as part-time work, flexible hours or remote working).

Changes brought about by the Covid-19 pandemic

While this study was conducted over the course of 2019, the first half of 2020 saw the Covid-19 pandemic change the way people worked. It has forced employees – both men and women – to work from home and simultaneously accommodate other carer duties. Organisations in Singapore have also been forced to implement flexible working technologies across the organisation, and with very little warning.

The silver lining of this has been that both employees and employers are adapting and becoming more conscious of the many forms that flexible working can take,

with employers learning to trust their employees' abilities to manage their own time and continue to deliver. One drawback to look out for however, is that flexible working turns into 'working all the time', which could lead to employee burnout.

The flexible working conversation then broadens from "what tools do we need to work remotely and flexibly" to "how can we ensure flexible working sustains long-term work-life balance for both men and women." So while Covid-19 has certainly negatively affected people all over the world, it could move conversations like these in the right direction.

“ Employees, likewise, when offered flexible work arrangement, see it as a sign that they are valued by the company and that the company is willing to accommodate employees’ responsibilities outside of work. It is also about trust; employees feel ‘You trust me to get the work done even though I’m not sitting at my desk’.”

Zaqy Mohamad, Minister of State, Ministry of National Development and Ministry of Manpower

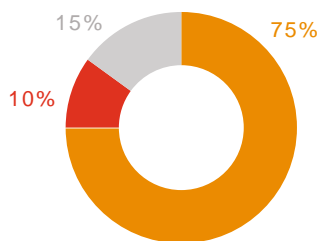
[“More workers can opt for flexible work arrangements: MOM report”](#), *The Straits Times*, 16 Jan 2019

It’s (still) the tone from the top

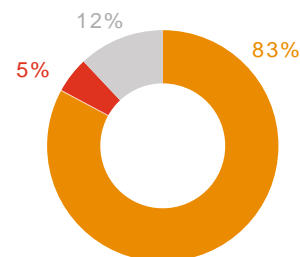
For a flexible working policy (like any policy or behaviour) to take hold it is absolutely essential that it is modelled and reinforced by leaders. It is important for leaders to be seen living and breathing the behaviours they ask of their teams;

doing so gives greater empowerment to embrace the styles that deliver results for both the organisation and the individual. We asked respondents about their views on their leaders’ support. They noted that this is not just executive and senior management, but anyone in a leadership role.

“Leaders have embodied flexible working culture in my organisation.”

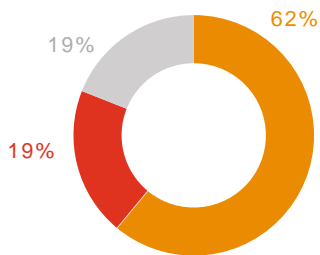


“My line manager is supportive of the use of flexible working arrangements.”



■ Agree / Strongly agree ■ Disagree / Strongly disagree ■ Neutral

However, the perception of flexible working has almost always referred to as only for “working mothers”. There’s still a lack of understanding – or perhaps sharing – of how a contemporary approach to flexible working can be equally accessed by male colleagues.



“Uptake of flexible working arrangements is equal across gender and grade.”

- Agree / Strongly agree
- Disagree / Strongly disagree
- Neutral

This is an observable drop in the positive sentiment (with the percentage disagreeing doubling). For the majority of respondents, the question of uptake is closely aligned to leadership embodiment, as well as direct manager endorsement. There was a small cohort who noted that while leaders embody flex working, the uptake was still imbalanced among men and women.

Even with these results, in our experience, the mining and resources sector is still more mature than others, in

some cases by a wide margin. Possible reasons for this may be that there is a higher percentage of people who want more responsibility in their careers and demonstrate their presence among their peers, or where circumstances do not allow productive flexible working arrangements (e.g., high travel demands), which is common in this sector. As one interviewee noted, “This could also be a reflection of those looking to “move up the corporate ladder” and feel that they need to be visible and present to be noticed for promotion.”

“The starting assumption shouldn’t be that only women need flexible working conditions to care for children. Men and non-parents should feel equally entitled to have that conversation in order to achieve the work-life balance they need.”

Luke Sayers, Former PwC Australia CEO



Section 3

Workforce of the Future

Highlights

- The benefits for gender equality through greater adoption of technology are being realised faster in Singapore than elsewhere in the mining and resources sector
- Digitalisation and automation have been widely embraced by companies in the mining and resources sector, with 85% of respondents saying that it is a priority and over 90% saying that digitalisation and automation initiatives have been implemented
- Almost a quarter of respondents are concerned about technology threatening their roles, but there is also optimism in the ability of technology to reduce bias and open doors across genders and skill sets
- Both employers and employees must play a part in responding to these changes

Advocating for a more diverse and inclusive pool of talent includes taking steps to address the different needs of different groups of people - workforces dispersed across various geographies, people with personal obligations outside of work, and individuals with physical limitations are just a few examples.

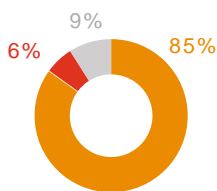
This, alongside other shifts in the workforce demographic, has driven the need for more inclusive ways of working and productivity enhancements, and technology has been quick to respond. In PwC's Workforce of the Future report¹⁰ one of the "megatrends" identified is the rapid advances in technological innovation. As organisations implement and use more tools such as video conferencing, accessibility friendly devices, cloud-enabled technologies, create and consume big data and machine learning, the types of roles and skill sets that are needed are changing. Technology has the power to improve our lives, raising productivity, living standards and average life span, and free people to focus on personal fulfilment.

Changes arising from adoption of technology

A recurring topic of discussion in capital-asset-intensive industries is that of automation, robotics, and increasing use of artificial intelligence. However, there is less focus given to those who are not as obviously impacted in the mining and resources industry - the "desk worker". This year's survey sought to understand impacts of digitalisation and automation for those based in Singapore.

Over 85% of respondents indicated that digitalisation and automation initiatives are a priority within their organisation. Similarly, two-thirds of respondents agreed that automation has led to improvements in efficiency and productivity. Digitalisation and automation are a priority, but not all may yet see the value or realisation of these investments.

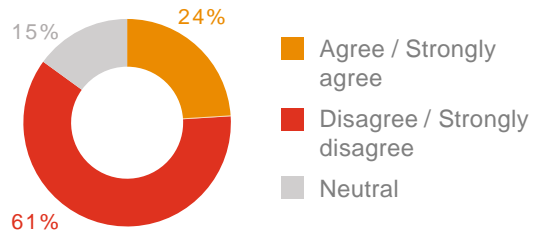
"Digitalisation and automation are a priority in my organisation."



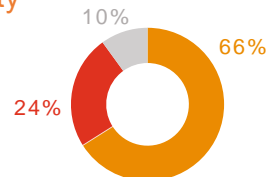
■ Agree / Strongly agree ■ Disagree / Strongly disagree ■ Neutral

While a third of workers are anxious about the future of their jobs¹¹, the advent of this technology also presents opportunities to nurture employees' agility and adaptability to these changes. In the Singapore context, the rise of technology has the potential for both men and women to participate in the workforce equally, without additional capital expenditure and a major overhaul of IT systems (unlike, remote piloted trucks or autonomous trains and ships). The low additional cost to adoption allows organisations in Singapore to have a relatively even spread of diversity in the mining and resources sector in Singapore.

"Digitalisation and automation initiatives are a threat to my role in my organisation."



"Digitalisation and automation initiatives have improved my efficiency and productivity"



10, 11 [Workforce of the future](#), 2018

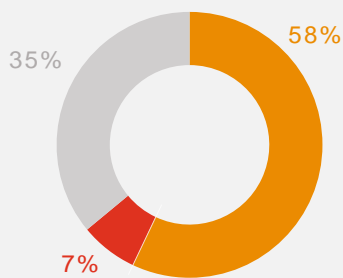
This rapid acceleration and uptake of new technologies is leading to a demand in skills that many employees, current and future, do not currently possess, leading to a skills divide and some anxiety. This is reflected when respondents were asked if automation and digitalisation are viewed as a threat. Almost 25% agreed, and this did not vary greatly between male and female respondents.

With continued use of technology to automate and increase data driven decision making, this change in roles and skillsets will continue. To keep up with the changing nature of roles, major shifts towards improved digital literacy are required.

In PwC's 22nd Annual Global CEO survey¹², 46% of Global CEOs agree that they have a responsibility to retrain employees whose tasks and jobs are automated by technology.

Leaders in the industry are generally positive about digitalisation and automation in the mining and resources sector - in particular, its ability to level the playing field for workers. The automation of physically demanding activities - such as operating mining equipment - is drawing females to roles traditionally performed by men.

We also sought to understand if respondents feel that digitalisation and automation has had an impact for women working flexibly (see below). Over half agreed with the statement, but over a third of respondents expressed a neutral opinion. This might indicate that the jury is still out on whether the advantages of this technology in enabling gender equality have been fully realised.



“Digitalisation and automation have brought more flexibility to working women.”

- Agree / Strongly agree
- Disagree / Strongly disagree
- Neutral

Aside from aiding flexible work, richer data and more sophisticated analytics can also aid the way companies recruit. For example, technology solutions and AI tools are increasingly being used to screen CVs, reducing human bias and screening more candidates. There are, however, several cases of AI platforms unfairly discriminating against candidates based on an organisation's historical workforce, and so the availability of these technologies does not remove the need for human intervention.

These concerns aside, automation and digitalisation tools that improve employee productivity, balance their work and personal commitments, and speed up manual or repetitive work will continue to be top of mind. This is particularly important at a time when cost-cutting is paramount for organisations.

¹² PwC's 22nd Annual Global CEO Survey, 2019

SPOTLIGHT

The increasing digitalisation within the workplace is being hailed as a benefit for women, offering opportunities that have previously required employees to be in the workplace or in person. With the newer technologies, policy and culture are also required to change to keep up. A growing number of organisations are changing policies, not just for women but also men - in an effort to support both men and women in the balance of career and family. In some organisations, the parental leave policy is being applied equally to men and women - resulting in more men taking time off to be the primary carer, enabling women to get back into the workforce.



Adapting to keep up

According to our interviewees, the responsibility of keeping in pace with technological advances should be shared between employers and employees.

But while PwC research indicates that employees are willing to spend a median of 15 hours per week focussed on digital skills training and learning,¹³ there may be barriers to accomplishing this. Being offered convenient access, ensuring that people have time in their schedules and fostering a culture of continuous learning all play major components in help ensure that training is undertaken.

Given that almost all respondents indicated that further automation or digitalisation initiatives will be undertaken by their organisation, there needs to be continued focus on digital skills as the future of roles in Singapore.

Our research of global CEOs, asking “which activities do they see as important to close potential skills gaps” led to 50% across Asia-Pacific indicating that retraining and upskilling will be their primary method.¹⁴ This is slightly higher than the global average and the third highest globally (behind Latin America and the Middle East).

Ultimately the ideal workforce...

“...will vary from one organisation to another but achieving the right mix of humans and machines will mean the difference between success and failure. This can only be done by employing a forward-thinking approach to the sorts of skills required, as well as the ways to attract the right talent”

- Interviewee

Respondents believe employees should:

- Be agile and resilient in mind and in practice
- Be curious and forward thinking. Embrace and invest in new skills.

Respondents believe employers should:

- Provide relevant training programs
- Allow workers sufficient time and flexibility to pursue self-development opportunities
- Embrace a culture of learning at all levels.

¹³ TechAtWork, 2018

¹⁴ PwC's 22nd Annual Global CEO Survey, 2019

What can WIMAR do



Training programs

To respond to the changing skill demands, WIMAR could include additional training elements in their current programs. Leaders need to be up-to-date with the advances in technology both internally and externally. Programs such as **digital literacy training**, **recognising unconscious bias**, and **communicating and messaging** could be incorporated into the existing leadership training programs.



Promote transparency

With its position as an industry body, WIMAR could work with its members and member organisations to **encourage** and **promote transparency** across the I&D conversation - I&D initiatives being rolled out and adopted, pay scales and gaps, and balanced recruitment and review processes.



Sharing best practices

With the organisations in Singapore having operations that span the globe, I&D initiatives are often not tailored to the local territory. WIMAR could compile and share the practices from the members and organisations it works with, in order to build a Singapore-specific view. This could be further shared with member organisations, allowing them to learn early and accelerate their I&D journey.

What can the industry do

Leadership



Include I&D in the business strategy

- How well aligned is your I&D strategy to your organisations strategy?
- Do you publicise your I&D policy to current and future talent?

Modelling the right behaviours as leaders

- Have your leaders committed to your I&D strategy?
- Are they able to visibly demonstrate behaviours and be held accountable?

Tailored leadership programs for males and females

- How are your leaders taking into consideration the different paths to leadership that men and women may take, and the specific obstacles they face?

Engage to reduce the backlash due to change - focusing on I&D, not “women first”

- What activities are you undertaking to bring people on the journey of I&D for your organisation?
- Are you promoting both female and male champions to actively role model the desired behaviours?
- How are your leaders taking into consideration the different ways that men and women learn and process messages and information?

Improve awareness of the differences between the leadership styles of men and women, to manage possible reactions against changing the status quo

Perceptions and realities

- How are your I&D programs supporting culture and gender diversity?
- Have you engaged men as allies on your I&D journey?
- Are you training leaders to identify unconscious biases?

1. Actively model and champion support for I&D initiatives across organisations

- How are you showcasing successes to the organisation as a result of I&D?
- Are you recognising and promoting strong role models for both men and women to look up to?

2. Improve transparency on pay gaps

- Do you have a robust measurement and reporting approach to reveal pay gaps across the organisation?
- How are you communicating any differences to current and future talent?

3. Balanced panels for hiring and performance reviews

- Are you ensuring that hiring and review panels are as gender-balanced as possible?

4. Celebrate successes and differences for men and women to move beyond the perception of simply meeting quotas

Workforce of the future

Consider the needs of your workforce

Flexible working: Being enabled by tools and culture

- How open to different ways of working is your organisation's culture?
- How are you engaging with your teams to understand what practices and tools they need to undertake modern flexible working arrangements?
- Are you putting the right tools, technology and culture in place to drive new practices?
- Are you emphasising the value of flexible working across teams?

Maternity and paternity needs: Consider family values and needs

- How are you considering the needs of both mothers and fathers?
- Do you provide training and coaching to support parents returning to work?

Workforce of the Future

Foster a culture of continuous improvement and learning

Respect L&D time

- Are you offering your people the means and time to undertake the necessary programs for them to remain up to date with skills of the next generation role?
- Do your people have the chance to complete L&D offerings in an environment that is conducive to learning?

Be proactive and offer learning and training opportunities at the workplace

- What are the L&D opportunities that you offer your teams to help ensure they are current and skilled in changing role requirements?

Research methodology

Overview

This study focused primarily on three specific topics within gender diversity in the Singapore mining and resources sector:

1. The impacts and desires for strong leadership and mentoring opportunities
2. Understanding if the efforts that are being made in the industry are translating to meaningful actions, and
3. The impact of technology and increased digitalisation on the workforce and workplace

Where possible, we also drew on findings, experiences, and best practices from similarly themed studies on markets outside of Singapore.

Quantitative study

An online survey was co-authored by PwC Singapore and WIMAR SG. The survey consisted of multiple-choice and open-ended questions, focussing on the three themes above.

The survey was distributed to WIMAR SG members and member organisations. Responses made between 31 July and 23 August 2019 were collected for analysis. We received over 160 responses, of which some were removed after checking for erroneous or incomplete responses. After this verification process, over 125 qualified as valid responses.¹⁶

Qualitative study

Seven face-to-face, one-on-one interviews were also conducted with nominated leaders from member firms and volunteer survey respondents. We sought to hear their personal experiences and observations on the three primary themes of the study, and discuss some of the notable results from the survey.

Selected remarks from these interviews have been included in the report, with the interviewees' consent.

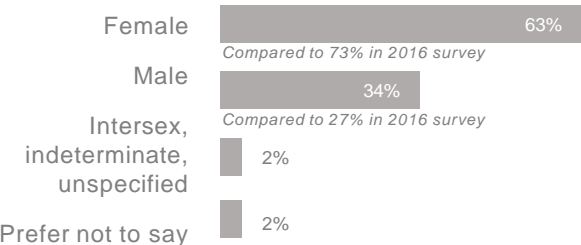
Confidentiality

To protect the privacy of the survey respondents and interviewees, we did not include any personally identifying information (PII) in this report. Results for groups of fewer than 5 people are also not reported.

Survey Demographics Summary

Gender

While the majority of responses still come from women, we saw an increase in the proportion of male respondents this year. Notably, this year we also saw 2% of respondents that identified as intersex, indeterminate or unspecified.



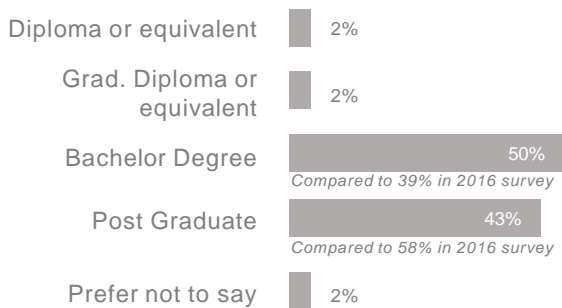
¹⁶ A Participant's response is valid and counts toward the total number of responses if he or she completed at least one (1) section of the survey questionnaire (not including the profiling questions)

Research methodology

Education

This year saw the percentage of those with postgraduate degrees decline. This may either indicate a shift in Mining and Resources organisations, who have historically placed emphasis on higher education certifications; or a change in the type of roles that are available in Singapore

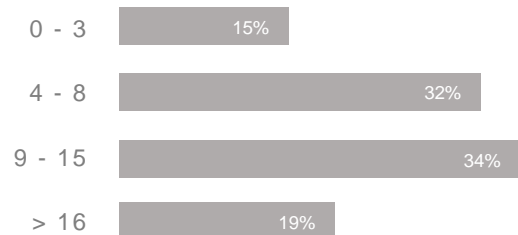
Education Level



Industry Experience

A majority of the population has been working in the industry for between 4 and 15 years (with one third each at 4-8 years and 9-15 years). A smaller 15% of respondents have recently joined, while almost 20% have been part of the industry for more than 15 years. With the increased focus on inclusion and diversity in more recent times, it is not surprising that the time spent in the industry is also longer for men than women.

Years in industry



Credits

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