



Australian
Human Rights
Commission

Women in male-dominated industries

A TOOLKIT OF STRATEGIES • 2013



Australian Government

Department of Families,
Housing, Community Services
and Indigenous Affairs

© Australian Human Rights Commission 2013.

This work is protected by copyright. Apart from any use permitted under the *Copyright Act 1968* (Cth), no part may be used or reproduced by any process without prior written permission from the Australian Human Rights Commission. Enquiries should be addressed to Communications Teams at:

communications@humanrights.gov.au

ISBN 978-1-921449-38-3

Acknowledgements

The Australian Human Rights Commission acknowledges the generous contribution of the Office for Women in the Department of Families, Housing, Community Services and Indigenous Affairs for funding this research project and the contributions of the participants of industry roundtable discussions and interviews.

The Commission also acknowledges the contribution of the Sex Discrimination Commissioner Elizabeth Broderick, Dimity Hodge, Pooja Chowdhary, Lucia Noyce and the Commission's Sex Discrimination Team.

This publication can be found in electronic format on the Australian Human Rights Commission's website at:

<http://www.humanrights.gov.au/women-male-dominated-industries-toolkit-strategies>

For further information about the Australian Human Rights Commission, please visit:

www.humanrights.gov.au or email **communications@humanrights.gov.au**

You can also write to: Communications Team Australian Human Rights Commission GPO Box 5218 Sydney NSW 2001

Design and layout Jo Stocovaz

Cover and internal photography Thinkstock

"The photos included in this publication are simulated photos for demonstration purposes only and may not always fully comply with related work, health and safety standards. The Commission notes the importance of ensuring all employees on worksites should always be compliant with related work, health and safety standards."

Women in male-dominated industries:

A toolkit of strategies

Australian Human Rights Commission 2013



**Australian
Human Rights
Commission**



Australian Government

**Department of Families,
Housing, Community Services
and Indigenous Affairs**

Contents

| | |
|---|----|
| Forewords | 1 |
| Chapter 1: A summary of strategies | 3 |
| Chapter 2: Attraction | 13 |
| 1. Job advertisements that attract women to apply | 15 |
| 2. Cases and content that inspire women | 18 |
| 3. Engagement activities that broaden the pool of potential applicants | 21 |
| Chapter 3: Recruitment | 25 |
| 1. Diverse and trained recruitment teams using merit based processes | 27 |
| 2. Broaden capabilities and pool of potential candidates | 30 |
| 3. Interaction with candidates to achieve a positive recruitment experience | 33 |
| Chapter 4: Retention | 35 |
| 1. Workplace culture that is inclusive and embraces diversity | 37 |
| 2. Working environment that meets the needs of all employees | 40 |
| 3. Ongoing support for employees and families | 44 |
| Chapter 5: Development | 47 |
| 1. Senior leaders who are engaged in development | 49 |
| 2. Development that promotes the career advancement of women | 52 |
| 3. Merit based and inclusive talent process | 56 |
| Chapter 6: Additional resources | 59 |

Foreword



Elizabeth Broderick
Sex Discrimination
Commissioner
Australian Human Rights
Commission

Many women are deterred from participation in some of Australia's most thriving and essential businesses, particularly in male-dominated industries, because of the lack of family role models, stereotypes about the nature of 'women's work', discouraging workplace cultures and structural problems within those organisations.

In Australia, the underrepresentation of women in industries considered to be 'male-dominated', continues to affect gender equality, industry performance and our nation's economy. By 'male-dominated', I am referring to industries such as mining, utilities and construction.

But a number of leaders in male-dominated industries, both here in Australia and overseas, have recognised the underutilised pool of talent that women represent. They have taken commendable and highly effective steps to change their organisational cultures in ways that both attract female employees and help them to thrive.

This is not about special treatment for women, but about the implementation of integrated gender diversity strategies.

In Australia's general workforce, women represent almost 46% of employees. However, in the industries of construction, mining, and utilities, women account for only around 12%, 15%, and 23% of employees respectively.

This underrepresentation of women in these industries is not only bad for gender equality, it also undermines Australia's economy. Recent figures suggest that increasing women's employment rates could boost Australia's GDP by 11%.

Many male-dominated industries are also suffering from a lack of skilled workers. In fact, Australia ranks fourth in the world in talent shortages. Encouraging greater women's participation in these industries could go a long way to addressing these skills shortages.

Women in male-dominated industries: A toolkit of strategies and its associated interactive website is designed as a resource for employees and employers.

It provides practical suggestions and examples of successful strategies in the four areas of attraction, recruitment, retention and development of women, in industries that have traditionally remained dominated by male leadership and employees.

The toolkit has been developed as an on-line resource that is structured to encourage continued discussion and engagement on strategies to increase women's recruitment and retention in male-dominated industries. Users will be encouraged to share their views on what strategies are working or not, and what new strategies are being developed.

I hope it will not only provide practical and effective suggestions, but also enliven public discussion about ways to increase gender diversity in *all* areas of Australian industry, including those still perceived to be largely closed to women. We need more women at the executive and senior levels of Australian companies, particularly in 'non-traditional' areas such as mining, construction and utilities.

I would like to thank the Hon Julie Collins MP, Minister for the Status of Women, and the Australian Government Department of Families, Housing, Community Services and Indigenous Affairs, for their generous support for the development of this toolkit.

A handwritten signature in dark ink, reading 'E. Broderick'.

Elizabeth Broderick
Sex Discrimination Commissioner
Australian Human Rights Commission
May 2013

Minister's Foreword



Julie Collins MP
Federal Member for Franklin

I congratulate the Australian Human Rights Commission on this valuable resource for increasing the representation of women in male-dominated industries.

This toolkit plays an important part in Australia's Equal Futures Partnership with the United States and other international partners to expand economic opportunities for women. As part of this commitment, the Australian Government identified strengthening the pipeline of female talent in traditionally male-dominated industries as an important priority.

Providing opportunities for women in male-dominated industries is central to improving women's economic outcomes. The small percentage of women in high paying industries and the undervaluing of what is traditionally considered 'women's work' both contribute to the gender pay gap.

It is also very clear that reducing occupational segregation will help address the skills shortage, the Australian economy is likely to face into the future.


Sex Discrimination Commissioner, Elizabeth Broderick, is well placed to play a role in opening new doors and employment opportunities for women. Last year Liz led a comprehensive review of the culture within the Australian Defence Force (ADF), which has resulted in the further removal of obstacles to women joining and staying in the ADF.

With the development of this toolkit, more women will have genuine choices about how they can participate in the nation's economy. Businesses and industries that have long struggled to attract and retain women in their ranks now have new and exciting ways of benefitting from the skills and expertise that women bring to the workplace.

The toolkit adds to an array of Government initiatives designed to improve women's economic participation such as our record investment in child care and the historic introduction of the Paid Parental Leave scheme. The toolkit will complement the work being undertaken by the newly renamed Workplace Gender Equality Agency (WGEA). Funding for WGEA has been almost doubled, to enhance its role in supporting and advising industry. WGEA will provide advice, resources and targeted assistance to employers and will have a new role in developing industry-level benchmarks and industry-specific strategies.

The Government is investing strongly in skills development, to ensure that there are new generations of women in all industries, including in the non-traditional ones. In March 2011 the government accepted the recommendations of the Resourcing the Future report, including the recommendation 'to attract and retain more women in the resources and construction enterprises'. Since then, and over the next five years, over \$15 billion will be put into vocational education and training, benefitting thousands of Australian women.

We all know the strong economic case for achieving gender equality and this toolkit will assist employers to reap the benefits of improved gender equality. I commend Liz and her network of industry colleagues for developing the toolkit and delivering new ways of achieving gender equality in Australian workplaces.



Julie Collins MP
Federal Member for Franklin
Minister for Community Services,
Minister for the Status of Women

Chapter 1:

A summary of strategies

The mining, construction and utilities industries have historically been perceived to be a 'man's domain' and the representation of women has remained low across all levels. In Australia, organisations in these industries have struggled to not only attract women to consider and apply for jobs, they have also had challenges in retaining the women who have chosen to work with them.

However, the impetus for change is growing and there is now a focus on increasing the representation of women in these industries. The drivers for this change are multi-faceted and span commercial and business benefits, changing demographics and a cultural shift to social equality.

The organisations that embrace these changes, and actively develop and implement strategies to recruit and retain women, will reap the economic benefits of gender diversity and equality and be the most competitive and sustainable in the long term.

Women are underrepresented in these industries

Women represent almost 46% of all employees in Australia¹ and in many sectors there is a growing pipeline of women in leadership roles. The Workplace Gender Equality Agency (WGEA), formally known as the Equal Opportunity for Women in the Workplace Agency (EOWA), reports that in 2011 over 33% of managers in reporting organisations were women.² Industries that have the greatest representation of women at all levels include health care, education and training and retail trade.³

In industries described as 'male-dominated', including mining, construction and utilities, the picture is very different. Not only are women underrepresented in leadership and managerial roles, they are also underrepresented across all levels of the organisation. This underrepresentation is particularly evident in roles that have been described as 'non-traditional' ie roles that are operational, technical and in the trades.

Women's representation in Australia

| | | |
|--------------------------|--------------------|-------------------------------|
| • All industries: | 45.7% of employees | 33% of managers |
| • Construction: | 11.8% of employees | 16% of managers |
| • Mining: | 15.1% of employees | 13% of managers |
| • Utilities: | 22.6% of employees | 16% of managers. ⁴ |

To achieve substantive gender equality and the resulting economic benefits, Australia needs to increase the representation of women and to strengthen the pipeline of female talent within all industries, including those that are currently male-dominated.

The benefits for increasing representation in Australia are clear

- **Economically it is a worthwhile investment.** According to Goldman Sachs, narrowing the gap between male and female employment rates in Australia could potentially boost GDP by 11%.⁵ In addition, the Grattan Institute reports that an increase in female labour force participation rate from Australia's current level to that of Canada (62.4%) would increase Australia's economic growth in the next decade by \$25 billion.⁶
- The current composition of the workforce means that women may be employed in roles where their productivity is not maximised. If the gender productivity gap was minimised by increasing the number of women in leadership positions, the level of **economic activity** in Australia could be boosted by 20%.⁷
- Economic incentives such as these would also have **flow-on effects** for the wider community. It would for example, assist in addressing the problem of pension sustainability by lifting the longer term levels of retirement incomes, thereby reducing the dependency ratio, lifting household savings rates and increasing tax received by the government.⁸

The benefits for the organisation are also clear

There is a skills shortage in Australia and 45% of Australian employers are having difficulty filling key positions in their organisations. Employers have the most difficulty finding skilled trades people, engineers and sales representatives, all of which have remained at the top of the local skills shortage list since 2006. With little movement in these figures in the last five years, Australia ranks fourth in the world in talent shortages, well above the global average.⁹

Attracting and retaining underutilised sources of talent, including women, is key to addressing this skills shortage. This is particularly true in industries that have relied traditionally and historically on men to fill roles, including the mining, construction and utilities industries.

A critical mass of women at all levels of the organisation, including senior management, has also been linked to higher organisational performance:

- Engagement has been convincingly linked with productivity, profitability, employee commitment and retention. According to cumulative Gallup Workplace Studies, organisations with inclusive cultures do better on several indicators than those that are not inclusive, **with 39% higher customer satisfaction, 22% greater productivity and 27% higher profitability.**¹⁰
- In comparing the top 25 percent of companies in terms of share of women in executive committees against companies that have all-male executive committees, McKinsey found that the former companies exceeded the latter **by 41% in return on equity and by 56% in operating results.**¹¹
- Catalyst reported that Fortune 500 companies with 3 or more women on the board gain a **significant performance advantage** over those with the fewest women. These advantages include an increase of 73% return on sales, 83% return on equity and 112% return on invested capital.¹²

We need to address the current barriers for women

Feedback from interviews and roundtables with employees in the mining, construction and utilities industries highlighted that a number of barriers, some of which are historical and cumulative, must be addressed to increase women's representation. These barriers include:

- **Lack of family role models:** From the very start, women are not exposed to career paths in the mining, construction and utilities industries as early or as often as men. Many men learn about potential roles in these industries from their fathers or other male relatives. However, women are not likely to come across these opportunities until later in life if they do not have access to male role models in these industries. In addition, this exposure is more likely to occur in formal settings (ie recruitment information sessions) than from the more in-depth, personal connections that may be made among men.

- **Stereotypes and bias starting at school:** Career decisions are reinforced with the educational choices made during school and post-secondary education. Given this role stereotyping, there is gender segregation in education subjects, with girls more likely to consider education and careers in the humanities or social sciences rather than engineering or technical fields. The Harvard Implicit Association Test (IAT), which has tested more than a half million people globally, has shown that more than 70 percent of test takers associated 'male' with science and 'female' with arts.¹³ Such implicit beliefs directly influence parents' (and other family members and friends) decisions to encourage or discourage young girls from pursuing science and engineering subjects and careers. This may then be reinforced by teachers.
- **Negative perception and lack of awareness:** Even with the 'right' education, relatively few women are choosing to consider and apply for roles within male-dominated industries. Part of the reason is a negative perception of the industries or anecdotal feedback from others about a negative experience. Another factor is a lack of awareness of the opportunities and the career paths that are available within these industries.
- **Stereotypes and myths about women in the workplace:** Organisations within these industries are not addressing the stereotypes and assumptions about the sort of work women can do, have the skills to do, their potential performance and their commitment to their careers. These stereotypes and myths about women's lack of ability and aspiration, and the roles women should do (such as caring and motherhood) are then used to justify the activities of organisations that exclude women from recruitment and development activities.
- **Workplace culture:** Male-dominated industries are perceived to have a masculine or 'blokey' culture that is non-inclusive and has a higher tolerance of behaviours that could be viewed as sexual harassment, bullying and discrimination. This leads to a perception that jobs within these organisations would be a challenge at every stage of a career, not just at senior leadership.
- **Perception of (and actual) gender specific bias:** These industries are perceived to have a bias against women in relation to recruitment, development and career advancement, particularly in roles that are non-traditional and at the senior leadership level. This perception is then reinforced by the low percentages of women that work in these industries.
- **Structural issues:** These industries, particularly mining, have a culture of long hours and many don't offer flexibility and work-life balance. This is particularly true for roles where workers need to fly in to remote locations. There is also a perception that organisations in these industries fail to offer workplace facilities and uniforms that are inclusive of women.



A toolkit to increase the representation of women

This toolkit is designed to assist leaders in organisations to develop and implement constructive and sustainable strategies to increase the representation of women in non-traditional roles in male-dominated industries.

This toolkit provides practical suggestions and examples of different kinds of workplace strategies and mechanisms across four areas: attraction, recruitment, retention and development of women. These examples have been drawn from current practice both within Australia and internationally, and through desk based research, interviews and roundtables with employees, HR practitioners, peak bodies and industry groups, and leaders from organisations in the mining, construction and utilities industries.

The research highlighted that many organisations within male-dominated industries, as well as peak bodies and industry groups, are already developing and implementing innovative strategies to increase the representation of women. Some of these strategies suit small organisations, while others are more suitable for larger organisations.

Regardless of the number of employees, these strategies to attract, recruit, retain and develop women can assist to:

- Ensure there is recognition of women (half of the population and potentially the workforce) and the skills and experience they contribute at all levels of the organisation.
- Embed a diverse and flexible approach that recognises and responds to a diverse workforce, where each individual, regardless of gender, has their different needs met.
- Deliver an integrated approach that ensures positive outcomes for both the organisation and employees.
- Change the organisation's culture to embrace diversity and flexibility as an ongoing commitment to the entire workforce – not just 'special treatment' for women.

This toolkit details what can be done to develop a gender diversity strategy within male-dominated industries. It also contains examples of what organisations, peak bodies and industry groups within these industries are implementing to increase the representation of women. Not all strategies and mechanisms will suit all organisations or workplaces. Organisations will need to consider what is appropriate for their workplace, staff and business needs.

Share your views...

You can print the toolkit in a single document. However, we have also designed the toolkit to be on-line and interactive. We hope you will 'virtually network' with others to share your views on which strategies have worked, and which ones haven't. We also hope you will share any other ideas you have to increase the representation of women in these industries.

Wherever you see a hardhat you can click on it and it will take you to the discussion area of the toolkit.



We look forward to hearing from you.

Leading organisations have an *integrated gender diversity strategy*:

Leading organisations in male-dominated industries recognise the need to develop an integrated strategy to increase the representation and retention of women in non-traditional roles. Within the strategy, these organisations also recognise the benefits of having unique mechanisms to attract, recruit, retain and develop women at all levels of the organisation.

Some of the organisations reported multiple principles and practices to ensure their strategy was successfully designed and implemented. Some of these principles and practices are in the table below.

An integrated gender diversity strategy:

- **Lead from the top** with the CEO and senior leaders supporting the clearly articulated vision for gender diversity across the organisation, with a specific focus on increasing the representation of women in non-traditional roles.
- Establish a **Diversity Council** with the CEO and Executive leaders tasked to endorse the gender diversity strategy and to monitor delivery against action plans.
- Establish **accountability, targets and Key Performance Indicators (KPIs)** and link gender diversity, with a particular focus on increasing women in non-traditional roles, to the performance and remuneration outcomes of leaders.
- Implement a **transparent monitoring and reporting system** which tracks female-specific data and is reported against regularly. Use this data to assess the impact of policies, practices and strategies.
- Conduct **employee surveys** to find out what is working and what is not working with existing workplace culture and policies. Disaggregate responses based on the gender of respondents and the type of role, including those that are non-traditional.
- Invite **men to co-develop the strategy** and get their perspectives and participation for buy-in, co-ownership and lasting success for increasing women in non-traditional roles.
- Ensure **pay equity** (both fixed and variable pay) at all levels of the organisation and ensure this is regularly monitored through a transparent audit process.
- Monitor **turnover by gender** and undertake exit interviews (on departure and one year after departure) to understand reasons for resignation.
- Implement **policies to change workplace culture** to be more inclusive. Change behaviours and attitudes about roles women can do by challenging assumptions and stereotypes about male-dominated roles and workplaces.
- Embed the **gender diversity strategy** within all key Human Resources processes including the end-to-end talent process. Inject scrutiny at all critical decision making points within the talent process.
- Develop a **communication plan** to share the vision, strategy and action plan to achieve gender diversity with all employees and with all key external stakeholders.
- Publically **promote the benefits of gender diversity** and aim to be a recognised leader in having a sustainable and inclusive culture.

The rest of this chapter summarises the different types of strategies and mechanisms organisations in male-dominated industries are implementing to increase the representation of women in male-dominated industries.

Chapters 2-5 provide more information on strategies to attract, recruit, retain and develop women in non-traditional roles, and examples from a number of different organisations.

Chapter 6 provides links to a number of resources and useful information.

Organisations are implementing *attraction strategies* to:

- Address the negative perceptions some women hold about male-dominated industries, including mining, construction and utilities.
- Promote the benefits and career opportunities that exist within these industries.

These attraction strategies include, but are not limited to:

Job advertisements that attract women to apply:

- **Display diverse images and use inclusive language** and other visual cues in job advertisements to attract women to non-traditional roles.
- **Locate advertisements broadly and where women will notice them** including in fitness centres, in print media, on internet sites and the online forums women are regularly accessing.
- **Advertise to the key influencers on the career decisions of young women** including mothers, friends, career advisers and teachers.
- **Use women's voices for radio, television, video and internet advertising** to send a strong signal the organisation wants to attract female employees.
- **Focus on the 'brand' of the organisation and career opportunities** and create a value proposition that is attractive to women.
- **Offer a female contact for questions** to give potential female applicants the opportunity to ask questions to women employed in non-traditional roles.

Cases and content that inspire women to believe the opportunities:

- **Use diverse images and inclusive language** in marketing materials and on the corporate web to attract women to non-traditional roles.
- **Provide information on the full range of career opportunities available to women**, including opportunities for **flexible work practices** and other available care strategies and encourage women to apply for both corporate and non-traditional roles.
- **Publish profiles and case studies of women in non-traditional roles** to provide role models potential applicants can relate to and be inspired by.
- **Promote achievement of individual and corporate awards focused on women** to recognise participation and success in 'leading practice' awards.
- **Sponsor awards and awards events** to enhance the organisation's profile and to promote women's accomplishments within non-traditional roles.

Engagement activities that broaden the pool of potential applicants:

- **Engage with primary and secondary schools to raise awareness of opportunities for girls** by creating teaching aids and sponsoring competitions, work experience and camps for girls and providing careers guidance.
- **Engage with TAFE, colleges and universities** and provide careers guidance, scholarships, internships and vacation employment for women.
- **Partner with local communities, clubs and skills based networks** to market the opportunities and non-traditional career paths that are available to women.
- **Sponsor and offer an apprenticeship program** to young women and promote the career opportunities available in non-traditional roles.

Organisations are implementing *recruitment strategies* to:

- Consider if existing recruitment mechanisms are delivering a diverse and appropriate balance of skills, talents and attributes.
- Broaden the capabilities required for non-traditional roles, which in turn, increases the pool of potential candidates.
- Establish an inclusive and rigorous interview and selection method which is based on meritocracy.

These recruitment strategies include, but are not limited to:

Diverse and well-trained recruitment teams using merit based processes:

- **Establish recruitment targets for women, both shortlisting and interview targets** and explain the process and rationale to all employees.
- **Share targets with recruitment and labour suppliers** and encourage them to partner to achieve these targets.
- **Monitor the composition of recruiting teams** and ensure they are gender diverse and include women from non-traditional roles.
- **Train recruiters to recognise stereotypes and unconscious bias** about the sort of work women can do and the myths about women in non-traditional roles.
- **Adhere to a documented, transparent and standard recruitment process focused on meritocracy** from the resume screening phase through to final offers.
- **Offer women the opportunity to display their skills** during the recruitment process instead of relying solely on interview questions.
- **Centrally track women candidates** and the effectiveness of attraction strategies to reach them.

Broaden capabilities and pool of potential candidates:

- **Broaden the skills and experience required** for non-traditional roles to increase the number of potential candidates.
- **Expand the pool of potential candidates** for non-traditional roles and include local women, older women and Aboriginal and Torres Strait Islander women.
- **Establish leadership capabilities** that focus on the capabilities and skills that are genuinely required to lead in these industries.
- **Support women to re-enter the industry or to move to non-traditional roles** after periods of extended leave or time in corporate roles within the organisation.

Interaction with candidates to achieve a positive recruitment experience:

- **Obtain feedback from women applicants at each stage of the recruitment process** and use this process to create a positive experience for applicants.
- **Provide feedback to all candidates who request it** to discuss their strengths and areas for improvement.
- **Offer an induction program and buddy system** that starts from the job offer stage and assists women to form relationships, build networks and transition successfully to the organisation.

Organisations are implementing *retention strategies* to:

- Ensure the value proposition presented during the recruitment process is maintained at all stages of employment and career development.
- Change the organisation's culture to embrace diversity and flexibility as an ongoing commitment to the entire workforce – not just 'special treatment' for women.

These retention strategies include, but are not limited to:

Workplace culture that is inclusive and embraces diversity:

- **Lead from the top** with the CEO and senior leaders supporting the clearly articulated vision for gender diversity and increasing women in non-traditional roles.
- **Communicate the business case and strategy for gender diversity** to all employees within the organisation.
- **Build awareness and provide training** about stereotypes and unconscious bias.
- **Engage senior leaders as role models** for work-life effectiveness and valuing results over face-time and long hours.
- **Promote internal reward and recognition programs** for leaders and role models of gender diversity.
- **Participate and sponsor industry awards and gender equality awards** to display commitment to gender equality.
- **Promote the gender diversity of the team in client bids** acknowledging the competitive advantage this brings relative to other suppliers.

Working environment that meets the needs of all employees:

- **Survey employees and seek feedback** on what employees value within the workplace.
- **Provide a physical working environment that caters for both men and women** including uniforms, equipment and facilities.
- **Monitor and ensure pay equity for both fixed and variable pay, and under all types of wage-setting mechanisms**, and make the review process and results transparent to all employees.
- **Implement policies that foster an inclusive workplace**, including a carers strategy and paid parental leave.
- **Embed and mainstream flexible work practices** that take into account the needs of the individual employee balanced with business objectives.
- **Promote and display zero tolerance for sexual harassment, bullying and discrimination.**

Ongoing support for employees and families:

- **Provide on-site and off-site support for employees** including Equal Employment Opportunity (EEO) representatives and access to an Employee Assistance program.
- **Provide support for families of employees** including online support, site visits, family days and inclusion in social events.
- **Implement a 'keep in touch' program** for employees who go on extended leave.

Organisations are implementing *development strategies* to:

- Implement a transparent and merit based approach to all talent processes including promotion and succession.
- Ensure women are accessing the development required to reach their career potential within the organisation, including in non-traditional roles.

These development strategies include, but are not limited to:

Senior leaders who are engaged in development:

- **Ensure senior leaders participate in the development process** to reinforce the priority of development within the organisation and the benefits of including women.
- **Engage senior leaders as role models for development** and profile their career paths, particularly senior women in non-traditional roles.
- **Offer mentoring programs for women and reverse mentoring for senior men** to be mentored by junior women.
- **Implement a formal sponsorship program** that matches senior male leaders in the organisation with high-potential women.

Development that promotes the career advancement of women:

- **Offer informal and formal opportunities for women to network** with other women within the organisations and include men within these networks.
- **Provide time and resources to participate in and host external networking groups.** Integrate women clients into events to increase the networks of women within the industry.
- **Offer structured leadership development programs** focusing on required leadership capabilities.
- **Encourage opportunities for women to move to non-obvious career paths** by providing retraining in non-traditional roles.
- **Offer flexibility in the time and location of training** to make it accessible to employees.
- **Provide support to partners** to facilitate employee participation in training programs out of hours and in different locations.

Merit based and inclusive talent process:

- **Monitor the composition of talent teams** and ensure they are gender diverse and include women from non-traditional roles.
- **Train leaders engaged in the talent process to recognise stereotypes and unconscious bias** about the sort of work women can do and their potential success in male-dominated roles.
- **Create a process that acts to challenge decision making** during discussions about talent that uncover bias and stereotypes.
- **Set targets to ensure women are participating equally** in on-the-job development including special projects and senior 'acting' opportunities.
- **Monitor advancement and fall-offs of women's representation in development** and take action when required to ensure meritocracy.

Share your views...

You can print the toolkit in a single document. However, we have also designed the toolkit to be interactive. We hope you will ‘virtually network’ with others to share your views on which strategies have worked, and which ones haven’t. We also hope you will share any other ideas you have to increase the representation of women in these industries.

Please click on the hard hat to go to the discussion area of the toolkit.



We look forward to hearing from you.

- 1 Workplace Gender Equality Agency (WGEA), Gender Workplace Statistics at a Glance (April 2013). At http://www.wgea.gov.au/sites/default/files/2013-04%20-%20Stats%20at%20a%20glance_0.pdf (viewed 21 June 2013).
- 2 Workplace Gender Equality Agency (WGEA), Industry Snapshots (2012). At <http://www.wgea.gov.au/gender-equality-research/fact-sheets-and-statistics> (viewed 21 June 2013).
- 3 Workplace Gender Equality Agency (WGEA), Women in the Workforce: by Industry (January 2013). At: <http://www.wgea.gov.au/sites/default/files/2012-12-13%20-%20Women%20in%20the%20workforce%20by%20industry%5B1%5D.pdf>.
- 4 Workplace Gender Equality Agency (WGEA), Industry Snapshots (2012). At <http://www.wgea.gov.au/gender-equality-research/fact-sheets-and-statistics> (viewed 21 June 2013).
- 5 Goldman Sachs JB Were Investment Research, *Australia's Hidden Resource: The Economic Case for Increasing Female Participation* (2009). At www.womenonboards.org.au/pubs/reports/091130gsjbw.pdf (viewed 6 February 2013).
- 6 J Daley, *Game-changers: Economic reform priorities for Australia*, Grattan Institute (2012). At <http://grattan.edu.au/publications/reports/post/game-changers-economic-reform-priorities-for-australia/> (viewed 6 February 2013).
- 7 Goldman Sachs JB Were Investment Research, *Australia's Hidden Resource: The Economic Case for Increasing Female Participation* (2009). At www.womenonboards.org.au/pubs/reports/091130gsjbw.pdf (viewed 6 February 2013).
- 8 Goldman Sachs JB Were Investment Research, *Australia's Hidden Resource: The Economic Case for Increasing Female Participation* (2009). At www.womenonboards.org.au/pubs/reports/091130gsjbw.pdf (viewed 6 February 2013).
- 9 Manpower Group, “Manufacturing” Talent for the HUMAN AGE 2011 Talent Shortage Survey Results (2011). At <https://www.manpower.com.au/Research/white-papers.aspx> (viewed 6 February 2013).
- 10 M Robinson, C Pfeffer and J Buccigrossi, *Business Case for Diversity with Inclusion*, wetWare, Inc (2003). At www.workforcediversitynetwork.com/docs/business_case_3.pdf (viewed 6 February 2013).
- 11 D Borisova and O Sterkhova, *Women as a Valuable Asset*, McKinsey & Company (2012). At http://www.mckinsey.com/global_locations/europe_and_middleeast/russia/en/latest_thinking (viewed 6 February 2013).
- 12 L Joy and N Carter, *The Bottom Line: Corporate Performance and Women's Representation on Boards*, Catalyst (2007). At <http://www.catalyst.org/knowledge/bottom-line-corporate-performance-and-womens-representation-boards> (viewed 6 February 2013).
- 13 C Hill, C Corbett and A Rose, *Why So Few? Women in Science, Technology, Engineering and Mathematics*, AAUW (2010). At <http://www.underthemicroscope.com/blog/why-so-few-women-in-science-technology-engineering-and-math> (viewed 6 February 2013).

Chapter 2:

Attraction

Strategies to attract more women to consider and apply for opportunities within male-dominated industries

There is a skills shortage in Australia and 45% of Australian employers are having difficulty filling key positions in their organisations. Employers have the most difficulty finding skilled trades people and engineers, both of which have remained at the top of the local skills shortage list since 2006. With little movement in these figures in the last five years, Australia ranks fourth in the world in talent shortages, well above the global average.¹

Given this 'war for talent', some organisations in the mining, utilities and construction industries are advertising off-shore to attract employees. This is despite a large pool of women in Australia who could have long and successful careers within these industries in both corporate and non-traditional roles.

Organisations that attract women will not only address the skills shortage, they will also reap the economic benefits of gender diversity and be the most competitive and sustainable in the long term.

Leading organisations are implementing attraction strategies to:

- Create positive perceptions of the industry that would make the industry or workplace attractive to potential women employees and their influencers.
- Promote the benefits and career opportunities that exist within these industries.



The following key points provide examples of attraction strategies used in male-dominated industries in Australia and internationally.

1. Job advertisements that attract women to apply:

- **Display diverse images and use inclusive language** and other visual cues in job advertisements to attract women to non-traditional roles.
- **Locate advertisements broadly and where women will notice them** including in fitness centres, in print media, on internet sites and the online forums women are regularly accessing.
- **Advertise to the key influencers on the career decisions of young women** including mothers, friends, career advisers and teachers.
- **Use women's voices for radio, television, video and internet advertising** to send a strong signal the organisation wants to attract female employees.
- **Focus on the 'brand' of the organisation and career opportunities** and create a value proposition that is attractive to women.
- **Offer a female contact for questions** to give potential female applicants the opportunity to ask questions to women employed in non-traditional roles.

2. Cases and content that inspire women to believe the opportunities:

- **Use diverse images and inclusive language** in marketing materials and on the corporate web to attract women to non-traditional roles.
- **Provide information on the full range of career opportunities available to women**, including opportunities for **flexible work practices** and other available care strategies, and encourage women to apply for both corporate and non-traditional roles.
- **Publish profiles and case studies of women in non-traditional roles** to provide role models potential applicants can relate to and be inspired by.
- **Promote achievement of individual and corporate awards focused on women** to recognise participation and success in 'leading practice' awards.
- **Sponsor awards and awards events** to enhance the organisation's profile and to promote women's accomplishments within non-traditional roles.

3. Engagement activities that broaden the pool of potential applicants:

- **Engage with primary and secondary schools to raise awareness of opportunities for girls** by creating teaching aids and sponsoring competitions, work experience and camps for girls and providing careers guidance.
- **Engage with TAFE, colleges and universities** and provide careers guidance, scholarships, internships and vacation employment for women.
- **Partner with local communities, clubs and skills based networks** to market the opportunities and non-traditional career paths that are available to women.
- **Sponsor and offer an apprenticeship program** to young women and promote the career opportunities available in non-traditional roles.

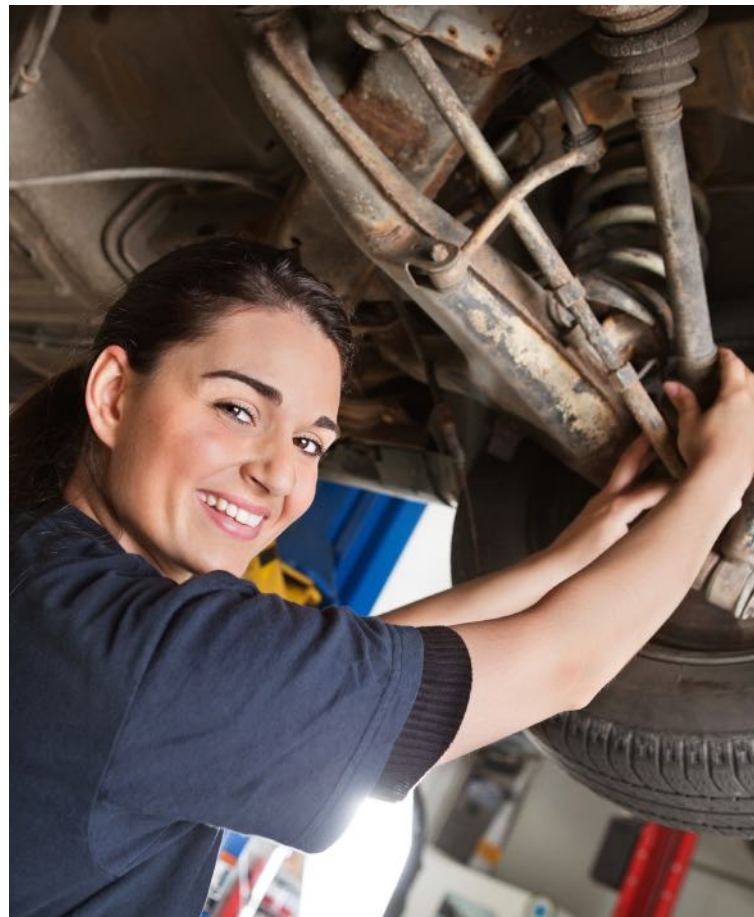
1. Job advertisements that attract women to apply

Job advertisements represent the ‘face’ of the organisation and send a strong signal about the culture and values the leadership team wants to display. Images also signal whether the leaders are focused on attracting women as job applicants and the types of roles they want to attract women to. This is particularly important for male-dominated industries which have historically focused on advertising to men.

The role of job advertisements is to predispose and reassure women to apply for non-traditional roles in these male-dominated industries. Imagery and language used by the organisation is an important means of achieving this. Organisations should review all advertising (brochures, flyers, advertisements and annual reports) to ensure they use inclusive language and feature photos of women working in non-traditional roles. They should also ensure women’s voices feature in the voiceovers used in videos.

Leading organisations recognise that job advertisements are most effective when they:

- Catch the attention of women.
- Put forward a meaningful proposition to women.
- Make women feel ‘welcome’ to apply for a role.



The images and language used in advertisements in male-dominated industries send a strong signal about whether or not an organisation wants to attract women to work with them.

Strategies used by organisations in Australia and internationally to attract women to non-traditional roles:

Display diverse images and use inclusive language in job advertisements

It is important to feature women prominently in advertising and promotional material to address negative gender stereotypes. Many organisations use images of women in non-traditional roles and in uniform as engineers, truck drivers, wearing hard hats and safety gear.

Another approach is to use imagery that focuses on the lifestyle in the work location, particularly in regional and rural locations. This promotes a quality of life that may appeal to applicants.

It is equally important to use inclusive language such as 'tradesmen and tradeswomen'. 'Tradespersons' is gender neutral and is not as likely to be as effective in attracting women.

Locate advertisements broadly and where women will notice them

Organisations are becoming more creative about placement of job advertisements and are no longer relying on traditional channels to advertise roles.

Instead, they are using magazines and other print media targeted to young women and internet sites and online forums women are regularly accessing, including MySpace, LinkedIn, Facebook and Twitter.

Other organisations overseas have broadened their advertising campaigns and circulate job advertisements to fitness-centres, day-care centres and health providers. They also post job advertisements in retail outlets and community organisations frequented by women.

These same organisations are placing advertising in newspapers under the headings for 'women-dominated' jobs, such as administrative and retail positions, as a way to ensure more women notice their advertisements.

Advertise to the key influencers on the career decisions of young women

Family members and teachers are significant influences on the career decisions of young women. Research shows the role of mothers is particularly important in influencing the career decision.²

When teachers and parents send the message that girls are equally capable of achieving in subjects like maths and science, girls are more likely to assess their abilities more accurately and to see non-traditional roles as a viable career choice.

Organisations overseas are advertising in publications and venues targeted at mothers and teachers with the aim they will encourage their daughters and students to apply.

Use women's voices for radio, television, video and internet advertising

Leading organisations overseas are using female voiceovers in recruitment advertising campaigns. Given most advertising uses male voiceovers, the female voice 'stands out' and sends a strong signal the organisation is inclusive and actively encouraging women to apply.

Focus on how you 'brand' your organisation and career opportunities

Organisations are ensuring the brand and value proposition used in their job advertisements is attractive to women. These organisations realise it is important to appeal to a broad range of women.

Some young women will be attracted by flexibility and inclusive policies while others will be attracted to a relatively large salary and the opportunity to travel. Others will be attracted by development opportunities and relative job security.

Offer a female contact for questions

- Leading organisations give female applicants the opportunity to ask questions to women employed in non-traditional roles.
- This provides tangible 'proof' that women can have a successful career in a non-traditional role in the organisation. It also provides the opportunity for young women to ask questions to someone she may 'relate' to more.

Some good industry examples include:

- **BHP Billiton** prominently features women on their graduate recruitment webpage. These women are pictured both individually and also with men. The language in the advertisement highlights the importance of diversity to BHP Billiton. 'At BHP Billiton, our success relies on recruiting and retaining talented, diverse, passionate and motivated people to help us resource the future.'

<http://www.bhpbilliton.com/home/people/graduates/Pages/default.aspx>

- **AGL's** main careers page has one image and it is of a female employee in a hard hat. The language highlights the inclusive workplace culture. 'At AGL, we see the diversity in our workforce, supported by an inclusive workplace culture, as a key to understanding and engaging our employees, the customers we serve and the communities in which we work. You can expect a workplace culture that is interested in your perspective, your experience and your ideas; where you'll be supported to achieve your potential.'

<http://www.agl.com.au/about/careers/working-at-agl/Pages/default.aspx>

- **John Holland Group** website contains a video about their graduate program featuring a female building graduate who talks about her experiences. The video also features several female employees on-site in hard hats and other protective gear. The website also contains a profile of another female construction management graduate.

<http://graduates.johnholland.com.au/meet-our-graduates.html>

- **Essential Energy** displays a photo of both a male and a female employee in their on-line advertisements for apprenticeships for power-line workers and/or electrical technicians.

'The type of person that usually excels in an apprenticeship is good with their hands, likes working outdoors, can work from heights and has shown an interest in this or similar field at school or work.'

<http://www.essentialenergy.com.au/content/apprenticeships>

- Another **energy company** needed to recruit a technical position in a regional location and wanted to attract women to apply. They used scenic rural images in their advertisements and emphasised the benefits of the location, including quality of life. The advertisement was successful, attracting and recruiting a senior woman into the technical role.
- Another **energy company** profiles female employees in non-traditional roles in *Cleo* magazine inviting women to apply for job opportunities.

Share your views...

Share your views on which attraction strategies have worked, and which ones haven't. We also hope you will share any other ideas you have to attract women in these industries.

Please click on the hard hat to go to the discussion area of the toolkit.



2. Cases and content that inspire women



In partnership with job advertisements, marketing materials and corporate websites convey whether an organisation values women in the workforce, is focused on attracting women to apply for job opportunities and the types of roles they want to attract women to.

If a woman is viewing a corporate website or reading marketing materials, she is probably already interested in the organisation and is considering a career in the industry. It is therefore important to provide information that assists with her decision making and encourages her to progress to apply for a role.

Corporate websites and marketing material in leading organisations contain:

- Good visual design that catches the attention of women.
- Content that is relevant to women and answers the question ‘what’s in it for me?’
- Credible messages consistent with employee experience.
- A call to action that encourages women to move from interest in an organisation to apply for a role.

Corporate websites and marketing materials can inspire a woman to apply for a non-traditional role, a role that she may not have previously considered.

Strategies used by organisations in Australia and internationally to attract women to non-traditional roles:

Display diverse images and use inclusive language

It is important to feature women prominently on corporate websites and other marketing material. Language should also be inclusive.

Leading organisations regularly review all their brochures, flyers, advertisements and annual reports to ensure they feature photos of women working in non-traditional roles, use inclusive language and provide information on the benefits and opportunities available for women within the organisation.

Provide information on the full range of career opportunities available to women

Organisations are actively promoting the diversity and complexity of the full range of opportunities available to women. This includes highlighting both corporate and non-traditional roles and the potential opportunity to transition between the two, as well as highlighting the availability of flexible work arrangements and other care strategies for employees.

Some organisations actively market the employee value proposition (EVP) offered by organisations including the rewards, both financial and non-financial, and the career and development opportunities.

To identify the most compelling EVP and the best channels to deliver this, one strategy is to hold focus groups with employees, educators and potential applicants to understand how to build a strong employment brand which appeals to women. Focus groups can also be used to strengthen the relationships between the organisations and the external participants.

Publish profiles and case studies of women in non-traditional roles

Many organisations have developed case studies that highlight the personal successes of women within the organisation.

These case studies communicate the diverse range of women's experiences in male-dominated industries. They also showcase the number of career paths available and reinforce that career success in non-traditional roles does not necessarily involve embracing a culture of long working hours.

Profiles can be brief 'snap shots' of women working in the industry. Case studies may be more detailed, providing information on the career path and development undertaken.

Promote achievement of individual and corporate awards focused on women

Some organisations promote their participation and success in awards at both the individual and organisational level. These awards can be specifically gender focused or related to the general industry. Either way, they celebrate successful progress in applauding organisational and individual achievement in supporting women in these industries.

An example of organisational award is the 'EOWA Employer of Choice for Women' (now the WGEA). Individual awards for women may be internal to the organisation or industry, such as 'Professional Engineer of the Year' or 'Apprentice of the Year'.

The awards can also be internal awards for male employees or teams who have shown leadership in supporting women in non-traditional roles or who have been 'champions' of diversity and flexibility. These awards receive active support when they are sponsored and delivered by the CEO and are the focus of an internal media and community strategy.

Sponsor awards and awards events

Sponsorship of an individual award or an entire awards program enhances the organisation's profile and perceived activity in gender equality. It also gives the organisation the opportunity to showcase their own accomplishments in their gender diversity strategy and the actions taken to increase the number of women in non-traditional roles.

Some good industry examples include:

- **AGL's** website has a case study on Janet and her role as a Drilling and Completions Manager. In her profile, Janet focuses on the career opportunities she has had with AGL along with the lifestyle benefits and the ongoing development. 'AGL has supported and developed Janet through skills and leadership training so she can achieve more from her career and is now a highly respected leader in the business.'
<http://www.agl.com.au/about/careers/meet-our-people/Pages/Janet-Michalopoulos.aspx>
- **John Holland Group's** website recognises five women from the organisation who were recognised at the 2012 National Association of Women in Construction (NAWIC) Awards of Excellence. Each woman is photographed and there is a brief description of her role and why she was successful in winning the award.
<http://www.johnholland.com.au/Documents.asp?ID=14760&Title=John+Holland+shines+at+NAWIC+Awards>
- **AGL** publicises on their website and other promotional material that they were awarded the 2012 EOWA (now WGEA) Employer of Choice for Women citation. 'Like other Australian corporates, AGL faces the challenge of attracting and retaining the best female employees and I believe this citation will help us to recruit the best talent in the market.'
<http://www.agl.com.au/about/ASXandMedia/Pages/AGLwinsmajorawardforwomen-friendlyworkplace.aspx>
- **Essential Energy** has information on their Women@Work Network on their website. The network provides career and personal development, support and guidance by leveraging existing programs to support our women. 'Essential Energy recognises the contribution of female employees in our organisation. We are committed to achieving workforce diversity by providing an equal employment environment where people from all backgrounds can work together to reach their fullest potential.'
<http://www.essentialenergy.com.au/content/womenwork>

Examples from industry networks include:

- The **National Association of Women in Construction (NAWIC)** has a Building a Better Future Website. 'The site contains stories and images of women actively involved in the construction industry including information about how these women got to the position they are in, what they studied, what challenges they overcame and what the highlights of their career in construction have been'.
<http://www.nawic.com.au/index.cfm?MenuID=58>

Share your views...

Share your views on which attraction strategies have worked, and which ones haven't. We also hope you will share any other ideas you have to attract women in these industries.

Please click on the hard hat to go to the discussion area of the toolkit.



3. Engagement activities that broaden the pool of potential applicants



Given there is a skills shortage, leading organisations have recognised the need to establish and maintain relationships with schools, TAFEs, universities and community organisations. These relationships are beneficial as the external partners help to raise awareness about the industries and career opportunities available to women. As a result, they broaden the pool of potential applicants.

For leading organisations in male-dominated industries, external relationships assist to:

- Increase the awareness amongst young women about the mining, utilities and construction industries.
- Cultivate the appeal of the non-traditional roles to young women.
- Achieve research outcomes which aim to increase the representation of women in male-dominated industries.

Engagement with the educational institutions and community groups broadens the pool of potential applicants for non-traditional roles in male-dominated industries.

Strategies used by organisations in Australia and internationally to attract women to non-traditional roles:

Engage with primary and secondary schools to raise awareness of opportunities for girls

Leading organisations recognise that communication about non-traditional career opportunities within the mining, construction and utilities industries should commence at school.

One strategy is to create teaching aids that discuss the industries and the diverse career paths available for girls. These aids address any potential stereotypes and biases teachers and careers counsellors may have about these industries.

Another strategy is to enable local school students to meet female employees within the organisation. These women inspire the girls by describing their careers in non-traditional roles and the benefits of working in their particular industry. Other strategies include sponsoring competitions, work experience and camps for school girls.

Organisations overseas have also invited high school teachers to participate in an intern program during the summer break. The program promotes educator awareness of the various career opportunities within these male-dominated industries as well as the skills necessary to pursue them. The aim is for teachers to return to school and to inspire young girls to consider non-traditional career paths.

Engage with TAFE, colleges and universities and provide scholarships, internships

Some organisations provide internships, work experience, final year projects and scholarships so young women can directly experience what it is like to work within these industries, particularly in non-traditional roles.

Organisations have found that a meaningful work experience assignment and a supportive team can encourage young women to consider longer term career opportunities.

Engagement with TAFE, colleges and universities also allows educators to become better informed about the developments within these industries and to provide a more factual and compelling image of the career opportunities for women.

Another strategy is to have an employee speak to female students to help influence career decisions. Some organisations encourage the students to stay in touch with this female employee as informal mentors or sponsors through to graduation.

Providing networking sessions for female students is also a good strategy for professionals in the industry to discuss their careers and to encourage potential candidates.

To address concerns about making a successful transition from education to work, some organisations promote an induction process which includes training, mentoring and other transition to work support.

Partner with local communities, clubs and skills based networks

Organisations are supporting women's networks and industry associations to build awareness of career opportunities within male-dominated industries.

These partnerships are with a broad range of groups and may be targeted to young women's organisations like the Girl Guides. Other organisations are sponsoring industry specific forums for women such as Robogirls, an online forum focused on increasing the number of young women pursuing engineering in their tertiary studies and careers.

Leading organisations are also developing innovative partnership strategies to attract mature aged women and Indigenous Australian women to apply for roles.

Sponsor and offer an apprenticeship program

Some organisations actively target women for their apprenticeship program and provide scholarships for women.

Some of these organisations also promote the opportunities available after the apprenticeship program to reassure women that a long term career with the organisation is available and encouraged.

Some good industry examples include:

- **Ausgrid's** 'Women in Trades Work Experience Program' is a four day program that offers female students the opportunity to experience electrical trades. 'If you're female, 15 years of age or older, are currently enrolled in school or TAFE and want to try your hand at an electrical trade, then the Ausgrid Women in Trades Work Experience Week is for you!'

<http://www.ausgrid.com.au/Common/Careers/Work-experience/Women-in-trades-work-experience-week.aspx>

- **Essential Energy** established the Kath Knowles Scholarship at the University of Newcastle for female students in science, engineering or other technical studies. The student is also given an internship and a mentor within the organisation. 'We know firsthand the power industry is experiencing shortages of technically skilled employees, both nationally and internationally. We also know women represent around 51 per cent of the total population in NSW – that's an under-utilised pool of talent we want to tap into.'

www.essentialenergy.com.au/asset/cms/pdf/media/mr_090312.pdf

- **Origin Energy** is improving employment prospects for women by partnering with the YWCA in Queensland on a research initiative. The 'Count Me In' project aims to help maximise the opportunities for women by identifying barriers to gaining work and determining where support is needed to help overcome them. 'There are so many career path choices available for women in the gas industry, not only locally but globally also.'

<http://reports.originenergy.com.au/sustainability/case-studies/count-me-in/>

- A **mining organisation** in North America is partnering with the Girl Guides to encourage girls to study maths and science. This recognises research which showed Girl Guides are more self-confident and have broader career aspirations, less limited by gender stereotype, than girls who are not involved in similar organisations.
- **Sinclair Knight Merz** has a 'Women in Consulting' network, which is an employee led initiative established in all major offices in multiple countries. 'The network is a powerful voice in the organisation, assisting in it garnering Employer of Choice for Women status in Australia, and providing extensive client and internal networking and professional development opportunities'.

http://www.globalskm.com/Site-Documents/AboutUs/Diversity/SKM5582_WIC-Meeting-the-Challenge-Brochure-Update-Oct_2012_AW2.pdf

Examples from other male-dominated industries include:

- **IBM's EXITE** (Exploring Interests in Technology & Engineering) Camps are an initiative to get girls interested in taking science and math classes throughout high school and to help them understand the benefits of technology and engineering careers. The target audience for the camps is high school girls aged 13 to 16. The Camps are held annually in collaboration with state-based Departments of Education to encourage young women to pursue studies in engineering, IT and science.

<http://www-07.ibm.com/employment/au/diversity/women.html>

- The **Review into the Treatment of Women in the Australian Defence Force** recommended (recommendation 8) developing innovative strategies that appeal to women at different stages of their careers. This includes a 'try before you buy' option, which provides an opportunity for women to experience military training and lifestyle within a 12 month program before committing to a permanent role.

<http://defencereview.humanrights.gov.au/>

Share your views...

Share your views on which attraction strategies have worked, and which ones haven't. We also hope you will share any other ideas you have to attract women in these industries.

Please click on the hard hat to go to the discussion area of the toolkit.



- 1 Manpower Group, "Manufacturing" Talent for the HUMAN AGE 2011 Talent Shortage Survey Results (2011). At <https://www.manpower.com.au/research/white-papers.aspx> (viewed 6 February 2013).
- 2 Manpower Group, "Manufacturing" Talent for the HUMAN AGE 2011 Talent Shortage Survey Results (2011). At <https://www.manpower.com.au/research/white-papers.aspx> (viewed 6 February 2013).

Chapter 3:

Recruitment

Strategies for an inclusive and rigorous interview and selection process

Recruitment is a critical component of an organisation's gender diversity strategy. Leading organisations in the mining, utilities and construction industries recognise this and now use the recruitment process to address negative perceptions about the industries.

These same organisations ensure they have trained and diverse recruitment teams with representation of men and women at each stage of the cycle from information sessions to interviews and networking sessions. This enables these organisations to address the risk of informal evaluation and selection methods which favour men over women.

Recruiters are trained to consider how candidates with a diverse range of experiences can transfer their skills to jobs in male-dominated industries. They look more laterally at skills and experiences and focus on an applicant's ability to learn the required technical skills on the job.

A candidate's experience during the recruitment process is a key determinant of whether they will accept a role with an organisation. Leading organisations therefore recognise the benefits of making the process a positive experience for all candidates.



Leading organisations are using recruitment strategies to:

- Broaden the capabilities required for non-traditional roles, which in turn, increases the pool of potential candidates.
- Establish an inclusive and rigorous interview and selection method which is based on genuine meritocracy.

The following key points provide examples of recruitment strategies used in male-dominated industries in Australia and internationally.

1. Diverse and trained recruitment teams using merit based processes:

- **Establish recruitment targets for women, both shortlisting and interview targets** and explain the process and rationale to all employees.
- **Share targets with recruitment and labour suppliers** and encourage them to partner to achieve these targets.
- **Monitor the composition of recruiting teams** and ensure they are gender diverse and include women from non-traditional roles.
- **Train recruiters to recognise stereotypes and unconscious bias** about the sort of work women can do and the myths about women in non-traditional roles.
- **Adhere to a documented, transparent and standard recruitment process focused on meritocracy** from the resumé screening phase through to final offers.
- **Offer women the opportunity to display their skills** during the recruitment process instead of relying solely on interview questions.
- **Centrally track women candidates** and the effectiveness of attraction strategies to reach them.

2. Broaden capabilities and pool potential candidates:

- **Broaden the skills and experience required** for non-traditional roles to increase the number of potential candidates.
- **Expand the pool of potential candidates** for non-traditional roles and include local women, older women, women with disability and Aboriginal and Torres Strait Islander women.
- **Establish leadership capabilities** that focus on the capabilities and skills that are genuinely required to lead in these industries.
- **Support women to re-enter the industry or to move to non-traditional roles** after periods of extended leave or time in corporate roles within the organisation.

3. Interaction with candidates to achieve a positive recruitment experience:

- **Obtain feedback from women applicants at each stage of the recruitment process** and use this process to create a positive experience for applicants.
- **Provide feedback to all candidates who request it** to discuss their strengths and areas for improvement.
- **Offer an induction program and buddy system** that starts from the job offer stage and assists women to form relationships, build networks and transition successfully to the organisation.

1. Diverse and trained recruitment teams using merit based processes



Employees involved in the recruitment process are often the first face-to-face contact for the potential candidate. As a result, their language and behaviour sends a strong signal about the culture and values of the organisation. The experience the candidate has during the recruitment process will be a key determinant of whether they will accept a role with an organisation.

The recruitment process is not only an opportunity to assess and select future employees. It is also an opportunity to 'sell' the organisation and the opportunities available to women in non-traditional roles. Recruiters will be most effective if they:

- Adhere to a recruitment process that uses fair and grounded criteria, instead of a reliance on subjective and informal judgments of 'fit'.
- Are cognisant of any stereotypes or bias they have about female candidates, the work they can do and their potential for a successful career in a male-dominated industry.
- Highlight the strategies that the organisation is implementing to address the perceptions female candidates may have about the culture of the industry.

Recruiters represent the 'face' of the organisation and their language and behaviour send a strong signal about the culture and values of the organisation.

Strategies used by organisations in Australia and internationally to recruit women to non-traditional roles:

Establish recruitment targets for women, both shortlisting and interview targets

Leading organisations recognise the need to have targets at all stages of the recruitment process including shortlisting, interview and selection. The process is based on merit and acknowledges that targets are needed to ensure more female candidates are included in the process and there is a broader pool to choose the 'right person for the role'.

Leading organisations explain the process and rationale for establishing targets with all employees, both men and women, to address any perception that targets unfairly advantage or disadvantage women.

Share targets with recruitment and labour suppliers

Leading organisations share their targets with recruitment firms and labour suppliers and encourage them to partner to achieve these targets. Some organisations overseas are more directive giving external partners KPIs for their component of the recruitment process, including the sourcing and shortlisting of candidates.

Monitor the composition of recruiting teams

Recruitment teams usually involve employees from Human Resources and line management roles. Organisations recognise it is important for the team to be gender diverse and include women from non-traditional roles.

This diversity increases the likelihood of objective assessment during the selection process. It can also provide a more positive experience to female candidates participating in the interview process.

Train recruiters to recognise stereotypes and unconscious bias

Leading organisations train recruiters to recognise potential stereotypes and biases that can emerge during the recruitment process and impede consideration of a diverse range of candidates. These myths include the sort of work women can do and the ability of women to be successful in non-traditional roles.

These organisations are also training recruitment teams in the broad range of experiences that can demonstrate the competencies being sought. They focus on selection process using fair and grounded criteria, instead of a reliance on subjective and informal judgments of 'fit'.

Adhere to a documented, transparent and standard recruitment process focused on meritocracy

Leading organisations hold recruitment teams accountable for following a standard recruitment approach, from the resumé screening phase through to final offers. They have multiple people review applications so that resumé are not screened by just one person. Some organisations overseas are also removing names from all cover letters and resumes to address any potential bias.

Offer women the opportunity to display their skills

Some organisations have introduced greater objectivity in the recruitment process by allowing women to do a practical test, demonstration or job trial. In addition to talking about their experience, women are given the opportunity to demonstrate their skills and to address any perception they may 'struggle' with the physical aspects of the role.

Centrally track women candidates

Organisations overseas are assessing the effectiveness of their attraction and recruitment strategies. They track the progress of female candidates through each stage of the process. They assess the effectiveness by monitoring the number of women who applied, were interviewed, received offers and finally, accepted non-traditional roles. This enables organisations to consider if existing recruitment mechanisms are delivering a diverse workforce.

Some good industry examples include:

- An **energy company** implemented a process where all selections and appointments must be approved by a panel of senior managers. Justifications are required if women are not on the shortlist of candidates. In addition, where there are female candidates, an explanation is required if a woman is not successful in securing the role.
- Another **energy company** has a target to increase the number of women in senior roles by 15% from the previous year. The recruiters ensure there is at least one woman on every interview panel and at least one female candidate on every shortlist.
- A **mining company** has a target of a minimum of 30% of women in the final interview stage of the recruitment process. A rigorous explanation needs to be provided if this 30% is not achieved.
- A **construction company** has established and communicated a target of recruiting 50% women for their graduate program.
- Another **construction company** altered the graduate recruitment process by changing the language from being too 'male-oriented'. This included re-developing the selection criteria, making the group assessment process more inclusive, including women on the panels, and training assessors in bias and stereotypes.
- A **mining company** considers closely every resumé from a female candidate for every job. There is a concerted effort to avoid unconscious bias and an acknowledgement that women do not always highlight their full breadth of skills and experiences.
- A **construction company** changed their recruitment practices to focus on merit. This process now includes more detailed questioning in interviews, looking at achievement and potential for ongoing development and having both men and women on the selection panel.

Examples from other male-dominated industries include:

- Some **engineering companies in the UK** have introduced greater objectivity by allowing women applying for science, engineering and technology occupations (SET) to do a practical test, demonstration or a job trial. In this way, in addition to talking about their experience, women have an opportunity to show their skills and experience in these SET occupations.

Share your views...

Share your views on which recruitment strategies have worked, and which ones haven't. We also hope you will share any other ideas you have to recruit women in these industries.

Please click on the hard hat to go to the discussion area of the toolkit.



2. Broaden capabilities and pool of potential candidates



There is a skills shortage in Australia and many organisations are experiencing difficulty filling key positions. One of the reasons is that many organisations narrow their potential recruitment pool by requiring a sequence of specific skills and experiences rather than considering transferable skills and demonstrated competencies.

Leading organisations train their recruitment teams to consider how candidates with a diverse range of experiences may be able to transfer their skills to non-traditional roles. They value applicants who have mastered skills in other industries, shown ability to learn quickly and shown significant growth in the previous career path.

To broaden the pool of potential candidates for non-traditional roles, organisations must:

- Review the skills and capabilities that are genuinely required to be successful in a role and broaden the pool of potential candidates accordingly.
- Develop recruitment strategies to attract pools of talent that may not have been accessed previously, including older women and Aboriginal and Torres Strait Islander women.
- Support women to return to work from extended periods out of the workforce.

Organisations need to broaden their potential recruitment pool by considering transferable skills and demonstrated competencies.

Strategies used by organisations in Australia and internationally to recruit women to non-traditional roles:

Broaden the skills and experience required

Many industries have narrowed their potential pool of candidates for non-traditional roles by requiring a sequence of specific experiences rather than considering transferable skills and demonstrated competencies.

Leading organisations consider how candidates with a diverse range of experiences may be able to transfer their skills to technical roles in male-dominated industries. They look more laterally at skills and experiences and focus on an applicant's ability to quickly learn the required technical skills on the job.

Organisations can work with recruitment firms and labour suppliers to encourage candidates who might not necessarily be seeking employment in non-traditional industries to apply.

Establish leadership capabilities

Many leaders within technical industries have progressed to senior levels through tenure, versus demonstrated leadership skills. The risk is that while they have deep technical skills, they do not have the capabilities to be successful leaders.

Some organisations are focused on developing leadership capability frameworks which focus on the skills that are actually required to lead in these industries. These organisations acknowledge that leadership capabilities are not 'masculine' or 'feminine' and are instead, more inclusive of a broader range of experience. They also acknowledge that leadership experience from other industries may be transferable to their organisation.

Expand the pool of potential candidates

Some organisations acknowledge that there are pools of potential candidates for non-traditional roles that are currently largely untapped. These include local women, older women, women with disability and Aboriginal and Torres Strait Islander women.

Many region-based organisations often train and provide targeted employment opportunities for both male and female Aboriginal and Torres Strait Islanders to work in the industry. This can help provide stable regional workforces.

Some organisations overseas actively acknowledge that Indigenous women have the primary relationship with the land and it is particularly important to include them as employees.

A few organisations are also proactively targeting older women for non-traditional roles including apprenticeship programs. These organisations recognise the benefits of employing older workers, many of whom are currently underutilised and are actively seeking career opportunities.

Another strategy is to recruit and train local women to address a specific business need. For example, some organisations are developing specific marketing programs to target mothers who are seeking flexible work hours. These women can help maintain continuity in business operations while full time employees take breaks.

Support women to re-enter the industry or to move to non-traditional roles

Some organisations overseas have recognised the benefits of attracting women to return to their organisation after periods of extended leave.

These organisations offer 'return to work' programs that provide a means for women to transition into the workforce and to gradually rebuild their confidence, get up-to-date on recent developments and/or become skilled in new areas of work.

Some organisations are also recruiting within their organisation by focusing on women who are currently employed in corporate roles. These women may be interested in moving to non-traditional roles and are provided with the training and mentoring needed to ensure a successful transition to the technical role.

Some good industry examples include:

- **Rio Tinto** holds an annual Roebourne Women's Day. The aim is for 70 women from across the community, government and industry to gather to discuss ideas aimed at encouraging Indigenous women to gain employment in the resources sector.
http://www.riotintoironore.com/documents/Milli_Milli_Edition30.pdf
- **Newmont Mining** identified a large loss of production time occurring while fulltime equipment operators on twelve hour shifts took morning tea and lunch breaks. This was equating to thousands of tonnes of ore not being moved. The management team decided to train and employ local women, who were looking for work between 9am and 2pm, to relieve the fulltime operators.
http://www.thisisourstory.com.au/our-stories_boddington-hot-seaters.aspx
- A **construction company** is conducting a career audit to challenge the notion that there is only 'one way' of getting into a senior management position. The aim of the audit is to highlight that there are many career paths that can result in developing successful leaders.
- A **mining company** actively approaches women in administrative roles to consider moving to non-traditional roles. The women are supported by a technical supervisor and mentor.
- A **mining company** reviewed recruitment and promotion procedures, including competency frameworks, which take into account skills and experience acquired outside of the workplace. They ensure only relevant factors are included in recruitment decisions and do not focus on length of service, as this can indirectly discriminate against women.

Examples from other male-dominated industries include:

- The **Review into the Treatment of Women in the Australian Defence Force** recommended (recommendations 6 and 7) broadening the talent pool from which leadership is drawn. It is recommended that each Service Chief should identify and implement a target aimed at broadening the work background of people available to enter into leadership positions. The aim is to build flexibility into the career model, time in rank provisions, timing of and access to 'career gates' and career pathways, to enable more flexibility in career progression. This includes developing, on request, longer term career plans (ie more than 5 years) for personnel to allow for different life stages and changing requirements.
<http://defencereview.humanrights.gov.au/>

Share your views...

Share your views on which recruitment strategies have worked, and which ones haven't. We also hope you will share any other ideas you have to recruit women in these industries.

Please click on the hard hat to go to the discussion area of the toolkit.



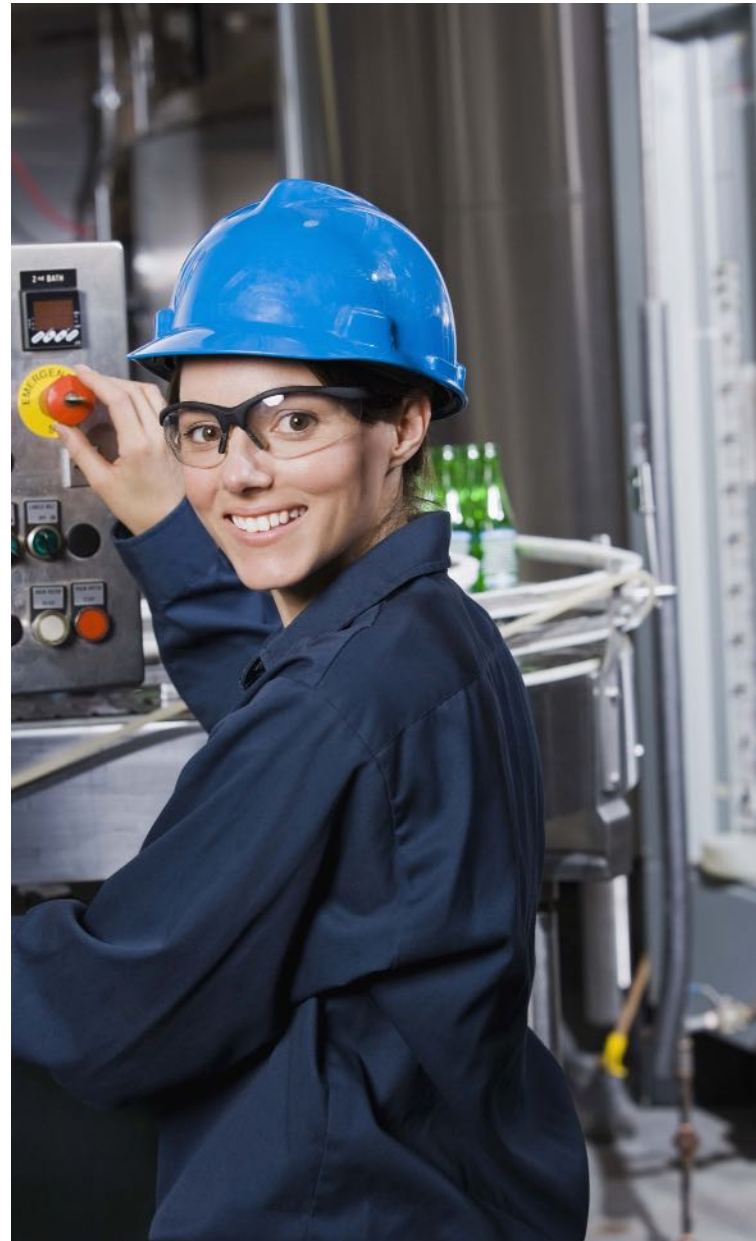
3. Interaction with candidates to achieve a positive recruitment experience

The recruitment process can be a positive experience for a candidate even if they are not successful in obtaining a job offer. Creating this positive experience is particularly important for male-dominated industries where there are existing negative perceptions and bad experiences are often shared amongst applicants.

A positive recruitment experience can also benefit candidates who feel they are taking a risk applying for a role within mining, construction and utilities. This may apply to women applying for non-traditional roles.

A positive recruitment experience:

- Is focused on continuous improvement and seeks feedback from participants about how to improve the process.
- Provides feedback to candidates to set them up for success in future interviews.
- Ensures a smooth transition from job offer to the first day on the job.



A positive recruitment experience will boost the image and reputation of the recruiting organisation, whether or not there is an offer.

Strategies used by organisations in Australia and internationally to recruit women to non-traditional roles:

Obtain feedback from women applicants at each stage of the recruitment process

Leading organisations recognise that obtaining feedback from applicants, male and female, is an excellent way to continuously improve the recruitment process. It is also important to obtain feedback from women on how inclusive the recruitment process was and to get suggestions on how to create a more positive experience for candidates moving forward.

These organisations request feedback from candidates at each stage in the recruiting process, including application, interview and selection. This creates a positive experience for applicants, whether or not they are selected for roles.

Leading organisations also seek feedback from those who are hired during their first year of employment. One of the aims is to assess the congruency between the employment promises discussed at the recruitment stage and what is actually delivered during their first year of employment, when attrition can be high.

Provide feedback to all candidates who request it

Candidates who are not successful in the recruitment process can benefit from feedback on their performance during the interview. This feedback will give applicants tips on how to be successful in their next interview. This is particularly important for candidates who feel they may have taken a risk in applying for non-traditional roles.

If a candidate requests feedback, it is important to discuss their strengths and areas for improvement. This may assist them to get a job elsewhere. It is also an opportunity to discuss opportunities that may be available elsewhere within the organisation.

Some organisations overseas provide support to candidates during the recruitment process.

For example, the recruitment team may be contacted via a toll-free line to provide tips, information and assistance on the application process.

Offer an induction program and buddy system

Induction programs usually start on the first day an employee commences their role at the organisation. However, leading organisations understand that this process should start at the job offer and acceptance stage.

These organisations recognise that it is important to maintain a relationship with the successful candidate prior to their first day of employment.

Keeping in touch with successful candidates is an opportunity to validate their decision to join the organisation and pave the way for success in the role. It also encourages women to form relationships, build networks and transition successfully to the organisation.

Induction programs commencing immediately after the recruitment phase will reduce the rate of losing candidates prior to day one on the job.

Some good industry examples include:

- An **energy company** provides two mentors to a woman who has accepted a non-traditional role with the organisation. These mentoring relationships start before the first day on the job. One mentor is an on-site mentor and the other is a 'winner' mentor. The winner mentor is from a network of women who are employed in non-traditional roles and want to share their knowledge and experience for transitioning to a new role. For example, a cadet engineer may be mentored by an experience qualified engineer.

Share your views...

Share your views on which recruitment strategies have worked, and which ones haven't. We also hope you will share any other ideas you have to recruit women in these industries.

Please click on the hard hat to go to the discussion area of the toolkit.



Chapter 4:

Retention

Strategies to ensure more women are not only recruited, but also retained, in non-traditional roles

The mining, construction and utilities industries have struggled to not only attract women to apply for jobs, they have also had challenges in retaining the women who have chosen to work with them. Retaining engaged and motivated employees is vital to an organisation's sustainability, particularly those organisations that are experiencing difficulty filling key positions.

Retention programs focus on the relationship between leaders and their employees. Pay equity, benefits, employee recognition and employee assistance programs are all part of an organisation's strategy to engage and retain employees. Improved retention reduces turnover and costs and increases job performance and productivity.

Many organisations in male-dominated industries implement retention strategies that include the participation of the CEO and senior leaders. These strategies create a working environment that meets the needs of all employees, both men and women, enabling them to contribute to business outcomes and achieve their career potential.



Leading organisations are using retention strategies to:

- Ensure what is discussed and offered to candidates during the recruitment process is maintained at all stages of employment and career development.
- Change the organisation's culture to embed diversity and flexibility in all aspects of the organisation, and as an ongoing commitment to the entire workforce – not just 'special treatment' for women.

The following key points provide examples of retention strategies used in male-dominated industries in Australia and internationally.

1. Workplace culture that is inclusive and embraces diversity:

- **Lead from the top** with the CEO and senior leaders supporting the clearly articulated vision for gender diversity and increasing the number of women in non-traditional roles.
- **Communicate the business case and strategy for gender diversity** to all employees within the organisation.
- **Build awareness and provide training** about stereotypes and unconscious bias.
- **Engage senior leaders as role models** for work-life effectiveness and valuing results over face-time and long hours.
- **Promote internal reward and recognition programs** for leaders and role models of gender diversity.
- **Participate and sponsor industry awards and gender equality awards** to display commitment to gender equality.
- **Promote the gender diversity of the team in client bids**, acknowledging the competitive advantage this brings relative to other suppliers.

2. Working environment that meets the needs of all employees:

- **Survey employees and seek feedback** on what employees value within the workplace.
- **Provide a physical working environment that caters for both men and women** including uniforms, equipment and facilities.
- **Monitor and ensure pay equity for both fixed and variable pay**, and under all types of wage-setting mechanisms, and make the review process and results transparent to all employees.
- **Implement policies that foster an inclusive workplace**, including an integrated carer's strategy and paid parental leave.
- **Embed and mainstream flexible work practices** that take into account the needs of individual employees balanced with business objectives.
- **Promote and display zero tolerance for sexual harassment, bullying and discrimination.**

3. Ongoing support for employees and families:

- **Provide on-site and off-site support for employees** including, EEO representatives and access to an Employee Assistance Program.
- **Provide support for families of employees** including, online support, site visits, family days and inclusion in social events.
- **Implement a 'keep in touch' program** for employees who go on extended leave.

1. Workplace culture that is inclusive and embraces diversity

Retention strategies are important because they help create a positive work environment and strengthen an employee's commitment to the organisation. Employees who enjoy what they do and the atmosphere in which they work are more likely to remain engaged with their job and to stay with the organisation. This results in improved organisational performance, including increased productivity.

Leading organisations in male-dominated industries use retention strategies to create a workplace culture that is inclusive and embraces diversity. These strategies:

- Are usually led from the top by the CEO and senior leaders who act as role models for demonstrating inclusive behaviours.
- Recognise and reward leaders who actively implement retention strategies and act as 'champions' for diversity.
- Include training all leaders to recognise and address stereotypes and unconscious bias.



Retention strategies help create a positive and inclusive work environment and strengthen employees' commitment to the organisation.

Strategies used by organisations in Australia and internationally to retain women to non-traditional roles:

Lead from the top

It is important that the CEO and senior leaders proactively support a clearly articulated vision for gender diversity and the strategies to increase women in non-traditional roles. They must be advocates within the organisation and support gender diversity externally by participating in public forums and conferences.

Communicate the business case and strategy for gender diversity

Leading organisations generate buy-in for the business case for gender diversity among all employees. They acknowledge there is a cost when women are underrepresented in their organisation, and that there are tremendous rewards to be gained by focusing on creating a gender-diverse and inclusive organisation. There is a strong correlation between workplace diversity and business performance.

Build awareness and provide training

Leading organisations make training about stereotypes and unconscious bias mandatory for all leaders. Training is designed to equip leaders with the skills to recognise and understand their own biases and to take steps to overcome them.

This training is integrated into the broader diversity strategy and aims to change mindsets and behaviours that will drive specific actions to counteract bias.

Engage senior leaders as role models

Many organisations highlight successful senior women in non-traditional roles and publically recognise them as role models for more junior women and men.

Leading organisations also profile and highlight senior leaders who act as role models for their values and behaviours. These leaders value work-life effectiveness and results over face-time and long hours.

Promote internal reward and recognition programs

In addition to profiling employees, leading organisations hold internal awards for male employees or teams who have shown leadership in supporting women in non-traditional roles or who have been 'champions' of diversity and flexibility.

These awards receive greater recognition and internal support when they are sponsored and delivered by the CEOs, and are the focus of an internal media campaign.

Participate and sponsor industry awards and gender equality awards

Some organisations promote their participation and success in awards at the individual and organisational level. These awards can be specifically related to gender or the industry more broadly.

An example of organisational award is the 'EOWA Employer of Choice for Women' (now WGEA). Individual awards for women may be internal to the organisation or industry, such as 'Professional Engineer of the Year' or 'Apprentice of the Year'.

Sponsorship of an award or an awards program enhances the organisation's profile in gender equality. It also gives the organisation the opportunity to showcase their own actions and accomplishments in their gender equality strategy.

Promote the gender diversity of the team in client bids

Leading organisations are active in promoting gender diversity on their project teams when they lodge a proposal to an external client. They acknowledge the advantage gender diversity brings relative to other suppliers.

By ensuring they have diverse teams in their proposal, these organisations are also anticipating the increasing focus that many corporates are placing on supplier diversity.

Some good industry examples include:

- **David Peever, Managing Director, Rio Tinto Australia**, is a 'Male Champion of Change'. The Male Champions of Change are leaders of large Australian organisations committed to driving cultural change to increase the number of women in decision making roles. They act as public advocates and have commissioned research and practical resources to assist organisations identify what has work to achieve gender equality.

http://humanrights.gov.au/sex_discrimination/publication/mcc/chapter_7_MCC2011_charter.html

Examples from other male-dominated industries include:

- **Andrew Stevens, CEO of IBM**, regularly addresses corporate forums and conferences on the benefits of gender diversity. He is also an active participant in the Male Champions of Change Program. 'Creating culture change requires very conscious focus and drive with leadership targets. It's not easy; you have to start yesterday, and you need to deal with the mathematics of it and say, 'How do I get the impact I need, and at the levels I need?'.
- The **Review into the Treatment of Women in the Australian Defence Force** recommended (recommendation 4) that all Commanding Officers are accountable for a healthy organisational culture, being regularly available to engage directly with members and taking any corrective action as required. This includes effective management of alleged incidents of sexual harassment, discrimination and unacceptable behaviour, managing flexible work arrangements and involvement in mentoring and sponsoring members.

<http://defencereview.humanrights.gov.au/>

Share your views...

Share your views on which retention strategies have worked, and which ones haven't. We also hope you will share any other ideas you have to retain women in these industries.

Please click on the hard hat to go to the discussion area of the toolkit.



2. Working environment that meets the needs of all employees



An inclusive and safe working environment benefits all employees. For male-dominated industries this means having a physical working environment that is gender inclusive and meets the needs of a diverse workforce. It also means implementing policies, like flexible work practices, that acknowledge that all employees, both women and men, have commitments outside of work that need to be accommodated.

Leading organisations:

- Seek feedback from their employees on what engages them and retains them within the organisation.
- Provide a physical work environment, uniforms and safety equipment that cater for all employees.
- 'Mainstream' flexibility so all employees, regardless of the reason, have access to the flexibility they require to balance business outcomes with other commitments.

Working environments that are inclusive, safe and flexible benefit all employees, both men and women.

Strategies used by organisations in Australia and internationally to retain women to non-traditional roles:

Survey employees and seek feedback

It is important to obtain feedback from employees about how engaged they are with the organisation and how they perceive the organisation's performance against specific strategies, including gender diversity.

Many organisations seek feedback from both men and women, formally and informally, through employee surveys and online forums. Most importantly, these organisations take action to address the feedback and communicate to employees what action they have taken.

Provide a physical working environment that caters for both men and women

Most organisations now recognise the need to ensure that the working environment is safe for all employees. They provide adequate levels of safe work practices and provide security at on-site facilities.

There is also commitment to maintain appropriate accommodation and facilities to a reasonable standard. Most organisations also provide male and female uniforms and facilities.

Monitor and ensure pay equity for both fixed and variable pay

Many organisations state they are focused on achieving pay equity for men and women. Leading organisations focus on both fixed and variable pay and conduct pay equity audits at all levels of the organisation. They report on the pay review process, within the organisation and externally, and are transparent with the results of the review. Most importantly, organisations take action to address any perceived and real inequity.

Implement policies that foster an inclusive culture

Leading organisations develop and implement policies that are inclusive and are available to both male and female employees.

Examples of these policies include carer's leave and paid parental leave. Although more female employees may currently utilise these policies, it is important they are available to both men and women. It is also important to ensure men are equally encouraged to access these policies so they are not perceived to be a special benefit for women only.

Embed and mainstream flexible work practices

Leading organisations are recognising that flexibility needs to be embedded across all aspects of the organisation and mainstreamed in all roles, taking into account the needs of individual employees balanced with business objectives. Flexibility can be on a permanent basis. However, it is also important to offer flexibility for irregular events, such as caring responsibilities (not just childcare) and medical appointments.

These organisations recognised that promotional opportunities should be available for employees who work flexibly and that performance reviews must focus on outcomes, not hours worked. They are also encouraging male employees to work flexibly so it is not perceived to be a benefit solely for working mothers.

In the context of fly-in, fly-out workers (FIFO) some organisations give employees a choice of roster length. In addition, they accommodate requests for short-term roster changes to meet personal needs, including medical appointments and school events. Finally, they review annual rotations for FIFO to ensure employees do not miss special events, such as Christmas, in consecutive years.

Promote and display zero tolerance for sexual harassment, bullying and discrimination

Many organisations now have zero tolerance of discrimination, sexual harassment and bullying in the workplace. They also provide ongoing education about behavioural expectations and information about what behaviour is acceptable and not. Finally, these organisations have effective processes that enable the safe reporting of discrimination, sexual harassment and bullying in the workplace.

Some good industry examples include:

- An **energy company** conducts an annual diversity survey, with a particular focus on gender, to assess how the organisation is delivering and performing against the gender diversity strategy and related activities.
- A **construction company** has included diversity questions in the employee survey. The aim is to track employee perceptions against a number of criteria and to assess if there is a significant difference between men and women. The data is recognised as important for contributing to the business case for change.
- **Sinclair Knight Merz** is 'dedicated to continuous improvement, awareness and adaption of its Flexible Work Practices Policy.' This policy provides flexible work hours, place of work and work environment.
<http://www.globalskm.com/About-SKM/Diversity/>
- **Origin Energy** has an equal pay for equal work policy. 'The Company policy is to deliver equal pay for equal work. During its annual salary review processes it employs a number of checks and balances to maintain an average variation between genders across all grades within plus or minus two per cent with evenly distributed fluctuations. Analysis is also undertaken of point-of-hire salary decisions to eliminate potential gaps arising in hiring decision.'
<http://reports.originenergy.com.au/shareholder/board-and-governance/>
- At a **mining company**, women on parental leave are given an average pay increase so that when they return to work they are not financially disadvantaged.
- A **mining company** is shortening its FIFO shifts to 3 days so it can assist women with family responsibilities.
- A **construction company** is changing shifts from 6 days a week to 5 days a week and is launching a formalised flexibility program, including a keeping in touch initiative and a 'working parents' toolkit.
- Another **construction company** takes a 'life transition' approach to work-life balance. They provide support to employees to take a long-term holistic view of their life and to assess where their career fits within their broader responsibilities.

Examples from other male-dominated industries include:

- The **Review into the Treatment of Women in the Australian Defence Force** recommended (recommendation 14) a number of initiatives to support mainstreaming flexibility. This includes reviewing job design, statements of duty and team work allocation to identify those positions where full time work is the only sensible model. All other roles should be identified as potentially available in flexible work arrangements. The recommendation also includes training and educating managers on available tools and how to manage requests for flexibility effectively.
<http://defencereview.humanrights.gov.au/>
- A **finance/insurance sector organisation** led by a **Male Champion of Change** has an internal culture which is committed to flexibility, with over 40% of employees stating they work flexibly. Their approach is supported by a communications program aimed at breaking down flexibility 'myths'. The campaign uses video and written case studies about employees and leaders working flexibly or managing flexible teams. The organisation also offers targeted learning for managers to work through perceived barriers for providing flexibility, supported by a range of tools and resources on their intranet. These include a 5-step process for managers and employees to use when discussing a specific request for flexibility.

- Another **organisation** led by a **Male Champion of Change** is promoting an understanding of ‘diversity maths’, an inclusive, productivity based meritocracy that supports alternative work styles, including flexibility. Diversity maths includes goals being described as key behaviours, not just desired end result (eg support for men on a flexible work arrangement). Goals are tracked on a diversity report which is shared with managers and includes the number of flexible workers and the results of surveys around support for work-life balance.
- Engineering and consulting firm **Arup**, an Employer of Choice for Women, actively works to attract, recruit and retain women with strategies that include the Parental Leave Handbook, a readily accessible toolkit for parents going on parental leave.

Share your views...

Share your views on which retention strategies have worked, and which ones haven't. We also hope you will share any other ideas you have to retain women in these industries.

Please click on the hard hat to go to the discussion area of the toolkit.



3. Ongoing support for employees and families



A key retention strategy is to not only provide support to employees, but also to support family members. This is particularly important for the families of employees who work in remote locations or who have relocated to undertake a new role.

Organisations must consider the support employees and families would most value. This support can include:

- Emotional and psychological support.
- Structural support, including relocation assistance (including for regional/remote localities, particularly settling-in assistance for partners and children) and access to communication technology.
- Social support, including access to clubs and site visits.
- Workplace strategies that assist employees with balancing work and family such as integrated carer's strategies.

Retention strategies should focus not only on employees, but also the families of employees.

Strategies used by organisations in Australia and internationally to retain women to non-traditional roles:

Provide on-site and off-site support

Many organisations provide support for employees both at the work location and off-site. This support includes access to an EEO representative who may provide information on the policies and programs available to employees.

Support may also include access to an Employee Assistance Program with skilled counsellors who focus on providing emotional and psychological support to employees.

Provide support for families of employees

Many organisations have strategies for supporting the families of their employees and the communities in which they are located.

This can include:

- Family site visits
- Support for the partner and children to settle in to a new community
- Social clubs for adults and children
- Company newsletters which may include a children's section
- Facilities and policies so children are able to be at work with their parent if needed (eg child is sick)
- Family Assistance Programs that are similar to the Employee Assistance Programs
- Integrated carer's strategies.

Integrated carers strategies can include time and leave arrangements, work relocation, job redesign, care related services and financial assistance. Return to work arrangements and programs will also assist those coming out of carer responsibilities to re-enter the workforce.

Leading organisations also provide the opportunity for couples to be on the same roster pattern, even if they are employed by different organisations or work at different sites.

Support can also be ad hoc. For example, these organisations provide the opportunity to attend significant family or personal events as a means of maintaining and improving family and other personal relationships.

Where employees are working remotely, organisations are enhancing the provision of communication technology, such as greater mobile phone access and web-based video conferencing, to enable employees to keep in contact with their family on a regular and accessible basis.

Implement a 'keep in touch' program

Leading organisations are developing 'keep in touch' programs for employees who go on extended leave. This may include parental leave, sick leave or long service leave.

The programs are designed to keep employees connected with the organisation through their choice of meetings, phone calls or emails. The aim is to get updated on recent developments within the team and the organisation, continue to remain connected to fellow employees and experience a smooth return to work.

Some good industry examples include:

- When women are due to return from parental leave, an **energy company** meets with them to discuss their career aspirations and potential roles. No assumptions are made about what role they may or may not be able to do as a new parent. Non-traditional roles are discussed along with other opportunities.
- A **construction company** provides employees with a program (provided by an external party) that is focused on carers returning to the workforce. The aim of the program is to help employees and leaders understand the caring requirements and what this may mean for their work objectives and their role.

Examples from other male-dominated industries include:

- **Alcoa, USA** developed a life Work/Life Blend Guide. The guide was developed by the Alcoa Women's Network and includes strategies to help employees to meet personal and family needs balanced with work responsibilities.
http://www.alcoa.com/global/en/careers/whats_it_like_env.asp

Examples from industry associations:

- **Queensland Resources Council:**
 - » Offers employee assistance programs which provide confidential, professional and free counselling services.
 - » Conducts audits of on-site facilities for women including accommodation, change facilities, breast-feeding facilities and toilets in operational areas.
 - » Provides support for community childcare facilities.
 - » Provides family rooms where employees can look after a child or elderly relative while still being available for on-site meetings and teleconferences.
 - » Ensures the appointment of an EEO representative at individual sites.
<http://www.qrc.org.au/>

Newsletters for women in male-dominated industries provide a good forum to share experiences and provide information about careers and challenges. Examples include:

- **WIMnet (Women in Mining Network)** produces newsletters for their members that contain information on recent events, industry news, and career development opportunities.
<http://www.ausimm.com.au/content/default.aspx?id=236>
- The **Women in Energy network (USA)** produces biannual newsletters for its members. These contain information about developments in the energy industry as well as profiles/stories of members and information on career and personal development.
<http://www.womensenergynetwork.org/?nd=newsletters>

Other resources:

- **Dial an Angel** 'proudly support and service many FIFO and their families and can provide personal assistant or concierge services to keep your home running smoothly while you are away.'
<http://www.dialanangel.com/>
- The **Australian Human Rights Commission** has written an Integrated Carers Strategy toolkit to help stakeholders manage workloads with personal carer responsibilities.
<http://www.humanrights.gov.au/investing-care-recognising-and-valuing-those-who-care>

Share your views...

Share your views on which retention strategies have worked, and which ones haven't. We also hope you will share any other ideas you have to retain women in these industries.

Please click on the hard hat to go to the discussion area of the toolkit.



Chapter 5:

Development

Strategies to ensure women have access to both formal and on-the-job development required for career paths in non-traditional roles

Increasingly, organisations in the mining, construction and utilities industries are recognising that the training and career development of women is instrumental to achieving their gender diversity strategies.

These organisations are testing the assumptions about women's performance and their commitment to their careers. Instead of assuming that women will be more likely to leave than their male peers, they are investing the same focus on ongoing career development for women.

These organisations provide 'on-the-job' development for technical skills and just as importantly, leading organisations are focused on relationship-based development including mentoring, sponsorship and networking. Their senior leaders are also actively involved in the development activities, highlighting development as imperative to achieving business outcomes.



Leading organisations are using development strategies to:

- Implement a transparent and merit based approach to all talent processes including promotion and succession.
- Ensure women are accessing the development required to reach their career potential within the organisation, including in non-traditional roles.

The following key points provide examples of development strategies used in male-dominated industries in Australia and internationally.

1. Senior leaders who are engaged in development of women:

- **Ensure senior leaders participate in the skills and career development process** to reinforce the priority of development of women within the organisation and the benefits of including women.
- **Engage senior leaders as role models for skills and career development of women** and profile their career paths, particularly senior women in non-traditional roles.
- **Offer mentoring programs for women and reverse mentoring for senior men** to be mentored by junior women.
- **Implement a formal sponsorship program** that matches senior male leaders in the organisation with high-potential women.

2. Development that promotes the career advancement of women:

- **Offer informal and formal opportunities for women to network** with other women within the organisation and include men within these networks.
- **Provide time and resources to participate in and host external networking groups.** Integrate women clients into events to increase the networks of women within the industry.
- **Offer structured leadership development programs** focusing on required leadership capabilities.
- **Encourage opportunities for women to move to non-obvious career paths** by providing re-training in non-traditional roles.
- **Offer flexibility in the time and location of training** to make it accessible to employees.
- **Provide support to partners** to facilitate employee participation in training programs out of hours and in different locations.

3. Merit based and inclusive talent process:

- **Monitor the composition of talent teams** and ensure they are gender diverse and include women from non-traditional roles.
- **Train leaders engaged in the talent process to recognise stereotypes and unconscious bias** about the sort of work women can do and their potential for success in male-dominated roles.
- **Create a process that acts to challenge decision making** during discussions about talent to uncover bias and stereotypes.
- **Set targets to ensure women are participating equally** in on-the-job development, including special projects and senior 'acting' opportunities.
- **Monitor advancement and fall-offs of women's representation in development** and take action when required to ensure meritocracy.

1. Senior leaders who are engaged in development



Participation of senior leaders in development activities for women sets the ‘tone from the top’ and reinforces the priority of skills and career development of women within the organisation. Leading organisations ensure senior leaders participate and sponsor development activities and actively promote the importance of development for women in male-dominated industries.

Senior leaders in these organisations act as sponsors, mentors and advocates for the development of women. They act as powerful career accelerators for women in non-traditional roles by providing visibility, expanding networks and actively advocating for opportunities for the women they are sponsoring.

Senior leaders in leading organisations:

- Model desired behaviours around inclusiveness and their dedication to developing and advancing women.
- Mentor women and share their personal career highlights and the development they have undertaken to be successful in non-traditional roles.
- Sponsor women to ensure their achievements are recognised and they are visible across the organisation.

Senior leaders must participate and sponsor development activities and must actively promote the importance of development for women in male-dominated industries

Strategies used by organisations in Australia and internationally to develop women in non-traditional roles:

Ensure senior leaders participate in the development process for women

Participation of senior leaders in development activities reinforces the priority of development of women within the organisation.

Leading organisations ensure senior leaders sponsor and actively participate in development activities. They promote, within the organisation and externally, the benefits of including women in the development process and they talk about the specific actions they have taken to develop and promote women within their teams.

Engage senior leaders as role models

Research shows that men pay attention to what other men in their organisation do.¹

Leading organisations provide specific examples of how senior males in the organisation should act and the inclusive behaviours they should demonstrate. These leaders then model the desired behaviours around inclusiveness and their dedication to developing and advancing women.

It is also important that women who are in senior roles in male-dominated industries talk about their career paths and the development they have undertaken to achieve career success. They should be role models and inspire younger women to understand the opportunities and career paths that are available to them.

Offer mentoring programs for women and reverse mentoring for senior men

Many organisations also encourage senior leaders to mentor and sponsor women.

Formal, matched mentoring programs are important for women in non-traditional roles as they:

- Build relationships and trust.
- Encourage honest feedback and forthright discussion of career opportunities.
- Enhance mentees' understanding of diverse perspectives and experiences.

Some organisations also offer 'reverse' or 'reciprocal' mentoring where a senior male is mentored by junior women. This provides an investment in the junior women and enables them to get more visibility across the organisation. For the senior male leader, it increases their understanding of the experiences women face within the organisation. It also enables them to meet talented women and accelerates their knowledge of the importance of gender diversity and inclusion.

Some organisations overseas have implemented mentoring circles, where one or two senior women (and men) mentor a group of junior women. Mentoring circle meetings can focus on specific career development topics, eg how to engage external stakeholders, or can be more focused on specific issues faced by women in non-traditional roles, eg how to influence as the only woman in a team.

Implement a formal sponsorship program

Some organisations recognise that senior leaders must be sponsors in addition to mentors. Sponsorship is about ensuring that individual women are recognised and that they are visible across the organisation. This ensures that influential leaders can be advocates for women's advancement and career development.

A structured sponsorship program matches senior males in the organisation with high potential women. Successful sponsorship and advocacy occurs throughout the year, not just at promotion time.

Some good industry examples include:

- **AGL** has an annual ‘Diversity Big Day Out’ conference for employees. ‘The most recent one was titled ‘Gender equity – it’s everyone’s business’. It aimed to enrol men as advocates for women in the workplace. The conferences are an opportunity for the senior leaders of AGL, including CEO Michael Fraser and his executive team, to share their career stories and personal commitment to gender diversity.’
<http://www.agl.com.au/about-agl/media-centre/article-list/2012/mar/agl-wins-major-award-for-women-friendly-workplace>
- A **construction company** holds an annual women’s roundtable. Senior executives from across the organisation attend and meet with female employees. The women talk about their experiences and discuss systemic issues that need to be resolved. This helps the company to assess and refresh its gender diversity strategy and to develop and implement inclusive policies.
- The same **construction company** has ‘Diversity Champions’ in each geographic area. These Champions are senior leaders and as advocates they organise and sponsor gender-related initiatives and events.
- When senior leaders from an **energy company** visit a regional site they schedule a meeting with women who are in non-traditional roles. The meetings are designed to ‘check in’ with the women and to discuss business and career development issues.

Examples from industry networks:

- The **National Association of Women in Construction (NAWIC)** has established a CEO Shadow Program called ‘Women in Civil Construction’. The aim of the program is to demystify the role of the CEO by enabling women to spend a day observing the activities of a senior decision maker in the industry. Participants are also part of an ongoing peer mentoring program that meets quarterly to guide career goals.
<http://www.nawic.com.au/index.cfm?MenuID=160>
- **NAWIC** also offers a mentoring program for women. The program is to ‘inspire others to continually strive for higher levels of performance through creative and strategic methods that are always focused to achieving the intended goals.’ The program is open to all member of NAWIC.
<http://www.nawic.com.au/index.cfm?MenuID=37>
- The **Australian Women in Resources Alliance (AWRA)** has launched an e-mentoring program aimed at women working in the resource, allied and construction industries. Both men and women mentor women. ‘The E-mentoring Program utilises special software allowing participants to communicate through chat, Skype or other electronic means. This keeps participants in touch when based in remote areas.’
<http://www.amma.org.au/library/submissions/34-imported-content/library-news-bulletin/1756-awra-e-mentoring-expressions-of-interest-open>

Share your views...

Share your views on which development strategies have worked, and which ones haven’t. We also hope you will share any other ideas you have to develop women in these industries.

Please click on the hard hat to go to the discussion area of the toolkit.



2. Development that promotes the career advancement of women



Leading organisations in male-dominated industries are addressing the assumption that a woman will be more likely than her male peer to leave the organisation.

Operating on the assumption that women are more likely to leave the organisations creates a cycle where managers invest less in the development of women because they assume they are less committed. Unfortunately, this can then increase the likelihood that women will become dissatisfied and leave to seek other lines of work.

Leading organisations recognise that informal networks play an extremely important role in the career development of both men and women. They recognise that women in male-dominated industries have less access to these networks and thus fewer sponsors and mentors and less visibility across the organisation.

Development of women in leading organisations:

- Addresses the fact that women have less access to networking opportunities.
- Is offered at flexible times and locations so more women can actively participate.

Leading organisations are investing the same commitment to the ongoing career development of women as they do for men.

Strategies used by organisations in Australia and internationally to develop women to non-traditional roles:

Offer informal and formal opportunities for women to network

Some women describe the culture in male-dominated industries as lonely and many are conscious of being the only woman on-site or in a team. Networking can, in part, address this isolation.

Many organisations acknowledge that informal networks also play an extremely important role in career advancement, but women have less access to these networks. This means they have fewer sponsors and mentors and less visibility for development and career opportunities. It is therefore important to facilitate networking opportunities with women within the organisation.

Provide time and resources to participate and host external networking groups

It is also important to offer female employees the opportunity to network with women externally, both within the industry and other industries. This can also be achieved by inviting female clients and customers to internal events.

Offer structured leadership development programs

While there is debate on whether there should be development programs for women only, it is agreed that women should have equal access to the broader development curriculum. Some organisations are also providing development for women focusing on specific skills such as influencing and networking in an all-male team.

Many organisations offer 'on-the-job' development. This gives women opportunities to demonstrate their expertise at, for example, internal meetings, key presentations and other external events with clients and customers.

Encourage opportunities for women to move to non-obvious career paths

It is important to increase the exposure of women to high-profile work that tests stereotypes and assumptions and demonstrates women's performance in non-traditional roles.

The objective is to accelerate the development of women early in their careers to prepare high-potential individuals for senior leadership positions in male-dominated industries.

Leading organisations overseas identify 'non-obvious' cross-business development opportunities for high performing women and offer supporting measures such as mentoring and technology support.

Offer flexibility in the time and location of training

Many organisations recognise the need to make training accessible to all employees. This may include offering training at different times and locations to suit other commitments that employees may have outside of work. These needs may include caring responsibilities for family members who have a disability or are frail due to age.

Provide support to partners and children

Many high-potential women decline opportunities to undertake development interstate or internationally due to the negative impact of relocation on their partner's career. This excludes many women from critical development required for advancement to senior leadership and leads to an underrepresentation of women in leadership positions.

Some organisations consider providing additional support to talented female employees who may have to relocate to undertake development or to advance their careers. Support can include care, financial assistance and career advice.

Some good industry examples include:

- **Essential Energy** established a 'Women@work' network in 2009. 'The Network was established to focus on providing opportunities, promoting awareness and assisting women to access information and events. The Network provides career and personal development, support and guidance by leveraging existing programs to support our women.'
- <http://www.essentialenergy.com.au/content/womenwork>
- Another **energy company** is conducting development sessions on mental health, relationship management and conflict negotiation for female employees.
- **Alcoa's** Women's Network is a global initiative which provides women with mentoring, development opportunities and networking activities. The network is highlighted as an employee benefit for employees in Australia.
- http://www.alcoa.com/australia/en/info_page/employee_benefits.asp
- A **construction company** is trying to encourage women to move into project management and operations management instead of leaving to become full time parents. They are conducting an in-house development program which is underpinned by six months of mentoring and greater access to networks and relationships.
- The same **construction company** has implemented a career mapping initiative which broadens the view of what a career is and provides employees with information of the different paths that are available within the organisation. The career mapping is supported by the required development activity.
- Another **construction company** actively provides broader networking with women from other male-dominated industries. This recognises the benefits of meeting other women to share experiences and strategies to be successful in non-traditional roles.
- **Schlumberger**, a French oilfield services company, developed a succession planning process focused on identifying higher-risk, 'non-obvious', development moves for high-potential leaders, both male and female. The objective is to accelerate the development of leaders early in their careers to prepare high-potential individuals for senior leadership positions with global multi-business responsibilities. By exposing female executives to multiple different functions, geographies, and aspects of the business they have created a continual, mobile female leadership pipeline with multidimensional skills.

Examples from other male-dominated industries include:

- Engineering company **Aurecon** includes the ASPIRE program as part of its Aurecon Women Achieving Women diversity initiative. ASPIRE 'has been designed to assist female employees in gaining the necessary skills and confidence that will assist with empowering them to take charge of their careers, and provides the platform to meet with colleagues, network, and exchange ideas, information and experiences.'
- <http://www.aurecongroup.com/en/careers/why-aurecon/diversity.aspx>

Examples of industry networks:

- The **Australian Women in Resources Alliance (AMMA)**, supported by the National Resource Sector Workforce Strategy, is delivering the industry's dedicated virtual mentoring program, connecting experienced professionals with women in the earlier stages of their careers.
- <http://www.amma.org.au/awra/awra-e-mentoring>

- **Supporting and Linking Tradeswomen (SALT)** is a non-profit incorporated organisation which began in 2009 to provide a support network for tradeswomen, apprentices and women who wish to enter the trades. SALT's main aim is to extend the base of women who will consider the trades as a career choice. 'We provide our membership with monthly meetings in Wollongong and Sydney, Facebook and Twitter connections, emails relating to tradeswomen initiatives and news. We also support and provide contacts plus information to women seeking work in the trades.'

<http://www.saltaustralia.org/>

- The **WIMnet** aims to promote the attraction and retention of women in the mining industry and to encourage membership and active participation of women in activities. Membership is open to all members of The Australian Minerals Institute, both women and men.

<http://www.ausimm.com.au/content/default.aspx?id=236>

- The **Women in Energy Network** in the USA produces quarterly 'Empowering Women in Energy' newsletters focusing on chapter activities and profiling initiatives. 'Founded in 1994, the Women's Energy Network of Houston is non-profit group that brings together professional women of achievement in the energy industry and fosters their advancement by creating a network of energy contacts.'

<http://www.womensenergynetwork.org/?nd=home>

Share your views...

Share your views on which development strategies have worked, and which ones haven't. We also hope you will share any other ideas you have to develop women in these industries.

Please click on the hard hat to go to the discussion area of the toolkit.



3. Merit based and inclusive talent process



The talent process and discussions are where decisions are made about the performance and potential of employees. They often determine who has access to promotions and development opportunities and are a key decision point in the success of an employee's career journey.

Leading organisations are ensuring there is more rigour and transparency in their talent processes to ensure they are focused on merit, and that they are not subjective and based on personal decisions on whom is the 'best fit'. They are ensuring there is diversity amongst the employees engaged in the talent discussion and they are training both leaders and Human Resources employees to recognise stereotypes and potential bias in their discussions. These organisations are also tracking the performance of women at each stage of the talent cycle to understand the advancement and fall-offs of women's representation in development and the talent pipeline.

Leaders involved in the talent process will be most effective if they:

- Adhere to a talent process focused on meritocracy.
- Recognise and challenge any stereotypes or bias they have about female candidates, the work they should do and their potential for success in a male-dominated industry.

The talent process must be rigorous, transparent and open to a challenger process which uncovers gender bias and gender stereotypes.

Strategies used by organisations in Australia and internationally to develop women to non-traditional roles:

Monitor the composition of talent teams

Talent discussions generally involve representatives from Human Resources and line management. It is important to ensure the team is gender diverse and includes women from non-traditional roles.

This diversity will increase the likelihood of balanced and objective assessment during talent discussions.

Train leaders engaged in the talent process to recognise stereotypes and unconscious bias

As with employees involved in recruitment, it is equally important to train leaders involved in the talent process to recognise potential stereotypes and unconscious biases. These biases can emerge during the talent discussions which focus on the aspirations and potential of individual employees.

Leading organisations ensure there is training to address the myths about the sort of work women can do and the ability of women to be successful in non-traditional roles. They ensure that promotions and talent outcomes are based on a talent framework which uses fair and grounded criteria, instead of a reliance on informal judgments of 'fit'.

Create a process that acts to challenge decision making

Leading organisations inject extra scrutiny during critical talent discussions about promotions and development. This is called a 'challenger process'. This process is important for decision making during talent discussions to uncover potential bias and stereotypes.

A senior manager plays the role of the 'challenger' and asks probing questions about what is discussed. The aim is to reduce the potential for unconscious stereotyping and to ensure that women get their fair share of opportunities to be tested and trusted.

Set targets to ensure women are participating equally

Organisations understand it is important to have women participate in formal on-the-job development including special projects and senior 'acting' opportunities.

Some organisations have set targets that focus on merit-based development and advancement. They hold leaders accountable for ensuring that a number of women participate in formal development activities and relationship based activities, including mentoring and sponsorship.

Monitor advancement and fall-offs of women's representation in development

Many organisations monitor the representation of women at all points in the talent process to ensure there is meritocracy.

They examine representation, promotion, and engagement levels of women at all stages of the talent process. Importantly, they take action to address any inequality and to ensure women's representation in development activities.

Some good industry examples include:

- A **mining company** is committed to increasing female participation in their Accelerated Leadership Development Program by setting a target that at least 40% of the participants must be women.
- An **energy company** has a talent management process which aims to have women on the succession plans for all critical roles. If no women are 'ready now' for the role, they identify women who would be ready in 1-3 or 3-5 years and ensure they receive the required work experiences and development opportunities to make a successful transition to the role.
- A **construction company** conducts a 'one-up conversation' with all women regarding career, talent and succession. Women meet with their Line Manager's Manager to discuss their career aspirations and development plan. This increases the profile of women at senior levels of the organisation and ensures there is not a reliance on a single manager for development and advocacy.

Examples from other male-dominated industries:

- **IBM's** succession planning process ensures they have a minimum of one woman identified for each executive role.

<http://www-07.ibm.com/employment/au/diversity/women.html>

Share your views...

Share your views on which development strategies have worked, and which ones haven't. We also hope you will share any other ideas you have to develop women in these industries.

Please click on the hard hat to go to the discussion area of the toolkit.



1 J Prime, C Moss-Racusin and H Foust-Cummings, *Engaging Men in Gender Initiatives: Stacking the Deck for Success*, Catalyst (2009). At <http://www.catalyst.org/knowledge/engaging-men-gender-initiatives-stacking-deck-success> (viewed 6 February 2013).

Chapter 6:

Additional resources

This chapter provides some useful information and links for industry-specific and general information on increasing the representation of women.

Mining Industry

Australia

- **Increasing the Diversity of the Mining Industry Workforce – Strategies for Employers**

Women in Mining Network (WIMnet), 2003

This bulletin is a collection of strategies and ideas for assisting employers to increase diversity in their workforces. The strategies are drawn from the collective professional experience of WIMNet members and are geared at benefiting both employers and employees.

www.ausimm.com.au/content/docs/divers180803.pdf

- **Unearthing New Resources: attracting and retaining women in the Australian minerals industry**

Australian Government Office for Women and Minerals Council of Australia, 2009

This report looks at issues affecting the attraction and retention of women in careers within the minerals sector. It examines barriers to women's participation in the minerals industry and identifies a range of practical measures minerals companies can take to improve the level of women's employment in the minerals industry in Australia.

http://www.minerals.org.au/news/unearthing_new_resources/

- **Leading Practice Principles for the Attraction and Retention of Women in the Minerals and Energy Sector**

Queensland Resources Council, 2012

This publication summarises initiatives undertaken to encourage greater gender diversity in the minerals and energy sector and features the stories of women who are ambassadors in non-traditional roles such as engineering, geology and trades. It includes the results of a survey tracking the proportion of women in the resources workforce.

https://www.qrc.org.au/01_cms/details.asp?ID=3014

- **More Women in Resources: the Whys and Hows**

Chamber of Minerals and Energy (WA), Undated

This supervisor's information sheet outlines the benefits of employing and supporting women in the resources sector. It suggests a number of actions that those in leadership roles can take to help to ensure that their workplaces are comfortable and safe environments for all staff.

<http://www.cmewa.com/UserDir/Documents/People%20Strategies%20Publications/081111-MPR-%20Supervisor's%20Information%20Sheet.pdf>

- **Attraction and Retention of Women in the Western Australian Resources Sector**

Chamber of Minerals and Energy (WA), 2008

This study identifies current strategies utilised by the Western Australian resources sector for the attraction and retention of women, and outlines a range of positive practice principles that can be considered by the sector.

http://www.cmewa.com/UserDir/CMEPublications/081127-MPR-Women_in_Resources_Ful_report8.pdf

- **Australian Women in Resources Alliance (AWRA)**

AWRA is a federal government and industry funded national initiative managed by the Australian Mines and Metals Association (AMMA) dedicated to facilitating the increased attraction and retention of women in the resource, allied and construction sector workforce.

<http://www.amma.org.au/awra>

- **Mind the gap: Solving the skills shortages in resources**

PricewaterhouseCoopers Australia, 2012

The report is based on information gathered from more than 20 energy resources and mining services companies operating in Australia. It includes interviews with over thirty CEOs, business unit leaders, vice-presidents and general managers, who were asked to prioritise the root causes of skills shortages in their organisations.

<http://www.pwc.com.au/industry/energy-utilities-mining/news/mind-the-gap.htm>

- **Industry snapshot: mining**

Workplace Gender Equality Agency (WGEA), 2012

This factsheet contains statistical data on female workforce participation in the mining industry. It covers areas like female managerial representation, parental leave and pay equity.

<http://www.wgea.gov.au/sites/default/files/Mining.pdf>

- **Mining Jobs for Women**

iMINCO, Undated

This webpage provides information on job opportunities and training for women who are interested in a career in the mining industry.

<http://iminco.net/women-a-resource-for-the-resource-sector/>

International

- **Ramp-UP: A Study on the Status of Women in Canada's Mining and Exploration Sector**

Women in Mining Canada, 2010

This study provides statistical data on the representation of women in Canada's Mining and Exploration Sector. It documents the perspectives of female employees, employers, students and educators on issues such as working conditions, work/life support, school-to-work transition and opportunities for advancement.

http://0401.nccdn.net/1_5/0ac/280/0ed/RAMP-UP-Report.pdf

Construction Industry

Australia

- **Women in industry: a resource guide**

Incolink, 2008

This guide is aimed at assisting women already in the construction industry and those who are considering a career in it. It includes a commentary on the perceptions of women in the industry, a review of statistical research on employers' attitudes to women in industry, and interviews with women working at various levels in the industry. It also provides a list of support services relevant to women working in construction.

http://www.incolink.org.au/Content/Incolink/Download/incolink_women.pdf

- **Industry snapshot: construction**

Workplace Gender Equality Agency (WGEA), 2011

This factsheet contains statistical data on female workforce participation in the construction industry. It covers areas such as female managerial representation, parental leave and pay equity.

<http://www.wgea.gov.au/sites/default/files/Construction.pdf>

International

- **Exploration of Strategies for Attracting and Retaining Female Construction Management Students**

C Lopez del Puerto, A Acree Guggemos and J Shane, 2011

This paper reports the results of a survey administered to the Associated Schools of Construction programs in the United States to investigate their approaches to attracting and retaining female construction management students. It provides strategies to assist construction management programs in improving the gender balance of their student populations.

<http://ascpro0.ascweb.org/archives/cd/2011/paper/CEGT307002011.pdf>

Utilities Industry

Australia

- **Diversity Big Day Out, Case study – AGL Limited**

Workplace Gender Equality Agency (WGEA), 2012

This case study profiles AGL's senior women's conference, the 'AGL Women's Big Day Out'. It provides information about the benefits, challenges and logistics of implementing the initiative for other organisations wishing to hold similar events.

http://www.wgea.gov.au/sites/default/files/AGL_case_study_new%20template.pdf

- **Industry snapshot: Electricity, Gas, Water and Waste Services**

Workplace Gender Equality Agency (WGEA), 2012

This factsheet contains statistical data on female workforce participation in electricity, gas, water and waste services. It covers areas like female managerial representation, parental leave and pay equity.

http://www.wgea.gov.au/sites/default/files/Electricity_Gas_Water_and_Waste_Services.pdf

International

- **Women in Energy: Closing the Gender Gap**

A Feltus, World Petroleum Council, Undated

This article discusses the efforts of energy companies around the globe to expand their efforts to recruit, retain and develop female employees, to make the workplace more hospitable for women and to foster their professional development.

http://www.world-petroleum.org/docs/docs/wpc_women.pdf

- **A Toolkit for Recruiting and Retaining Women in Non-Traditional Positions**

Hard Hatted Women, Center for Energy and Workforce Development, 2009

This guide from the United States offers employers tools and strategies to help recruit and retain more women in non-traditional careers, with a focus on the trades and technical fields, at every stage in their careers from preapprenticeship training to leadership development.

<http://www.cewd.org/toolkits/cewdhhwtoolkit.pdf>

General

Australia

- **Women in Engineering Education: Recommendations for curriculum change and support to aid recruitment and retention**

Australian Learning and Teaching Council, University of Technology, Sydney, 2011

This study examines all the barriers to female participation in engineering degrees. It documents some of the reasons underpinning the underrepresentation of women in engineering schools and makes a number of recommendations to increase the recruitment and retention of female students in engineering faculties.

http://www.olt.gov.au/system/files/resources/PP8-844%2520UTS%2520King%25202011%2520Women_in_engineering_education.pdf

- **System thinking: How universities can boost the retention of a higher proportion of women engineers in the engineering workforce**

E Godfrey and B Holland, Australasian Association for Engineering Education Conference 2011, 2011

This article discusses strategies universities can implement to assist in the retention of a higher proportion of women engineers in the workforce. It recommends the wider provision of flexible short courses, employer and higher education funding for part-time study, opportunities for women to work part-time in engineering faculties and highlights the importance of cultural change in workplaces and academia.

<http://www.aeee.com.au/conferences/2011/papers/AEEE2011/PDF/AUTHOR/AE110191.PDF>

- **Industry Blueprint of Successful in-house Professional Women's Programs**

Engineers Australia, Women in Engineering, 2012

This paper provides advice and guidance on how to set up a successful in-house professional women's program. It looks at programs proven to encourage and retain women in the engineering profession including, issues for consideration, some of the key messages to achieve success and some lessons learnt.

http://www.engineersaustralia.org.au/sites/default/files/wie_industry_blueprint_print_a5_sml_-_final.pdf

- **Women in the Professions: The State of Play 2009-10**

Association of Professional Engineers, Scientists and Managers, Australia (APESMA), 2011

This survey focuses on the experiences and perceptions of female technical professionals and is derived from a survey of around 1,100 women respondents conducted online in late 2009. The results provide an insight into factors affecting female progression within male-dominated professions.

<http://www.apesma.com.au/download/?dIID=645>

- **Focus: Women Driving for the Top**

Academy of Technological Sciences and Engineering (ATSE), 2012

In this edition of the Academy of Technological Sciences and Engineering's Focus magazine, contributors discuss the need for Australia to attract and optimise the skills of women in finding and applying technologies.

<http://www.atse.org.au/Documents/Focus/Focus%20171.pdf>

- **Career Pathways for Women and Girls: Emergent and Non-traditional Occupations and Industries (Viable Work)**

Economic Security 4 Women, 2011

This report maps out potential areas of viable work for Australian women by identifying areas where initiatives for women and girls can be implemented to increase and support their engagement and inclusion in male-dominated industries and occupations that offer career paths, sustainable employment, transferable skills and financial benefits.

http://www.security4women.org.au/wp-content/uploads/WAVE_eS4W_ViableWork_report-final1.pdf

- **Women in Industry**

Manufacturing Skills Australia, 2011

This factsheet provides statistical data on the representation of women in the manufacturing and automotive industries in Australia.

<http://www.mskills.com.au/downloadmanager/downloads/women%20in%20industry.pdf>

- **2012 Employer of Choice for Women: Organisations by industry**

Workplace Gender Equality Agency (WGEA), 2012

The annual Employer of Choice for Women list awards women-friendly, non-government organisations with equal opportunity programs that recognise and advance their female workforce.

http://www.wgea.gov.au/sites/default/files/EOCFW_2012_Organisations_by_Industry_tag.pdf

International

- **Best practices for even gender distribution in the 25 Member States in the domain of information society**

European Commission, 2006

This study identifies and analyses different best practices cases in major public and private European information and communication technology organisations to foster the participation of skilled female engineers in the information and communication technologies domain.

http://www.womenandtechnology.eu/digitalcity/servlet/PublishedFileServlet/AAAAUSVN/Best_practices_even_gender_ICT.pdf

- **Catalyst Quick Take: Women in Male-Dominated Industries and Occupations in U.S. and Canada**

Catalyst, 2013

This fact sheet provides statistical information on the percentage of women in male-dominated industries and occupations in the United States and Canada.

<http://www.catalyst.org/knowledge/women-male-dominated-industries-and-occupations-us-and-canada>

- **SET Workplace Cultures: Making a Positive Impact Good Practice Guide**

UK Resource Centre for Women in science, engineering and technology, 2007

This guide examines the barriers to women's participation and progress in the areas of science, engineering and technology and features examples of leading science, engineering and technology companies that use a range of approaches to recruit and retain women in science, engineering and technology.

<http://www.mrc-cbu.cam.ac.uk/equality/GPGworkplaceculture.pdf>

Other Reports from the Australian Human Rights Commission

- **Our experiences in elevating the representation of women in leadership: A letter from business leaders**

Male Champions of Change, 2011

This report is an initiative of the Male Champions of Change, which was convened by Sex Discrimination Commissioner Elizabeth Broderick. The Male Champions of Change are leaders of large Australian organisations committed to driving cultural change to increase the number of women in decision-making roles. They act as public advocates and have commissioned research and practical resources to assist organisations identify what has work to achieve gender equality.

http://www.humanrights.gov.au/sex_discrimination/publication/mcc/index.html

- **2012 Report on the Review into the Treatment of Women in the Australian Defence Force**

Australian Human Rights Commission, 2012

This report reviews the treatment of, and attitudes towards, women in Australia's Defence Forces. It explores barriers and opportunities for career advancement for women and the effectiveness of the Chief of Defence Force Action Plan for the Recruitment and Retention of Women.

<http://defencereview.humanrights.gov.au/>

- **Investing in care: Recognising and valuing those who care**

Australian Human Rights Commission, 2013

This report and toolkit examines the impact of unpaid caring responsibilities on women's workforce participation and retirement incomes and savings. It assesses the contemporary mechanisms in the workplace that support caring work.

<http://www.humanrights.gov.au/investing-care-recognising-and-valuing-those-who-care>

- **Working without fear: Results of the Sexual Harassment National Telephone Survey**

Australia Human Rights Commission, 2012

This report presents the findings of a 2012 telephone survey on the prevalence of, and responses to, sexual harassment in the workplace.

<http://www.humanrights.gov.au/sexualharassment/survey/index.html>

Further Information

Australian Human Rights Commission

Level 3, 175 Pitt Street
SYDNEY NSW 2000

GPO Box 5218
SYDNEY NSW 2001
Telephone: (02) 9284 9600

Complaints Infoline: 1300 656 419
General enquiries and publications: 1300 369 711
TTY: 1800 620 241
Fax: (02) 9284 9611
Website: **www.humanrights.gov.au**

For detailed and up to date information about the
Australian Human Rights Commission visit our website at:
www.humanrights.gov.au

To order more publications from the Australian Human
Rights Commission download a Publication Order Form
at: **www.humanrights.gov.au/about/publications/index.html**
or call: (02) 9284 9600 fax: (02) 9284 9611
or e-mail: **publications@humanrights.gov.au**

