

QUEENSLAND
JOBS FUND

WOMEN IN MANUFACTURING STRATEGY

March 2023



Queensland
Government

Acknowledgement of Country

The Department of Regional Development, Manufacturing and Water (DRDMW) acknowledges the Country and people of Queensland's First Nations. We pay our respect to Elders past, present and emerging.

We acknowledge the continuous living culture of First Nations Queenslanders – their diverse languages, customs and traditions, knowledges and systems. We acknowledge the deep relationship, connection and responsibility to land, sea, sky and Country as an integral element of First Nations identity and culture.

This Country is sacred. Everything on the land has meaning and all people are one with it. We acknowledge First Nations peoples' sacred connection as central to culture and being.

We acknowledge the stories, traditions and living cultures of First Nations peoples and commit to shaping our state's future together. DRDMW recognises the contribution of First Nations peoples and communities to the State of Queensland and how this continues to enrich our society more broadly.

Department of Regional Development, Manufacturing and Water

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General acknowledgements

The Queensland Government would like to thank and acknowledge the Queenslanders who took part in the consultation process which was central to developing this document. We particularly thank the Manufacturing Ministerial Council Sub-Group for Women. Their expertise and advice helped strengthen the strategy. Women and men in the manufacturing industry were also specifically engaged and we thank those who participated.

Minister's Foreword

The Queensland Government delivers on the things that matter to the people in our regions: good jobs, better services, and a great lifestyle.

Over the past few years, we have seen advancements in gender equality that have supported more women and girls to fully and freely participate in the vast opportunities that Queensland has to offer. But we know that more needs to be done.

I am proud of how the Queensland Government has supported more women to find exciting new career paths through the Advanced Manufacturing 10-Year Roadmap and Action Plan.

Our Women in Manufacturing events highlight the importance of networking and mentoring for the next generation of women in industry, encouraging women to connect and to tap into rich experience and knowledge.

As women continue to explore new opportunities in traditionally male-dominated industries, manufacturers – not only in Queensland but across the globe – are recognising that increased diversity boosts the bottom line, fosters a more creative environment, and can improve morale and employee retention.

Queensland's manufacturing industry contributes \$20 billion to the state's economy and employs 180,000 people.

This number includes around 52,500 women working in the industry across a range of occupations.

However, women continue to be over-represented in clerical and administrative roles, and under-represented in technical and trade roles, and especially in senior management positions.

Women also represent a vast untapped talent pool, at around 50 per cent of the overall labour force in Queensland. With one of the tightest labour markets in recent history, encouraging more women to pursue a career in manufacturing is critical to the industry's continued growth.

I look forward to working with Queensland's diverse and dynamic manufacturing industry to deliver the Women in Manufacturing Strategy, in partnership with the manufacturing industry, workers and their representatives, peak industry bodies and the wider Queensland community.



The Honourable Glenn Butcher MP

Minister for Regional Development and Manufacturing and Minister for Water





We recognise the challenges experienced by women and girls that can limit entry into the manufacturing industry.

About the Women in Manufacturing Strategy

The Queensland Government is committed to working towards achieving a gender-equal Queensland through the Queensland Women's Strategy 2022–27.

The Queensland Government is also aiming to maximise workforce participation and job opportunities for underrepresented Queenslanders, including women, through the Good People. Good jobs: Queensland Workforce Strategy 2022–2032.

In line with this, the Women in Manufacturing (WIM) Strategy provides a framework to support the attraction and retention of more women in the Queensland manufacturing industry.

It establishes the foundation to attract women across a range of backgrounds, including women from regional, remote and rural areas, First Nations women and people with different lived experiences such as disability, diverse sexuality and gender identity, into the career opportunities the manufacturing industry provides.

As the transition to advanced manufacturing continues to pick up pace, there is a greater need for a multifaceted employment approach that provides greater opportunities for women to participate.

The adoption of new technologies and production methods is expanding skill requirements to include not just trade skills, but also critical thinking and problem-solving skills and science, technology, engineering and maths (STEM) skills.

Despite these opportunities, a number of factors continue to limit women's ability to participate in the manufacturing industry.

These include stereotypes of 'women's work', limited flexible work arrangements, and the perception that shop floor occupations in manufacturing are men's work.

We recognise the challenges experienced by women and girls that can limit the entry into the manufacturing industry. The WIM Strategy responds to these challenges.

The Manufacturing Ministerial Council Sub-Group for Women

The Manufacturing Ministerial Council Sub-Group for Women helped to shape the WIM Strategy for Queensland.

Established in 2022, the Sub-Group brought together a group of experts to provide advice on the WIM Strategy actions.

The Sub-Group comprised:

- › Ms Mel Ireland, Policy and Project Lead, Queensland, Ai Group
- › Dr Brenda Mossel, R&D Manager, Trisco Foods Pty Ltd
- › Mr Richard Parker, General Manager, TEI Services Pty Ltd
- › Ms Shay Chalmers, Owner and Director, Strategic Engineering Australia
- › Ms Ann-Marie Allan, Executive Officer, Queensland and Northern Territory Branch, Australian Manufacturing Workers' Union





What is gender equality?

Gender equality benefits everyone and provides people of all genders with equal rights, responsibilities, and opportunities. Not only is it a fundamental human right, but it is a necessary foundation for a peaceful and sustainable world.

As a community, Queensland has made encouraging progress on gender equality over the past two decades. More women are serving in parliament and positions of leadership, more men are taking on the responsibility of primary care giver and laws are being reformed to advance gender equality.

However, gender inequality remains a challenge, with ongoing economic and social barriers continuing to hinder women's full participation in society and the workforce.

The COVID-19 pandemic exacerbated existing inequalities for women and girls across every sphere, from health and the economy to security and social protection. Women played a disproportionate role in responding to the pandemic, including as frontline health workers and carers at home.

In addition, women were also harder hit by the economic impacts of COVID-19 as they disproportionately work in insecure labour markets. There has also been an increase in violence against women and girls as domestic and family violence intensified throughout lockdowns.

In addition, over the past five years in Australia one in three people experienced sexual harassment at work, with women experiencing higher rates of harassment than men. Everyone has the right to a safe and respectful workplace.

The recent Respect@Work legislation passed by the Australian Government will aim to progress gender equality by ensuring women are free from sexual harassment in the workplace.¹

Queensland Women's Strategy 2022–27

The Queensland Women's Strategy 2022–27 provides a framework over the next five years, including key government commitments, to strengthen the status of women in Queensland.

The WIM Strategy supports the Queensland Women's Strategy 2022–27 by contributing to the impact area of improving the economic security of women in Queensland.

Over the first five years of the first Queensland Women's Strategy, important improvements have been made. However, more needs to be done.

National gender pay gap

The Workplace Gender Equality Agency (WGEA) reports that the national gender pay gap across all industries is just over 14 per cent.² On average, men working full-time earned just over \$1,872 per week while women working full-time earned \$1,609 per week.

The WGEA also reports the differences between women's and men's average weekly full-time earnings across all industries, including the private and public sectors, shows that in Australia the gender pay gap is highest in:

- › Professional, Scientific and Technical Services at 25.3 per cent
- › Health Care and Social Assistance at 22.2 per cent
- › Financial and Insurance Services at 19.0 per cent.

Manufacturing gender pay gap

The WGEA also reported that as at May 2022, manufacturing's national gender pay gap was 12.1 per cent.

KPMG's She's Price(d)less 2022³ report explores the gender pay gap in five different industries.

For manufacturing, it revealed that despite strong levels of gender segregation at the sub-industry level, women are being promoted at a faster rate than men, and strong progress is being made on closing the management gap.

Through the WIM Strategy, the Queensland Government aims to continue these trends.

Structural barriers

Structural barriers remain one of the most difficult challenges facing women when considering a career in the manufacturing industry.

Key barriers include:

- › the existence of unconscious and conscious bias
- › the perception that there is not a career path to leadership for women
- › the lack of family friendly workplace and career structures, including childcare and flexible working hours. Specific to manufacturing, the lack of childcare on site
- › unavailability of appropriate bathrooms and facilities at manufacturing businesses
- › the lack of parental leave for men.

Through the strategy, the department will support manufacturers to identify potential barriers to gender equality and develop solutions to help overcome the issues.





New challenges and opportunities mean the manufacturing industry will continue to diversify.

Defining manufacturing

What is classed as manufacturing?

Units in the Manufacturing Division C (as categorised by the Australian Bureau of Statistics) are often thought of as plants, factories or mills that characteristically use power-driven machines and other materials-handling equipment.

However, units that transform materials, substances or components into new products by hand or in the unit's home are also included.

Manufacturing subcategories include:

- › Food product manufacturing
- › Beverage and tobacco product manufacturing
- › Textile, leather, clothing and footwear manufacturing
- › Wood product manufacturing
- › Pulp, paper and converted paper product manufacturing
- › Printing (including the reproduction of recorded media)
- › Petroleum and coal product manufacturing
- › Basic chemical and chemical product manufacturing
- › Polymer product and rubber product manufacturing
- › Non-metallic mineral product manufacturing
- › Primary metal and metal product manufacturing
- › Fabricated metal product manufacturing
- › Transport equipment manufacturing
- › Machinery and equipment manufacturing
- › Furniture and other manufacturing

How is manufacturing changing?

Queensland's economy, like many other advanced economies, has seen significant shifts over the past decades from traditional manufacturing to advanced manufacturing.

Industry 4.0 is revolutionising the way companies manufacture, improve and distribute their products, through the integration of new technologies and processes.

Queensland's advanced manufacturers design and use new technologies and innovative production systems to produce high-value products and smart services for local and global markets.

Advanced manufacturing provides jobs opportunities in chemical and medicinal manufacturing, vehicle and transport manufacturing, professional and scientific equipment manufacturing, computer and electronic manufacturing and specialised machinery and equipment manufacturing.

Ongoing climate change, the growth of renewable energy generation and technology, adjustments in consumer preferences and globalisation have all contributed to a focus on knowledge intensive industries.

New challenges and opportunities mean the manufacturing industry will continue to diversify.



Women in Queensland manufacturing: an industry snapshot

Approximately 29 per cent of Queensland's manufacturing industry employees are women.⁴

However, women are disproportionately represented in office and clerical positions over technical and trade professions. For example:

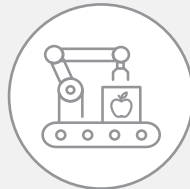
- › women are especially under-represented in technician and trades roles (11 per cent) and in machinery operators and drivers' roles (13 per cent).
- › women are over-represented in clerical and administrative roles (77 per cent) and Community and Personal Service (67 per cent) roles.⁵

Of those women engaged in the technical and trade roles, many are found in packaging and warehousing roles.

Women in manufacturing key statistics



52,500
29% employed in
manufacturing are women



20,300
women are employed in the food
product manufacturing subsector



5,900
women are employed in the machinery
and equipment manufacturing subsector



27.7%
growth in number of women employed
in manufacturing jobs – from
41,100 in 2017 to 52,500 in 2022



11%
of women are technicians
and tradespeople



77%
of women are clerical / administrative

Queensland manufacturing employment by occupation and gender⁶



Location of employment

Women working in manufacturing are primarily employed in South East Queensland in the Ipswich region (13 per cent of the total workforce), followed by the Gold Coast region at 12.5 per cent and the Logan region at 10.5 per cent.

The highest employing regional areas for women in manufacturing include Darling Downs – Maranoa (4 per cent), Wide Bay (3.5 per cent), and Townsville (almost 3 per cent).⁷

Part-time vs full-time

65 per cent of women employed in Queensland manufacturing work full-time whereas 90 per cent of the male manufacturing workforce are employed full-time.⁸





Key issues and opportunities

Key issues and opportunities that were raised through consultation with peak bodies, manufacturers and universities are included below. These have informed our four priority areas under the WIM Strategy.

Advanced Manufacturing Roadmap and 10 Year Action Plan 2022

Queensland's revised Advanced Manufacturing 10-Year Roadmap and Action Plan (the Roadmap) will support the state's manufacturing sector to drive economic growth and job creation and respond to new opportunities and challenges over the next five years.

Under the Roadmap, the Queensland Government committed to develop a WIM Strategy to attract and retain women entering the manufacturing industry, and to support women in achieving their career aspiration.

Workforce shortages

Queensland will need an extra 280,000 workers by 2024–25, as Queensland and Australia face one of the tightest labour markets in recent history.

Coupled with predictions of high job demand to support the Brisbane 2032 Olympic and Paralympic Games and the recently announced Queensland Energy and Jobs Plan, the Good People. Good jobs: Queensland Workforce Strategy 2022–2032 aims to maximise workforce participation so more Queenslanders can access job opportunities to build a skilled and resilient workforce for the future.

In addition, barriers to participation must be removed so more Queenslanders can access job opportunities. This includes providing employment pathways for women with a range of backgrounds including First Nations women, and people with different lived experiences such as disability, diverse sexuality and gender identity.

There are also increased opportunities for women on the shopfloor as new technology increases the demand for high-skilled, knowledge-based jobs alongside the traditional skilled trades in manufacturing operations.

Specific to manufacturing, as part of the 2020 Queensland election, the Queensland Government committed to investing \$16.5 million to establish Manufacturing Skills Queensland (MSQ).

The Department of Regional Development, Manufacturing and Water (DRDMW) will work in partnership with MSQ to identify and respond to workforce demands, at the sector and regional levels, including identifying training plans that are inclusive of women throughout Queensland.

Boosting women's participation in Vocational Education and Training

The Vocational Education and Training (VET) system is an important component in senior school studies and allows students to study a recognised qualification while at school which can count towards the Queensland Certificate of Education (QCE) and/or Australian Tertiary Admission Rank (ATAR).

According to the National Centre for Vocational Education Research (NCVER), nearly 29 per cent of all apprentices and trainees in Queensland are women. Boosting this number will assist Queensland to build up its workforce and tap into more women who are a valuable resource.

Highlighting VET pathways to young women and supporting more women to train and work in trade roles will be critical to skilling up the next generation for manufacturing.

In addition, engagement between industry and schools could improve women's participation in the manufacturing sector, including through increased opportunities from school-to-work transitions that enable women who are studying to secure skills and long-term employment.

Workplace culture and spotlight on women in apprenticeships and traineeships

In January 2022, the Queensland Training Ombudsman released a report that reviewed the support measures available to apprentices and trainees across the state, with a focus on women who are apprentices and trainees in traditionally male dominated occupations.

The review delivered a number of findings outlining issues of trainees and apprentices, in particular women, being made to feel unsafe or uncomfortable in the workplace.

In 2020–21, almost 17 per cent of all apprenticeships were commenced by women, but just under 50 per cent completed their training compared to a 71 per cent completion rate for men.⁹

The Queensland Government accepted all 12 recommendations of the review. The recommendations include improving workplace interventions with apprentices and trainees and outlining additional ways to boost women's participation.

As part of the WIM Strategy, DRDMW will work closely with the Department of Employment, Small Business and Training (DESBT) to support employers and apprentices and trainees access information and tools to build diverse and inclusive workplaces.

“The report's recommendations aim to ensure all apprentices and trainees are provided with supportive, healthy, and safe work environments that foster quality training arrangements.

Enhancements need to be made to assist prospective employers and to support apprentices and trainees during the life of their training contract and ensure that where intervention is required it happens in a coordinated and timely manner,” Queensland Training Ombudsman Geoff Favell said.

Early engagement and building the STEM pipeline

The relationship between the manufacturing industry and the education and training system has always been critical, with particular focus on skills in language, literacy and numeracy and the ability to apply STEM skills.

The 2022 edition of the Australian Government's STEM Equity Monitor¹⁰ shows that although there has been some improvement in women's participation rates in STEM, women remain chronically underrepresented. For First Nations people, participation is even lower.

Nationally, women make up around 27 per cent of the STEM workforce and, on average, women still earn 18 per cent less than men across all STEM industries.¹¹

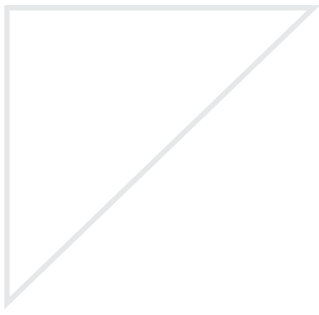
Women are also underrepresented in Queensland's universities when it comes to STEM enrolments and completions. In 2019, women represented nearly 60 per cent of undergraduate and postgraduate student enrolments but made up only a third of STEM enrolments.

Similarly, women represented just over 60 per cent of undergraduate and postgraduate course completions but made up just over 35 per cent of STEM completions.¹²

The Australian Government has announced a review into diversity in the science and technology sector, which will include an examination of how to support women and girls in pursuing careers in STEM and to also look at pathways for increasing participation by First Nations' people, people with disability and other under-represented groups.

The department will work with the Australian Government to understand the findings of the review, and explore opportunities to increase participation in STEM, as the WIM Strategy is implemented.





Engineering

According to Engineers Australia, women constitute just 16 per cent of Australian engineering graduates, and only 13 per cent of the engineering workforce.

Engineers Australia considers the barriers leading to low participation rates for young women to be a systemic issue. A survey undertaken by Engineers Australia in 2021 and 2022 revealed the main reason for low participation rates was lack of familiarity with engineering, and little awareness of what engineering involves.¹³

In addition, there is a generally negative perception of the engineering profession among women. It is still seen as male dominated. The issues mirror those experienced in manufacturing.

Nationally, women's enrolments in chemical engineering and environmental engineering typically exceed 40 per cent and enrolments in biomedical engineering can exceed 50 per cent.¹⁴

In contrast, women's enrolments in civil and electrical engineering are typically at around 14 per cent, while mechanical and computer engineering are much less.¹⁵

Early engagement with schools

To attract young women into an advanced manufacturing career, both young women and parents need to understand the huge array of diverse jobs that are available in the industry.

Students need to be exposed to the building blocks and capabilities of advanced manufacturing as early as primary school and through high school and be exposed to industry-endorsed learning experiences to assist young women in their career choices and pathways to employment.

Leadership development

The Queensland Government has been supporting WIM events since 2018 to highlight the importance of mentoring in the industry and establish supportive networks across the state.

Each WIM event features a panel of prominent women working in manufacturing – and sometimes men who are championing change – to share their experience and promote career opportunities for women in the industry.

A total of 37 events were held between May 2018 and November 2022 and have been attended by more than 2200 participants.

Survey data from the WIM events reveals that in terms of contemporary business topics, leadership development remains the single biggest topic that women are wanting to learn more about. The survey data also shows that many women in Queensland's manufacturing industry regard mentoring as one of the top strategies to help close the gender gap in business leadership.

As part of the WIM Strategy, we will be continuing the roll out of the WIM events and develop a mentoring program for women in manufacturing.

Celebrating the diversity of the manufacturing sub-sectors

Attracting and engaging women into Queensland's manufacturing industry also relies on changing the outdated perception that manufacturing is monotonous or that work is undertaken in a dangerous, dirty environment.

The modern and innovative, technologically advanced manufacturing industry that we see today is a world away from the manufacturing era of the past.

A key feature of the revised Advanced Manufacturing 10-Year Roadmap and Action Plan is to showcase Queensland's manufacturing capability and capacity while promoting its strong innovation culture.

Another focus area will be to position the rich diversity of employment opportunities across the manufacturing industry and highlighting career paths for women in a range of sub-sectors from textiles, through to metal fabrication and the craft brewing and artisan distilling sectors.

This is a collective opportunity

This is a collective opportunity for women and men alike.

The WIM Strategy will help to enable an environment where both men and women are supported to reach their full potential throughout their organisations.

To drive gender equality outcomes, men and women need to step up together and create the conditions and culture that enable all employees to thrive.

CASE STUDY 1

JRS Manufacturing Group

Chief Operations Officer of Systems, Strategy and Business at Toowoomba's JRS Manufacturing Group, Jasmine Riddle is focused on future-proofing her organisation by improving her company's opportunities to diversify its workforce.

To do this, she is working towards breaking down the structural barriers that may be preventing more women from choosing a career path in manufacturing.

Jasmine's ultimate goal is to have on-site child-care facilities, well-being champions and community engagement that empowers women and men and ensures equal access to opportunities.

JRS specialises in steel fabrication for manufacturing partners across energy, environment, defence, mining equipment, technology and services, oil and gas, civil and aerospace.

An important foundation in the company's efforts to create a diverse workplace environment is the organisation's cultural values – Comradery, Respect, Safety, Quality and Pride.

“This is what we – as a team, not just management – expect here. We are all accountable and empowered to lead with our values and philosophy as a key mindset. We can teach people the technical skills,

but the culture is what drives the business. When people join JRS, they understand that they have a stake in the outcome and are supported to problem solve for the future.”

Jasmine believes that organisations need to provide an environment that is appealing to the next generation. This includes her plans to offer on-site child-care facilities and continuing work with the JRS Skills Academy to equip individuals with specialised skills in steel manufacturing.

Through the JRS Skills Academy, Jasmine is developing a workforce for the future and introducing young people and job seekers to a trade environment that is exciting, challenging and ever-evolving.

Jasmine's goal is to provide JRS with a pipeline of highly skilled workers into the future, while providing an example for the industry as a whole on how to encourage diversity and inclusivity in the workplace.

“It is about leaving a legacy in the industry and establishing a culture and wellbeing economy that will have a long-term impact. We start today and we leave behind an inclusive workplace that is agile, innovative, dynamic and ready to respond to the opportunities of the future.”



Jasmine Riddle, JRS Manufacturing Group



Tiffany Vinten, WALZ

CASE STUDY 2

WALZ

In Year 8, Tiffany Vinten knew that she wanted to pursue a trade as a career path.

Joining the Education Queensland Industry Partnership (EQIP) for students in the Gladstone Region, Tiffany signed up for a two-year Engineering Skills Centre Program in February 2020.

The program facilitated a range of work experience opportunities with local companies such as NRG Power Station and Gladstone Ports Corporation, allowing Tiffany to access practical experience on-site and also complete theoretical training.

Tiffany completed the program with a Cert II in Engineering Pathways and is currently furthering her career as an Apprentice Boilermaker at WALZ in Gladstone.

“My advice is that you should never let your gender hold you back. Find out what you’re good at and pursue it, if it makes you happy.

And find the right people who can help you get there, there are a range of possibilities out there.”

CASE STUDY 3

University of Queensland

The University of Queensland's School of Chemical Engineering is an international leader in chemical engineering education and research. The school is recognised for producing leaders, thinkers and innovators ready to take on the most pressing engineering challenges of our time.

The school has research strengths and education programs in contemporary chemical engineering disciplines including:

- › Biomedical engineering
- › Bioprocess engineering
- › Environmental engineering
- › Materials engineering
- › Metallurgical engineering
- › Sustainable energy

In 2022, women represented 45 per cent of the total chemical engineering student cohort. For the first time ever, more women than men entered second year chemical engineering. This growth is supported by UQ's Women in Engineering which over the past eight years, has sustainably increased the number of commencing female engineering students from 19.4 per cent in 2013, to 27 per cent this year.

When asked about its success in attracting women into engineering, the University cites collaboration as one of the key drivers. Industry partners, high schools and influencers are all advocating for a more diverse future.

The University of Queensland also provides on-campus childcare, early learning centres and kindergartens that are available to staff and students, making it an attractive and inclusive option.



The University of Queensland, School of Chemical Engineering



Nicole Hatfield, Stomping Elephants Jewellery

CASE STUDY 4

Stomping Elephants

Nicole Hatfield spends a lot of her day being creative. She also has a talent for writing procedure manuals and undertaking quality control and assurance for the bespoke jewellery manufacturer, Stomping Elephants.

Working at Mackay's Stomping Elephants is a long way from the East Coast of the United States where Nicole graduated with a bachelor's degree in Graphic Design.

While studying in the US at Pennsylvania College of Technology, Nicole was offered an opportunity to be part of an exchange program at Rockhampton's Central Queensland University before settling in Australia and calling Mackay home.

Nicole is an advocate for young women pursuing non-traditional career opportunities in manufacturing, like graphic design.

"My job means that I can create designs for our bespoke jewellery, but it is also much more than that.

Our team is continuously growing, and I am able to collaborate with our production team to leverage off each other's skills sets and learn about all aspects of our operations.

I think it is critical that we take every opportunity to develop our employees further and increase capability, to realise our full potential as a team.

Working in the industry is creative and empowering and I would recommend young women take a look at the possibilities that manufacturing can bring."

CASE STUDY 5

TEi Services

Richard Parker is the General Manager of Townsville's TEi Services. The business delivers a diverse range of engineering solutions to the world for mining, defence, transport and public infrastructure projects.

The culture at TEi is one of innovation, diversity and sustainability of the industry and you get the feeling that Richard's passion is driving this.

Supporting the growth of an inclusive workforce, TEi actively promotes the attraction of women to trade roles, through early engagement with schools, universities, and the community.

Richard is a member of the Manufacturing Ministerial Council and has recently joined the Manufacturing Ministerial Council Sub-Group for Women to assist the development of the WIM Strategy.

"It is important that men step up beside women, to enact change.

Gender inequality is a business, economic, social and human rights issue. We need to increase the representation of women in the workplace and develop the conditions and cultures that enable them to thrive."



Courtney Ward, Richard Parker and Aisha Smith, TEi Services

The WIM Strategy – at a glance

The aim of the WIM Strategy is to attract and retain women in the industry, with particular focus on increasing participation in traditionally male dominated roles.

We will achieve this through four priorities:

1. Supporting diversity, equity and inclusion in the manufacturing industry.
2. Building on our existing capabilities and skills to further women's leadership and development.
3. Boosting women's participation in VET, building the STEM pipeline and promoting advanced manufacturing capabilities throughout secondary and tertiary studies.
4. Celebrating and showcasing the women in Queensland's manufacturing industry.



Sheree Taylor, BlueScope Steel

Priority 1

Supporting diversity, inclusion and equity to make the manufacturing environment an attractive place for women to work

Diversity, inclusion and equity

Diversity has been shown to boost creativity and when people from different backgrounds with a variety of life experiences are included, multiple perspectives are brought to the table. Research has demonstrated that companies that embrace diversity are 1.7 times more innovative.

Many of Queensland's manufacturers recognise the benefits of gender diversity and that employee diversity makes good business sense.

In addition, inclusion involves efforts and behaviours that can be fostered by the organisation or by the people in it. An inclusive culture can help employees feel they belong.

As part of the WIM Strategy, DRDMW will develop a Diversity, Inclusion and Equity Toolkit so that everyone involved in the manufacturing industry feels like it is a level playing field.

The Toolkit will also aim to increase the representation of women in non-traditional roles within the manufacturing sector and attract women with a range of backgrounds, including First Nations women, and people with different lived experiences such as disability, diverse sexuality and gender identity.

The Toolkit will be delivered state-wide through engagement sessions with Queensland's manufacturers.

Respectfully engaging our apprentices and trainees

DRDMW will collaborate with DESBT to improve workforce participation as the Good People. Good jobs: Queensland Workforce Strategy 2022–32 rolls out.

For example, we will assist employers to understand that the provision of flexible work practices will widen the pool of available workers and attract more women into the workforce through education initiatives such as the Diversity, Inclusion and Equity Toolkit.

We will also work closely with the staff on the shopfloor to build diverse and inclusive workplaces and to respectfully engage with apprentices and trainees, through a range of 'Toolbox Talks' on the shopfloor.

Champions for change

In 2010, Elizabeth Broderick, Australia's former Sex Discrimination Commissioner brought together 25 chief executive officers to drive and accelerate change under the Australian Government's Champions of Change initiative.

Men of influence step up beside women leaders. They form a high-profile coalition to lead and be accountable for change on gender equality issues in their organisations.

The initiative has gained international recognition as a high-impact model for engaging men of power and influence to drive progress on gender equality.

The Champions for Change model will be piloted in Queensland's manufacturing industry to engage and activate senior leaders in manufacturing organisations, in collaboration with government and the broader community, to accelerate progress in gender equality.

The champions will use their individual and collective leadership to elevate gender equality as an issue of social and economic importance. The guiding principles will be to listen, learn and lead with action to achieve change throughout an organisational and community level.

Action 1 Develop and deliver a Diversity, Inclusion and Equity Toolkit to increase women in manufacturing through promoting an inclusive culture, where employees feel like they belong.

Action 2 Implement the Champions for Change model to engage leaders to help achieve gender equality and assist in increasing the representation of women in manufacturing.

Action 3 Work with industry to facilitate change and improve the workplace culture for women who are apprentices and trainees in collaboration with DESBT.



Priority 2

Building on our existing capabilities and skills to further women's leadership and development

Mentoring

Mentoring has been shown to support women with career development and help them reach their development goals. Sharing knowledge, experience and building personal and professional networks will encourage improved leadership within the industry.

To achieve this, it is important to develop a mentoring program that connects women throughout their trade careers and provides support mechanisms for new entrants to manufacturing, particularly apprentices and trainees who may be looking for buddies and/or sponsors throughout their journey.

DRDMW will develop and deliver mentoring programs to improve a sense of belonging for women working in the industry and to support them to maximise their career opportunities.

Building leadership capabilities

The manufacturing leadership programs will provide an opportunity for women in manufacturing to undertake team building and professional development and highlight the contemporary issues facing women in manufacturing today.

The programs will target middle to senior managers who are emerging leaders and aim to build capability, promote networks and provide knowledge sharing opportunities.

Action 4

Develop mentoring programs to offer support for women to develop their careers and develop a mentoring culture throughout the industry.

Action 5

Deliver leadership programs for women in manufacturing to showcase leaders and role models across industries, and to support women to take the next step in their careers.



Sharon McLeod and Tara Ziems, Grace Loves Lace

Priority 3

Boosting women's participation in VET, early engagement with schools and universities and building the STEM pipeline

Boosting women's participation in VET

DRDMW will highlight VET pathways to young women and support more women to train and work in trade roles which will be critical to skilling up the next generation.

Early engagement with schools and universities and building the STEM pipeline

DRDMW will expand departmental participation in school career expos across the state, identifying opportunities to partner with schools to highlight the diverse roles available to women in manufacturing.

A key focus will be to find new ways to promote advanced manufacturing capabilities and STEM to young women throughout their primary and high school years, highlighting the skills required for advanced manufacturing.

We will work with universities to promote advanced manufacturing as a career to students at open days and when considering options throughout tertiary education.

Action 6

Expand participation in school career expos across the state to increase awareness of the benefits of a manufacturing career and breadth of roles for women in the manufacturing industry.

Action 7

Promote advanced manufacturing capabilities to young women at primary and high school, including industry technical competencies, and highlight that pathways into manufacturing include vocational education and training and/or higher education.

Action 8

Working with Queensland's universities, promote the breadth of advanced manufacturing sub-sectors and occupations to make students aware of careers in the industry.

Priority 4

Celebrating the diversity of roles for women in manufacturing

The roles in Queensland's manufacturing sub-sectors are diverse, rewarding and creative. By showcasing the achievements of women working in the industry and the available career opportunities, more women could be encouraged to consider a manufacturing careers path.

A promotional series will be developed that showcases Queensland women and tells the personal stories of how they came to work in the manufacturing industry and their career experiences and challenges.

DRDMW will publish monthly case studies that showcase women's journeys and experiences, starting with the case studies that were developed as part of the WIM Strategy.

Action 9

Develop a promotional series about women in manufacturing to promote and showcase the careers of women across a range of occupations.

Action 10

Develop a series of case studies that showcase women's journeys and experiences.



Action Plan

Priority 1: Supporting diversity, equity and inclusion in the manufacturing industry		2022–2023	2023–2024	2024–2025	2025–2026
Action 1	Develop and deliver a Diversity, Inclusion and Equity Toolkit to increase women in manufacturing through promoting an inclusive culture, where employees feel like they belong.	✓	✓	✓	✓
Action 2	Pilot the Champions for Change model to engage leaders to help achieve gender equality and assist in increasing the representation of women in manufacturing.		✓		
Action 3	Respectfully engaging our apprentices and trainees through improving the workplace culture for women who are apprentices and trainees in collaboration with the Department of Employment and Small Business and Training.		✓	✓	✓
Priority 2: Building on our existing capabilities and skills to further women's leadership and development					
Action 4	Develop mentoring programs to offer support for women to develop their careers and develop a mentoring culture throughout the industry.		✓	✓	✓
Action 5	Deliver leadership programs for women in manufacturing to showcase leaders and role models across industries, and to support women take the next step in their careers.		✓	✓	✓
Priority 3: Boosting women's participation in VET, early engagement with schools and universities and building the STEM pipeline					
Action 6	Expand participation in school career expos across the state to increase awareness of the benefits of a manufacturing career and breadth of roles for women in the manufacturing industry.		✓	✓	✓
Action 7	Promote advanced manufacturing capabilities to young women at primary and high school including industry technical competencies and STEM and highlight that pathways into manufacturing include vocational education and training and/or higher education.		✓	✓	✓
Action 8	Working with Queensland's universities, promote the breadth of advanced manufacturing sub-sectors and occupations to make students aware of careers in the industry.		✓	✓	✓
Priority 4: Celebrating and showcasing women in Queensland's manufacturing industry					
Action 9	Develop a promotional series about women in manufacturing to promote and showcase the careers of women across a range of occupations.		✓	✓	✓
Action 10	Develop a series of case studies that showcase women's journeys and experiences.	✓	✓	✓	✓

Note: Ticks indicate the year of delivery. Some actions will be delivered over multiple years.

Review

An evaluation framework will be developed for the WIM Strategy which will include annual reviews.

As part of the evaluation framework, key performance indicators will be established to allow DRDMW to measure progress and efficiency under the Strategy.

Each action item under the WIM Strategy will establish a baseline at the beginning of each program.

The Champions for Change model will be evaluated after the pilot, to determine its effectiveness and potential implementation in other areas of the state.

The WIM Strategy will be reviewed at the end of the strategy to determine its effectiveness.

Achievements under the Strategy will also be reported under the Annual Queensland Women's Statement where appropriate.



Courtney Ward, TEi Services



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Notes

- [https://www.pm.gov.au/media/respectwork-passes-parliament#:~:text=Media%20release,%40Work\)%20Bill%20through%20Parliament](https://www.pm.gov.au/media/respectwork-passes-parliament#:~:text=Media%20release,%40Work)%20Bill%20through%20Parliament)
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