



# Diversity, Equity, and Inclusion: Building a Better Workplace Together

Together, we'll explore how DEI initiatives can transform our workplace culture, boost innovation, and drive better business outcomes.

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# Outline of today's presentation (21.10.2025)

SETTING THE SCENE: What actually *is* DEI and why has it become so contentious recently?

THE BUSINESS CASE: Going from 'must we really?' to 'it's in our best interest!'

IT'S THE LAW: Australian workplace equity laws are growing stronger

APGA PIPELINERS: What's important to Australia and New Zealand workers

LOW HANGING FRUIT: Making the pipeline sector a more desirable place to work

NEW APGA RESOURCE: Dedicated Web-page for pipeliners to collaborate to eliminate bias in the workforce

# SETTING THE SCENE:

What actually is DEI and what are the known issues?

# Understanding DEI: Core Concepts and Definitions



## Diversity

The presence of differences within a given setting. Includes race, gender, religion, sexual orientation, ethnicity, nationality, and more.

## Equity

Fair treatment, access, opportunity, and advancement for all people. Identifying and eliminating barriers that prevent full participation.

## Inclusion

Creating environments where any individual or group feels welcomed, respected, supported, and valued. Embracing differences.





The pipeline sector faces significant gender bias at three critical junctures. Women encounter barriers from entry through advancement.

(1) Entry problems begin with education. Only 20-24% of engineering degrees go to women.

(2) Recruitment **processes** often contain unconscious bias around both age and gender.

(3) Women are promoted at dramatically lower rates than men face a "middle-management cliff." Many feel their gender will limit their career progress.

# THE BUSINESS CASE:

Going from 'must we really?' to 'it's in our best interest'



# The Business Case: Why DEI Matters for Organizational Success

36%

Higher Profits

Companies with diverse leadership are more profitable than their peers

87%

Better Decisions

Diverse teams make better decisions than individuals

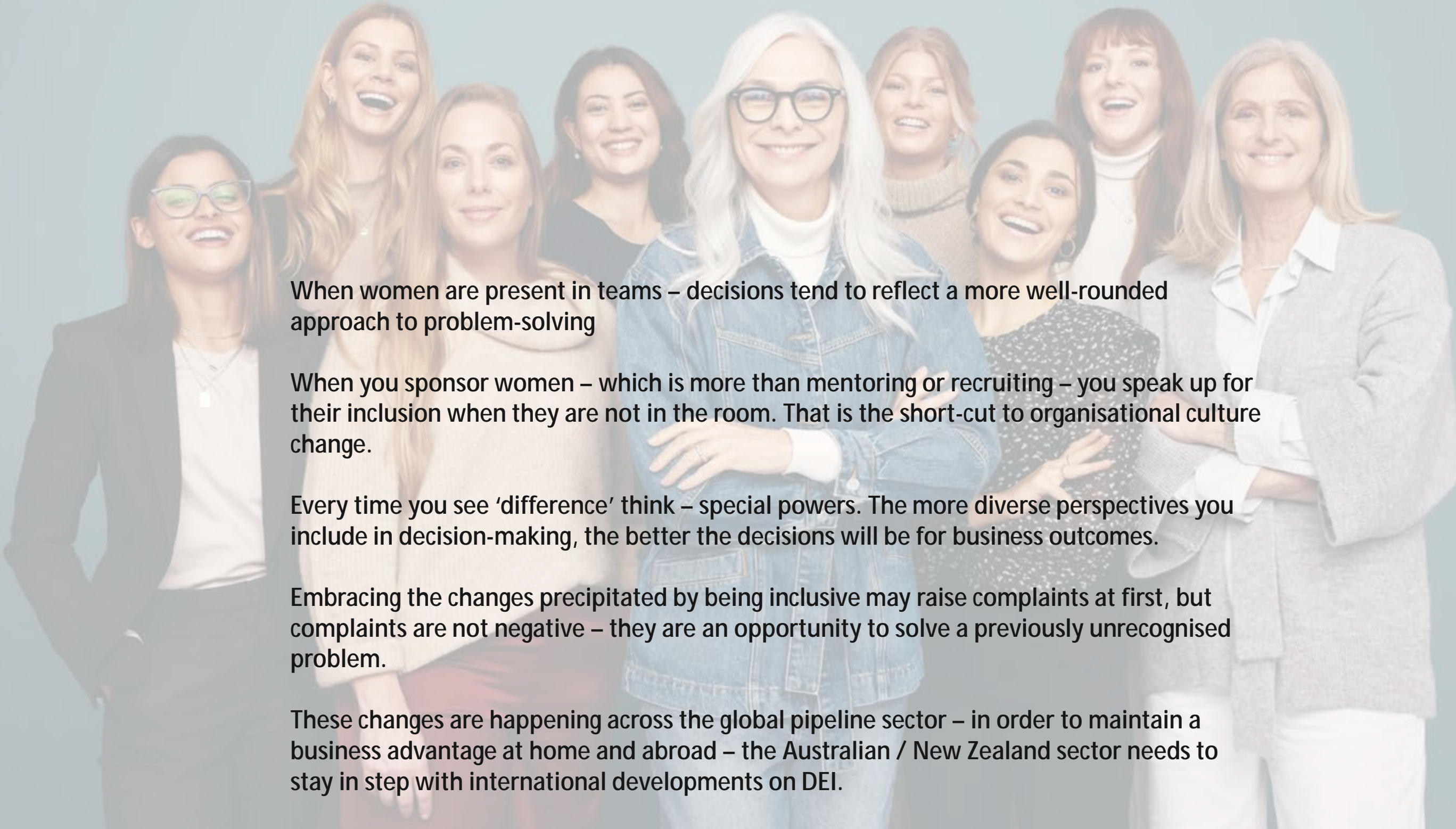
70%

Innovation

More likely to capture new markets with diverse perspectives



# Making room for having a diverse crew – age, gender, neurological, and ethnic background



When women are present in teams – decisions tend to reflect a more well-rounded approach to problem-solving

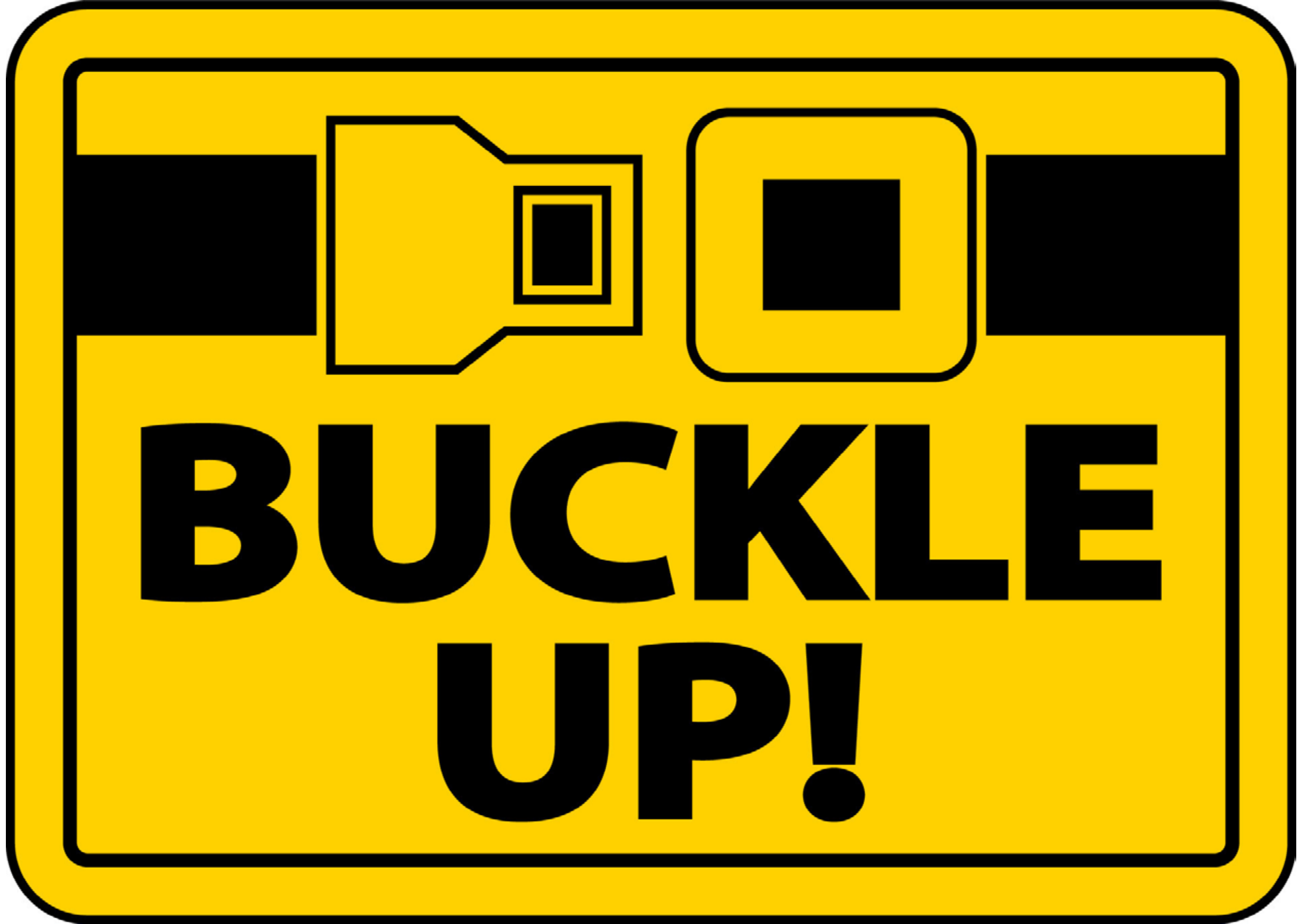
When you sponsor women – which is more than mentoring or recruiting – you speak up for their inclusion when they are not in the room. That is the short-cut to organisational culture change.

Every time you see 'difference' think – special powers. The more diverse perspectives you include in decision-making, the better the decisions will be for business outcomes.

Embracing the changes precipitated by being inclusive may raise complaints at first, but complaints are not negative – they are an opportunity to solve a previously unrecognised problem.

These changes are happening across the global pipeline sector – in order to maintain a business advantage at home and abroad – the Australian / New Zealand sector needs to stay in step with international developments on DEI.

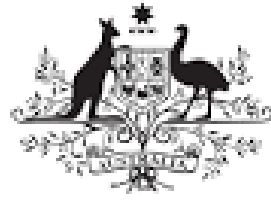




**BUCKLE  
UP!**

**IT'S THE LAW:**

Australian workplace equity laws are growing stronger



Australian Government



Workplace  
Gender Equality  
Agency



## Contact us

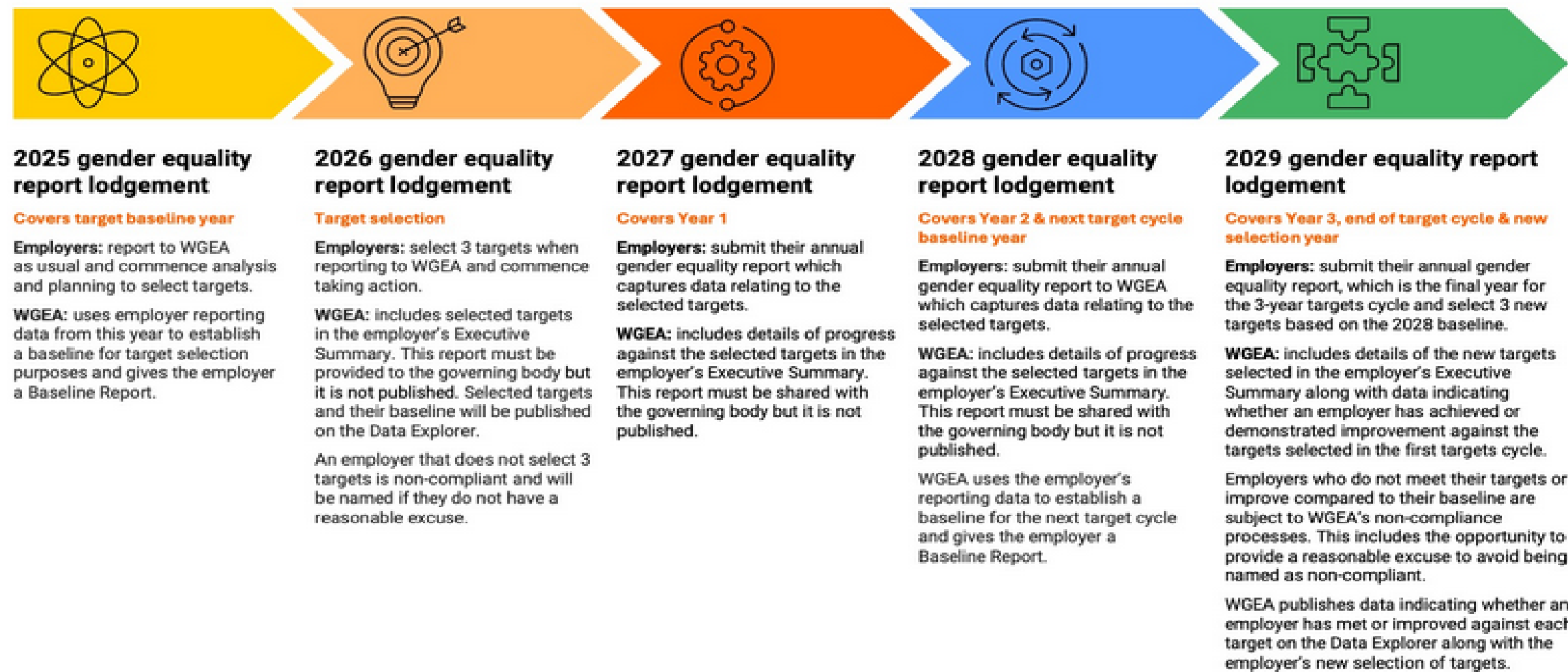
For more information on our approach to compliance (or gender equality more broadly) please contact us:

- by lodging a support request in the [WGEA Reporting Portal](#)
- via an [online form](#)
- via email at [support@wgea.gov.au](mailto:support@wgea.gov.au)
- by post – GPO Box 4917, Sydney NSW 2001.

Our [Reporting Guide](#) includes a wide range of resources to support relevant employers to comply with their obligations under the WGE Act and our [website has a range of information about how to](#) drive change to improve workplace equality.

Large employers will need to select their targets in 2026 when they report to WGEA.

# Target cycle workflow





# Applicable to organisations or portfolios of 100 – 499 employees

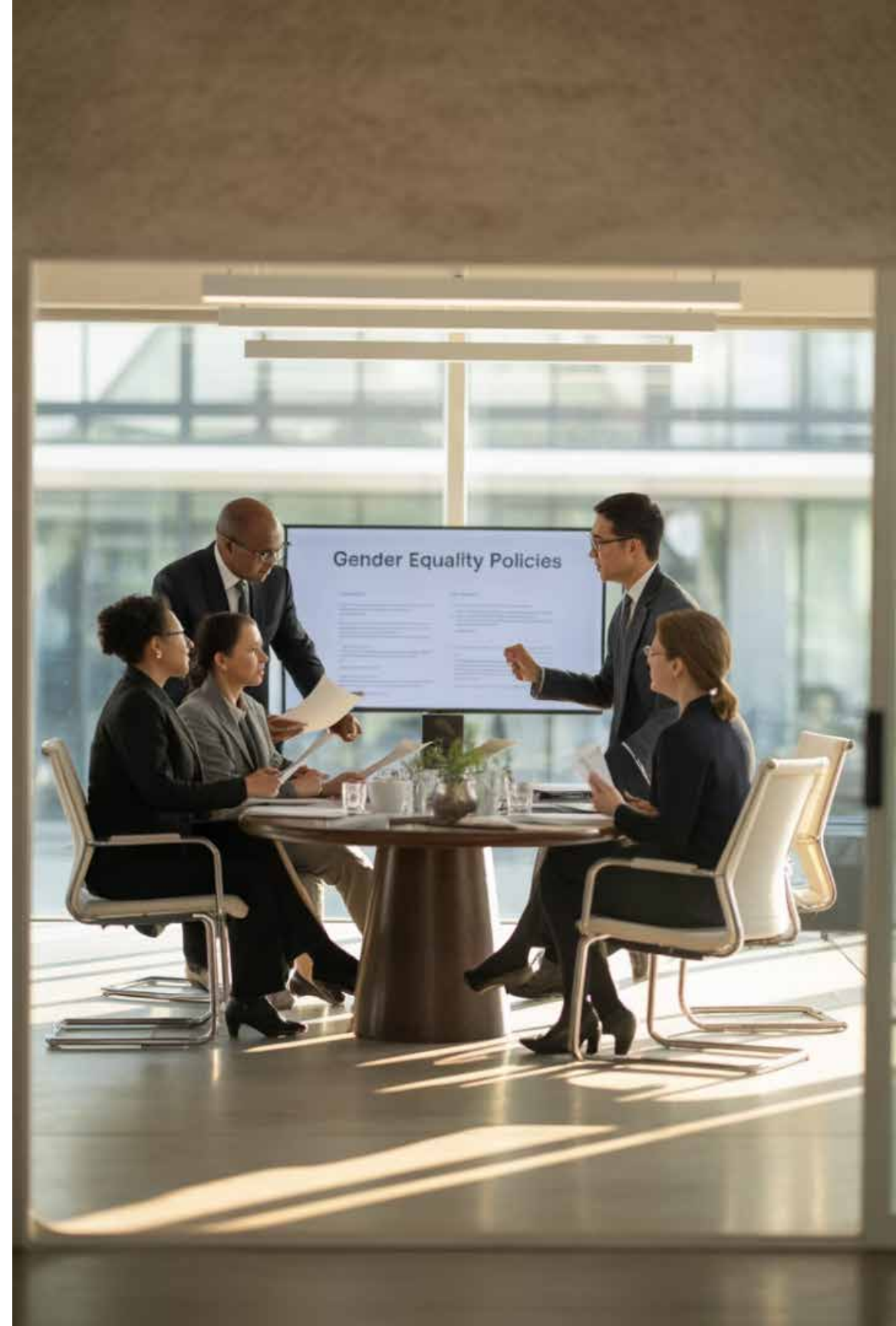
What's changing?	When will it happen?
Employers must share their WGEA Executive Summary and Industry Benchmark Report with their Board	From November 2023
WGEA will publish private sector employer gender pay gaps	27 February 2024
Employers must provide additional information on employees including age, primary workplace location, CEO, Head of Business, and Casual Manager remuneration	From April 2024
Reporting on sexual harassment, harassment on the ground of sex or discrimination will be mandatory	From April 2024
Employers with 500 or more staff must have a policy or strategy for each of the six gender equality indicators	From April 2024
WGEA will publish Commonwealth public sector gender pay gaps	From late 2024 / early 2025

# Gender Equality Target Requirements: New Legislation

Starting in 2025, employers with 500+ employees must commit to three gender equality targets.

This mandate expands on Pay Transparency Laws already implemented across Australia.

Companies will need to select from both numeric and action-oriented options.



# APGA PIPELINERS:

What's important to Australia and New Zealand workers



# Current State: Assessment of Our DEI Landscape

The Australian pipeline sector faces unique DEI challenges with historic underrepresentation of women and Indigenous Australians.

Recent industry surveys show only 17% female participation, significantly below the national workforce average.

Research reveals opportunities to improve recruitment processes and create more inclusive field environments.

Geographic isolation of worksites creates additional barriers for diverse talent retention and development.





# Mid-twenties, gender, neuro & ethnically diverse, engineer

People in the corporate offices are generally more progressive with their opinions and more inclusive as well, with just how they talk and behave.

When men call out other men for inappropriate action or language, it's really powerful and makes the workplace safer for everyone.

In my company, I have not experienced any prejudice when it comes to opportunities I have been granted. I am very grateful for the opportunities provided.

I have heard inappropriate comments pretty regularly regarding race, gender identity, sexuality, and background. None of that is relevant to competency for work.

One of my favourite DEI initiatives is the program we have with a TAFE to train Indigenous young people in technical roles and hire Indigenous community liaison officers.

# Mid-40s, female, Australian, Office worker

I haven't seen a big change in inclusivity, but it's not for want of trying. It's just legacy stuff. People are trying to be inclusive but you cannot change culture overnight.

In one area of our business they have overcorrected for women. Now we have a team that is exclusively women and they could definitely use a male perspective!

There are policies and procedures, and information on a sharepoint site, about how to raise and address discrimination. But there is always an unfair burden on women to prove to HR what happened.

Sometimes the diversity of opinion needs to be across functional groups. Engineers, trades, and contractors all will approach the same problem from a different point of view. Each is valuable.

I don't see diverse perspectives being actively sought or valued during decision making processes for the business. It's always the same kinds of people making the decisions.

# Early 30s, male, New Zealand, trades

I started in this industry right after high school and have been working steadily for the last 12 years. I am now in management. But I haven't had a lot of support in terms of mentoring

We really embrace the Maori culture here, it's really deeply embedded in New Zealand culture so it hasn't been an issue bringing that inside the firm.

We have a really good feedback system where you can leave anonymous or non-anonymous feedback about work culture. It's been really useful. It helps management make meaningful improvements.

There's less diversity on remote sites than there is in the office. Everyone who works remotely even has a similar oil & gas experience.

You want to hire for diversity, but you don't want to overcook that aspect and make people feel awkward about being different.

# LOW HANGING FRUIT:

Addressing our common challenge - BIAS



# *Since when have men been an obstacle to women's careers?*

To our male colleagues, please DON'T be afraid of this conversation about women's empowerment: you are NOT the enemy!

**The real enemy is the bias we carry.** Bias is a common enemy, together we can mitigate its negative impacts.

So .... what do women and other diverse employees want?

- Asked questions, rather than respond to assumptions, about what **they can do**
- Sit at the table – specifically **boardroom tables**
- Opportunity to **flex their skills** – whether just starting out or returning to the work force mid-career
- **Contribute to decisions** that affect their work activities and career trajectories
- Collaborate with men and gender diverse people on project deliverables – **‘together we can’** mindset

# Addressing (Un)conscious Bias: Recognition and Mitigation Strategies

## Identify

Recognize your own biases through assessment tools

## Review

Regularly assess progress and adjust strategies



## Educate

Learn about different types of unconscious bias

## Mitigate

Implement systems that reduce the impact of bias



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# GENDER IMPACT ASSESSMENT IN THE PIPELINE SECTOR

- Toolbox talks on practical ways to eliminate bias in your organisation – examples from industry
- “Agony Aunt” Q&A chatbot – “Ask Dr Carol” ... an anonymous way to ask your curly questions and receive expert academic advice
- “Addressing our common challenge: Bias” – individual PD workshops for YOUR organisation available on request
- Ongoing commitment to making the Australian / New Zealand pipeline sector an employer of choice for VE and HE graduates



Thank You...

For a company specific briefing, please contact me at your convenience: [carol.bond@rmit.edu.au](mailto:carol.bond@rmit.edu.au)  
Slides and reports will be available on the FFCRC, GIRA, and APGA web portals