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ROADSHOW REPORT:
TOUGHNESS IN THE WORKPLACE

prepared for
Resources Safety Division
The Department of Mines and Petroleum (WA)

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CONTENTS

EXECUTIVE SUMMARY

This report provides a response to 8 workshops conducted for the Resources Safety Division of The Department of Mines and Petroleum in Western Australia ("Resources Safety") as part of the 2010 Roadshow which ran throughout October and December in Newman, Tom Price, Karratha, Bunbury, Kalgoorlie and Perth. The focus of the workshops was "toughness" in workplaces in the mining industry and the wider resources sector ("the industry"). The report includes an analysis of participants' contributions in the workshops and the author's recommendations for how Resources Safety can contribute to driving improvements in mines safety through a focus on gendered behaviours.

author's details

This report has been compiled by Dr. Dean Laplonge of Factive, with administrative and editing assistance from other Factive consultants. Dr. Laplonge was contracted to run the workshops for Resources Safety and to use the data from these workshops to make suitable recommendations, to ensure ongoing support for businesses wishing to address the impacts of gendered behaviours on safety. The analysis contained in this report also draws on the research undertaken by Factive in conjunction with Dr. Kath Albury from the Journalism and Media Research Centre at the University of New South Wales whose secondment to Factive has been funded by the Federal Government's Researchers in Business grant scheme.

report content

Responses from the participants to the activities and discussions on this topic have been collated and recorded. This report delivers a summary and analysis of these responses, along with recommendations for how Resources Safety can help businesses in the industry work to address issues of toughness, particularly when acts and/or attitudes of toughness are seen to have a negative impact on safety. "Toughness" is the term used in the workshops to refer to gendered behaviours which potentially have an impact on safety.[i]

This content of this report is divided into 4 sections:

1. **Background Research and Context.** This section provides a broader context for why a focus on gendered behaviours is relevant in the debate on workplace safety in the industry.

2. **Workshop Approach.** This section provides information on the approach taken in the workshops and includes a detailed description of the two major workshop activities used to draw out participants' ideas.

3. **Findings and Analysis.** This section outlines the responses from participants relating both to how they understand toughness in the industry today and to how they would like to see current applications of toughness rewritten for the future. It further provides an analysis of these responses within the context of Factive's wider research into masculinity and safety in the mining industry ("the research").

4. **Recommendations.** This section offers recommendations to assist Resources Safety in its efforts to promote cultural change. The recommendations take into account requests for support from participants which they see as necessary both to enable them to act as agents of change and for their workplaces to be able to support cultural change. Furthermore, the recommendations make use of the research to ensure all recommendations are focused on delivering cultural change that relates specifically to the relationship between gendered behaviours and safety.

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BACKGROUND RESEARCH AND CONTEXT

Research has shown a direct link between practices of masculinity and safety. Men are taught to behave in ways that are at odds with staying safe. Men are encouraged to do things that will expose themselves as strong and invincible even if it means taking risks to achieve this exposure. This is how men show themselves to be "real men". The mining industry can therefore further improve its safety record by driving changes in the way its male employees think about and do gender. The challenge for the mining industry in Australia is to encourage its men to understand that masculinity can be performed differently; to convince them that it is not compulsory for a man to act or to be tough. Alternative practices of masculinity need to be made visible and rewarded.

The relationship between masculinity and safety has been widely investigated in relation to driving practices (Harré et al., 1996; Walker, 1998), drinking cultures (Tomsen, 1997) and generalised risk-taking behaviours (Harris, 2006; Pawlowski et al., 2008). While the conclusions may differ in their explanations of why it occurs, the research into this topic shows overwhelmingly a clear and direct link between being a man and taking risk: men, more so than women, engage in risk-taking behaviour.

Whereas previous research into the behaviours of men, particularly within the field of feminist theory, had sought to make visible the negative effects on women of men's behaviours with the aim of improving the outcomes for women, the body of research into masculinity and safety predominantly seeks to improve the outcomes for men; that is, it seeks to make men safer. This approach, whereby the object of study is the man, is consistent with developments in the wider discipline of gender studies to include men in analyses of gender and highlights the ongoing need to ensure that "gender" as a research term does not become a means of investigating the subject position of women alone. It is important to recognise that men too do gender.

Research into gender, particularly within second wave feminism, emphasises the important distinction between "sex" and "gender". While these two terms continue to be used interchangeably within the wider culture to refer to

both bodies and behaviours, within contemporary feminist thought in particular "sex" is now more commonly used to refer to the anatomical reality of the body, while "gender" tends to be used to refer to behaviours associated with being an anatomical man or an anatomical woman. This separation of the terms was necessary for liberal feminism to achieve its fundamental aim of delivering better political, legal and social outcomes for women. By agreeing to the fact that male and female bodies are unquestionably sexed differently, second-wave feminists could nevertheless argue that gender did not have to be played out differently; indeed, they could argue that it was discriminatory to do so.

More recent theorisation of sex and gender has challenged this distinction by arguing that sex does not precede gender, but rather that gender precedes sex (Butler, 1990). This reconceptualisation of the relationship between sex and gender is important to the approach taken in the Roadshow workshops and to the wider efforts to improve safety outcomes within the industry by means of a focus on how men behave rather than who men "naturally" are. The aim of the workshops was to encourage participants to consider that being born anatomically as a man does not naturally produce certain kinds of behaviours; that, in fact, there are no naturally male behaviours. In contrast, the activities used in the workshop were designed to expose how performance of certain behaviours is necessary to prove oneself to be a "real man".

The specific behaviours which are considered exemplary of a "real man" are culturally and historically specific; they can and do change across time and across different cultures (Connell, 1995). In the Australian culture today, performances of strength and power are commonly seen as "natural" for men. Behaving in ways that can show strength or power is a means of proving one's true manhood to others and to the self. Bodies which are most likely to be seen as "real men" are, therefore, those which are able to show themselves to be tough. In contrast, bodies which are anatomically determined to be male but which will not or cannot display performances of toughness are likely to be punished; they may be ridiculed, harassed, bullied or even beaten and killed (Tomsen, 1998). Linguistic punishment of such bodies is particularly commonplace in the Australian culture, as it is in the industry, by aligning these bodies with the feminine through the use of words like "poofter", "princess", "girl" and "sissy".

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The mining industry in Australia has traditionally been a stronghold for men. Indeed, it continues to be so, with a gap of approximately 30% between the percentage of women working in the industry and the percentage of women working in the Australian workforce as a whole. More importantly, the industry has traditionally been a stronghold for a particular form of masculinity that aligns with the wider national view of how men should behave. Physical strength, an ability to survive the untamed outback, a powerful mind that is superior to the body, and an ability to work in isolation are traditionally seen to be traits of the strong and the capable. Because it is men who are seen to naturally have these traits, it is men who have been seen as the natural choice of worker for the industry, while women (and men who act like "girls") are seen to lack the mental and physical strength to cope with the "tough" work that is required.

What has not been addressed to date with any conviction—and what the Roadshow workshops sought to address—was that the dominant presence of this particular performance of masculinity in the industry is directly linked to the safety outcomes of the industry. While the industry continues to seek to improve its safety record through ongoing attention to equipment and adherence to safety laws, less attention has been paid to the relationship between what it means to act like a man and what it means to work safely. The aim of the workshops in the Roadshow was to raise awareness about this issue so the participants—themselves employees in the industry and potentially practitioners of the very kind of masculinity in question—could consider the cultural changes required to ensure people working in the industry were not engaging in performances of gendered behaviours designed to establish their position as "real men" but which were nevertheless putting themselves (and potentially others) at risk.

The approach taken in the research and in the programs developed to respond to the issue of masculinity and safety in the workplace does not seek to produce a particular model of masculinity as "good". There is no "good" model of masculinity towards which the research is suggesting we need to evolve. In contrast, the research recognises that practices of masculinity are complex and that any single person often engages in multiple versions of masculinity depending on where they are, who they are with and what they are doing. We are, therefore, not talking about a particular kind of man who is at fault, but rather particular and diverse ways of being masculine which, in

certain contexts, could encourage risk-taking behaviour. Furthermore, issues of geographical location, age, the nature of the work, leadership structures, sexuality and cultural background all affect the ways masculinity can and should be played out. This was clearly reflected in the variety of perceptions of toughness that emerged in the responses of the participants in the Roadshow workshops.

Taking this diversity of practices of masculinity into account, the wider research conducted by Factive into the relationship between masculinity and safety in the mining industry has resulted in the establishment of a Gendered Behaviours Audit and a Gendered Behaviours Action Research Mentor Program, both of which seek to engage men in the analysis of their existing behaviours and the establishment of new behaviours that could provide an emotionally and physically safer workplace for them and their mates. These responses do not seek to apply a fixed model to all workplaces and to all men. The analysis and recommendations contained in this report take a similar approach. The purpose of the report is to encourage individual businesses and individual employees in the industry to use the proposed resources in a way that best suits their workplace, their existing issues relating to masculinity and safety, and their people. The fact that gender is so pervasive to our understanding of the human experience means that nobody and no business are immune from its effects. The effects of gendered behaviours on an individual workplace will, however, vary.

limitations

The issue of the relationship between gendered behaviours and safety ("the issue") is not widely understood or considered among employees within the mining industry. Furthermore, an understanding of gendered behaviours as distinct from sex, while widely accepted within contemporary feminist theory and the discipline of gender studies in general, is not widely recognised by these employees. To the contrary, traditional views of masculinity and femininity are strong within the industry and its associated communities (Lucas & Steimel, 2009). This affects not only the way individual businesses within the industry are run, but also offers a significant challenge to any improvements in safety as a result of discussions about gendered behaviours. Discussions on gender *per se* risk disturbing the *status quo* from which many of the existing employees and community members—men and women alike—benefit.

"Toughness" was the preferred means of introducing the debate on masculinity and safety to the participants at the Roadshow. The extensiveness of the debate is certainly not fully captured by the use of this term. As one participant aptly questioned, it seemed odd that we were seeking to create a new kind of toughness if toughness itself was the problem. On reflection, however, the use of the term "toughness" appears to be one that people working in the industry are able to comprehend and respond to. Working class men, in particular, are less likely to be threatened by a discussion about toughness than they are by any attempt to engage them in a debate on gender. Such men rely on acts of physical strength to shore up their position as "real men". The workplace is an important site for the construction of their manhood (Lanyerie & Mylett, 2005; Pacholok, 2009). As such, any visible investigation into their gender runs the risk of denying them the very invisibility their gendered behaviours need to maintain their existing positions of power within both the industry specifically and the national culture as a whole (Acker, 1990; Wente, 2009).

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WORKSHOP APPROACH

The Roadshow workshops provided participants the opportunity to discuss the issue of toughness and safety with the facilitator and with each other. Activities were run to help participants identify a gap between how toughness is being played out in their workplaces today and how they would like to see toughness being understood and applied in their workplaces in the future. As a result, participants were able to rewrite toughness and to create a vision for a new workplace culture in the industry.

The primary aims of the workshop were:

- To raise awareness of the link between gendered behaviours and safety.

- To encourage participants to understand how gendered behaviours (and specifically masculine toughness) might impact on their current work culture and safety culture.

- To provide participants with the opportunity to visualise a new workplace culture in which existing acts of toughness were not dominant.

- To solicit ideas from participants in regards to the support they would require to help realise this new workplace culture.

The workshop activities included:

- Delivery of a presentation on masculinity and safety in the mining industry providing a summary of the research.

- Facilitated activities to explore current and future workplace cultures.

- Group brainstorming sessions and discussions.

current culture

An activity was run to provide participants with the opportunity to consider and discuss what kind of person/personality would make a good fit for their workplace today. The aim of this activity was to establish a general understanding of the kind of person most likely to survive and be successful in the industry given its current cultural norms. As a result of this activity, previously silenced cultural controls would hopefully become visible to the participants.

The activity ran as follows:

1. In groups, participants were asked to think about the behaviours and attitudes of the best fit person. The facilitator guided this activity by asking such questions as:

   - What kinds of social interests would make a person a good fit for your workplace right now?

   - What behaviours would be considered normal within your workplace now?

   - What kind of language would a good fit person use?

   - How would a good fit person treat others?

2. Each group was provided with a sample list of words and pictures to help generate discussion and thinking around this issue. These words and pictures referred to specific attitudes and behaviours, as well as to leisure activities and descriptions of the body. Participants were encouraged to review the provided words and pictures, and to discuss if any were deemed adequate representations of the best fit person for their workplace culture as it exists today. They were also encouraged to extend their discussion beyond the provided sample list.

3. In groups of about 8, participants considered the best fit person for their current workplace culture and recorded their thoughts.

This activity aimed to help make visible existing cultural controls and to provide participants with a self-developed picture of what constitutes "normal" within their current workplace culture. Equally, it aimed to help make visible those actions, behaviours and thoughts which might be considered as outside, alien or weird to the current workplace culture. This approach sought to make a link between wider theories on how cultures create and sustain their borders of normality and the explanation above on how gender is, for the

purpose of the research, viewed as something which is never owned, never fully captured, but always in a state of being produced by alignment of the body with performances of behaviours which culturally comply with one's own provided sexed state.

Individual identities are formed and sustained through an inside versus outside approach (Fuss, 1989). National cultural identities are similarly secured this way (Anderson, 1983). We therefore understand (or imagine) what we are, as individuals and as subjects of the nation, with constant reference to what we perceive we are not. We create and sustain our own normality by means of establishing a set of abnormalities which we simultaneously locate outside the self.

It was hoped that, as a result of this activity focused on exploring the current culture, participants could start to appreciate the role they personally play in creating the cultural borders of their workplace and, perhaps, also appreciate the benefits they as individuals receive by complying with the established rules of normality. Visible acts and attitudes of toughness would also be exposed as means of determining who was welcome within the workplace culture and who was to be kept out or ostracised; who would be considered "one of the boys" and who would be viewed as a "princess". When linked to the presentation on masculinity and safety, participants would further be able to understand that any existing practices of toughness in their workplaces, while potentially beneficial to some in respect of identity formation and the acquisition of power, might not be producing an emotionally and physically safe workplace for all. Indeed, these normalised practices of toughness might not even be helping to keep safe the very people engaged in the practices.

desired culture

A further activity was run to encourage participants to visualise the kind of person they would like to be working alongside in 3 to 5 years. The aim of this activity was to give participants the chance to imagine the kind of workplace in which they would like to be working in the future. By comparing the outcomes of this activity with those established in the activity that looked at the current culture, we are able to identify existing gaps between the industry today and the industry as its employees would like it to be. We are able to see what practices of toughness and tough behaviours are not really desired by the employees.

The activity ran as follows:

1. In slightly larger groups, participants were asked to think about the behaviours and attitudes of every person they would like to be working alongside in the future. The facilitator guided this activity by asking the same questions as had been used to guide participants in their discussions on the current culture.

2. Participants considered the best fit person for their ideal future workplace culture and again documented their thoughts.

An important part of this workshop was to provide participants with the sense that cultural change was within their control. The research has revealed that the industry faces a challenge in its bid to improve safety because of its acceptance of certain practices of masculinity which, albeit normalised within the wider Australian culture, encourage men in the industry to take risks. The research and those involved in undertaking it could easily provide subjective guidance on what changes are required in respect to gendered behaviours to make the industry a safer place. Such changes are unlikely to be carried out and/or sustained, however, unless employees and others affected feel a sense of ownership over the changes. Such dictated changes would also not adequately respond to the diversity of issues individual workplaces may face as a result of gendered behaviours. The creation of a new vision by the participants themselves was, therefore, deemed to be an important part of the facilitator's role.

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FINDINGS AND ANALYSIS

While there are some evident contradictions and/or disagreements in the way participants describe the current culture, there is an overall shared vision of how they would like to see employees in the mining industry behave in the future. The cultural shift that is desired indicates a need for individuals to generate a more outward-focused view of the world. This stands in contrast to the current culture where there is a concern that some employees in the mining industry are more focused on their own needs alone.

Factors such as the kind of work undertaken (e.g., underground versus surface, iron ore production versus coal production, mining versus exploration), geographical location, the leadership team and the company history, among others, will contribute to the development of differences in individual workplace cultures. As such, not all workplaces will reveal the same relationship between gendered behaviours and safety, nor will they reveal the same related problems. It is important to acknowledge, therefore, that some differences emerged in the participants' descriptions of the current and desired cultures in the workshops.

As a whole, however, the industry has not had a lot of exposure to the concept of gender other than discussions on the inclusion of women in the workforce. The issue of a relationship between gendered behaviours and safety is a particularly new concept for the industry and its employees. The differences noted in the individual workshops, therefore, are not considered significant enough to warrant separate attention at this stage. Instead, the findings and analysis in this report focus on the industry as a whole, taking into account common descriptions founds across all the workshops. Our assessment is that focus should be given to delivering results across the industry, with more diversified and targeted responses to come much later as the debate and businesses' response to the issue mature.[ii]

findings

Participants described the kind of person most suitable to the current culture as follows:

- mentally strong and somebody who is able to stand up for themself, yet scared to speak out and intimidated by management

- flexible and open to change, yet intolerant of change

- positive, yet with a negative attitude and disillusioned

- tolerant and respectful, yet pig-headed

- thick-skinned enough to be able to take any personal criticism thrown their way

- able to stand up for themself and outgoing, yet somebody who likes to stay under the radar

- goal driven, yet primarily motivated by money

- a dominant personality through being aggressive, competitive, intimidating, use of language (i.e., cursing and swearing) and being involved

- educated and experienced, with the ability to complete different tasks

- focused on family

- sees boats, cars, fishing and beer as markers of social normality and, therefore, likely to participate in these activities

- sees a beard and dirt as important markers of corporeal normality

Participants described the kind of person they would like to see working in the desired culture as follows:

- somebody who cares, is empathetic and is approachable

- confident, with strength of character to be able to not succumb to peer pressure

- has a positive outlook and is happy at work

- willing to teach and learn

- flexible, open-minded, respectful of others' opinions and accepting of difference

- skilled in various aspects of communication such as debating, questioning, challenging, taking criticism, including social etiquette and manners

- professional and competent in their job as a result of their experience, knowledge and intelligence

- honest and reliable

- takes the initiative and leads by example, while showing initiative

- is careful, thinks and puts safety first

- focused on family and maintains a work/life balance

- hygienic

analysis

This analysis considers the contradictions that emerged in the definitions of the current culture and comments on the visions created for the desired culture.

Contradictions

There are a striking number of contradictions evident in the participants' descriptions of the workplace culture as it exists today. These contradictions show the existence of a person who, while existing in the current culture, simultaneously exists and yet does not exist in the desired culture. For example, the desired culture person is described as somebody who is flexible and open-minded. Participants say this person exists in the current culture already, while also noting that a lack of tolerance and a lack of respect are evident today.

The existence of so many contradictions in the participants' description of the current culture could be the result of any or all of the following factors:

1. There are differences in the cultures of individual workplaces. The current culture of some workplaces is closer to the desired culture than that of other workplaces. Some participants are, therefore, already located in a workplace whose culture is close to that described by participants as the desired culture. Contradictions emerge because participants from different workplaces were present in the same workshops.

2. Some participants were reluctant to expose the reality of the current culture for fear of exposure of their own complicity in the creation of this culture.[iii]

3. Some participants may have misunderstood the intent of the workshop activity that sought to create a picture of the current culture. Instead of focusing on the reality of the workplace culture as they experience it today, they may have been viewing it through a recruitment lens and were thus describing the kind of person they would like to see in their workplace today.

Further investigation into the workplace cultures of individual workplaces and the experiences of individuals working in the industry would be required to be able to make an accurate judgement as to why so many contradictions emerged.

Regardless of the reasons for the emergence of these contradictions, we can conclude that there is nevertheless a unified desire on the part of participants to work alongside people in the future who are more engaged, caring and respectful, even if this is not fully the current situation. The current culture may indeed contain people who are supportive and engaged. At best, it has elements of such attitudes and behaviours being exhibited. However, these elements are negated and/or undermined by the simultaneous existence of self-interested behaviours. The desired culture, in contrast, offers no such contradictions. The fact that participants were able to agree across the board on the kind of person they would like to see working in the industry in the future provides a powerful motivator for change.

From Self to Others

Participants' descriptions of the current culture appear to show a limited and limiting space in which people are expected to work. While individuals may show some evidence of caring for and respecting others, they are nevertheless working in what participants simultaneously see as a selfish and self-interested culture. Significant omissions in the descriptions of the current culture include a willingness to develop as a person, a desire to be a part of a community, and recognition of self as no more important than others. The best fit person for the current culture is described as somebody who believes they are autonomous and already complete. They are the personification of modernity: a being whose identity and sense of worth are seen as existing within the self and only for the self, isolated from anything or anybody else as influencing or significant factors.

The preference for this kind of person is likely to breed an industry culture in which difference is viewed with disrespect and distaste, because such a person will tend to view their own perspective as the right perspective. Sameness—that which the self already is and always will be—is what will be desired and demanded in this culture. Men who adhere to traditional understandings of masculinity are, therefore, more likely to find they are the best fit for the current culture because this kind of man is already in the majority in the industry and because the established and approved practices of the industry support him and his behaviours.

In the wider Australian culture, men rely on extremely powerful narratives of gender, class and sexuality to sustain their position of superiority not only as men over women, but also as real men over the male "princesses" who need to "toughen up". Similar attitudes have been seen in male-dominated industries such as the police force (Rabe-Hemp, 2007) and the fire department (Rosell et al., 1995) when existing employees have felt threatened by the "invasion" of difference which, in these cases, means men having to deal with the entry of women into the workforce. For some of the participants, there was a recognition that the difference they dislike and reject is anything that is perceived to be too soft or too "pink". In this admission, they expose their own practices of supporting the dominance of the tough guy in the industry.

In contrast, the desired culture reveals a person who is more outward-looking. This ideal person works alongside others to assist others and they, in return, benefit from the assistance of others. They are less focused on their own social and personal needs, and more connected to the needs of others and to other things around them. The removal of the need for a person to be tough and/ or to put up with the toughness of others results in a shift away from a highly defensive personality and towards the creation of a more confident and secure person who is able to focus on the needs of others because their time and energy are not being spent securing the borders of their own desired tough identity.

More specifically, we see in the participants' vision of a desired culture a person who is willing to learn, be open-minded and be communicative. This is not an isolated person whose view of the world is restricted by their own experiences. Rather, it is somebody who is willing and able to look beyond these personal experiences, to ensure engagement with others who may be culturally and technically different. The behaviours and attitudes of the best-fit person for the desired culture are not intent on securing in their own minds and in the minds of others their place as a hero or as a tough guy. Rather, they are focused on ensuring the emotional and physical safety of others around them and of themself. The construction of their identity, therefore, is, less focused on the need to maintain a sense of self through reference to and marginalisation of difference; it is less about "us" on the inside and "them" on the outside, and more about establishing positive relationships with others for the benefit of all.

Interestingly, this focus on the needs of and/ or protection of others is already present in the way the participants describe the current attitude of employees in the industry to family. Family is seen as important to people working in the industry today and will continue to be so in the future. There is no perceived need for a shift in this attitude. The existence of this appreciation of family provides an important means of helping to realise the desired culture by tapping into feelings of compassion which are evidently already there but are not widely being given a space for expression and practice in the workplace.[iv]

Beyond Behaviours

It is important to note that participants did not restrict their descriptions of the current culture and desired culture to attitudes and behaviours alone. They were also very specific about the way people speak and look. This is significant in that it shows a desire to challenge dominant norms in regard to what constitutes an acceptable physical presence for men in the industry. It is, however, also potentially disruptive to the cultural change process in that it targets what many might perceive to be highly personal issues.

Despite what might be assumed, care of the body is certainly not unusual among men in the Australian culture. There is evidence of attention to the male body by men right throughout the post-colonial history of this nation (Coad, 2002). In recent years, such care has increased (or at least become more visible) as a result of the rise of the metrosexual (Coad, 2008). There has, however, been somewhat of a backlash against the metrosexual type in the Australian culture. For some, this care of the self now exhibited by Australian men is "going too far" (Swanson, 2003). For others, it is, perhaps only half in jest, worthy of a "belting" (Johnson, 2005). Fear of anything culturally associated with the feminine—such as care of the self—continues to play a major role in supporting existing models of physical and mental toughness for men (Kierski & Blazina, 2009). And yet, the participants who comprised 73% men and 27% women[v] noted a different care of the body to be part of the desired culture. The challenge is how this can be promoted and achieved without it coming across as a personal attack against individuals.

RECOMMENDATIONS

It is recommended there is a focus on delivering support to businesses and employees in the mining industry in the following four key areas: awareness, networking, recruitment and training. Support in these four areas will provide a comprehensive response to the problems that arise from the relationship between gendered behaviours and safety. Additional support to local communities and to ongoing research into the relationship between gender and safety will complement this primary support.

The recommendations contained in this report take into consideration the suggestions made by the participants who were asked to brainstorm the kinds of assistance they felt was required to enable them and others to implement cultural change in the area of gendered behaviours and safety in the workplace. The recommendations also take into consideration the need to ensure the vision for change is not restricted to that which is imaginable within the current culture. The recommendations therefore seek to balance the requests of the participants (as agents of change) with the wider findings and analysis of the research.

The recommendations have been divided into two parts: primary and secondary. The primary recommendations are key actions that should be taken to help businesses in the industry respond to the Issue. A proposed timeline for the delivery of all these recommendations is included in this report. Not all the secondary recommendations are yet at a stage where they can be easily implemented and where specific actions can be assigned to help with this implementation; many require additional consultation and research. As such, no timeline has as yet been proposed for actioning the secondary recommendations.

We should recognise the difficult challenges that lie ahead in any attempt to drive and support cultural change in regards to the way men in particular are expected to, allowed to and encouraged to behave in the industry. Such change will not come easily, primarily because the behaviours and attitudes that participants have identified as requiring change are the very same behaviours and attitudes that allow the majority of men (and some women) to maintain their positions of power in the industry. Gendered behaviours are deeply embedded in our culture, with practices

of masculinity in particular contributing to the provision of a space of power for many. Resources Safety and industry personnel are, therefore, urged to adopt a long-term and patient response to the issue.

limitations

Not all support materials requested by the participants related specifically to dealing with the issue. Some of the requests for support sought much broader assistance in dealing with workplace issues such as lack of skills, management-operations relations and communication. Where possible and where it has been assessed that any such broader request for support could help deal with the issue specifically, this request has also been taken into consideration. The recommendations contained in this report, however, focus exclusively on dealing with the issue, and do not seek to address other wider business concerns participants may have expressed.

While Resources Safety is the recipient of this report, this report acknowledges that not all the recommendations need to be or can be implemented by Resources Safety alone. Some of the recommendations put forward in this report may be beyond the capability and/or scope of Resources Safety. These recommendations have nevertheless been included to provide Resources Safety with a comprehensive picture of the extent of support required to deliver cultural change and to assist Resources Safety in its discussions with other relevant private and public bodies in regards to dealing with the issue.

primary recommendations

Awareness

The industry is in the early stages of its discussions about the relationship between gendered behaviours and safety. A conservative estimate would be that, on a national scale, we have yet to reach 10% of employees in the industry with the research and related discussions about the issue. It is, therefore, important we encourage businesses and individuals in the industry to start having discussions about the issue. The following work will assist in raising this awareness:

1. **A Commitment.** Resources Safety should agree on and make visible its approach to dealing with the issue. A clear mission statement and a timeline for delivery of responses and materials (i.e., a communication plan) are important. These will provide visibility of Resources Safety's commitment to tackling the issue, as well as provide businesses and individuals with information on what they can expect from Resources Safety over the next few years.

2. **A Vision.** Resources Safety should develop and outline its vision for cultural change in relation to the issue. This vision should include a set of commitments and aims, detailing exactly where Resources Safety hopes to see the industry in regards to its approach to gendered behaviours and safety in the next five to 10 years. The vision should take into account the responses of the participants to the workshop activity that focused on developing a desired culture and should be linked to Resources Safety's existing vision for a resilient safety culture, making this model relevant to the issue specifically. This vision should be provided to businesses wishing to embark on their own responses to the issue, so they can match their own programs and actions to the desired culture as envisioned by Resources Safety.

3. **Awareness.** For most people working in the industry, any discussion on gender will have been limited to issues relating to women in the workforce. A "Guide to Gendered Behaviours and Safety" would provide business and safety leaders with some additional background information. This guide should offer information on the issue, including an explanation of why a focus on gendered behaviours is important to safety and what can be done to respond to the issue. It should provide a basic summary of the research.

4. **Communication.** Resources Safety should include regular updates on work being undertaken and completed both by Resources Safety and by other bodies, including individual businesses, in relation to the issue. These communication updates will provide easy access to developments in this field. Dedicated sections in existing media channels should be established to deliver these updates.

Networking

The ability for businesses in the industry and individuals to share information about the work being done to address the issue is an important part of ensuring the drive for cultural change is not stifled by duplication or lack of access to resources.

1. **Inter-business network.** There is a need for the establishment of an inter-business network which provides businesses and individuals engaged in addressing the issue with a channel through which they can share information about what they have done and what has worked, and ask questions when seeking further information. Businesses and/or individuals which are actively addressing the issue should be encouraged to join the network. The network should provide opportunities for members to share information through a range of communication channels, including an email noticeboard, a quarterly newsletter and an annual conference.

2. **Department-business network.** There is a need for the establishment of more formal links between Resources Safety and businesses that are actively making efforts to address the issue. This Department-business network will ensure these specific businesses have ready and immediate access to any new information and resources, are encouraged to continue their work, and can be provided with targeted feedback and support where required. It will also provide a means of highlighting those businesses in the industry that are aligned with Resources Safety's vision for cultural change and offering reward and recognition to businesses showing innovation and success in dealing with the issue.

3. **Promoting expertise.** The industry would benefit from the release of a database of suitable suppliers who are qualified to provide input into broader discussions on gender in the workplace. The specific issue of the relationship between gendered behaviours and safety overlaps with wider debates on equity in the workplace, harassment and bullying, behavioural safety and others. A comprehensive list of which suppliers can provide expertise in relation to issues of gender will make it easier for businesses in the industry to access external assistance relevant to their own specific needs.

Recruitment

Businesses will benefit from advice on and encouragement in how to recruit for the desired culture and, therefore, how to attract a different kind of person to those traditionally considered suitable employees for the industry. For the desired culture to be realised, established practices of recruitment need to be challenged and changed. To facilitate this, there is need for a comprehensive program to help shift recruitment practices in the industry. This program will help businesses deconstruct and remould their recruitment practices, to ensure a focus on gendered behaviours is addressed at the start of employment. The following program for recruitment change is recommended:

1. **A Human Resources campaign.** Most businesses in the industry are likely to have included gender in their recruitment practices in relation to equity and affirmative action, thereby seeking to ensure an increase in the number of women in the workforce. An information campaign targeted at personnel working in Human Resources departments in the industry is needed to expand on this focus and to introduce the issue of gendered behaviours specifically to these personnel. This campaign should introduce the issue and explain the relevance of the issue to recruitment practices. This will help raise awareness of the importance of recruiting personnel who do not rely on practices of toughness to validate their identity and will help Human Resources departments play an early role in establishing the desired culture.

2. **New recruitment options.** The industry should be encouraged to trial new recruitment options, to ensure businesses do not feel they have to recruit using existing channels and thereby recruit the very person deemed to be unsuitable for the desired culture. There are two ways to support the development of new recruitment practices:

   - There will be existing examples of businesses in the industry that have adopted creative recruitment practices to bring in skilled people who would not normally be attracted to the industry. The successes of these examples should be communicated more widely.

   - There will be examples of creative recruitment practices that have worked successfully in other industries. These need to be explored and communicated to businesses in the industry.

3. **Recruitment advertising.** The industry would benefit from some general advice on the relationship between the content of recruitment advertisements and targeted candidates. Firstly, this involves conducting some semiotic research into existing advertising materials used by businesses in the industry, to highlight the link between the recruitment content currently being used and toughness in the current culture. A response should then be given to this research, if appropriate, with recommendations on what kinds of advertisements and recruitment strategies are likely to target the kind of person who participants have identified as a desirable employee for the desired culture.

4. **A gendered behaviours recruitment methodology.** It is unlikely that businesses in the industry will have any policy and/or methodology in place to ensure their interview processes identify gendered behaviours as linked in any way to safety outcomes. It is also unlikely businesses and personnel working in Human Resources departments in the industry will have been exposed to how such a policy and/or methodology could be developed or could work. This issue has simply not been widely debated, not only in the industry but also as a workplace practice in general. There is a need to support the development of such a policy and methodology, and help promote the outcome to Human Resource departments within the industry. Businesses will benefit from access to this kind of information so they are able to identify potentially at-risk gendered behaviours and attitudes at the interview stage.

5. **A new starter pack.** Some of the workshop participants raised a concern that new starters were not fully prepared to deal with cultural issues relevant to the industry. As such, there was a sense that new starters do not always have the necessary tools to respond to significant cultural issues and are, therefore, at risk of being coerced into an existing culture where expected performances of toughness are at odds with safety. Strategic advice should therefore be offered to businesses in the industry on how to include a focus on the issue of masculinity and safety in induction training courses. Furthermore, there is scope to develop additional industry-wide induction resources targeted specifically at new-comers to the industry. These induction resources should discuss, in general terms, the kinds of cultural issues employees in the industry are likely to face and provide an overview of current cultural trends in the industry. More specifically, these resources should promote education about how gendered behaviours can impact on personal safety and offer advice on what new starters can do to ensure they do not put themselves at risk because of their own existing understandings and applications of gender.

Training

Training is an important means of ensuring people at all levels throughout the industry are aware of the issue and have effective tools they can use to respond to it in their workplaces. Training in gender and gendered behaviours, however, is not an easy thing to achieve, particularly if the aim of the training is to move beyond mere awareness of the issue and to generate sustainable cultural change. The research has shown that the most effective way to drive cultural change in regard to gendered behaviours, particularly at an operations level, is to employ an action research methodology[vi] to help embed sustainable responses within the workplace. Such an approach takes time. The following recommendations in regards to training, therefore, focus primarily on ensuring there is an increased awareness of the issue so that key personnel are able to encourage debate and consider individual workplace responses. Individual businesses will have to commit to much wider training programs if they wish to see a significant cultural change.

1. **Toughness workshop.** There is a need to make more widely available a workshop that helps businesses review the extent to which practices of toughness are evident in their workplace culture and the relationship these practices may have with safety in the field. This workshop could be similar in format and content to that used on the Roadshow. The availability of such a workshop will encourage individual businesses in the industry to start building their own vision of a future desired culture (aligned with Resources Safety's vision) and to identify specific actions they can take to achieve to respond to the issue.

2. **Awareness workshops.** There is a need to develop and promote a number of awareness training workshops targeted at key personnel in the industry. These awareness training workshops will need to cover a range of similar topics relating to the issue, including:

   - an understanding of gender;
   - an understanding of gendered behaviours;
   - an overview of the research; and
   - discussions on the link between gendered behaviours and safety.

   In addition to these topics, the awareness workshops need to cover material of relevance to specific target groups. Recommendations for this additional targeted material are as follows:

   - Senior management: access to more in-depth information about the research, evidence to show the economic and wider business benefits of a focus on the issue, links between the issue and wider debates on gender in the industry.

   - Middle management: an understanding of class relationships between management and operations within a gender frame, discussions on practices of toughness that take place at middle management level.

   - Safety personnel: tools for reviewing existing safety practises and programs (e.g., observations, risk assessments, incident investigations) within a gender frame, tools for having conversations with crews about gendered behaviours and safety.

   - Regulators and inspectors: roles and responsibilities in regards to implementing Resources Safety's vision for cultural change in regards to the issue.

3. **Induction advice.** Some participants in the workshops felt that existing induction training in the industry tends to be heavily focused on rules and regulations, and that induction training sessions are delivered in such a way as to make it impossible for participants to recall the content easily and/or to remember all the information they have been introduced to. Businesses in the industry would benefit from some advice on what constitutes best practice in terms of induction training. There is a need for research into what a best practice induction training session would look like and how this is currently being successfully implemented in certain businesses in the industry. Included in this advice should be some reference to the issue of gendered behaviours and safety specifically, to ensure businesses are encouraged to complement their changes in recruitment strategies (as recommended above) with further discussions about gendered behaviours and safety when an employee first enters the work culture.

4. **Gender topic toolkits.** There are a number of cultural issues relevant to the industry which are linked to the discussion on gendered behaviours and safety. These cultural issues are of concern to the industry already and will become more visible as awareness of the issue increases. These issues include:

   - diversity and difference
   - women in the workforce
   - bullying and harassment
   - aggression
   - sexism and homophobia
   - violence

   Some businesses in the industry will have a training program in place to address some of these issues from a legal perspective (e.g., equal opportunities workplace training). These businesses and their employees could benefit from the production of additional toolkits which provide specific information on the above and other topics which are linked to the wider discussion on gender in the workplace. These toolkits should include information on how to run and review activities which trainers and other personnel can use to help raise discussion about these issues in the workplace. Key target audiences of these toolkits are Supervisors, Safety Representatives and frontline management who should be encouraged to use the toolkits in team meetings to open up discussions with their teams on previously silenced issues. These kits should be produced regularly (e.g., monthly) to provide an ongoing resource for individuals actively committed to developing the desired culture.

5. **Consultation with educators.** Resources Safety should initiate conversations with key stakeholders in education and training, to develop some strategies for ensuring personnel coming into the industry are provided with awareness of the issue before they arrive. Key stakeholders include university departments, trade training providers and high schools. This consultation will help drive responses to the issue at an early stage and ensure sustainability of the cultural change for the next generation of employees.

secondary recommendations

Communication

Some of the primary recommendations listed above will help develop skills in communication in general, particularly for frontline management. We can also address the issue of the impact of language on safety specifically by taking the following actions:

1. **Language usage.** Tough masculinity relies on the marginalisation of the feminine in general to maintain its position of dominance in the culture, with language being used as a powerful means of achieving this marginalisation in the workplace specifically (Rabe-Hemp, 2007; Rosell et.al., 1995). The research has shown that while terminology used to discriminate against certain racial types appears almost extinct from public discourse in the industry, words and phrases used to derogate women and homosexuals are nevertheless still commonplace. The research has also shown that if a culture is intent on creating an emotionally and physically safer space for all its people, existing practices of language use must be reconsidered. The industry would, therefore benefit from an education campaign which seeks to raise awareness about the link between the use of particular words and the impact such usage can have on employees and the wider workplace cultures. The focus of this campaign should not be to dictate which words and phrases should be used or banned. Rather, it should be aimed at raising consciousness about the power of language in being able to put people at risk both emotionally and physically. It should encourage workplaces to debate and respond to the issue.

2. **Promotion of new narratives.** Existing narratives about the industry tend to focus on the experiences of men in a dangerous and dirty environment, with some stories of women who are successful in breaking through the "glass ceiling". These narratives are part of the very borders of the culture that were made visible as a result of the participants' discussions on the current culture. But the industry is already much more diverse than this. New narratives need to be written within the context of the desired culture, to share existing stories of intelligence, compassion and a more outward-looking employee.

3. **Promotion of new media.** Participants spoke about the differences between younger and older employees, particularly in regard to their attitudes to safety. While their comments may perpetuate some assumptions about the differences between the generations, nevertheless the industry would benefit from some further consideration of and advice on how younger employees in particular are likely to respond to discussions on masculinity and safety in traditional formats. Toolbox talk sessions and meetings may not be the most appropriate forums through which to reach this particular target audience. There should, therefore, be some encouragement for the industry to further consider the use of new and social media as a means of communicating with young employees about their behaviours and safety. Researchers in this field should also be encouraged to consider the use of new media within a gendered frame, to ensure any application of new media is supporting the development of the desired culture in the industry.

Business Development

Investigation into the relationship between gender and business is an emerging field of study (European Agency, 2005; Lanyerie & Mylett, 2005). Issues that are considered within this field of study include the relationships of gender to architecture and design, policy-making, decision-making, leadership structures and recruitment. The long-term sustainability of the desired culture relies on the implementation of actions which make use of this available research, to help ensure gender and safety do not continue to be considered as isolated components of a business, but are fully integrated into businesses in the industry.

1. **Gender auditing.** This specialised field of study considers and tests the level of relevance a business places on gender and the visibility its employees have of the impacts of gender. Most of the time, gendered behaviours and their impacts remain invisible, thereby supporting existing power structures and practices which are not always beneficial to the business's levels of productivity or to its employees. Consideration should be given as to how best to make a contribution to the development of this particular kind of audit for the industry specifically.

2. **Information for new businesses.** Information should be made available to help new businesses deal with the issue of gender early on. The first stage in this recommendation is to gather material from research conducted into gendered ways of doing business and to use this material to highlight the impact a specifically masculine approach to business has on workplace cultures and employees. This research could be used to develop and recommend alternative approaches to business development which work outside the traditional gender paradigm. The information provided to new businesses will help them consider the relationship of gender to the design of their buildings, their organisation structure, their recruitment practise and their social activities, among others, thereby ensuring the development of the desired culture from the start.

Community

The following recommendations relate specifically to what could be done to further promote understanding of the issue among all residents, whether temporary or permanent, in mining communities.[vii]

1. **Promotion of alternative social activities.** Social activities are often highly gendered. Because of embedded practices of gender and because of limited access to resources, the people who are responsible for organising social activities at work and in the community may find it difficult to promote social activities that do not encourage men to participate in acts of toughness. There is a need for information and advice on alternative and feasible leisure and social activities to those currently considered to be the norm.

2. **Community forums.** Engagement from the community is a necessary part of the sustainability of any cultural change. Many people living in the community, including those who are not directly employed in the Industry, need to be convinced that cultural change in the workplace is of benefit to them too. Community forums would help introduce the issue to people in the community and to assist local members of these communities to set up their own vision for how they would like all people in the wider community to behave. Issues of toughness in the community should be addressed specifically in these forums.

3. **Targeting FIFO employees.** Anecdotally, the participants revealed a significant cultural divide between fly-in-fly-out (FIFO) employees and residential employees. In general, there appears to be a cultural divide between FIFO employees and residential employees. Recent research into the relationship between employees in remote locations and violence has exacerbated the perception of this divide by suggesting that FIFO employees are more likely to engage in acts of violence than the average male worker (Carrington et al., 2010). There is a need for further investigation into the relationship between FIFO and residential, to assess what can be done to improve the relationship. This can be achieved by first collating available research on the behaviours of FIFO employees in the industry and then supporting additional research aimed specifically at addressing the extent to which FIFO employees and residential employees engage in at-risk practices of masculinity in and out of work. Responses to this issue, if deemed by the research to be required, should then be developed.

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TIMELINE FOR IMPLEMENTATION (YEAR ONE)

month one	month two	month three	month four	month five	month six

Regular communications and updates through existing media channels

Department's commitment

Department's vision

A guide to gendered behaviours

Launch of workshop program

Workshop for regulatory staff

Toughness in the workplace workshop

Workshop for senior management

Launch of department-business network

Launch of gender topics toolkit: women in the workplace

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Workshop for safety
personnel

Workshop for middle
management

Toughness in the
workplace workshop

First rewards and
recognition

Launch of inter-business
network

First annual conference:
Gendered Behaviours
and Safety in the Field

Gender topics toolkit:
bullying and harassment

Gender topics toolkit:
violence

Gender topics toolkit:
diversity and difference

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TIMELINE FOR IMPLEMENTATION (YEAR TWO)

month one	month two	month three	month four	month five	month six

Regular communications and updates through existing media channels

Workshop for regulatory staff	Toughness in the workplace workshop	Workshop for senior management

Inter-business network quarterly newsletter

Inter-business network quarterly newsletter

Gender topics toolkit: aggresion

Gender topics toolkit: sexism

Gender topics toolkit: homophobia

Launch of human resources campaign

Information for HR personnel

New recruitment options

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month seven	month eight	month nine	month ten	month eleven	month twelve

Workshop for safety personnel

Workshop for middle management

Toughness in the workplace workshop

Rewards and recognition

Inter-business network quarterly newsletter

Inter-business network quarterly newsletter

Second annual conference: Gender Behaviours and Recruitment

Gender topics toolkit: TBC

Gender topics toolkit: TBC

Gender topics toolkit: TBC

Recruitment advertising information

Induction advice

Gendered behaviours recruitment methodology

New starter pack

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CONCLUSION

This report has offered an overview of the responses from the 391 participants who attended the annual Roadshow series run by the Resources Safety Division of the Department of Mines and Petroleum in 2010. Participants responded to a discussion on toughness in the workplace which had emerged as a result of research conducted by Factive into the issue of masculinity and safety in the mining industry. They were encouraged to describe how toughness was being played out in their workplaces today and how they would like to see toughness rewritten for the future. An analysis of the responses has led to a series of recommendations outlining the actions now required to support the development of a desired culture as determined by the participants. The implementation of these actions will help make a significant contribution to the issue of masculinity and safety.

This report concludes that there is a desire for changes in the workplace culture of the mining industry in Western Australia today. The responses of the participants in describing the future workplace do not differ greatly from other imaginings of change for the better in that today's modernist individual with a fixation on the self is to be replaced by a person who is more social and more understanding of the positions of others. The difference we see here, however, is that the participants have created this new vision by considering the current impact of gender, and specifically masculine toughness, on their existing workplaces. They have considered and articulated the changes they would like to see in the behaviours of men in particular in what is nevertheless a male-dominated industry. This is surely where the 2010 Roadshow workshops and this report offer a fresh insight into the possibility of cultural change leading to improvements in safety in the mining industry.

Greater awareness of the relationship between practices of masculinity and safety is the first step towards achieving the desired cultural change. The participants of the 2010 Roadshow series (and others who have been exposed to the wider research undertaken by Factive) have taken this first step; they have committed their time to get to know and to respond to the issue. Resources Safety should now encourage their expressed desire for change by implementing the recommendations contained in this report and thereby ensure that those who are aware of the safety implications of tough behaviours have all the support and resources they need to put this awareness into practice as they now seek to respond to the problems in their own workplaces and in the mining industry as a whole.

END NOTES

i A full glossary of terms used in this report can be found below.

ii For a more comprehensive list of the comments made by participants in relation to both the current culture and the desired culture, refer to Appendices 1 and 2.

iii The activity used to encourage participants to describe the current culture effectively asks them to reflect on the way their own workplace and, therefore, they themselves contribute to the production of cultural norms to which any person who wishes to be included in the culture must adhere. A risk for the participants in engaging in such an activity is that, although not explicitly, it can result in highlighting their own prejudices and biases which get played out in their workplace where they are active participants. The success of such an activity is, therefore, dependent on participants being willing to have their prejudices and biases made visible because they trust in the process and want to make a change and/or participants consciously or unconsciously being able to create a distance between their own behaviours and those of the culture they describe. A participant who is unable or unwilling to adopt one of the two above positions is likely to ignore the reality of the current culture entirely and to focus instead on an ideal current culture.

iv This discussion on the family might offer an example of how the desired culture as described by the participants is curtailed by their own experiences. The workshops did not allow for further discussions on what participants understood by the term "family". The traditional man-woman-child concept of family has been widely scrutinised in feminist thought in regards to how it may stifle changes in the relationships between the sexes and, at times, encourage masculine behaviours which put people at risk. This issue is addressed in more detail in the Recommendations section of the report where it is advised that the role of Resources Safety in its responses to the issue is to balance the requests of the participants with the need for cultural change that encourages them to extend the boundaries of their experience. However, it is beyond the scope of this report and, indeed the

Roadshow, to consider any significant expansion of what "family" could mean.

v These percentages do not factor in the participants in the first Perth session given that these participants did not contribute to the discussions on what they would see as a desired culture for the industry. The purpose of the first session in Perth was to deliver the preliminary findings of the workshops held in the regions. As such, participants at this session were merely receiving information about other participants' perceptions of toughness in action rather than producing ideas about what it was like or should be like.

vi Action research utilises contemporary theories of adult education and organisational learning to ensure participants are included in the research and are able to respond to the process at any time. The aim of this research method is to encourage genuine buy-in from participants by offering a forum in which they can reflect on their workplace culture, and re-frame their own attitudes and behaviours.

vii Investment in the communities in which mining is a major industry is a key topic of debate within the media and at government levels. Participants in the workshops too discussed the need for better community infrastructure and services, such as hospitals, schools and police. They also raised concerns about the continuation of the fly-in-fly-out (FIFO) model as a means of maintaining the required level of employment in the industry. Both of these topics of discussion raise issues that go beyond the scope of the focus of the Roadshow and therefore this report.

NOTES TO APPENDICES

The data contained in Appendices 1 and 2 has been collated from the notes participants made during the workshop activities. Participants wrote these ideas and phrases on large pieces of paper which were then collected at the close of each workshop and handed to the facilitator. This data reveals the combination of all ideas and phrases noted by participants from all the workshops combined. A colour coding system has been used to identify how often a particular idea or phrase was noted by participants during the Roadshow. For further clarity, the ideas and phrases have been organised to allow the reader to see the increase in usage of any particular idea of phrase, with the design of the individual tables matching the design of the colour coding map. For the purpose of simplification, where similar ideas and phrases were noted by the participants, these have been combined into a single idea or phrase that captures the overall meaning. For example, where participants noted they would like employees in the desired culture to show "tolerance" and "acceptance of others", these have been combined into one idea, namely "tolerance". The ideas and phrases have also been organised under specific headings to allow the analysis to identify recommendations that relate to behaviours and attitudes, skills and bodies.

APPENDIX 1: CURRENT CULTURE DATA

Least commonly used				Most commonly used

attitudes and behaviours

Able to handle isolation	Accepting of systems	Responsible	Courageous	Disillusioned
Able to follow instruction	Alert	Mature	At risk	Buck passer
Has a negative attitude	Judgemental	Has a pack mentality	Practical	Relaxed
Lazy	Listener	Strong character	Hero	Not caring
Cliquey	Enthusiastic	Control freak	Soft and weak	Hard-worker
Not cocky	Not petty	Defensive	Assertive	Balanced
Resilient	Respectful	Willing to challenge	Easy-going	Egalitarian
Independent	Transient	Versatile	Work under pressure	Open to criticism
Has family issues	Dependable	Accepting	Good communicator	Selfish
Ethical	Fearful	Happy	Task focused	Outgoing
Optimistic	Leader	Resilient to bullying, intimidation and aggression	Genuine & honest	Socially normal
Confident	Distrusting	Hard-working	Open to change	Lonely
Caring	Bully	Strong	Motivated by money	Safe
Rebel	Team player	Aggressive	Honest and truthful	Selfless
Good sense of humour	Mentally tough	Fearful of speaking out	Pig headed	Thick skinned
Involved & active	Not a princess	Competitive	Uses and puts up with foul language	Ambitious
Adaptable	Tolerant & open-minded			

skills

Literate	Resourceful	Uneducated	Analytic	Capable
Worldly	Technology gap between young & old workers	Has people skills	Has trade background	Experience working in remote locations
Unskilled	Experienced	Problem solver	Practical	Multi-skilled
Intelligent	Competent			

relationships and social context

Grew up in country	Divorced	Has mortgage	Not gay	Speaks English
Social	Man	Woman	Family person	Culturally diverse

leisure interests

Broad range of interests	Activity focused	Cricket	Endurance sports	Fighting
Health conscious	House	Meat eater	No Fighting	No salad
Non-fussy eater	Not pure blonde beer	Repetitive patterns	Theatre	Thongs
Travel	Work/life balance	BBQ	Girls	Gym
Sports	No small cars	No opera	Likes outdoors	Golf
Money	Sober & drug free	Wine	Bikes	Drugs & alcohol
Cigarettes	Salad	Boats	Fishing	Football
Beer	Meat pies	Cars		

body

Wears singlets	Acclimatised to hot & cold	All dressed the same	Alpha male	Wears board shorts
Hot	Has tattoos	Overweight	Not fit	Uses mining language
Physical resilient	Physically able	Pushes fatigue boundaries	Not manicured	Peaceful
Strong	Fit & healthy	Beard	Gives the finger	Dirty

management

Competitive	Open	Should be giving us more money	Drives a small car	Intimidating & aggressive
Soft				

APPENDIX 2: DESIRED CULTURE DATA

attitudes and behaviours

Level headed	Has mental strength	Trusting	Understanding	Committed
Able to assess situations and act to make improvements	Able to learn	Aware of limitations	Not tough	Non-gender specific
Considerate	Constructive	Contributor	Cooperative	Coordinated
Good housekeeper	Leader	Works shorted shifts	Energetic	Compliant
Problem solver	Practical	Loyal	Fun to be around	Able to take criticism
Socially active	Has respect for the job	Willing to challenge	Compassionate	Conscientious
Not egotistical	Not fearful	Creative	Has integrity	Open to ideas
Listener	Doesn't take shortcuts	Social	Cautious	Thinks first
respectful	Patient	Empathetic	Hard worker	Leads by example
Approachable	Has manners	Flexible	Collaborative	Encourages others
Enthusiastic	Has strength of character	Positive	Open to change	Motivated
Takes the initiative	Reliable	Team player	Takes responsibility	Communicative
Friendly	Courageous	Disciplined	Humorous	Willing to learn
Caring	Confident	Happy	Honest	Willing to question & debate
Open-minded & tolerant	Committed to safety			

skills

Has new ideas	Fluent in English	Empowered	Educated	Has moral values
Can learn from mistakes	Understands chain of command	Risk aware	Has new ideas	Mentor
Knows how to use common sense	Problem solver	Smart worker	Intelligent	Resourceful
Innovative	Experienced	Literate	Knowledgeable	Competent
Professional	Skilled & trained			

relationships and social context

"Brother's keeper"	Less FIFO	Role model	Can separate work and home	Family focused

leisure interests

Sports & hobbies	Drug free	Diverse interests

body

Free hugs	Healthy	Non-smoker	Hygienic

APPENDIX 3: GLOSSARY OF TERMS

Current culture	The way the participants viewed their existing workplace culture in terms of the kind of person most likely to be accepted.
Resources Safety	The Resources Safety Division of the Department of Mines and Petroleum (Western Australia).
Desired culture	The way the participants imagined their workplace cultures to be in the future, focusing on an ideal space and an ideal kind of employee.
Gender	Being masculine or feminine.
Gendered behaviours	Behaviours which are determined within the culture to be appropriately masculine or feminine.
The industry	The mining industry and the wider resources sector.
The issue	The relationship between practices of masculinity and safety, specifically those practices which involve risk-taking and are likely to impact negatively on safety.
The research	Factive has been conducting research into the relationship between practices of masculinity and safety in the mining industry specifically. This research has been conducted in conjunction with The Journalism and Media Research Centre at the University of New South Wales.
Sex	The state of the body as determined by visibility of its anatomy. The Australian culture offers two main sexes: man and woman. The former has a penis, the latter has a vagina.
Toughness	The colloquial term used in the workshops to explain the relationship between gendered behaviours and safety. It was felt that this term would be more easily understandable to participants unfamiliar with wider discussions on gender and therefore provided a more suitable means of marketing the Roadshow and its topic.

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