

# Gender Diversity and Inclusion: A Guide for Explorers



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A Framework for  
Responsible Exploration

***e3 Plus: A Framework for Responsible Exploration** was developed by the Prospectors & Developers Association of Canada to help exploration companies continuously improve their social, environmental, and health and safety performance. The content of e3 Plus is built upon eight key principles for responsible exploration, guidance notes for converting principles into action, and supplemented by internet-based comprehensive toolkits to further enhance practical performance. e3 Plus exists as a 'living document' subject to modification and improvement as experience is gained and circumstances change.*

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## Introduction

You may hear the terms diversity and inclusion being used more commonly in day-to-day work places across the mineral exploration and mining industry. Society has increasingly high expectations of the private sector and its role in creating an inclusive and safe space for all people. This sentiment is shared by shareholders, investors, stock exchanges, employees and communities. As a result, there are significant benefits for companies that successfully work toward business practices and workplace cultures that are diverse and inclusive. Benefits include greater likelihood of securing “social license”, accessing government funding, and improving facilitation and success of company-community engagement. The mineral sector is thus rethinking the way they conduct their business, the way they behave, and the decisions they make on a daily basis.

**Diversity** speaks to the variety of unique dimensions, qualities and characteristics that make us different as individuals.

**Inherent diversity** – race, gender, religion

**Acquired diversity** – work experience, language skills

**Gender diversity** – an umbrella term that refers to a wide range of gender-related identities and ways of expression

**Inclusion** is the *collective*. It is creating a culture that strives for equity, and embraces, respects, accepts and values individual differences.

**Diversity & Inclusion** means respect for, and appreciation of, differences in ethnicity, gender, age, national origin, disability, sexual orientation, education, and religion; and to create an environment that values, celebrates and respects individuals for their talents, skills and abilities to the benefit of the collective.

**Intersectionality:** When two or more facets of identity, such as class, race, age ethnicity, sexual orientation, and gender, overlap in the experiences of an individual or group, creating interconnected barriers and complex forms of discrimination that can be insidious, covert and compounded.

**For example,** across the sector women are more likely than men to be sexually harassed. However, women who are also part of an ethnic minority are more likely to be subjected to harassment than those who are not. This means that women from ethnic minority groups will likely experience more acute, compounded forms of discrimination. Similarly, a man from an ethnic minority group who is also over the age of 50 may experience compounded forms of discrimination.

An effective strategy for diversity and inclusion recognizes intersectionality in the context of employees and considers how various facets and the ways they intersect create unique lived experiences.

While diversity and inclusion are broad topics, the mineral industry has a unique opportunity to be a leader in gender diversity and inclusion. In this male-dominated industry, companies (large and small) can take key actions to alter business practices and processes that perpetuate inequality. This document is meant to support you and your organization to make the necessary changes to address gender diversity and inclusion, and to become a leader in the mineral exploration and mining industry.

### Focusing on Gender Diversity

**As a starting point for further discussion on diversity and inclusion, this document will focus specifically on gender.**

While diversity and inclusion is certainly not limited to issues regarding gender, lack of gender diversity remains a prominent issue in the mineral industry. Additionally, as noted, diversity and inclusion are complex topics to work through—focusing on one segment of the discussion allows for clearer guidance on the issue. Because we each have been impacted and influenced by our gender roles, this is an invitation to all of us as members of the mineral sector to think about how we can contribute to being more inclusive in small and big ways.

This guide is an opportunity to begin to reflect on your organization’s work culture, structure, and/or policies, and engagement with communities to consider ways in which gender diversity and inclusion are accounted for.

## Gender Imbalance in the Mineral Industry

Gender imbalances, which often lead to inequalities, are widespread in many industries and societies—particularly in the mineral industry. Globally, the World Economic Forum identified mining and energy as having the lowest levels of female participation of all industries.<sup>1</sup> In 2016, women made up only 16% of the mineral sector workforce in Canada, despite representing nearly half of the Canadian workforce overall.<sup>2 3</sup> Globally, it is estimated that only 5-10% of the mining workforce is female.<sup>4</sup> Studies also show that the impacts and benefits of exploration and mining are not shared equally between men and women in host communities.<sup>5</sup> For example, economic development from a mineral project may provide employment opportunities that are restricted to men, or environmental and social impacts of a project may alter the day-to-day work of women in remote communities.

Tackling gender diversity and inclusion within the mineral industry demands fundamental changes from within and ultimately a substantial “reshaping of the values, cultures and norms that produce and maintain gender bias within the sector”.<sup>6</sup>

## A Word about Language

**It is important to acknowledge from the outset the significance of language.** The correct use of language assists in framing issues properly, keeps the discussion respectful, and helps identify areas where improper use of terms and concepts is impacting key decisions. As a starting point, when it comes to conversations about gender, the male/female and man/woman binary is problematic as it fails to recognize intersex, transgender, and non-binary/nonconforming people.

Recognizing this challenge, we strive to use inclusive language throughout the guidance document. However, given that the majority of research on the topic of gender, particularly in the natural resource sector, focuses on men and women, you will notice that this document will from time to time refer to men and women or to males and females. This is a product of the research currently available to us which does not yet satisfy a degree of clarity that we can relay. We understand gender to be fluid and on a spectrum.

### How this Guidance Can Help

This resource is designed as a guide for companies that are new to understanding issues and implementing efforts related to gender, diversity and inclusion.

The purpose of this document is to provide the information and tools needed for exploration and mining companies to:

- 1) Implement gender diversity and inclusion strategies and programs; and,
- 2) Cultivate more gender inclusive and diverse environments both internally (i.e. within their own workforce) and externally within the communities in which they engage.

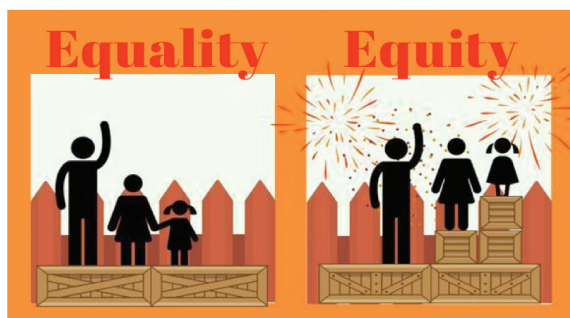
This document will cover key definitions, the current context and business case for diversity and inclusion as well as provide an overview of common issues and barriers, and key opportunities for change. Case studies, helpful resources and tools for implementation are also included.

## Understanding Gender: Terms and Definitions

Gender is a dynamic concept that refers to the roles, behaviours, activities and attributes that a given society considers appropriate for “men” and “women”. In most societies, there exist differences and inequalities between women and men with regards to assignment of responsibilities, activities undertaken, access to and control over resources, as well as decision-making opportunities. Gender roles are part of a given society’s broader socio-cultural context and can change over time.

To begin improving gender equality in the workplace and in our community engagement practices, it is important to understand some key terminology:

**Gender equality** refers to equal chances or opportunities for groups of people, regardless of gender, to access and control social, economic and political resources, including protection under the law (such as health services, education and voting rights). Gender equality means that we all enjoy the same rights, resources, opportunities and protections. Because power structures in societies across the world mostly privilege boys and men, advancing gender equality most often requires addressing disadvantages faced by girls and women. At the same time, gender inequality pervades personal, family and social relationships and institutions, and affects not only women and girls, but also men and boys, and requires the engagement of all sexes to make progress towards justice and equality. Shifts in gender equality require not only awareness and behaviour change, but also changes in the fundamental power dynamics that define gender norms and relationships.



**Equality** focuses on creating the same starting line for everyone, while **equity** has the goal of providing everyone with the full range of opportunities and benefits to reach the same finish line.

**Gender diversity** is an umbrella term that refers to a wide range of gender-related identities and ways of expression. Gender inclusion is acknowledging that everyone deserves to be treated with respect regardless of gender identity and expression, and ensuring that systems and processes treat all genders equally.

**Sex** refers to the biological and physiological characteristics that define male, female and intersex persons. A person’s sex is most often designated by a medical assessment at the moment of birth. This is also referred to as birth-assigned sex.

**Sexual orientation** is the direction of one’s sexual interests or attraction.

**Gender** is a multidimensional concept which broadly refers to the roles, behaviours, activities and attributes that a given society assigns to male and female persons. Such expectations are referred to as gender norms. While gender norms are typically rigid in the dichotomy of masculine/feminine, gender is in fact fluid and exists along a spectrum.

**Gender binary** is the classification of gender into two rigid options of either man or woman. Within a gender binary, each option is granted specific and exclusive characteristics. Most notably, masculinity is associated with men, and femininity with women. Gender binaries are exclusionary and do not reflect how gender operates and fluctuates across a spectrum.

**Gender identity** is each person’s internal and individual experience of gender. It is their sense of self as a woman, a man, both, or neither. A person’s gender identity may be the same as or different from their birth-assigned sex. Furthermore, gender identity can be fluid



and transcend along the gender spectrum. Gender identity is fundamentally different from a person's sexual orientation.

**Gender expression** refers to how a person publicly presents gender. This can include behaviour and outward appearance such as manner of dress, hair, make-up, walk, mannerisms, body language and voice. A person's chosen name and pronouns are common ways of expressing their gender.

**LGBTQ2** is an acronym standing for the categories of lesbian, gay, bisexual (those who are attracted to both men and women), transgender, intersex, **queer** (a self-identifying term used in some gay communities, typically by younger persons) and **two-spirit**. There are many different acronyms that may be used by various communities. It should be noted that acronyms like these may combine sex, gender and sexual orientation attributes into one community. This combination may or may not be appropriate in all circumstances, specificity should be used when possible.

**Intersex** is defined as a congenital anomaly of the reproductive and sexual system. Intersex people are born with any of several variations in sex characteristics, including chromosomes, sex hormones, genitalia, or sex organs that do not fit the typical definitions of male or female bodies.

**Trans or transgender** is an umbrella term that refers to people with diverse gender identities and expressions that may differ from stereotypical expectations based on sex or gender norms, and/or do not correspond with their birth-assigned sex. It includes, but is not limited to, people who identify as transgender, trans woman (male-to-female), trans man (female-to-male), gender non-conforming, or **gender queer**.

**Gender queer** is a term used by some individuals to depict how they identify outside of the gender binary of man/woman. It is also used as an umbrella term for many gender non-conforming or non-binary identities.

**Two-spirit** is a term used by some Indigenous cultures for a person who displays any of the gender characteristics in the LGBTQ2 categories. It may refer to sex, gender or sexual orientation, or a combination of these.

**Gender and biological sex** are not the same, nor are they interchangeable. Sex is rooted in biology and reflected in chromosomes and primary and secondary sex characteristics. Whereas, gender is a product of the society we live in and should be understood as a dynamic, emergent, local, variable and fluctuating social construction of what it means to be a “man” and a “woman.”

Have you ever felt pressured to fit into a construction of what a “man” should be or what a “woman” should be? Society's expectations of men and women are the root of some of the gender issues we face on a daily basis in the mineral sector.

## Why Is This Important? The business case for gender diversity and inclusion

The benefits of diversity and inclusion are becoming clearer. Global studies consistently demonstrate a positive relationship between diversity and business performance (Note: this relationship reflects correlation, not causation). For example, we know that companies with executive teams in the top quartile for gender diversity tend to outperform on profitability and value creation.<sup>7</sup> Additionally, large mining companies have reported that their most diverse-mine sites have outperformed others by roughly 15% over previous years<sup>8</sup>. It is also well-known that inclusive engagement—that is, seeking input from underrepresented groups—can help to strengthen projects and maximize community benefits, while a failure to do so can perpetuate existing inequalities.

## **1. Attracting and Retaining Valuable Talent**

Mineral companies currently face a dwindling talent pool for several reasons, some of which include a lack of outreach and support for future and current female employees. A study, which analyzed the top 500 listed global mineral companies, revealed that the mineral industry has a “leaky pipeline”.<sup>9 10</sup> That is, there is a higher concentration of women in entry-level positions, and consistently lower levels of women at senior executive positions. These findings raise concerns as departing retirees are leaving senior and highly-skilled positions unfilled by women.

When employers are forced to hire from a dwindling pool, the quality of their hires can drop, leading towards a downward spiral of lower productivity and higher costs.<sup>11</sup> Mine managers will generally agree that having a larger pool to retain the best-qualified hires translates into significant improvements in productivity.

## **2. Supporting Safety and Health**

Gender inclusive workplaces have a culture that is more compatible with a safety mindset. Evidence from mining operations in several countries have indicated that as employees, women often show a great willingness to respect safety and environmental safeguards.<sup>12</sup> Studies have demonstrated that male-dominated work settings tend to be more dangerous as employees engage in riskier behaviour and normalize the appearance of infallibility.<sup>13</sup> Gender inclusive workplaces also generate less “wear and tear” on the people who work in them. For example, a diverse workforce may require finding new ways to complete tasks that traditionally relied on physical capabilities. Adopting safer and ergonomically better ways to move heavy items makes the workplace more accessible to a wider range of people and also reduces back strain for everyone.<sup>14</sup>

Beyond physical safety, gender-balanced environments create workplace cultures linked to lower absenteeism, less health-damaging stress, more teamwork, and lower turnover rates (and therefore fewer inexperienced at-risk workers).<sup>15</sup> As the sector continues to increase its focus on the mental health of its employee, fostering a culture of diversity, inclusion, and a sense of belonging to typically underrepresented groups of employees will be a necessary structural change.<sup>16</sup>

## **3. Better Decision Making and Performance**

Gender diversity in the mineral sector has proven to be economically advantageous. In a study of the top global mining companies, the top 100 companies have more women on boards, while the top 101-500 mining companies have more women holding senior executive positions.<sup>17</sup> The study also concluded that the profit margins are higher for mining companies with female representation on executive or board positions.

Across industries, research has shown that companies with mixed-gender boards financially outperform those with all-male boards.<sup>18</sup> The male-dominated environment of the mineral sector often leaves women out of decision-making roles despite evidence that gender diverse leadership strengthens financial performance and improves governance efficiency. Boards with women and men tend to be more active in overseeing the strategic direction of the company, in reinforcing accountability through audits and risk management, and in making decisions more objectively.<sup>19</sup> In the field, companies can also capitalize on the diversity of their organization by including more diverse employees in business decisions at all levels. Research has shown that gender diverse teams tend to make better decisions that improve business performance up to 73% of the time.<sup>20</sup>

#### **4. Human Rights Obligations**

Addressing the needs and interests of female employees and women in communities affected by extractive projects as well as ensuring that company activists do not undermine the rights of women is consistent with a company's human rights obligations.<sup>21</sup> An example of this could include something as simple as having a safe, separate bathroom or living space for women at camp/onsite. Failure to recognize the need for this type of accommodation may inadvertently infringe on the right to safety and security for women.

As a result of progressing awareness about gender discrimination and human rights issues around the world, public interest lawyers and human rights advocates are increasingly joining efforts to challenge infringements on human rights. This has resulted in an increasing number of class actions and tort cases against multinational corporations operating in developing countries. Courts are increasingly willing to recognize parent corporations liable for a duty of care to respect and uphold human rights, and hold companies responsible for breaches that have arisen in their subsidiaries.<sup>22</sup>

A commitment to respect human rights, which should be the central commitment of a company's human rights policy, must consider/address issues of gender equality and women's rights.<sup>23</sup>

#### **5. Avoiding Company-Community Conflict and Improving Development Outcomes**

Involving women in the consultation process is a necessary step in avoiding or mitigating potential project delays. While it is true that gender inequality is part of the structure of many communities, projects that exacerbate such inequalities, and thus fail to recognize or reflect the voices of women, are at greater risk of failing to recognize key consequences a project may have on a given community. These failures increase the likelihood of company-community conflict and project failure.

Although the power that women exert internally in their communities may not be easily expressed in formal processes due to cultural expectations about gender roles, women often play an integral role in shaping community views and values, including in relation to agreement processes.<sup>24</sup> Working with communities to include more women in these conversations can lead to more balanced agreement outcomes and implementation.<sup>25</sup>

# Part One: Gender Diverse and Inclusive Workplaces



# Part One: Gender Diverse and Inclusive Workplaces

Companies, both large and small, are looking at their own workforce to understand what is required to create a diverse and inclusive workplace that will pay dividends to stakeholders, shareholders and the communities in which they operate. In order to address inequalities and ensure workers are treated equitably regardless of gender, we must look at the *internal* barriers to gender equality that exist in our industry.

## 1.0 Common Internal Barriers to Gender Diversity and Inclusion

A Mining Industry Human Resources Council (MiHR) study found that both men and women indicated that it is harder for women to succeed in the mineral sector.<sup>26</sup> In 2016, only 16% of jobs in the Canadian mineral industry were occupied by women. In the same year, the study found that women are more likely to leave the mineral industry at a higher rate than men and that women tend to have less positive experiences in mining workplaces. Unpacking the root causes of these issues is critical in achieving gender equality within the mineral sector.

### 1.1 Workplace Culture

The mineral industry's workplace culture is acknowledged to be challenging for women. Culture is an abstract term, and addressing barriers regarding workplace culture requires looking at signs and symbols of gender inclusion or exclusion in the workplace to get a better sense for what your organization's culture really is. If your organization's culture is tailored for men, it will inevitably make it more difficult to attract and retain women and other underrepresented groups into the industry.<sup>27</sup>

For example, travel policies that reimburse employees for public transit or taxi chits may inadvertently cater to the fact that men feel safe utilizing public transportation or taxi services alone in remote areas. In many instances, this policy is reflective of a workplace culture that inadvertently caters to men even when applied equally across the board. Women may feel, and *be*, safer if transportation is organized by the company itself so employees are not travelling alone. However, asking for additional accommodations can be challenging and alienating for those who do not fit within the prescribed workplace culture.

Another subtle message could be the unwritten expectation that employees must "put in the time" (i.e. staying late, picking up additional shifts) to advance in their careers. While gender roles surrounding caregiving are changing, the burden of child rearing remains predominately on women and thus limits their ability to meet these expectations. These subtle messages are signals about who is welcome and who is not.

**Contractors:** hiring of contractors is a necessary component in the completion of a given project or day-to-day operations of a workplace. The presence of contractors can also have a significant impact on workplace culture. Contractors will likely skew the gender ratio on site, and bring with them different biases and expectations regarding diversity and inclusion that can undermine a company's efforts to promote a welcoming workplace culture. As contractors are not always subject to the same company or corporate policies and training, this can put women in a vulnerable position. They may feel uncomfortable working in remote areas alongside strangers, or perhaps experience discrimination and prejudice from contractors. Should these experiences be normalized or tolerated, a company's workplace culture will become an unwelcoming space for women.

## 1.2 Workplace (in)flexibility

The ability to achieve a fulfilling career while balancing the demands of personal and family life has historically been considered a challenge that women face, but with changing gender roles in society and in families, this is no longer considered exclusively a “women’s issue”. Workplace inflexibility will continue to be a deterrent for top talent, regardless of gender.

Particularly in the mineral sector where operations are typically in remote locations, requiring 12 hour-long days of shift work, multiple-week exploration camps, or rotations of multiple days/weeks away from home on Fly-in Fly-out (FIFO) exploration and mining assignments. The nature of these schedules make it difficult for families to achieve a balance of work/household roles. As often one person needs to stay home while the other works, traditional family and gender roles perpetuate who that would be, and prevent equal access to opportunities. Companies must address this in order to recruit and retain top talent.

## 1.3 Gender bias

**Bias**—defined as “prejudice in favor of or against one thing, person, or group compared with another, usually in a way considered to be unfair”—can be **conscious** or **unconscious**.

Of the two, unconscious bias is more difficult to address because, by definition, this occurs without an awareness that these feelings or thoughts exist. Unconscious bias is an implicit association or attitude—about race or gender, for example—that is: 1) beyond our immediate awareness, 2) informs our perception of a person or social group, and 3) can influence our decision-making and behaviour toward the target of the bias.<sup>28</sup> Even people who consciously commit to equality, and work deliberately to behave without prejudice, can still harbor negative prejudices or stereotypes. Unconscious biases are also more likely to impact our actions when conscious controls over decision-making are compromised (e.g. when we are stressed, distracted, or in competition).

Unconscious bias also impacts the way we understand and navigate gender and engage in *gendered practice*. Gendered practice is a complicated concept that focuses on the ways through which we reinforce the binary gender model in our everyday lives. We learn these practices most often as a child in school, or through intimate relationships, families, workplaces, houses of worship, and social movements. Examples include women being expected to be the primary family caregivers and men being expected to be the primary source of income. Such behaviors thus become “natural” or second nature to us in our everyday lives. Both men and women are capable of reinforcing the binary gender model and create an exclusionary space.<sup>29</sup>

Gendered practices are the ways in which we routinely engage that reinforce the hierarchy of gender norms. Gendered norms include assuming someone who looks like a woman was born a woman, identifies as a woman, and is attracted to men. Moving towards an inclusive and gender diverse culture requires taking pause to question how our behavior reinforces damaging gender biases in addition to identifying what biases we hold and working towards making space for those that deviate from them. This includes not reacting negatively to those outside the norms, nor questioning them on their gender expression or personal lives.

## 2.0 How to address these barriers:

Addressing the internal barriers to gender diversity and inclusion involves numerous steps and processes to recognize both the direct and latent functions of workplace policies and practices. These steps should be tailored to each company and take into account unique capacity and operational considerations. The following steps unpack how organizations can work to dismantle key barriers.

### Step 1: Assess the current state of diversity and inclusion and develop a baseline

It is important to take steps to assess the “health” of diversity and inclusion in your company. You can achieve this by conducting a diversity and inclusion needs assessment. Assessment is not a perfect science given that pure objectivity is not possible, but tools like the **Global Diversity & Inclusion Benchmarks (GDIB)** can help you understand your diversity and inclusion blind spots, while providing insights into strategies for measuring progress and fostering inclusion.<sup>i 30</sup>

An in-depth analysis will allow you to establish an informed baseline against which to measure your diversity and inclusion goals. Establishment of a baseline can formulate both quantitative measures (such as a certain number of women in executive level positions, or addition of gender-neutral signage) and more qualitative measures (such as altering workplace culture and language).

Think of this step as an all-encompassing “big picture” review of where your company sits on a gender equality scale.

**A note for juniors:** These assessments need not be resource intensive. They begin with an awareness and “taking stock” of the current workplace culture and practices. In many ways, an assessment can begin by simply looking around the room or worksite. The following questions will help you take small but impactful steps in assessing your current state of diversity and inclusion:

- ◆ **Look at your signage**, does it strictly use the term or symbol for “men”? (e.g. “men at work”)
- ◆ **Look at your safety training**, does it include components specifically for women? (e.g. Are your safety practices ergonomic for all members of your work team? Does your safety equipment and apparel keep all bodies protected?)
- ◆ **Look around the table**, who is present and who is participating in staff meetings? (e.g. What is the diversity breakdown in terms of numbers? Who is dominating the conversation? Where are ideas originating from and who is receiving credit?)

Your answers to these questions will reflect a lot about your workplace's diversity and inclusion. Some of these answers may be less obvious (e.g. subtle interactions between coworkers in a staff meeting are more difficult to measure than the number of “man” and “woman” based signage on site). Encourage managers and team leads to reflect on these questions—different teams and individuals will have different perception on the current workplace status. Keep in mind any underlying biases that may impact how these questions are perceived.

<sup>i</sup> See Appendix II for more information on conducting a GDIB

## Step 2: Inform company policies via Gender-Based Analysis Plus (GBA+)

It is essential that you invest time looking inward at your own company, its policies, programs and initiatives.

**Contractors:** informing company policies with GBA+ can only go so far if contractors are brought on who are not subject to or fully comply with company policies. When hiring contractors ensure that there are clear expectations of employee conduct regarding diversity and inclusion, and contracts explicitly state that contractors will uphold policies specific to diversity and inclusion.

At the leading edge of this work is the Gender-Based Analysis Plus (GBA+) method.<sup>31</sup> GBA+ is an analytical process used to assess how diverse groups of women, men and non-binary people may experience policies, programs and initiatives and can also be a valuable tool for those in the private sector.

Using GBA+ tools means taking a gender and diversity-sensitive approach to your work. Internal policies or programs that appear gender neutral may affect different people differently. In most cases, gender will be relevant, especially in the mineral industry.

GBA+ may be initiated at any time but works best when done in the business model.

### Conducting GBA+

**Identify context of gender and diversity issues.** Nothing happens in a vacuum. Your initiative or activity may have a narrow objective, but it will always be linked to other company priorities.

**Challenge assumptions.** We all have them. Workplace culture, behaviors, activities and processes all shape your assumptions.

**Gather the facts.** Research and consult multiple viewpoints. Data should be disaggregated by gender, and if possible, other identity factors (age, race, disability, etc.); if none available, start.

**Develop options and make recommendations.**

**Monitor and evaluate.** Address data gaps, unintended outcomes.

**Communicate.** Identify your target audience and tailor your messaging appropriately. Use inclusive examples, languages, and symbols.

Training on GBA + can be taken online here:

<https://cfc-swc.gc.ca/gba-acs/index-en.html>



### Step 3: Develop a diversity and inclusion strategy

Your analysis of overall company work culture, policies, and demographics will serve to inform the development of a diversity and inclusion strategy that suits the unique needs of your company. Your strategy should strive to address the following barriers:

- ◆ Culture
- ◆ Workplace (in)flexibility
- ◆ Gender bias
- ◆ Harassment
- ◆ Gender based violence and sexual harassment

**CULTURE:** While workplace culture may appear to be an abstract concept, there are concrete tangible actions organizations can take to influence and alter their workplace culture including:

- ◆ Encourage gender inclusion, look for the subtle features (signs and symbols such as washroom signage and gendered language in training videos) that reflect unintended barriers to women's full participation.
- ◆ Ensure job titles and terminology are gender inclusive (e.g. "Team Lead" vs. "Foreman" or "Staffing" vs. "Manpower").
- ◆ Create policies and practices that are explicit about accommodating differences among employees (e.g. inclusive travel policies reimburse taxi fares in recognition that some employees might feel unsafe taking public transit alone).
- ◆ Invest in initiatives or programs like the **MiHR Gender Equity in Mining (GEM) Toolbox**. This program, developed as part of the Gender Equity in Mining Works initiative, serves to help exploration and mining companies update their policies and practices—identifying and removing unintended barriers—to develop a workplace that is inclusive and welcoming for all.
- ◆ Provide training opportunities that build women's skills and readiness for positions where they are needed and traditionally underrepresented. Some examples of successful training programs include:
  - ◆ **Women Building Futures**  
Edmonton-based organization focused on construction and trade skills for women as well as readiness-building.
  - ◆ **The Women in Resource Development Corporation**  
Based in Newfoundland and Labrador, this company offers an Orientation to Trades program, a database of mentors, and direct support to employers wanting to increase gender diversity.
  - ◆ **Aboriginal Women in Mining**  
A program developed by Detour Gold Corporation to prepare Indigenous women for the lifestyle changes required for on-site mining work. The program supports women as they leave home for a week and helps them address family issues and the impacts remote work sites have on family life.

◆ **Creating Choices, Growing Choices and Future Choices**

Goldcorp's breakthrough initiatives combine formal training with peer and senior management networking. The program builds skills, knowledge, capabilities and personal aspirations.

- ◆ Encourage **sponsorship** within your organization aimed specifically at raising those at a disadvantage within your organization. Sponsorship, often confused with but very different from mentorship, involves more senior staff advocating on behalf of another employee whether it be for consideration for a promotion, new role, or to underscore their contributions to the team. Sponsorship plays a significant role in levelling the playing field by highlighting the expertise, skills and potential of marginalized or overlooked employees.
- ◆ Provide unconscious bias training to all employees so they may become aware of the existence of it, and learn how to work through the biases they hold. Training should clearly demonstrate tangible ways individuals can recognize and work through their unconscious bias, such as conscious use of gender-neutral language, pausing to reflect on their "knee-jerk" or default suggestions/reactions.

A change to the culture of any organization takes time but the results are clear—a respectful workplace will have lower turnover, less absenteeism, less time spent resolving conflicts and complaints, and better mental health for its employees.<sup>32</sup>

**WORKPLACE (IN)FLEXIBILITY:** Today, a desire to achieve "work-life balance" is shared by the majority of people, regardless of gender, race, ethnicity, and other factors. Young people are increasingly seeking a lifestyle that permits balance between caregiving, leisure and a fulfilling career. Respecting the needs of your employees' personal lives matters to them. Given the nature of exploration and mining work (e.g. remoteness, FIFO assignments, 24 hours a day year-round operations), you will need to evaluate what is feasible at your team both at the project site and in the office and be creative with solutions. This is particularly true for smaller exploration companies. Examples of ways to make the workplace more accommodating to **all** employees include:

- ◆ Limit or eliminate meetings that extend outside of core working hours and place limits on email and other business contact outside of scheduled working hours.
- ◆ Make efforts to ensure employees are able to stay in touch with family while at remote work sites.
- ◆ Establish community childcare partnerships to minimize burden on families.
- ◆ Adopt policies that allow for "flex time", including opportunities to work from home, alternative work arrangements such as telework, seasonal work schedules, vacation time, extended health benefits, employee assistance programs, and compensatory pay or time off for overtime.<sup>33</sup>
- ◆ Ensure that these policies are gender neutral and actively encourage both men and women to take advantage of them. Men as role models making use of these policies will lead to more gender neutral talent decisions and will benefit men who also seek balanced lives.

**GENDER BIAS:** Given its subliminal nature, unconscious bias can be very difficult to correct. There are steps we can all take to minimize this type of bias to increase inclusivity on our teams.

**Figure 1 How to Combat Unconscious Bias as a Leader in Your Organization<sup>34</sup>**

<b>START WITH YOU</b>	Engage in critical self-reflection. Hold yourself accountable for recognizing and pushing back against your own biases before asking others to do the same. Share your own stories of vulnerability, learning and growth. Be the first to uncover and role model these behaviours to others.
<b>BE VOCAL</b>	Say to others, "I am a diversity champion. I recognize that I have biases and I am working to identify, acknowledge, and address them." The effects of those small statements will amplify as they are repeated and enacted by others across the organization.
<b>LEARN MORE</b>	Ask questions to understand the root causes of biases. What forms of bias are occurring? What forms of covering are occurring? How do they affect you, your colleagues and teams, your workplace, and your business?
<b>KNOW YOUR PEOPLE</b>	Make personal connections and spend time learning how your coworkers experience your workplace. Don't assume you know what and where solutions can be most effective—ask!
<b>EMPOWER YOUR PEOPLE</b>	Help employees understand their role in making change. Engage stakeholders from a range of backgrounds to help make decisions more inclusive.
<b>BREAK THE CYCLE</b>	Everybody has unconscious biases. Hold your people accountable for relying on structure to modify their judgments and behaviours rather than their own willpower.
<b>TAKE RISKS ON OTHERS</b>	Give others—particularly those who are different from you—a chance. Be open to learn from them as much as they can expect to learn from you. Intentionally mentor and sponsor people who are not like you.
<b>FIND ALLIES</b>	Reach out to other champions with proven track records of success inside and outside your organization. Find others with shared passion and commitment and engage them as partners.
<b>STAY COMMITTED</b>	We all have biases that change and evolve even when we confront them. Remain committed to sustained action over time.

**HARASSMENT:** Ensuring a safe and healthy workplace extends beyond physical safety and regulations. In many male-dominated industries, accepting or tolerating harassment is a day-to-day norm for women. The Canadian Human Rights Commission defines harassment as a form of discrimination which can occur when someone:

- ◆ Makes unwelcome remarks or jokes about your race, religion, sex, age, disability or any other of the grounds of discrimination;
- ◆ Threatens or intimidates you because of your race, religion, sex, age, disability or any other of the grounds of discrimination;
- ◆ Makes unwelcome physical contact with you, such as touching, patting, or pinching

Harassment is insidious. In many instances, victims of harassment do not, or are hesitant to, recognize actions as harassment. Fear of repercussions from co-workers including developing a reputation as not being a team-player or “fitting in” to being blacklisted for promotions or new contracts often prevent women from reporting instances of harassment. For example, many women have reported feeling the need to laugh along when co-workers make sexist “jokes” or navigate unnecessary and unwanted touching from co-workers masked as “being friendly”.

**GENDER-BASED VIOLENCE AND SEXUAL HARASSMENT:** Harassment that is sexual in nature and gender-based violence (GBV) are also unique safety risks stemming from male-dominated industries. In a 2017 U.S. survey, the Pew Research Center found that 62% women-identified respondents who work in male-dominated industries experienced sexual harassment, compared to 46% who worked in female-dominated industries.<sup>35</sup> In 2011, a study of sexual harassment filed with the Equal Employment Opportunity Commission found that the industry where women faced the highest risk of sexual harassment was mining, with a rate of 72 reports per 100,000 workers.<sup>36</sup>

**Rules and regulations are critical for reporting:** when Ontario’s sexual violence and harassment legislation came into effect, requiring employers to investigate allegations of sexual harassment, reporting of sexual harassment increased by 114%.

It is critical that your diversity and inclusion strategy takes into account both blatant and discrete instances of all harassment and violence. **Having an effective policy communicates to employees that sexual harassment and GBV are not tolerated in the workplace, and that those who experience such violence have the tools and support necessary to effectively report on these issues**<sup>37</sup> Referring to the laws and regulations surrounding sexual harassment and GBV in your jurisdiction is an imperative first step.

The experience of gender-based violence and sexual harassment is not the same for all women or all men. Considering different intersecting identities when addressing instances of GBV and sexual harassment should occur and guide varying approaches and special considerations. For example, immigrant workers, who make up an appreciable proportion of the mineral sector workforce, can face distinct obstacles in reporting through potential language barriers and unfamiliarity with rights and laws against sexual harassment.<sup>38 39</sup>

Additionally, women and girls identifying as part of the LGBTQ2 community are nine times more likely to experience GBV, and more likely to be sexually harassed, but potentially less likely to report incidents due to fear of being 'outed' in the workplace.<sup>40</sup> Recognizing the implications of intersecting identities will allow for more effective mitigation and response strategies to GBV and sexual harassment.

#### **Addressing harassment and GBV:**

- ◆ **Policy:** Implement and effectively communicate to all levels of employees an explicit zero tolerance policy for behaviour that constitutes harassment of all kinds, bullying and violence. The policy should include an effective complaint procedure that encourages employees to come forward with allegations.
- ◆ **Accessibility:** Develop a resolution process for addressing concerns and workplace conflicts. Ensure this policy fits within varying degrees of harassment (e.g. mediation as a first step is not always appropriate, especially for instances of sexual violence) and is clearly articulated to employees.
- ◆ **Training:** Ensure those on the receiving ends of reports are well-versed and appropriately trained on how to respond to reports of sexual harassment and violence. If allegations of harassment are serious, an experienced external investigator should be hired. In dealing with matters of sexual assault, and other forms of violence, the police should be contacted.
- ◆ **Resources:** Provide supports for developing positive working relationships such as training, reinforcement for collaboration and teamwork, and communication about inclusion.
- ◆ **Intervention:** Provide bystander intervention training which teaches people the skills to safely intervene and/or speak up when they witness challenging/problematic behaviours.

41, 42, 43, 44

#### **Step 4: Provide On-Going Training and Education**

While this guide serves to frame necessary steps towards improving an organization's gender diversity and inclusion, these steps are not sufficient on their own to obtain gender equality in the sector as a whole. It is necessary to provide consistent, on-going opportunities for employees and employers of all seniority levels to engage on matters of diversity and inclusion.

Providing hands-on, engaging training is critical to upholding diversity and inclusion policies and guidelines. Changing the culture of a workplace requires an all hands on deck

approach—from the senior executives to the boots on the ground employees, every level of an organization must be involved.

It is important to note, there is no one-size-fits all approach for ongoing education and training. The below table demonstrates how the same objective can be met in two different ways. Option A suggests an action item that may be considered resource intensive for small companies, while Option B provides an alternative, less resource intensive approach.

**Possible Action Items for Companies with Varying Resources:**

OBJECTIVE	STRATEGY OPTION A	STRATEGY OPTION B
Bring gender diversity and inclusion to the forefront of company objectives.	Develop an internal working group on gender diversity and inclusion.	Add diversity and inclusion shares to the agenda of all-staff and team meetings.
Educate employees on sector specific issues pertaining to diversity and inclusion.	Develop educational and awareness training tailored to specific roles and responsibilities within the workplace.	Revise existing training material to incorporate diversity and inclusion (E.g. Add in diversity and inclusion segment to safety-training).
Lead by example.	Encourage senior leadership to actively champion diversity and inclusion, including male allies.	Encourage senior leadership to actively champion diversity and inclusion, including male allies.
Ensure all employees are "on the same page".	Develop a mandatory certificate program on diversity and inclusion for all staff.	Ensure both new and tenured staff receive the same updates to any training, or policies. Check in with tenure staff who may have to adjust to new policies.
Collect data and monitor progress.	Issue anonymous polls and surveys to inform policies and practices. Develop targets and specific baselines.	Issue anonymous polls and surveys to inform policies and practices. Develop targets and specific baselines.

Staff should be provided opportunities to engage on diversity and inclusion issues in meaningful and informative ways. Furthermore, this engagement and training must be continual. A one-day workshop completed at the start of an individual's career is not enough to challenge and change the deep seated beliefs and social norms that have fostered decades of inequality within the mineral industry.

As any fiscal or operational policy would be revisited and reflected on, diversity and inclusion must also be reviewed for their effectiveness in terms of achieving the goals and objectives set out in an organization's gender diversity and inclusion strategy.

## Conclusion

There are many dimensions to gender diversity and inclusion that must be considered when working to achieve gender equality. The opportunities laid out in this section provide guidance on how organizations may work internally to improve the gender dynamics within their workplace. A key aspect of any diversity and inclusion strategy will be the development of a policy that outlines various commitments to advancing diversity and inclusion in your company. A gender policy should include commitments to:

- ◆ Develop a safe workplace free of discrimination, harassment and gender-based violence for *all* employees.
- ◆ Ensure that policies take into account the different lived experiences of all employees, and are adjusted to address factors that contribute to a lack of diversity and inclusion.
- ◆ Actively engage all employees on matters of diversity and inclusion in a respectful and progressive manner so no voice is left unheard.
- ◆ Adjust and regroup when necessary as working dynamics changes. Continue to set new targets to improve gender diversity and inclusion.

Once developed, the diversity and inclusion initiatives, goals and policies must be communicated very clearly and regularly throughout the organization, so that everyone can envision their role in advancing the agenda. Recognizing areas for improvement, or perhaps complete change, is a necessary step in implementing an effective diversity and inclusion strategy. However, it is only one half of the picture—organizations must also look at the ways in which the gendered dimension of their workforce, policies and practices impact marginalized communities with whom they engage.

## Gender Diversity and Inclusion Internal Barriers Self-Assessment

Addressing the internal barriers to gender diversity and inclusion involves numerous steps and processes to recognize both the direct and latent functions of workplace policies and practices. The following questions can help unpack your diversity and inclusion blind spots, while providing insights into strategies for measuring progress and fostering inclusion.

INTERNAL BARRIER	YES	NO	N/A	EXAMPLES OF CONTROLS TO BARRIER	IMPROVEMENTS FOR ADDRESSING BARRIER
<b>DECISION MAKING</b>					
<b>1.</b> Do women make up a significant portion of the senior management and/or board of director roles?				<ul style="list-style-type: none"> <li>-Transparency around promotions and board appointments</li> <li>-Setting target quotas for women in leadership roles</li> <li>-Implementing sponsorship or mentoring initiatives</li> </ul>	
<b>2.</b> Has the entrance rate and turnover rate within the organization been even between male and female employees?				<ul style="list-style-type: none"> <li>-Setting diversity targets and goals within workforce</li> <li>-Tracking and documenting reasoning behind turnover</li> </ul>	
<b>3.</b> Is the gender makeup of staff meetings diverse in gender?				<ul style="list-style-type: none"> <li>-Ensure decision-making is more broadly delegated to include a wider set of employee perspectives</li> <li>- Having women both internally and externally be purposefully included in decision-making processes</li> </ul>	
<b>4.</b> Relative to the representation of gender during meetings, are both men and women speaking and directing the conversation most often?				<ul style="list-style-type: none"> <li>-Ensuring decision-making is more transparent and consider asking for input individually</li> </ul>	



INTERNAL BARRIER	YES	NO	N/A	EXAMPLES OF CONTROLS TO BARRIER	IMPROVEMENTS FOR ADDRESSING BARRIER
<b>CULTURE</b>					
<b>1.</b> Would you describe the general culture of your organization or field teams (including contractors) welcoming to all genders and identities?				-Communicating effectively with employees on the value of diversity -Building an awareness among employees of unconscious biases and micro-inequalities <sup>45</sup>	
<b>2.</b> Are workplace signage, policies, and job titles gender neutral?				-Applying a GBA+ analysis for company policies, programs, and initiatives	
<b>3.</b> Have any complaints regarding the existence of an unwelcoming workplace culture been informally or formally reported?				-Conducting in-person discussions with all employees to assess culture -Sending out anonymous surveys to all employees to assess culture	
<b>4.</b> Are incentives offered to employees who take a stand against inappropriate joking/comments, or are committed to fostering an environment where everyone feels safe/free from harassment?				- Employees are educated on company policy regarding harassment - All management consistently leads by example and enforces company policies	

INTERNAL BARRIER	YES	NO	N/A	EXAMPLES OF CONTROLS TO BARRIER	IMPROVEMENTS FOR ADDRESSING BARRIER
<b>FLEXIBILITY</b>					
<b>1.</b> Has the organization taken on any initiatives to accommodate the presence of women working within it?				-The existence of separate bathrooms or living spaces for women -Developing procedures for workers to follow when dealing with strangers or intruders	
<b>2.</b> Has the organization put into place any programs that mitigate difficulties in balancing work and personal life for employees?				-The establishment of community child care partnerships - Exploring innovative solutions for work-life integration such as personal leave policies, fly-in, fly-out (FIFO) work schedules, bereavement leave policies, and personal communication methods (telephone, internet, etc.) for connecting with family members <sup>46</sup> .	
<b>3.</b> Has the company taken any opportunity from training programs developed specifically for women in mineral exploration and mining?				-Taking advantage of programs such as Women in Resource Development Cooperation and Aboriginal Women in Mining <sup>47</sup>	
<b>SAFETY</b>					
<b>1.</b> Is signage gender neutral?				-Reviewing signs for use of terms or symbol for "men" (e.g. "men at work")	
<b>2.</b> Do safety training modules have components or considerations specific to women?				-Safety practices, including mention of ergonomics for all members of work team -Obtaining safety equipment and apparel that keeps all bodies protected	

INTERNAL BARRIER	YES	NO	N/A	EXAMPLES OF CONTROLS TO BARRIER	IMPROVEMENTS FOR ADDRESSING BARRIER
SAFETY					
<b>3.</b> Is there an effective policy that communicates to employees that sexual harassment and GBV are not tolerated in the workplace?				-Developing a zero tolerance policy on workplace violence and harassment in accordance with the laws of your jurisdiction <sup>48</sup>	
<b>4.</b> Is there a zero tolerance policy for sexual harassment and GBV that all employees and contractors sign and abide by?				- Including explicit mention that all employees and contractors must abide by sexual harassment and gender based violence policies in contracts	
<b>5.</b> Is there a robust mechanism for receiving and addressing anonymous complaints of discrimination, harassment, or sexual harassment or GBV?				-For SMEs, the use of an alternate or third-party mechanism for receiving complaints may be necessary to avoid instances where supervisors tasked with hearing complaints are the perpetrators	
<b>6.</b> Are management and trained on how to respond to an instance or allegation of violence or sexual harassment?				-Developing and implementing such procedures -Having procedures for workers to seek immediate assistance when workplace violence/sexual violence occurs or is likely to occur	
<b>7.</b> Are precautions put into place that address particular risks for GBV and harassment that arise working alone or in small groups? <sup>49</sup>				-Maintain regular contact with workers who are working alone (e.g. providing cellphones or other communication devices) - Develop and implement procedures for opening, closing, or securing the workplace prior to starting and at the end of shifts	

## Part Two: Gender Diversity and Inclusion in a Community Setting



## Part Two: Gender Diversity and Inclusion in a Community Setting

Due to the significant role the mineral sector plays in a community in which it operates, understanding the ways that gender inequalities within the community can be reinforced by exploration and mining workplace practices is important. How the industry operates in a given community is a direct reflection of a company's internal values and practices—whether intended or not. Without considering these realities, there can be business risks for your exploration and mining projects. The impacts, benefits and risks of mineral projects often manifest differently for men and women. Women experience more negative economic, social and environmental impacts than men, and, at the same time, have less access to benefits and compensation.<sup>50</sup>

### 3.0 Common External Barriers to Gender Diversity and Inclusion

Many of the internal barriers to gender diversity and inclusion described in Part One are perpetuated within the mineral industry and can extend to the community setting. However there are many barriers which are uniquely linked to company-community relations. The following are a set of barriers specific to diversity and inclusion within a community setting.

#### Indigenous Communities and Industrial Camps

In Canada, research has shown a linear relationship between industrial camp populations and a rise in crime, sexual violence and trafficking of Indigenous women.

The remote locations of project sites and Indigenous communities result in low rates of reporting as local community health centres lack the resources to address incidents of sexual assault.<sup>51</sup>

### 3.1 Community Safety & Gender Based Violence

The introduction of any new operations and industries into a community can be seen as a potential safety risk and hazard for women in particular. For example, operations including teams that are dominated primarily by men can throw the gender ratios in the community off-balance, and create the impression of dominating the community. When paired with the remote locations of project sites and local communities, these risks far too often become realized in the form of gender-based violence.

**Gender-based violence:** an act that is perpetrated against a person's will and is based on gender norms and unequal power dynamics. It can be physical, emotional, psychological and sexual in nature, and can take the form of denial of resources or access to services. GBV impacts all genders.

When all other variables are held constant, women are at greater risk of gender-based violence, and there is a strong correlation between isolated environments and increased risk of harassment and violence. Furthermore, remote communities often lack resources such as rape kits, helplines or free councillor services to support the reporting of these instances. These factors put the community, and particularly women and children, at risk when influxes of new workers who do not have local ties may not feel the need to be as responsible for the overall health of their temporary community.

Additionally, when mineral projects come into a community they can have a significant

**GBV in Mongolia:** A 2013 study on Mongolia's mineral boom and its impacts on GBV found that the social and structural changes resulting from increased economic opportunity in the mineral industry, impacted the scale and type of GBV within the community. For example, in Tsogttsetsii rises in domestic violence coincided with the development of mines, and were attributed primarily to infidelity or perceived infidelity between workers and community members. Participants in the study noted that the physical distance between spouses and financial dependence of wives on their husbands contributed to an increase in affairs and/or suspicion. This in turn created conflict ridden homes and increased rates of domestic violence with women as the primary victims.<sup>53</sup>

impact on the economic landscape and disrupt social norms. These changes can impact rates of gender-based violence within communities.<sup>52</sup>

It is critical for companies to understand the severity and lasting trauma instances of sexual harassment and gender violence have on communities and individuals. Mitigating the risks of GBV must thus be top of mind when considering company-community engagement during all stages of activity.

### 3.3 Engagement and Consultation

A diverse and inclusive engagement and consultation process is critical for organizations to account for existing inequalities within a given community, and inequalities within the organization itself. Companies should strive to ensure that women are formally part of the broader community discussions regarding potential impacts, benefits and latent outcomes of any given project.

Currently, engagement and consultation processes are typically conducted with community members in positions of power. In many cases this approach pushes the voices of women to the margins. Without having the perspective of women, who often consider decisions with the impact on

families and the broader community in mind, exploration and mining companies can miss out on identifying risks and unintended consequences. It can lead to greater disparity when it comes experiencing the potential negative impacts and potential benefits of an exploration program or a mining operation.

### 3.4 Economic Costs and Benefits

All over the world, the mineral sector is a key driver of economic growth. In spite of this, the growth is uneven within populations and more often than not fails to benefit women to the same level as that of men. Women also tend to be disproportionately impacted by negative impacts of the industry. For example, in many communities women are the primary water gatherers. Should a project disrupt water flow, walking routes, or wildlife, the day-to-day responsibilities of women are often made more time-consuming (i.e. finding an alternative route or water source) if not more dangerous (e.g. walking farther distances, walking in unfamiliar or remote areas, etc.). Additionally, when local community members are hired, women may face stigma or jealousy if they are perceived as taking away "good jobs" from male community members.

For the mineral industry to become a vehicle of inclusive economic growth, consideration must be given to gender and women's economic empowerment must be integrated into each phase of a mineral project.<sup>54</sup>

### 3.5 Lack of Diversity in the Supply Chain

The opportunity for direct and indirect employment is a critical benefit of the mineral sector for host communities. According to a World Bank report, however, women frequently lack

networks for referrals, are concentrated to specific industries not tailored to the mineral industry, and are typically smaller and receive less financing which could help offset project payment delays.<sup>55</sup> A lack of supply chain diversity can mean that women in particular are often left out of economic opportunities. With fewer women-led businesses contracted along the supply chain, the economic benefits of the mineral industry do not reach all community members. Additionally, being excluded from formal economic opportunities may pose potential risks for women who pursue other forms of employment that put them in precarious positions such as artisanal mining.<sup>56</sup>

## 4.0 How to Address These Barriers

In Part One, we shared steps to move towards a gender diverse and inclusive workplace. These steps are critical preparatory work to operating in a gender inclusive way in communities. If your company's internal processes produce inequality, discrimination, or are tailored to benefit one gender over another, then, inevitably, efforts to achieve diverse and inclusive community engagement will fall short. This is not to say work on improving community relations cannot begin until all steps in Part One are followed. Rather, external efforts must be matched with equal internal efforts to work towards gender equality.

The steps below set the stage for any exploration program or mining project to begin to operate with a more gender inclusive approach using internal company-wide policies, as well as developing strong community-company engagement practices. These steps can apply at any stage in the lifecycle of a project. The following important principles can help to inform our understanding of the intersection between the mineral industry and gender.

- ◆ **Everyone is impacted by gender:** we are each influenced by gender roles and expectations. Understanding how gender roles impact you, your colleagues and the community you are working in is an ongoing and mutual learning process.
- ◆ **Anyone can be a champion of inclusion:** there are many ways that we can each play a part in contributing to a more gender inclusive mineral industry.
- ◆ **Bring your best self:** acting and operating with integrity, kindness and a willingness to learn from each other is an important mindset in being gender inclusive.
- ◆ **Look to international commitments:** such as the International Council on Mining and Metals Sustainable Development Framework, the Voluntary Principles on Security and Human Rights, the Extractive Industries Transparency Initiative or UN Global Compact to inform your approach to community-relationships.
- ◆ **Do no harm:** the mineral industry, and mining projects in particular, bring major changes to communities. Using an approach that focuses on creating a constructive, positive relationship is an important goal.<sup>57</sup>

### Step 1: Conduct a community gender impact assessment (GIA)<sup>ii</sup>

When you arrive at a community, you'll need to be prepared to listen and ask the right questions. If you are the first set of "boots on the ground" in a community, your first encounter will undoubtedly be different than if you are entering a community with a history of exploration and mining activity. For more on community engagement, refer to PDAC's chapter on **Community Engagement**.

Asking the "right questions" is essential when entering a community. This begins with active

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ii See Appendix III for a step-by-step guide on conducting a GIA

listening and assessing the potential impacts—real or perceived—of your exploration or mining activities on the community in which you operate. Getting answers to these questions require inclusive engagement processes and approaches that are intentionally designed to effectively incorporate the voices of underrepresented groups. You can conduct a Gender Impact Assessment (GIA) during any stage of your operations. What this is designed to do is to help you understand:

- ◆ How your operation affects gender roles and relationships across various subgroups of the community differentially.
- ◆ How you can include underrepresented groups and perspectives in formal and informal decision making processes and planning.
- ◆ How the potential differential impacts and benefits your exploration or mining operation will have across genders in the community.
- ◆ How you can build relationships and obtain a “social license to operate”.
- ◆ How you can use the investment and resources that are required for exploration programs and mining projects to support social and economic benefits in equitable ways that benefit all members of the community.

**Engagement and consultation** should help to inform a number of the tools, policies and resources that shape your external community relationships such as:

- ◆ Community Consultation and Outreach Plans
- ◆ Community Grievance Mechanisms
- ◆ Environmental Impact Plans
- ◆ Social Impact Management Plans
- ◆ Community Development Plans
- ◆ Project Closure Plans

## Step 2: Develop policies that address community safety

Policies developed internally to address harassment and assault should be modified or developed to extend their reach. That is, organizations should take it upon themselves to develop policies with repercussions to deal with violence, harassment, and sexual assault that apply to company-community interaction. The effectiveness of such policies requires a

**Safety Check:** Do you know how you would help a colleague if you witnessed an incident of harassment or violence take place? Do you know what steps need to be taken if you witnessed an incident involving a co-worker or colleague out in the community? Where would this information be most useful for you and your colleagues? How could you integrate this into overall safety prevention plan?

trusting relationship between company and community, and communities, particularly those members who the policies directly impact, must be engaged in the development of how these policies will be put into action. For example, developing a zero tolerance policy on sexual harassment is only effective when community members feel empowered to bring these issues to light in a safe manner. The risk analysis of community safety policies must involve the organization's ability to foster a positive relationship from the early stages of engagement and consultation in the community itself.

These policies should be supported by infrastructure or best practices that support their objectives. For example, women



hired to work on a project site should have access to safe and reliable transportation to and from their place of work, access to telephone services, be well informed of processes and reporting mechanisms should any issues or conflicts occur, and also be provided with a list of contacts and resources they can access such as sexual assault hotlines, health clinics, etc. **These resources are only effective if they are communicated clearly, provided in advance, and written in the common language of the community.**

Another important way to set the expectations around community safety is to ensure that codes of conduct apply to internal and external activity of all employees and contractors. Standards of behaviour should be upheld, and if you have a code of conduct in place, review it to make sure that issues of harassment and gender violence are incorporated.

Including women and their perspectives in the design and development of these policies is essential to fully unearth the sometimes subtle ways in which safety needs to be addressed.

Other measures you can take as a company are to invest in local women's services and programs. Health services, shelters for women fleeing situations of gender violence or domestic violence are part of the social infrastructure needed in communities to help everyone feel safe. Additionally, workplace education that focuses on prevention of violence and harassment can be extended to consider the broader community. Providing training that draws attention to how and why conflict, violence and harassment can emerge in the workplace can also open up opportunities to discuss the place of gender violence and harassment in communities.

### **Step 3: Develop a gender inclusive engagement and community partnership approach**

Organizations have specific engagement processes modelled to their best-practices, needs and internal structure. These processes should be designed in ways that ensure women have access to and can participate and have agency in community engagement sessions. Because of the systemic nature of gender discrimination, community partnership and engagement will likely require significant examination and redesign to achieve gender inclusiveness.

Due to existing social and economic inequalities within the mineral sector and in communities, organizations will need to make deliberate and explicit decisions on who to engage with. In many cases, formal community leadership may not reflect the diversity of a community. To hear from the broadest representation of community members, engage with key community leaders to identify formal and informal women's organizations and/or local women's groups to hear their concerns or hopes for exploration programs and mining projects in their communities. Be guided by what local community members suggest. For instance, you can host consultation meetings for men or women, or arrange meetings at locations where people are already gathered.

An engagement process that strives to reflect gender balance may—to varying degrees—conflict with cultural norms or the

#### **Tips for more gender inclusive consultation:**

- 1.** Hold meetings at a range of times and places in the community: this can include schools, local markets or churches.
- 2.** Provide resources that allow flexibility for men and women to participate in your consultation (childcare, meals/refreshments).
- 3.** Host conversations that are for women-only and with mixed groups.
- 4.** Make sure that your meeting host/facilitator has conflict mediation skills and has been trained to lead gender inclusive conversations/discussions.
- 5.** Provide multiple ways for people in the community to provide input: large community meetings, surveys or other tools that can capture a range of perspectives.

### **Innovation and Inclusion**

An innovative program implemented by the Co-Laboration Project in Peru named "Alo SENACE" uses mobile technologies and anonymous texting to overcome cultural and systemic barriers to women's participation and foster inclusive community-member participation in Environmental Impact Assessment Processes in Peru.

status quo. Getting to understand social expectations and norms of a given community, particularly around gender roles, is critical in order to ensure those marginalized individuals are not at risk for partaking in company engagements. These efforts can create an opportunity to give voice to parts of the community that may not usually have a chance to provide input.

Anytime that you engage with the broader community, be clear about why you are seeking their input, what advice you are hoping to gain from them, and what decision-making or advice you are taking from the community. Ensure that communities receive a follow-up meeting or documentation that clearly

outlines what feedback your company has received. Companies should maintain open lines of communication with communities regarding potential impacts of their engagement processes.

### **Step 4: Develop a local economic impact plan that supports women's economic empowerment**

The mineral industry can create new and important economic and social benefits that extend beyond the operations. This can be an important opportunity to address gender inequality. By identifying local Small Medium Enterprises (SMEs) that are led by women, and supporting these through intentional procurement strategies that support these businesses, the mineral industry can play a positive role. Doing this requires understanding what services and resources currently exist, and what can be done to support new and emerging entrepreneurs.<sup>58</sup> Because many barriers to women's economic inclusion are deeply understood and visible primarily to women, creating collaborative processes that centre women in the design and implementation of these solutions are more likely to yield breakthrough initiatives.<sup>59</sup>

By intentionally investing and supporting more women-owned enterprises and collaborative agendas, the benefits to the community can be better extended and allow women to have more control and autonomy over their livelihoods.

#### **Who is profiting from your presence in the community?**

Think about what local services you and your colleagues use in the community. Food, accommodation, local guiding/navigation, or hospitality? Are some of the businesses and local services you use operated and or owned by women? What local businesses serve the operation? Are some of these operated or owned by women?

**The Co-Laboratorio Project (CIRDI)** provides an example from Peru where special methods and tools were used to give women voice, visibility, access to resources, and capacities. As part of the Co-Laboratorio Project, multiple Women Leadership Circles, Learning and innovation Sessions were held across Peru. These were intentionally inter-institutional spaces among women from the public, private sector, civil society, communities and academia with the capacity to assume specific commitments as a product of the work in sessions and workshops and to foster networks that allowed permanent and fluid communication among women in and affected by the sector.

## Step 5: Involve men and boys

All too often, initiatives designed to address gender inequality focus on women and girls. But, increasingly there is a recognition that men and boys need to be part of any gender inclusion efforts. As the primary beneficiaries of gender inequality, men and boys can play a unique role in addressing these challenges in the mineral industry. Because they historically benefitted from a position of privilege in the mineral industry, they can be important advocates for diversity and inclusion. Men and boys can play a critical role in championing gender equality and modelling respectful and inclusive values, attitudes and behaviours sets an important tone for everyone. This is extremely important in the positive development of relationships between companies and communities. When engaging community members, companies should ensure that the community as a whole is involved in discussions regarding women's economic and social contributions to exploration and mining projects. Some ways to support men and boys as gender equality allies include:

- ◆ Hosting workshops that explore how people can understand gender roles, how to intervene and be more inclusive, and the importance of speaking out against inequality.
- ◆ Run an employee engagement activity that raises awareness of gender issues such as violence against women (Walk a Mile in Her Shoes is just one example).<sup>60</sup>
- ◆ Sign onto the UN Campaign HeForShe which challenges companies and individuals to address gender inequality.<sup>61</sup>

## Conclusion

Coming to an understanding of how addressing gender diversity and inclusion challenges can improve an exploration or mining project can be challenging. By intentionally asking how all of the various components of your organization can be more gender inclusive, you can mitigate against risks while also creating greater community-wide benefits. Over the past decade, with more and more awareness about gender equality, we are seeing companies innovating by creating stronger local partnerships, using their purchasing power in new ways and investing in the communities where they operate. What is critical to these efforts is a willingness to show up, to listen, and to be challenged. Everyone has a role to play in promoting diversity and inclusion. As an industry that has long been seen as hyper masculine, taking up the challenge of gender equality is a powerful signal. The mineral industry has an opportunity to shape a new image of exploration and mining as an inclusive, safe and welcoming sector for everyone.

## Applying a Gender Impact Assessment for various stages of the Mining Lifecycle

When undertaking and applying a gender impact assessment it is important to begin with some initial questions that can help to position your impact on a community in a way that strives to be more gender inclusive. Here are some questions that can be used at various stages to help you consider your organization's impact.

SELF-ASSESSMENT QUESTION	WHAT HAS BEEN ASSESSED AND DONE?	WHAT HAS NOT BEEN DONE?	INITIATIVES AND TARGETS FOR IMPROVEMENTS
EXPLORATION			
<b>1.</b> What are the current or predicted impacts of exploration activities on men and women in the community? How will the programs impact their daily activities, access to and control of their resources?			
<b>2.</b> Has the project team reached out to a range of community leaders, local organizations, and key community leaders, including male and female leadership, to build strong community relationships?			
<b>3.</b> Have you thought about the composition of your team, does it reflect the gender balance you are encouraging and how it may be received by community members? Is there a chance to have senior leaders in the field to help build relationships?			
<b>4.</b> Have women been intentionally consulted, centred and included?			
<b>5.</b> What opportunities exist for local economic benefit? Are there opportunities for employment, services or procurement? Are these opportunities accessible to all community members?			
<b>6.</b> Have you conducted a Stakeholder Mapping and considered all the groups that may be impacted by your activities/operations?			

SELF-ASSESSMENT QUESTION	WHAT HAS BEEN ASSESSED AND DONE?	WHAT HAS NOT BEEN DONE?	INITIATIVES AND TARGETS FOR IMPROVEMENTS
<b>MINE SITE DESIGN AND PLANNING</b>			
<p><b>1.</b> Has there been a safety audit of the plan? Does it consider the impact on different community members and provide gender-specific safety measures?</p>			
<p><b>2.</b> Does the site plan change or impact the daily routines of community members, and which community members? Does it impact access to local resources, goods or services, and who are the key users of these services?</p>			
<p><b>3.</b> What opportunities exist for local economic benefit? Are there opportunities for employment, services or procurement? Are these opportunities accessible to all community members?</p>			
<p><b>4.</b> Are special efforts made to be inclusive of women in the engagement and decision making processes?</p>			

SELF-ASSESSMENT QUESTION	WHAT HAS BEEN ASSESSED AND DONE?	WHAT HAS NOT BEEN DONE?	INITIATIVES AND TARGETS FOR IMPROVEMENTS
<b>CONSTRUCTION OF MINE AND INFRASTRUCTURE</b>			
<p><b>1.</b> What are the current or predicted impacts of construction on men and women in the community? How will it impact their daily activities, access to and control of their resources? How will the company address these impacts?</p>			
<p><b>2.</b> Has there been a safety audit of the construction plan? Does it consider the impact on different community members?</p>			
<p><b>3.</b> Does the construction phase impact the daily routines of community members? Does it impact access to local resources, goods or services, and who are the key users of these services? How will the company address these impacts?</p>			
<p><b>4.</b> What opportunities exist for local economic benefit? Are there opportunities for employment, services or procurement? Are these opportunities accessible all community members?</p>			
<p><b>5.</b> Are special efforts made to be inclusive of women in the engagement and decision making processes?</p>			

SELF-ASSESSMENT QUESTION	WHAT HAS BEEN ASSESSED AND DONE?	WHAT HAS NOT BEEN DONE?	INITIATIVES AND TARGETS FOR IMPROVEMENTS
<b>PRODUCTION</b>			
<b>1.</b> What are the current or predicted impacts of production on men and women in the community? How will it impact their daily activities, access to and control of their resources? How will the company address these impacts?			
<b>2.</b> Does the production phase impact the daily routines of community members? Does it impact access to local resources, goods or services, and who are the key users of these services?			
<b>3.</b> Are safety measures in place that consider all community members including staff and local residents? Do these safety measures take into account men, women and children?			
<b>4.</b> What opportunities exist for local economic benefit? Are there opportunities for employment, services or procurement? Are these opportunities accessible for all community members?			
<b>5.</b> Are special efforts made to be inclusive of women in the engagement and decision making processes?			

SELF-ASSESSMENT QUESTION	WHAT HAS BEEN ASSESSED AND DONE?	WHAT HAS NOT BEEN DONE?	INITIATIVES AND TARGETS FOR IMPROVEMENTS
<b>RECLAMATION/CLOSURE</b>			
<b>1.</b> Have the closure plans considered how men and women in the community will be impacted?			
<b>2.</b> Have social and economic risks to the community members been considered, particularly for men and women?			
<b>3.</b> What opportunities exist for local economic benefit? Are there opportunities for employment, services or procurement? Are these opportunities accessible for all community members?			
<b>4.</b> Are special efforts made to be inclusive of women in the engagement and decision making processes?			
Is the economic, environmental, and social sustainability for all members of the community considered beyond the life of the mine?			



## Appendices



## Appendix I: Global Diversity and Inclusion Benchmarks (GDBIA)

The GDIB toolkit was created by the Centre for Global Inclusion in the hopes of both creating a better world and improving organizational performance. The baselines of the GDIB are divided into four groups which are then further divided into fourteen categories.

FOUNDATION	INTERNAL	BRIDGING	EXTERNAL
Vision, leadership, and structure	Recruitment & development, benefits, compensation, and learning	Assessments, communications, and sustainability	Social responsibility, products & services, marketing, and supplier diversity

The toolkit provides five different approaches to diversity and inclusion baselining and goal setting – recognizing that one size does not fit all. You may find that some categories do not apply to your business model or exploration project, but the toolkit can be adapted to your needs.

The GDIB proposes the following approaches to foster a more diverse and inclusive space:

- 1) **Competence:** Improving skills, knowledge, and ability – this means focusing on increasing the competence of individuals to interact effectively taking into account similarities and differences.
- 2) **Compliance:** Complying with laws and regulations –most organisations have laws, rules, codes of conduct, guidelines or norms that dictate how people within (and sometimes outside) those organisations are expected to conduct themselves.
- 3) **Dignity:** Affirming the value and interconnectedness of every person – this includes secular and religious perspectives that recognize the inherent value and worth of every human being.
- 4) **Organisational Development:** Improving organisational performance – this approach weighs performance goals in order to determine the actions to take that will optimize performance.
- 5) **Social Justice:** Treating people equitably and ethically – put simply, this approach is aimed at achieving justice and fairness for everyone.

## Appendix II: Conducting a Gender Impact Assessment<sup>62</sup>

### Step 1: Baseline assessment

A gender impact assessment should start with a baseline study. This involves developing a profile of the socio-economic conditions of the households and communities affected by a mine, oil or gas project and identifying all potentially impacted people. A baseline study would typically include demographic and economic information, including income and poverty levels. This information should be disaggregated by sex, age, ethnicity, indigeneity and any other form of identity or marginalization relevant to the community.

If a gender impact assessment is to identify the impacts a mining, oil or gas project will have on women, men, boys and girls, and the relationships between them, it is important to understand who does what in the community, and who has access to and control of resources and benefits in that community. A baseline study should therefore seek to understand the gender division of labour (or women's and men's roles and responsibilities) and develop an "access and control profile" in addition to collecting basic socio-economic data.

### Step 2: Dialogue & Analysis

The dialogue and analysis can form around four key issues:

1. Understanding the structural and institutional causes of gender inequality and women's marginalisation
2. Understanding the barriers to women's participation in decision-making processes and how these could be overcome
3. Understanding women's practical gender needs and strategic gender interests and how the extractive industry project might undermine or support women to realise these
4. Identify project impacts and ways to avoid or minimise negative impacts

These four issues or focal points for dialogue and analysis are not mutually exclusive. There will be areas of overlap between them. Dialogue and analysis should be an iterative process where issues are revisited and reconsidered as further information emerges through the dialogue and analysis. This should continue through the life of the project and not end after it has been approved. Depending on the local context, and the perspectives of women from the community affected by the project, other issues may need to be considered at this stage of the gender impact assessment.

The starting point for the company and the affected community members is to identify relevant institutions.

### Step 3: Planning

This section focuses on the planning stage of the gender impact assessment and involves identifying and agreeing on actions with the community, documenting the many actions that will have arisen from the baseline study, and dialogue and analysis.

These actions should be documented in relevant project planning and management documents including:

- ◆ Company-community benefit-sharing and compensation agreements
- ◆ Community development plans, which may include support for women's self-identified empowerment programs or livelihood strategies
- ◆ Company-community engagement consultations and decision-making plans
- ◆ Community grievance mechanism protocols
- ◆ Resettlement action plans
- ◆ Environmental management plans
- ◆ Social impact management plans
- ◆ Local procurement and employment plans
- ◆ Safety and security plans including in agreements or contracts with external security providers
- ◆ Project closure plans

The gender action plan should be a publicly available document so that there is clear accountability for the gender impacts of the extractive industry project and the company's commitment to avoiding and mitigating negative impacts. Making the gender action plan public will also promote improved practice among the extractives sector more broadly. Finally, in addition to publishing the gender action plan, the contents of the plan should be made available in common language, and communicated by other means such as at community meetings to ensure that all community members understand the company's commitments.



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