

Welcoming to Women

AN ACTION PLAN
FOR CANADA'S MINING EMPLOYERS



Women
IN
Mining
CANADA

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“Diversity is being invited to the party. Inclusion is being asked to dance.”

– Vernā Myers

FOREWORD

Canada’s mining and minerals industry is missing out on much of this country’s talent.

Talented women in Canada sometimes work in the challenging and rewarding jobs in mining. Far more often, they choose to work in manufacturing, banking, public service, utilities, oil and gas, and other sectors. We cannot afford to miss out on half of the country’s work capacity. To succeed in a complex and dynamic business environment, Canada’s mining industry needs to gain access to at least its fair share of talented women.

This Action Plan lays out the challenge for our industry – we must drive a widespread change from yesterday’s mining industry to tomorrow’s. It challenges Canada’s mining employers to take meaningful steps to actively include more women and achieve new business benefits:

- Create a healthier resource base of **skills and leadership**.
- Surpass our current levels of performance in **safety, health and wellness**.
- Grow **public and shareholder confidence** in tomorrow’s mining industry.

With the experience and insights of fifteen industry organizations, the Action Plan calls on leaders at all levels to decide on measurable goals, select strategies, move decisively to action and commit to sustaining the change. It outlines evidence-based and business-relevant strategies, tips and tools to support action and implementation – at local mine sites, in employer organizations and in the industry.

The Action Plan brings an accountability and leadership focus to the business of changing our workplaces. It sets out a coherent approach that helps to ensure a successful implementation of gender-inclusive practices. It is impact-driven and change-focused.

We invite you to join with us in this transformative process.

**The Board of Women
in Mining Canada**

THE LINK TO BUSINESS RESULTS

Business results matter. And these results can be improved by engaging more women.

The evidence is compelling and mounting – from the mining sector and across other industries. Our Action Plan is founded on the knowledge that inclusion of women in leadership, technical and trades positions can translate to significant improvements in important business results¹.

Attracting and Retaining Valuable Talent

An industry, or a company, characterized by gender diversity and an inclusive culture has the features that make it a magnet for talent.

Attracting talent is a critical business issue. Ernst and Young has consistently ranked skills shortage among the top risks to the global mining industry. In 2011, prior to the downturn, skills shortages were seen to be the second-greatest risk. Their most recent analyses have lowered the risk, but highlight that the problem has become more complex than a narrow focus on shortages. They identify diversity and having the right mix of skills as key to culture change for productivity improvement, innovation, and switching to a preparation for growth (Ernst & Young, 2016).

Failing to attract the most talented employees has a domino effect on business results. When employers are forced to hire from a dwindling pool, the quality of their hires can drop, starting a downward spiral of lower productivity and higher costs². Mine managers will generally agree that having the best-qualified hires compared to settling for the same number of mediocre hires translates into a significant difference in productivity.

Yet women are still underrepresented in the mining workforce, even compared to other predominantly male sectors. In 2015, 19% of the labour force in mining, quarrying, and oil and gas extraction were women compared to 23% in utilities and 28% in manufacturing (Statistics Canada, 2016)³.

The Mining Industry Human Resources Council (MiHR) has analyzed labour market statistics that reveal how Canada's mining industry, in particular, is missing out on available talent. The gap is widespread. MiHR has demonstrated that the gap cannot be explained by our industry having more occupations that are tra-

¹ Watch www.mihr.ca for an e-learning module on documenting the business case for gender equity at your work site or company; it is expected to be available in 2017.

² For example, even conservative estimates can demonstrate that for a mine site hiring 30 new electricians, for example, the difference in productivity will exceed \$350,000 over three years (McLean, 2003). This occurs because better hires are more productive – and an 'employer of choice' attracts more applicants, can be more selective in making its offers, and has more of their employment offers accepted by qualified candidates.

ditionally associated with a greater percentage of men. In fact, even within a given occupation, MiHR's analysis of seventy occupations shows that mining has a lower representation of women compared to the very same occupation in other industries. Importantly, this holds true whether the occupation is traditionally associated with a higher representation of women (e.g., human resources) or a lower representation of women (physical sciences or trades and production). For example in STEM⁴-related fields, 19% of Canada's professional and physical science occupations are held by women; in the mining industry, women represent only 16% (MiHR, 2016b).



Changing these numbers requires outward-focused action to fill the talent pipeline – to encourage more women to enter mining-related training programs and occupations. However, a recent PWC analysis (Women in Mining UK, 2015) of the top 500 listed mining companies (globally) confirmed our industry has a “leaky pipeline” – we have higher percentages of women at entry levels and consistently lower levels at more senior executive positions. The PwC forward projection even suggests that the supply of female talent within the industry might actually be falling.

To keep women in the industry, we also need inward-focused action that changes workplace cultures. There are important benefits to those changes. In 2012, turnover was costing the Australian mining industry AU\$140M annually (Kinetic Group, 2012). Workplace cultures that encourage greater participation by women share many of the same characteristics as those that maximize employee satisfaction and engagement, and reduce costs related to illness, injury and turnover.

As leaders, women are seen to frequently demonstrate three of the four behaviours that are most effective in addressing the global challenges of the future – intellectual stimulation, inspiration, participative decision-making, and clear expectations and rewards (McKinsey & Company Inc., 2008). Productivity and innovation in our industry can be enhanced by increasing the numbers of women and creating the work environments that will keep them and leverage their contributions.

Overall, the need for skills at all levels of our industry is a long-term structural challenge in the labour market – it will outlast the current downturn. The mining industry has to position itself to attract its fair share of the talent pool – including women.

⁴ STEM refers to Scientific, Technical, Engineering and Mathematical fields.

Supporting Safety

Gender-inclusive workplaces have a culture that is more congruent with a safety mindset.

The link between gender inclusion and a safety orientation has been documented through some insightful case studies and applied research in dangerous, male-dominated work settings – offshore oil drilling platforms, coal mining and others (Ely & Meyerson, July-August 2008; Ely & Meyerson, 2010; and Laplonge & Albury, 2013). The researchers have found that in these environments, workers (who are most often men) try to appear infallible to impress coworkers and bosses. Those efforts to appear invulnerable block the kinds of behaviours and discussions that encourage safety and productivity. A better gender balance reduces these tendencies.

Dr. Catherine Mavriplis, holder of a NSERC Chair for Women in Science and Engineering, emphasizes women's contribution to health and safety: "Women [notice] situations that look dangerous, and their first reaction may be 'Let's stand back for a minute and look at this' – such intuition is an asset."

Women Building Futures is an Edmonton-based organization that trains and readies women for successful trades and labour careers in construction. The feedback they get from employers is that their women graduates treat equipment well – and are open to being coached. Fewer incidents, fewer injuries, and fewer repair costs – these are all important benefits to cost-conscious employers.

The global mining industry has several examples of the benefits of a workplace that is inclusive for women. For example, Australian women haul truck drivers are now in high demand because of the evidence that a gender-inclusive workplace produces a more balanced group dynamic as well as less wear and tear on the equipment (Bhandari, 2010; Bhandari, 2014; Koch & Walker, 2010; Skinner, 2010; and Stephenson, 2008). In Canada, Cameco Corporation has noticed evidence of a difference in approach between men and women on maintenance crews and in technical roles. Differences in how they used equipment and camp property translated directly to a positive cost-benefit for repair and replacement costs (Cameco representative, personal communication, September 2015).

Gender-inclusive workplaces also generate less "wear and tear" on the people who work in them. For example, finding safer and ergonomically better ways to move heavy items makes the work more accessible to a wider range of people (women and men) and also reduces back strain for everyone. Beyond the physical aspects, the culture in gender-inclusive workplaces has characteristics that are linked to lower absenteeism, less health-damaging stress, teamwork and "looking out for each other" and lower turnover (and therefore fewer inexperienced at-risk workers).

Better Decision Making and Better Performance

New research from The Peterson Institute for International Economics shows that having more women leaders in business can significantly increase profitability. Their study of almost 22,000 firms across the globe has shown that a company with 30% women leaders can add up to 6 percentage points to its net margin, compared to other companies in the same industry (Noland, Moran, & Kotschwar, 2016).

Starting at the Board level, many other studies of corporate results across industries show that companies with mixed gender boards financially outperform those with all-male boards. This is because the board members work together differently, in ways that reflect the best governance practices.

For example, boards with both 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. They are more likely to use recognized best practices such as:

- Identifying clear criteria for measuring corporate strategy.
- Monitoring implementation of corporate strategy.
- Using outside search firms to source new board members.
- Providing board orientation programs for new directors.
- Conducting formal board director performance evaluations.
- Making fewer risky acquisitions.
- Adopting written policies to limit the authority of board directors.

(See for example Adams & Ferreira, 2009; Bart & McQueen, 2013; Brown, Brown, & Anastopoulos, 2002; Levi, Li, & Zhang, 2014; Nielsen & Huse, 2010; and Schwartz-Ziv, 2013.)

With these better practices, greater numbers of women on a board are linked to significantly stronger financial results for their companies' shareholders.

STRONGER RESULTS FOR SHAREHOLDERS	COMPANIES WITH ALL-MALE BOARDS	COMPANIES WITH MIXED BOARDS
GLOBAL MINING INDUSTRY, 3-YEAR PERIOD		
Dividend yield	0.75	1.5
Return on Capital Employed (ROCE)	12.2	12.6
Ratio of Enterprise Value to Reserves	0.7	1.0 and improving more rapidly
S&P 1500 COMPANIES BETWEEN 1997 AND 2009		
Cost of acquisitions (bid premium)		15% better for each woman on the board
GLOBAL MINING INDUSTRY, BLOOMBERG RATINGS		
Reputation: environmental, social and governance disclosure score for the company		Twice as high

(Note: For these and other results see Women in Mining UK, 2015).



A 30% critical mass of women directors on boards has been found to have the most positive impact on company performance. At the current rate of change it will take until 2039 for the top 100 listed mining companies (globally) to reach this 30% threshold and until 2045 for the top 500 to do the same (Women in Mining UK, 2015).

At levels below the Board, this same finding applies – companies with higher percentages of women decision makers financially outperform their industry peers. Across the economy, the percentage of women corporate officers is positively linked to better financial performance (Catalyst, 2008; Catalyst, 2011).

Worried about downturns? The evidence, and corporate governance and economic theories⁵, show that the enhanced performance makes an even greater difference through an economic downturn and early stages of a recovery. A 2012 study by Credit Suisse found that the financial benefits linked to having women on boards were more pronounced in the post-2008 period than in the three years leading up to the stock market crash. The researchers concluded that gender balance on the board brings greater stability throughout the market cycle (Credit Suisse Research Institute, 2012).

The bottom line

The evidence is mounting – companies that are more inclusive of women and men have better results.



A Change for the Better: Gender Diversity in Mining (customizable business presentation)

⁵ See for example the description of Adam Smith's views of 'agency costs' during and after an economic downturn, in a report by The Conference Board of Canada on the business case and governance benefits of greater proportions of women on boards of directors (Brown, Brown, & Anastasopoulos, 2002).

FIVE SYSTEMIC STRATEGIES

There is no shortage of advice and examples of gender-inclusive policies and programs in a range of industries; these practices can help to create an environment where women and men can be strong contributors to the business and its success. What our fifteen organizations on the Gender Advisory Committee have come to realize is that attracting and keeping more women in mining will require the best of these practices – and more. Rather than a “quick fix”, we will require systemic change in our organizations – in “how we work together” in the workplace.

An effective effort to increase women’s participation in the mining industry must also be a collaborative effort – involving employers, educational systems, associations and other stakeholders. Employers have the responsibility for shaping workplaces with inclusive cultures that will fully engage women and benefit from their contribution. Educators, industry associations, women’s groups, researchers and many others all have their parts to play in encouraging women to pursue opportunities in the mining industry.

This section of the Action Plan outlines five categories of gender-inclusive practices. These are not stand-alone or mutually exclusive choices; they are complementary strategies that are most impactful when implemented together.

1 Signs and Symbols of Gender Inclusion in the Workplace Culture

An organization’s culture is often described as an iceberg – with most of it below the surface, vitally important but difficult to see directly. The aspects that can be directly observed are signs and symbols of the assumptions and perspectives that are common below the surface within that workplace culture.

When visible aspects such as terminology, images, facilities and policies appear to be designed for men, it can make it more difficult to attract women into the industry. These are not gaps in political correctness – they are subtle but powerful signals about the workforce and who is “in” and who is “out”. In a competitive labour market, talented women will gravitate to those workplaces that reach out to welcome them.

Many workplaces have policies, processes or procedures that were designed at a time before there were many women in mining. Over time, they shape a workplace. Changing these signs and symbols on their own will not be sufficient to drive culture change, but it is certainly necessary⁶. Modernizing the signs and symbols helps to set the tone for modernizing the assumptions that are the foundation to “how we work together”.

⁶ MiHR has developed a Gender Equity in Mining (GEM) Toolbox that focuses directly on the steps for updating policies and practices to identify and remove these unintended systemic barriers (available in 2017).

To encourage gender inclusion, look for the subtle features that reflect unintended barriers to women's full participation. For example, ensure your workplace, your association's events, and your training program's recruitment materials are updated with these new "signs and symbols":

- Facilities, equipment and materials that are appropriate for women and men.
- Job titles that are gender-inclusive – "team lead" instead of "foreman" – so that everyone sees that both women and men can perform the role.
- Equipment terminology and work expressions that are gender-inclusive – "staffing" instead of "manpower", or "personnel carrier" instead of "man-carrier".
- Policies and procedures that are explicit about accommodating differences among employees. For example, inclusive workplaces have promotion policies that allow for varied career paths. Inclusive travel policies will reimburse taxi fares or the use of personal vehicles in recognition that some employees might feel unsafe when taking public transit alone in certain locations.



2 Respectful Workplaces

Recent research in our industry has confirmed that we have a challenge. Many capable women are being driven away from mining by a workplace culture that has not kept up with the times. While there are pockets of progress, the pace of change is slow (MiHR, 2016a; Ozkan & Beckton, 2012; and Women in Mining Canada, 2010).

Most recently, MiHR explored women's experiences in mining as well as their satisfaction and career plans. The results showed that women still perceive mining work environments as sometimes more "macho" than modern; the industry as an "old boys' club" where women can never be full members; and day-to-day interactions as often a series of micro-inequities that gradually wear women down (MiHR, 2016a).

MiHR's research⁷ confirms that employees do see that the culture is changing – very gradually. In many mining workplaces, but not all, there is a shift occurring. As the workforce has become more diverse, behaviours have started to change and the workplace has started to become more inclusive. Taken as a whole, it is clear that there are some positive changes under way, yet the MiHR results emphasize that the change to date is insufficient.

The link to improved business results is solid – a respectful workplace will have lower turnover, less absenteeism, less time spent resolving conflicts and complaints, and better mental health.

Fostering respectful workplaces includes:

- Understanding what constitutes workplace harassment, bullying and violence.
- An explicit policy of zero tolerance for certain categories of behaviour.
- A resolution process for addressing concerns and workplace conflicts.
- Supports for developing positive working relationships such as training, reinforcement for collaboration and teamwork, and communication about inclusion.

3 Ability to Reconcile Work with Personal Commitments

“Work-life balance” was, for many years, seen as a women’s issue. There is now recognition that this is important for men as well as for women, and also for a company’s “bottom line”. Canadian society’s traditional gender roles are changing – young men are more active in caregiving, women have expectations for a fulfilling career, and members of older and younger generations want to be able to have meaningful personal lives outside of work.

Companies that are more gender-inclusive look for ways to help employees fulfill multiple roles in their lives. Implementing the formal policies and the informal practices that support balance has a direct impact on the “bottom line” – reduced absenteeism, improved employee engagement, less stress and improved health – to name just a few benefits. (See for example Lero, Richardson, & Korabik, 2009.)

⁷ Challenges of diversity and inclusion are not unique to women’s experience in the industry. The Mining Industry Human Resources Council (MiHR) has recently produced a series of four research reports on the workforce barriers and opportunities facing Aboriginal people, immigrants to Canada, and women. The report series entitled Strengthening Mining’s Talent Alloy is available at www.mihr.ca.

Supporting employees to balance their work and personal lives includes:

- A set of policies or programs to govern practices such as flex time, working from home, personal leave, extended health benefits, Employee Assistance Program, practices to stay in touch with family while at remote work sites, taking or carrying over vacation, managing overtime requirements, community childcare partnerships and others.
- Practices such as not having meetings that extend outside of core working hours and limitations on email and other business contact outside of scheduled working hours.
- Alignment of the informal and formal reward systems, including a re-definition of the “ideal employee” for advancement, that emphasizes performance over sheer number of hours spent at work.

4 Inclusive Practices for Career Opportunities

Women's careers in the mining industry exhibit many of the same challenges well known in other industries. Whether these are described as glass ceilings, leaky pipelines or other metaphors, the reality is that mining employers are losing out on valuable talent.

Many women who complete postsecondary studies in science, technology and engineering fields do not remain in their field during their careers (Glass, Sessler, Levitte, & Micheltore, 2013). Mining industry research in the UK revealed that although 30% or more of graduate recruitment was women, by the time those recruits reached mid-level management, the proportion of women had fallen to 10% (Women in Mining UK, 2015).

Having a healthy talent pool of women who can progress to more senior positions builds the supply for executive and board-level appointments – creating the potential for the sustained bottom-line business benefits described above. Inclusive career practices also show more junior women that opportunities are available to them – thus reducing the loss of talented women in those critical mid-career years, and positioning the company to reap the benefits of better attraction and retention of talent.

Ensuring that career practices are gender-inclusive involves taking a close look at the organization's culture and practices. It directly tackles any remnants of an “old boys' club” by uncovering and addressing the systemic barriers. It tracks results. Being intentional about having inclusive systems for career advancement and development opportunities includes:

- Providing learning programs that build women's skills and readiness for positions where they are needed and traditionally under-represented.
- Designing career paths that take account of career events such as parental, care-giving or educational leaves.
- Formalizing and extending the benefits of networking by encouraging leaders and managers to mentor and advocate for talented women.
- Updating talent management processes, such as definitions of potential and hiring/ promotion criteria, to be gender-inclusive.
- Being proactive about hiring and promotion by requiring efforts to ensure that short lists include qualified women for consideration.
- Developing feedback and performance management processes that ensure that women (as well as men) get timely, honest and direct feedback to aid their development⁸.

Training, coaching and mentoring can also support women in developing the skills and capabilities to be able to thrive and contribute in a range of roles in mining, particularly in roles such as skilled trades, technical occupations and senior management – where they have been consistently under-represented. Skill-building programs for women can range from training a group of women to work as heavy equipment operators, to individualized support for advanced degrees or public speaking skills.



Training investments make good business sense if there is a return on the time and money used. When times are tough, there are many cost-effective approaches, including accessing training available through industry associations, women-focused agencies, MiHR, and local colleges. There are successful examples across the country. For example, the Edmonton-based organization Women Building Futures goes beyond just the hands-on work skills for construction or trades occupations – they focus on readiness-building. This includes intangible skills such as what to expect in camp life, how to adapt to shift work, and communication skills for various situations. Women in Resource Development Corporation, based in Newfoundland and Labrador, offers an Orientation to Trades program, a database of mentors, and direct support to employers wanting to increase gender diversity. Aboriginal Women in Mining helps women to prepare for the lifestyle changes required for working in mining – the program required women who were training for the Detour mine to leave home for a week, supporting them to address family issues and the personal impact of life at a remote work site.

⁸Research has shown that women are more likely to receive vague feedback, whereas men will receive specific guidance on what they are doing well and how to improve their performance. (Correll & Simard, 2016).



Goldcorp's breakthrough "Creating Choices" and "Growing Choices" initiatives combine formal training with peer and senior management networking. The programs build skills, knowledge, capabilities and personal aspirations. Women grow individually and professionally and gain the confidence to pursue new opportunities within the organization. The examples of impact are compelling: women have pursued further education, have been promoted, have applied to other positions and have taken control of their futures.

5 An Industry that is a Magnet for Talent

Sustainable progress toward a more inclusive industry will require more than the isolated efforts of individual employers. The active involvement of other industry stakeholders will create greater momentum.

Attracting young women, as well as women who are re-entering the workforce, to mining-related occupations or courses of study will help to create a larger pool of talent for the industry. Work conducted by Carleton University's Centre for Women in Politics and Public Leadership with the Canadian mining industry has emphasized that "one of the major challenges facing the mining industry today is that of attracting a sufficient number of women to mining-related, post-secondary education and training programs." (Ozkan & Beckton, 2012, p. 24). The researchers highlight the importance of the transition between secondary school and early career or post-secondary studies and conclude that "the industry has failed to effectively seize upon this transition period." (Ozkan & Beckton, 2012). In a recent MiHR survey of job seekers, the majority of the more than 1,500 women respondents disagreed with statements that the mining industry "employs people like me," and the mining industry "offers jobs that interest me." (reported in MiHR, 2016a, p. 26).

Individual employers have a role to play, by partnering with local schools, offering work placements, and doing community outreach. Many women currently employed in the industry cite early experiences of mining, through family connections, summer jobs or co-op programs, as being instrumental in their career choice (MiHR, 2016a, p. 27). Other stakeholders such as universities, colleges, non-profits and industry or professional associations are positioned to reach out to women and career influencers such as families, teachers, and employment counselors.

Other industry-wide efforts give an opportunity to share knowledge, use resources efficiently, and address issues from different perspectives to generate innovative solutions. Several recent gender inclusion initiatives within the mining industry demonstrate

the value of partnerships and collaborations among government, industry or professional associations, non-profits, educational institutions and employers. To list a few examples:

- Carleton University's Centre for Women in Politics and Public Leadership conducted a comprehensive research program, including a "Critical Conversation" that brought together senior representatives from mining companies, senior government officials, mining associations, Aboriginal organizations, unions, academia, and NGOs to share perspectives on the challenges, best practices and opportunities for change to recruit, retain and advance women in the industry (Ozkan & Beckton, 2012).
- The MiHR SHIFT project *Take Action for Diversity* involved a network of eight actively involved employers that set clear goals and action plans for increasing diversity and inclusion in their workforce. Collaborating and learning from each other and from gender experts over a period of 18 months, they were able to achieve significant progress (Mining Industry Human Resources Council, 2013).
- The Canadian Institute of Mining, Metallurgy and Petroleum (CIM) published *Women of Impact*, which profiles eighteen women who have made significant contributions to the fields of materials, metallurgy, and mining in Canada (Canadian Institute of Mining, Metallurgy and Petroleum, 2015).
- The Gender Equity in Mining (GEM) initiative (2015-2018), being led by MiHR, brings government funding support together with the active involvement of gender inclusion experts and ten mining employers. Working closely with a network of Executive Gender Champions and their Taskforce, the project will pilot employer-specific solutions to identifying and removing largely unintentional gender inclusion barriers in policies, processes and procedures (Mining Industry Human Resources Council, 2015).
- This National Action Plan initiative has been led by Women in Mining Canada, with the three-year involvement of a network of fifteen organizations that are committed to championing gender inclusion across Canada's mining sector. The representatives of these 13 employers and 2 stakeholders have developed into a mutually supportive community of practice, characterized by the trust levels and insights into gender inclusion that create a vibrant forum for shared learning and innovation.

GRADUAL PROGRESS TOWARD GENDER INCLUSION

The progressive shifting of a work culture to one that is more inclusive of women is often described as a journey, depicted as steps in a continuum toward more sustainable and institutionalized inclusion (MacBride-King & McLean, 2006). Each organization will be at a different place in its journey. The characteristics and recommended next steps outlined below will not fit each and every situation perfectly. They are provided to help you pinpoint your site's, your company's or the industry's current status, and generate ideas for next steps.

Inclusion Growth Curve⁹



STAGE ON THE CONTINUUM	
CHARACTERISTICS	RECOMMENDED NEXT STEPS
COMPLIERS	
At present: <ul style="list-style-type: none"> These companies (or industries) tend to do only what is required to comply with employment equity/human rights legislation. 	To move forward to being Beginners: <ul style="list-style-type: none"> Shift the discussion to a focus on the business case and awareness of the benefits. Site: to your operations (turnover, productivity, health and safety). Company: to your bottom line and shareholders (operational results as above, Board governance and corporate financial results). Industry: to our ability to compete for limited resources (talent and capital). Develop your compelling case for change; start to collect baseline and readiness assessments. Start to identify and nurture potential Champions.

⁹ Adapted from the continuum proposed by MacBride-King & McLean (2006).

STAGE ON THE CONTINUUM	
CHARACTERISTICS	RECOMMENDED NEXT STEPS
BEGINNERS	
<p>At present:</p> <ul style="list-style-type: none"> • Willing to do more than the minimum. • Tend to focus on “fixing” their numbers and representation rates. • Often have programs focused on resolving gender ‘problems’ such as conflicts, harassment or bullying. 	<p>To move forward to being Adapters:</p> <ul style="list-style-type: none"> • At a minimum, ensure you have a solid anti-harassment policy and set of practices. • <i>Site and company:</i> Don’t just “talk the talk” by having a policy; make it “come alive” through constructive processes for reporting and resolving issues. • Expand the focus beyond the representation rates and “problems”; create a vision of the benefits of an inclusive workplace that will carry you to the next phase in the continuum. • Identify some opportunities for early wins and demonstrated success; start small. (See <i>Signs and Symbols of a Workplace Culture</i> above.) • <i>Site and company:</i> Common starting points at this stage include a focus on respect in the workplace (training, coaching and policies); inclusive job titles and work terminology; and recruitment materials that reflect women in a wide range of roles. • <i>Industry:</i> Call out sexist practices seen at industry events or in companies’ publicity campaigns to create new norms; distribute a list of inclusive job titles and work terminology; develop or revise materials to show women in a wide range of roles.

STAGE ON THE CONTINUUM	
CHARACTERISTICS	RECOMMENDED NEXT STEPS
ADAPTERS	
<p>At present:</p> <ul style="list-style-type: none"> • Have moved beyond a focus on employment equity and representation numbers. • Often experiment with several programs/initiatives/policies. • Realize that subtle barriers might exist; lack a coordinated approach. • Diversity is seen primarily as an HR responsibility. 	<p>To move forward to being Realizers:</p> <ul style="list-style-type: none"> • Focus on a small number of strategic initiatives that will deliver strong, evidence-based value to the business. • Develop a coherent strategy that aligns the various initiatives – link attraction to retention, career development to training, bias-awareness to inclusive talent management. • Define new behaviours and approaches that reflect an inclusive workplace for women. • Focus on developing strong Gender Champions, supporting them with coaching, training and resources as needed. • <i>Site:</i> involve a few key opinion leaders and supervisors. • <i>Company:</i> engage a few well-regarded senior leaders, particularly those in line management (operations) functions – as long as they are truly committed. • <i>Industry:</i> create a network of senior leaders from across the industry, who are willing to be visible and active champions.

STAGE ON THE CONTINUUM	
CHARACTERISTICS	RECOMMENDED NEXT STEPS
REALIZERS	
<p>At present:</p> <ul style="list-style-type: none"> • Understand the importance of diversity for business success. • Vision/mission/values highlight the importance of diversity. • Show early movement toward an integrated approach to gender diversity and inclusion; a few strategic initiatives are successfully under way. • Leaders throughout the organization champion diversity, and the organization invests in it. 	<p>To move forward to being Integrators:</p> <ul style="list-style-type: none"> • Ensure that there are meaningful metrics for monitoring and assessing impact and ROI – that are meaningful at the levels of individual work sites, companies, and the industry overall. • Continue to integrate gender inclusion into the business by aligning accountabilities with management structures and reporting; create “targets with teeth”; require suppliers to demonstrate support for gender inclusion. • Explore innovative systemic approaches, such as support for work-life integration (flexible schedules, job sharing) and gender-inclusive definitions of management competencies. • <i>Site:</i> Develop a habit of questioning “how things have always been done” and then dare to be different. • <i>Company:</i> Work with some “early adopter” prototype sites to move from separate initiatives to a workplace culture that is fully inclusive of women; take a systemic view of the full business to uncover and address subtle gender barriers. • <i>Industry:</i> Create opportunities for companies and industry stakeholders to collaborate on innovative pilots.

STAGE ON THE CONTINUUM	
CHARACTERISTICS	RECOMMENDED NEXT STEPS
INTEGRATORS	
<p>At present:</p> <ul style="list-style-type: none"> • Taking an integrated approach to diversity. • Gender diversity and inclusion is embedded in the culture • Internal accountability frameworks are established • Supplier and partner diversity initiatives are established and aligned. 	<p>To move forward to being Community Leaders:</p> <ul style="list-style-type: none"> • Focus on sustainability by using storytelling and consistent communications to further integrate inclusion into the culture. • Update measurements and targets to reflect progress to date and any evolving needs. Prepare tangible measurements that you will be willing to share publicly. • Collect success stories and examples of positive impact to support being seen as a role model; engage the workforce in uncovering examples; and equip champions with leadership skills of storytelling. • Build partnerships that will extend your influence and support wider gender inclusion efforts: • <i>Site:</i> Partner with community groups, local training schools, and business associations in the region. • <i>Company:</i> Create meaningful relationships with professional women's associations and educational programs in your regions of operations and/or nationally; participate in industry projects and initiatives for gender inclusion. • <i>Industry:</i> Partner with other associations or groups focused on gender inclusion in scientific, technical or engineering fields; create and leverage relationships with funding agencies and media groups.

STAGE ON THE CONTINUUM	
CHARACTERISTICS	RECOMMENDED NEXT STEPS
COMMUNITY LEADERS	
<p>At present:</p> <ul style="list-style-type: none"> • Engaged in community-wide efforts to educate/inform others about diversity. • Active proponents of community-wide efforts. • Role models of diversity and inclusion. 	<p>To maintain momentum:</p> <ul style="list-style-type: none"> • Become a strong visible Champion within the mining industry and beyond. • Site: Communicate your successes and be willing to share your insights and practices with others – inside your company, with your suppliers and others in your community. • Company: Speak at conferences and participate in high-visibility initiatives focused on diversity and gender inclusion. • Industry: Host learning events; represent the mining sector in regional or national events and initiatives with a focus on inclusion; and seek to create a reputation (particularly within the resource sector) for inclusive practices welcoming of talented women.

STEPS FOR IMPLEMENTING CHANGE

It can be tempting to implement isolated “quick fix” changes such as replacing “foreman” with “team lead” or adding washroom facilities for women. These are important changes, but if they are introduced alone, they bring a risk of creating backlash or cynicism. Rather, they should be accompanied by wider changes to foster more inclusive day-to-day behaviour.

It can be challenging to introduce initiatives with a goal of shifting the day-to-day behaviours in a workplace culture. A systematic use of good change management practices will provide a roadmap to making “change that sticks” – sustainable progress toward a more gender-inclusive workplace. A planned and systematic approach to this change can be summarized into three phases:

Phase 1

CREATING THE STRATEGY

Define the gender inclusion objective, scope and strategy – what will be the focus, who will be affected and when.



Confirm the active support of one or more champion(s) – who will take ownership and demonstrate the company's commitment.

Phase 2

IMPLEMENTING THE STRATEGY

Rally together a team of supporting change agents – who will make it happen.



Support the implementation of new practices – through communication, cascaded sponsorship, coaching/training, and addressing resistance.



Document the action plan – a clear set of steps, checkpoints and accountabilities.

Phase 3

REINFORCING THE STRATEGY

Measure ongoing progress toward meaningful targets – and respond with corrective actions when needed and celebrations of successes when merited.

Phase 1

Creating the Strategy

Effective change efforts start with a clear focus and solid preparation – making sure that there is the commitment and the readiness to undertake the change.

Defining Strategy and Scope

For a worksite or a company, the focus of a gender inclusion strategy will reflect the organization's stage on the Inclusion Growth Curve as well as its specific business case. If your organization is early in the journey toward gender inclusion and wants primarily to reduce turnover, then a focus on creating a respectful workplace might be most appropriate. If your company already has some basics in place and wants to leverage the innovation that comes from a more diverse population of senior technical professionals, then a focus on career opportunities or inclusive meeting behaviours might be a better fit.

For industry stakeholders such as associations or educational bodies, a strategy at any point in time must be carefully selected so that it does not "get out ahead" of the reality of relevant employers. For example, a trades school that encourages young women to pursue jobs in local mining sites where the workplace culture is not welcoming can create unmet expectations, turnover and resistance in the workplace and a "chilling effect" among women career seekers that will make it more difficult to attract new applicants. Matching the recruitment strategy with a site-specific approach to creating an inclusive environment is more likely to be successful. In a similar fashion, industry stakeholders can partner with individual employers on specific objectives, with intent to generate success stories to be leveraged more widely.

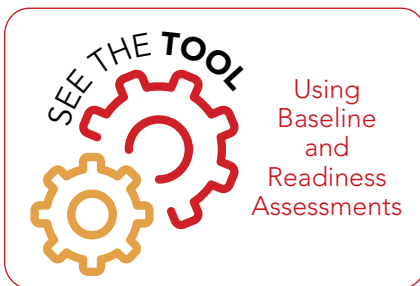
The strategy that is developed might be one that encompasses the industry, an entire organization, or it might be specific to one division or occupation, or one policy or a particular aspect of a workplace culture. There is no one solution that fits all situations. The one common element is that new, more inclusive practices must be embedded in a workplace culture of gender inclusion.

The evidence is in – organizational culture matters. Organizational culture matters – in a recent multinational survey, 86% of senior executive respondents said that their organization's culture is critical to business success (Katzenbach Center, Strategy&, 2013).

The past thirty years of research with organizations shows that various strategies can be used for shifting an organization's culture. For example, to achieve a culture that supports greater gender diversity, companies can start with a wide focus such as fostering a respectful workplace, or a narrower one such as increased hiring of women as Heavy Equipment Operators. The importance of having a critical mass of women suggests it can be best to focus efforts first on achieving meaningful representation, approaching 30%, in targeted areas. Another successful approach is to focus on "small wins" – "a series of controllable opportunities of modest size that produce visible results" by building a pattern that attracts allies and minimizes resistance." (Weick, 1984). Years of applied research in a range of organizations has shown that a disciplined small-wins strategy for gender inclusion "benefits not just women but also men and the organization as a whole." (Meyerson & Fletcher, 2000).

Whatever the approach, take a long-term perspective on the challenge of culture change, rather than settle for a “quick fix”. Prepare your organization for a marathon rather than a sprint on the issue. Knowing the current state of your organization will help to surface the opportunities and the likely challenges in becoming more inclusive of women. Many indicators of the current state might be readily available already – hiring, promotion and turnover rates; records of complaints or grievances; employee survey results; absenteeism and wellness indices; and others. Additional indicators of the workplace culture can be gathered through interviews or observations – expectations about work-life balance; interactions in meetings; respectful behaviours; etc.

These assessments will identify natural strengths, areas of weakness, and opportunities for achieving tangible business benefits and early wins. This information will help to shape an appropriate strategy with good likelihood of success.



The evidence is in – targets make a difference. McKinsey’s three-year follow-up of 118 companies and 30,000 employees found that companies with gender targets made the most progress in women’s representation at entry levels – those without targets lost ground (McKinsey & Company and LeanIn.Org, 2015). “Targets with teeth” are specific, challenging, aligned with the company’s strategy for gender diversity, and cascaded to the same levels as business targets for budgets and performance.

Targets should not be focused on numerical goals for the numbers of women in the workplace; goals that are perceived as “quotas” will create unnecessary concerns and risk a narrow, short-term focus. Targets can and should include measures of “new ways of working together” – such as more respectful interactions, inclusive meeting practices or flexibility in where and when some of the work gets done. Targets can also assess indicators that are positive for everyone – less absenteeism, reduced turnover, greater satisfaction measures on employee surveys. Numbers are just one of many possible indicators of progress.

Confirming one or more Champions

The evidence is in – commitment is not optional. Years of focus on gender diversity across many industries have yielded one overwhelmingly consistent conclusion: the commitment of the most senior leader (such as the CEO, Mine Manager, association president, faculty dean) is the critical ingredient. For example, a Conference Board of Canada research study highlighted the difference between “passive” and “proactive” CEO support for gender diversity. And only “proactive” support was sufficient (Orser, 2001).

The CEO alone cannot change the culture of the entire organization – the executive team, the HR function, Diversity and Inclusion champions, and leaders throughout the company must also play their part. A recent McKinsey report concludes that in companies that succeed with fostering gender-inclusive cultures and workplaces, the CEOs and senior executives “walk, talk, run, and shout about gender diversity”. They “fervently believe



INSIGHTS FROM THE MINING INDUSTRY

"It's easy to put all the PR stuff on the website but it's pointless without active support. We need to get senior people to create goals to promote more women coming in and advancing."

"It doesn't help to start initiatives at mid-management - the CEO has to say it's important to the company and make it measurable."

"Our CEO talks about a flexible workplace and culture, practices this herself and encourages our employees to do the same"



in the business benefits of creating an environment where talent can rise." (Barsh, Nudelman, & Yee, 2013).

Champions show their commitment through constant communication and very visible actions. They ask questions, tell stories and challenge assumptions. They get personally involved in key initiatives and they consistently model inclusive behaviours.

As an example of how stakeholders can support the industry with collaborative efforts, MiHR has established a Gender Champions Taskforce and piloted a two-part Being a Gender Champion executive session. This in-person workshop provides senior leaders in Canada's mining and minerals sector with the inspiration, knowledge and skills for succeeding as a Gender Champion and for driving organizational change towards a more gender-inclusive workplace.

Phase 2

Implementing the Strategy

In most of today's mining companies, the barriers to women's participation and advancement are subtle, systemic and mostly unintended. Successful change requires everyone's persistence to remove these barriers through revised policies, new practices and different ways of working together. A team of change agents, a multi-pronged set of influencing tactics and a clear action plan will help embed change.

Creating a Working Team

An influential senior Champion can work closely with the CEO or Mine Manager to lead the effort. Depending on the selected strategy and the changes to be introduced, a number of people will likely be involved in the implementation. At a minimum, they will be important communication links to connect the gender inclusion effort with the rest of the business. Whether within a worksite, a company or an industry partner such as an association or training institution, these "change agents" will be effective if they have:

- Commitment to gender inclusion.
- Knowledge of the business realities.
- Credibility and positive reputation.
- Strong communication skills.
- Interpersonal skills for teamwork, collaboration and influence.
- Relevant experience with organizational change.

To demonstrate the principles of diversity and inclusion, the implementation process should include people with a variety of backgrounds. Fresh insights will come from a blend of operations and administrative functions; women and men; new hires and long-term employees; parents and single people; and people of different generations and cultures. People with new perspectives will be able to challenge the status quo and question myths and misconceptions about women and men in the workplace.

It will be important to equip the team members with knowledge and skills related to gender inclusion as well as an orientation to challenges of culture change. This Action Plan and the associated tools will be helpful; additional resources customized to mining are also available through the MiHR GEM Works Toolbox.

Connecting to influence behaviour and embed change

Four interrelated tactics will help to "spread the word" about gender inclusion. They should be solidly founded on the business case and the baseline assessment and designed to help build awareness and gain commitment:

- communications
- cascaded leadership
- training and coaching
- resistance management

Communication will start to build awareness about gender inclusion, why a change is needed and how employees and the company will benefit. Communication builds commit-

ment to the change by engaging key influencers (industry stakeholders, senior leaders, direct supervisors and opinion leaders), and by providing an opportunity for dialogue to address myths and misconceptions. As change starts to take hold and benefits are achieved, the communication activities also provide a vehicle to publicly celebrate successes.

The business case will be a core aspect of the content of communication vehicles – specific to the mining industry, a company or a worksite and directly relevant to the day-to-day concerns of the audience. A focus on disclosure requirements or more effective board governance practices will be of interest to a senior executive audience. A focus on improvements in turnover, safety and equipment maintenance will be more relevant to an audience of operations supervisors. Information about job prospects for women in skilled trades can be of interest to community-based women's organizations.

A solid communication plan will outline a number of parallel approaches to informing people about the changes. Use face-to-face communications opportunities to address common questions or concerns such as:

- Does a focus on women mean that men will be disadvantaged?
- Won't this issue resolve itself over time, as more women enter occupations such as skilled trades and scientific or technical professions?
- Will these new policies and programs cost more?
- What does a more "inclusive" workplace look like? How will I be expected to behave?



A Change for the Better: Gender Diversity in Mining
(customizable business presentation)
Getting Started on a Communication and Engagement Plan
Gender Champions in Action
Learning about Gender Inclusion
Embedding Gender Inclusion into Business Practices

Cascaded Leadership translates the commitment of senior Gender Champions and the high-level objectives and plans into day-to-day interactions and decisions that will encourage greater participation of women. Throughout a worksite, company or industry employees look to their immediate managers to see whether an initiative is going to take hold and be sustained.

The evidence is in – actions count. In companies attempting to make a major transformation, leaders who “walk the talk” make the difference. In a large-scale McKinsey study, when leaders role-modeled the behaviour changes they were asking the employees to make, the transformation was more than five times more likely to be successful. The rate of success jumped from 6% to 32% (McKinsey, 2015).

In some cases, leaders will not be ready to be the champions one might hope for. Some will lack interest. Some will have questions or concerns. Others might be passive in their support, unwilling to invest or persevere in the face of obstacles. Sustainable change to a more gender-inclusive workplace will be slow and difficult in this context. An intentional effort to influence them could include education about the business case, relevant success stories, one-on-one coaching, or mentoring.

Rio Tinto's Global Diversity and Inclusion Council is chaired by Harry Kenyon-Slaney, Chief Executive, Energy. The Council represents Rio Tinto's five product groups and is supported by a growing network of "champions" across all functions and five continents. The Council members are a hand-picked group drawn mostly from senior operational roles where they have the breadth to have an impact. Harry emphasizes the importance of cascading new thinking throughout the organization: "It comes down to thousands of small decisions made every day."

Training and Coaching will help employees, managers and industry stakeholders to see and remove common unintended barriers such as blind spots, unconscious bias, micro-inequities and avoidance of difficult conversations. It is also an important opportunity to reinforce and discuss the business case and address myths and misconceptions.

Fortunately, there is no need to "reinvent the wheel". There are many good resources available, ranging from online resources to short targeted modules, to comprehensive diversity and inclusion learning programs. For example, MiHR has created a list of resource materials as well as a four-part e-learning series customized to the industry, for understanding and addressing systemic gender barriers in policies and procedures .

Educating and skill-building does not have to take place in a classroom-based training session. A supervisor, colleagues and industry stakeholders can all be powerful coaches to support individual employees in accepting new approaches and demonstrating new behaviours. For gender inclusion this will likely include:

- **Self-awareness:** encouraging employees to reflect on their own values, assumptions and behaviours.
- **Bias-awareness:** providing feedback to illuminate "blind spots" that lead to decisions and actions that have a negative impact on women.
- Having the tough conversations: being willing to discuss controversial views and address inappropriate behaviours.
- **Role modeling:** being diligent about modeling behaviours and decisions that are intentionally inclusive of women, and encouraging respected employees and opinion leaders to do the same.
- **Reinforcing:** recognizing employees who demonstrate inclusive behaviours.

¹⁰ At the time of writing, the e-learning series was in a pilot phase, with a targeted release in 2017.

Rio Tinto offers training to all employees in understanding the “unconscious biases” that we all have. Employees can take a course that looks at how to check and challenge our own behaviour, to create an inclusive workplace culture where everyone can thrive. The course is one of the highest rated and most accessed e-learning courses offered at Rio Tinto.

Resistance Management is an explicit focus on addressing concerns and gradually building acceptance and commitment. Resistance to change of any kind is a natural human reaction because change can introduce uncertainty and discomfort. Taking action to change the gender diversity in mining will also be met with some resistance; however, the majority of it can be overcome if managed correctly.

What will help to address concerns? Some of the most successful tactics are:

- **Listening and understanding objections** – being heard is critical. Listening can also provide managers with an opportunity to clear any misunderstandings by addressing some common myths and misconceptions.
- **Involving people and inviting ideas** – allowing employees to take ownership and insert their own ideas of supporting the change.
- **Convert the strongest dissenters** – by zeroing in on the individual(s) that are the most vocal with their dissent and turning them around on why an increase in gender diversity is needed, these individuals will become allies and likely become equally vocal in support of the initiative.

For different groups within the organization, there are also tactics that have proven successful, such as:

- **Executives** – Building an emotional connection to the fairness of providing meaningful opportunities to women; and building a logical connection to the benefits of the business case and the expectations of stakeholders.
- **Mid-level managers** – Helping them to integrate their responsibilities for driving a gender-inclusive culture change along with their existing responsibilities; supporting them in implementing the new practices and programs; reassuring them that the end result will be a more effective workplace.
- **Employees** – Clearly describing expectations for behaviour in a modern workplace that is inclusive of women; understanding and addressing their concerns; providing training and coaching so that they can be successful with new approaches; reassuring them that new policies and programs will have a wide benefit for the entire workforce.

Within any organization there will be “early adopters” of gender inclusion and there will be laggards. Early adopters can provide valuable evidence of the benefits of change. Solicit examples of their experience and use these as success stories to generate more momentum for change. The key group in the organization to target will be those who are neutral or wavering regarding the need for the change versus those few people who are directly or indirectly sabotaging the idea of making changes to the gender balance.

Documenting the Action Plan

Implementing culture change toward greater gender inclusion is anything but “soft” – it benefits from the same rigour and commitment that a worksite, a company or an industry stakeholder applies to any other business initiative. An action plan will be useful in clarifying expectations and confirming agreements regarding aspects such as the following:

- **Clear set of steps** – what is the best sequence, which organizational events should be considered in the timelines, what investments and effort will be required, what is the purpose and the intended outcome in line with the strategy.
- **Checkpoints** – when and how will progress be checked (see also below), what risks need to be on the radar and what are the mitigation plans, how do the progress checkpoints help to inform the next steps.
- **Accountabilities** – who is responsible for each action, what is the decision making process and whose approval will be required and when, how will the change agents and the champions work together, who will assume responsibility for monitoring the implementation and the execution of the action plan.

Phase 3

Reinforcing the Strategy

Once a new practice, policy or set of behavioural standards has been introduced, it is important to follow up on implementation and impact. This will help to ensure the change is adopted and sustained, while reinforcing the message that gender inclusion is a business issue that matters.

Many methods are available to track results:

- Using surveys and assessments.
- Monitoring engagement through informal feedback channels and networks.
- Soliciting feedback by creating deliberate opportunities for dialogue.
- Tracking usage or other implementation statistics for new programs and policies.

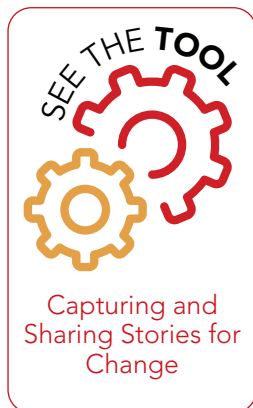


A good analysis will identify patterns and themes and uncover those factors that led to success and those that limited effectiveness. Remaining gaps or new challenges that need attention can be explored in order to sustain the current change or to move forward to next steps along the Inclusion Growth Curve.

Sharing a clear summary of the findings, or case studies, with various audiences and through multiple communication methods will reinforce the momentum for change. It is a feedback loop that helps all participants in the change to be aware of the overall effectiveness of the gender inclusion effort. It confirms to Champions that there is a continuing focus on achieving the intended business impacts. Celebrating suc-

cesses of gender diversity within and across worksites and companies will confirm to people in the industry that change is happening and is here to stay.

There are other ways to effectively reinforce change within work units, companies or the industry overall:



- Provide workshops, training and group activities to reinforce the message about gender inclusion.
- Use performance indicators to track progress and integrate reporting into ongoing business performance updates.
- Continue to build the visibility of senior executives as Champions for an inclusive workplace. Emphasize the need for continued attention and commitment to a strategy for gender diversity and inclusion, as an enabler of business success.
- Communicate status updates; gather and share success stories – e.g. various groups showcasing to the rest of the company or the industry how they have shifted the work culture and successfully increased the participation of women in their work area.



CALL TO ACTION

We cannot afford to miss out on half of the country's work capacity. To succeed in a complex and dynamic business environment, Canada's mining industry needs to gain access to at least its fair share of talented women. We need to attract skilled women, keep them, capitalize on their strengths and recognize their added value. The National Action Plan lays out the challenge for our industry – to drive a widespread change in culture from yesterday's mining industry to tomorrow's.

There can be no doubt that there is fresh momentum to issues of gender inclusion in our country. At the time of writing this Plan, Canada has its first federal government Cabinet that has full gender parity. Several jurisdictions across the country have introduced regulations to require publicly traded companies to explain their progress toward gender equity at senior executive and Board levels.¹¹ Universities, colleges, associations and non-profits have undertaken renewed efforts to support girls and young women to pursue educational programs and careers in science, technology, engineering and mathematics (STEM) fields; many have committed to achieving challenging goals, such as the University of British Columbia's commitment to increasing the number of women in its undergraduate engineering programs to 50% (UBC, 2015).

Our National Action Plan is in keeping with this new tide of change. The Plan is not a soft call to have good intentions for gradual evolution. In 2011, a Conference Board of Canada report concluded that at the then-current rates of change across various sectors of the economy, it would take 151 years before men and women are in equal numbers in middle and senior management positions in Canada (Chenier & Wohlbold, 2011).

The fifteen organizations that have collaborated with WIM Canada on the development of this plan have already taken actions, some of which are outlined below. Contributing their insights and experiences to this National Action Plan, they are challenging Canada's other mining employers and industry stakeholders to take immediate and purposeful action.

¹¹ On December 31, 2014, the securities regulatory authorities in seven provinces and two territories introduced changes requiring publicly traded companies to report on their gender diversity policies and the representation of women in board or senior executive positions. This "Comply or Explain" approach requires companies to adopt mechanisms that consider the representation of women, or explain the reason for not doing so.

Fifteen organizations have committed to this change.



Partnering for Change

Organizations that are committed to supporting gender inclusion in mining have many opportunities to partner with like-minded groups. There are strong and innovative initiatives in place across the country with demonstrable impact in presenting a positive view of the sector and attracting young women to relevant occupations. Partnership opportunities can include financial or in-kind sponsorships, hosting worksite visits, and taking part as mentors or speakers at events.

For example:

- Agrium is a partner of, and donor to, the Canadian Women's Foundation – a non-profit that helps women and girls move out of violence and poverty, and into confidence.
- Barrick Gold Corp. is collaborating with White Ribbon, a global organization working to end violence against women and girls, to design a series of violence prevention programs for the company's mine sites around the world.
- Goldcorp partnered with Carleton University to create the Advancing Women in Leadership program which aims to give women new insights, depth and skills to navigate the workplace and to lead change. Other activities include sponsoring initiatives such as the annual gala fundraiser of The Forum for Women Entrepreneurs of British Columbia; Rugby Canada's National Senior Women's Fifteens team and Sevens team; and the YWCA of Vancouver Women of Distinction Awards.

Sample Organizations and Initiatives:

CANADIAN CENTRE FOR WOMEN IN SCIENCE, ENGINEERING, TRADES AND TECHNOLOGY (WINSETT) The WinSETT Centre is an action-oriented, non-profit organization that aspires to recruit, retain and advance women in science, engineering, trades and technology (SETT). Offerings include a Leadership Program tailored primarily to early- to mid-career women working in SETT.
<http://www.winsett.ca/>

ENG•CITE – GOLDCORP PROFESSORSHIP IN WOMEN IN ENGINEERING AT UBC eng•cite is the working name of the Goldcorp Professorship in Women in Engineering at the University of British Columbia (UBC). It aims to broaden the current talent pool by reaching out to high school students, parents, and counsellors to encourage students with aptitude in science, engineering and math to pursue a career in those fields. The program is delivered primarily through events designed for girls in grades 8-12, such as Engineering Explorations, with programming matched to the school curriculum.
<http://engcite.engineering.ubc.ca/>

GOENGGIRL Go Eng Girl is an opportunity for girls in grades 7-9, and one parent/guardian to visit a university to learn about the world of engineering. Girls are grouped with current female undergraduate engineering students for a design-build-test challenge, while parents receive a presentation from the Faculty of Engineering on opportunities in the field. It is offered on the same day annually in universities in several provinces across the country.
<http://www.onwie.ca/programs/go-eng-girl>

MINING MATTERS Mining Matters is an initiative of the Prospectors and Developers Association of Canada (PDAC) for students in grades K-12. The organization provides current information about rocks, minerals, metals, mining and the diverse career opportunities available in the minerals industry. Mining Matters offers exceptional educational resources that meet provincial curriculum expectations. Programs are developed with the help of sponsorships, donations and in-kind contributions from industry and other funders.
<http://www.pdac.ca/mining-matters/>

NATURAL SCIENCES AND ENGINEERING RESEARCH COUNCIL (NSERC) CHAIRS FOR WOMEN IN SCIENCE AND ENGINEERING The Chairs for Women in Science and Engineering Program (CWSE) was launched in 1996. Its goal is to increase the participation of women in science and engineering, and to provide role models for women active in, and considering, careers in these fields. Programming includes outreach and education to primary and secondary students and their parents, leadership programs for young women professionals, and education and resources for employers. One Chair has been established for each of the following regions: Atlantic: <http://www.wisatlantic.ca/>, Quebec: <http://cfsg.espaceweb.usherbrooke.ca/>, Ontario: <http://scieng-women-ontario.ca/en/>, Prairies: <http://cwse-prairies.ca/>, BC/Yukon: <http://www.sfu.ca/wwest.html>

SKILLS CANADA Skills/Compétences Canada is a national, not-for-profit organization that actively promotes careers in skilled trades and technologies to Canadian youth. Programming is organized on a provincial basis, and includes offerings such as Try-A-Trade® – a partnership with industry, labour groups, associations and post-secondary institutions to engage students in safely sampling one, or a handful, of tangible skills used in day-to-day job activities.
<http://skillscompetencescanada.com/en/provinces-territories/>

WOMEN WHO ROCK Women Who Rock is a professional networking organization dedicated to supporting and empowering women's leadership and career opportunities within the mining industry. It creates mentorship opportunities by connecting aspiring women to leaders in the industry through its events and outreach activities.
<http://womenwhorock.ca/>

What these companies are doing

Several of these employers have already taken meaningful actions along the lines outlined in this National Action Plan. For example:

Starting with Commitment from the Top:

GOLDCORP

- Goldcorp has demonstrated powerful senior executive commitment to women's equality. With a strong champion in the President and CEO, the company has signed the Catalyst Accord and joined the 30% Club Canada to increase the proportion of women directors on the Board, endorsed the CEO Statement of Support for the United Nations Women's Empowerment Principles, and signed the Minerva Foundation's CEO Pledge in BC.
- In late 2014, the company introduced a Diversity Policy, established a VP of Diversity position and created a Diversity Committee.

Teck

- To address diversity at Teck, a Senior Executive Diversity Committee was created to oversee inclusion and diversity-related initiatives. This committee adopted a set of objectives that helped guide the development of an inclusion and diversity strategy for Teck, and are implementing a number of specific measures aimed at attracting and retaining a diverse workforce. Most recently this committee developed Teck's Inclusion and Diversity Policy, which has been endorsed by Teck's Board of Directors and Senior Management team. The policy is aligned with Teck's values and existing corporate charters and policies and can be accessed on the company's external website.
- Teck has also joined the 30% Club Canada, an organization focused on building a strong foundation of business leaders who are committed to meaningful, sustainable gender balance in business leadership. The goal of the 30% Club is to increase board seats held by women to 30% by 2019.



- Several companies have had executive participation in MiHR's *Becoming a Gender Champion* executive development session.

Using Baseline and Readiness Assessments:



Cameco

- Baseline and assessment measures within Cameco include feedback from women employees through small group "coffee chats" with a senior executive, as well as follow-up surveys for anonymous input. The company identifies themes and uses them to inform action plans.

GOLDCORP

- In 2016 Goldcorp conducted a Diversity and Inclusion survey. This will provide the company with valuable information to guide its ongoing efforts.



Cameco

Taking Action on the Signs and Symbols of a Workplace Culture:

- During 2016, Cameco has been completing a review of all employment systems, policies and practices to identify barriers to participation and representation – for women as well as for other underutilized groups. Leveraging their compliance requirements as a federally regulated employer, the results will provide important insights on their formalized processes.
- One of Cameco's targets for 2016 has been to ensure that appropriate Personal Protective Equipment (PPE) can be available to women at all operational sites.

Teck

- At Teck, progress to change role titles to their gender neutral form continues across the organization. Titles changed to date include "Foreman" to "Supervisor", "Serviceman" to "Service Attendant", "Pumpman" to "Pump Attendant", "Craneman" to "Crane Operator" and "Lineman" to "Power Line Technician".

Integrating Work with Personal Commitments:



AREVA

- AREVA has a solid focus on supporting work-life integration for its employees, including flexible work schedules in locations where they can be accommodated; personal leave days, a teleworking program, a site job sharing program, a 7x7 work schedule at site and a 2013-2015 pilot partnership to gain preferential access to a leading daycare provider.

Training and Coaching:

GOLDCORP

- In 2015, Goldcorp introduced the four-module Growing Choices program for women, building on the successful and innovative Creating Choices program. To date, more than 1,550 women employees have completed these highly impactful leadership programs. Men are invited to participate by becoming mentors.
- Supporting the development of a "talent pipeline" of young women, Goldcorp has given financial support to the University of British Columbia for a Professorship in Women in Engineering.
- More recently, all Goldcorp executives, Mine General Managers and regional leadership teams participated in Unconscious Bias training.



- Encouraging women's development, AREVA supports a women employee networking group with speakers and presentations; AREVA also partners with the Edwards School of Business Womentorship program.

Teck

- Teck has conducted Respectful Workplace Training across the majority of the organization. They have also conducted Unconscious Bias Training across senior levels of the organization. The training helps participants understand and overcome unconscious biases, and build a workforce and workplace that encourages an inclusive culture.
- Teck's Trail Operations partnered with the Greater Trail Community Skills Centre and Status of Women and launched Mining and Refining for Women, a mentorship program that helps support the advancement and retention of female employees at all levels in mining and resource sectors. The program started in 2015 and a second cohort of this mentorship program is currently underway.
- In order to continue to strengthen the diversity of their talent pipeline, Teck has reviewed development plans for high-performing and high-potential women, and inclusion in leadership programs is being closely monitored and proactively managed.

Targets with Teeth:

- Creating "targets with teeth", Cameco has corporate diversity and inclusion targets for 2016 that are tied to annual bonuses. The goals include actions related to establishing a five-year diversity and inclusion plan for achieving sustainable progress.

Reinforcing the Strategy:



Cameco

- Cameco's diversity and inclusion plan is designed explicitly to include consultation and communication with employees, tangible actions to remove barriers, and a focus on creating a culture of inclusion.
- The action plan includes monitoring and evaluation processes and clear accountabilities.

Results achieved by the National Action Plan employers

Several of the employers that collaborated with WIM Canada on this action plan were able to provide quantitative results of recent hires, promotions, and changes in representation rates. In the context of a significant industry downturn and the related workforce reductions, they were nonetheless able to achieve positive results. Overall, these results demonstrate our industry's ability to make significant change when the commitment is solid.

In just over two years since the start of this initiative, the numbers of women in the thirteen¹² National Action Plan mining sector employers are clearly on a positive trajectory. For example, we have seen:



Many of these employers have had a longstanding interest in building a more gender-inclusive workplace and increasing the representation of women. Several were already on the path to improved results. Their success can be attributed to their track record and also to the renewed commitment demonstrated in their involvement with this National Action Plan initiative.

Collectively, actions undertaken by these companies demonstrate accountability and leadership, providing a lightning rod for the industry on how to effectively and systematically change our workplaces. Setting measurable goals, creating sustainable change strategies, and collaborating across the industry in good times and in bad will help to shift the mining sector culture to one that is fully inclusive of women and men.

The invitation has been made. Employers throughout Canada's mining sector, and stakeholders who care about the industry's success, we encourage you to join in this momentum for change.

¹² The industry committee working with WIM Canada on the National Action Plan has 15 members, including 13 employers, MiHR and CIMM.

APPENDIX: TOOLKIT

The tips and tools in this last section of the Action Plan draw upon best practices in a range of industries, for moving forward toward a more gender-inclusive organization. The ten tools referenced throughout the Action Plan can be customized to the particular needs of your organization.

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Angela Smith	Director Partnerships & Funding, Women Building Futures

GENDER INCLUSION



IMPLEMENTING CHANGE; ACHIEVING BUSINESS RESULTS

XYZ COMPANY
SENIOR EXECUTIVE TEAM



AGENDA

- What is gender inclusion in mining?
- Why do it?
- How to do it
- What is next?

GENDER INCLUSION is a BUSINESS ISSUE

Gender inclusion in mining is about

- ✓ Becoming a modern workplace
- ✓ Gaining important benefits
- ✓ Addressing some tough challenges

CONTEXT: Momentum



- **In society:**
Gender diversity increasingly 'on the agenda'
- **In the market:**
Gender plan reporting ("comply or explain") for women at senior levels of publicly traded companies in most Canadian jurisdictions
- **In the industry:**
Strong support for change across the industry
 - Women in Mining – National Action Plan to support employers in making needed changes
 - MiHR – Gender Champions & policy review toolkit

REASON: Competitive Advantage



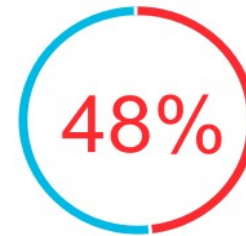
- **Gender diversity adds value.** For example:
 - Companies with mixed gender Boards outperform those with all-male Boards
 - + Better governance
 - + Better financial results
 - Specifically in the global **mining industry**
 - + Dividend yield 1.5 vs. 0.75
 - + ROCE 12.6 vs. 12.2
 - + Ratio of Enterprise Value to Reserves 1.0 to 0.7 and improving more quickly
- Workplaces with a gender balance support **safety**
- Inclusive company cultures attract and retain the best **talent** – 12% more discretionary effort; 19% better 'stay' intentions – adding significantly to the bottom line

OPPORTUNITY: Increase our share

Representation in Mining



Availability in the Workforce



And where are they?

Not equally in all aspects of mining ...

- In support, HR and finance: women are 50+%
- In trades and production: women are 4%

Is it realistic to expect more in mining?

- Forestry, oil & gas, utilities and manufacturing ALL do better at attracting and retaining women



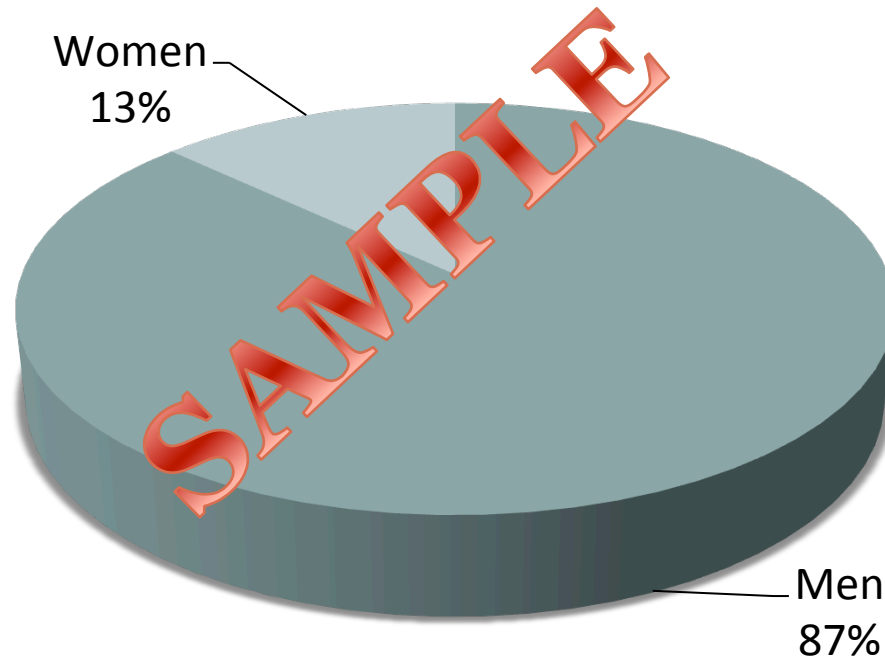
MiHR's 2015 National Employer LMI Survey

OPPORTUNITY – For [XXX Company]

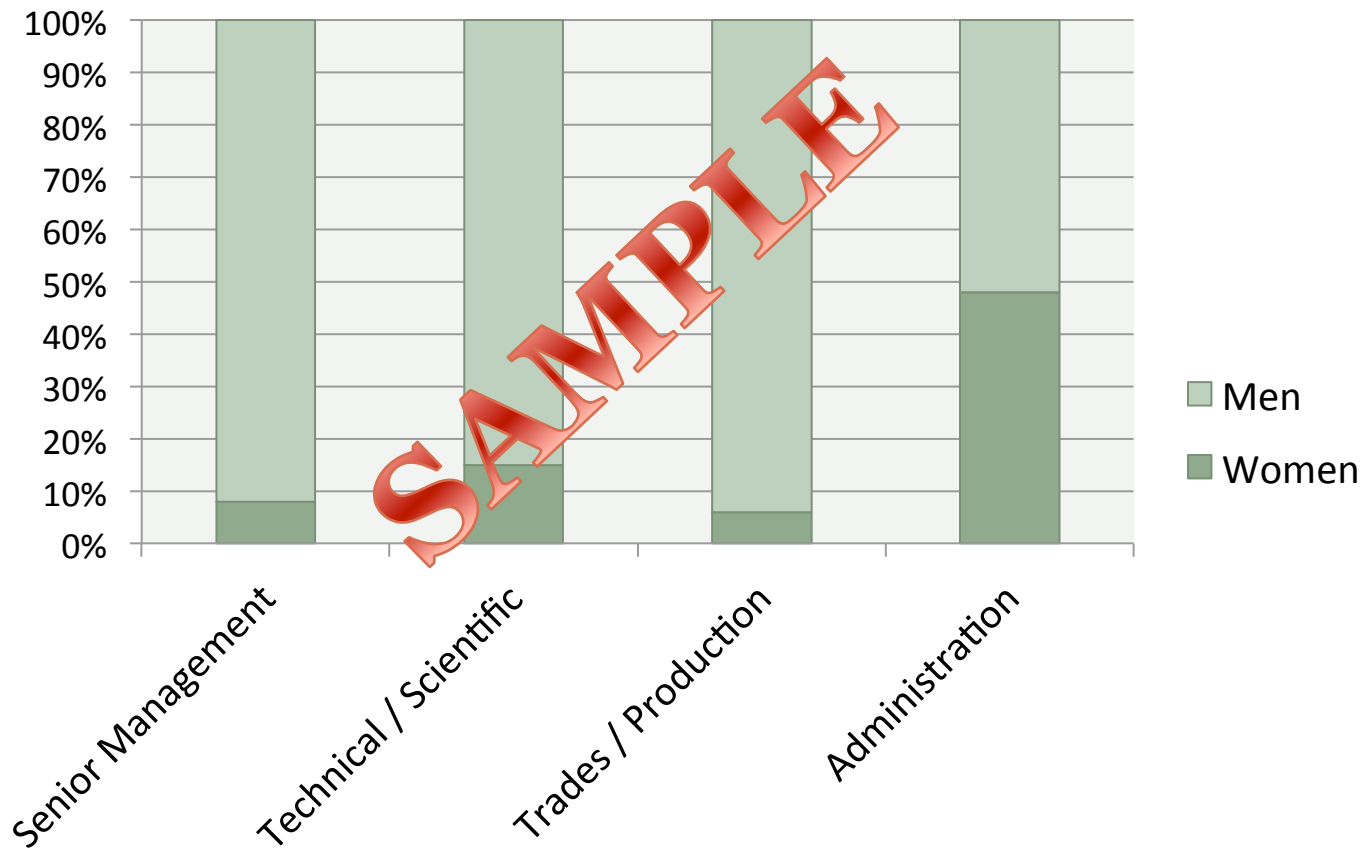
- INSERT COMPANY-SPECIFIC DATA ON REPRESENTATION, TURNOVER, ETC.
- SEGMENT THE DATA BY OCCUPATIONAL CATEGORY OR JOB LEVEL, AS AVAILABLE
- SEE NEXT SLIDES FOR SAMPLE CHART FORMATS

OPPORTUNITY – For [XXX Company]

[Company XXX] Workforce



OPPORTUNITY – For [XXX Company]

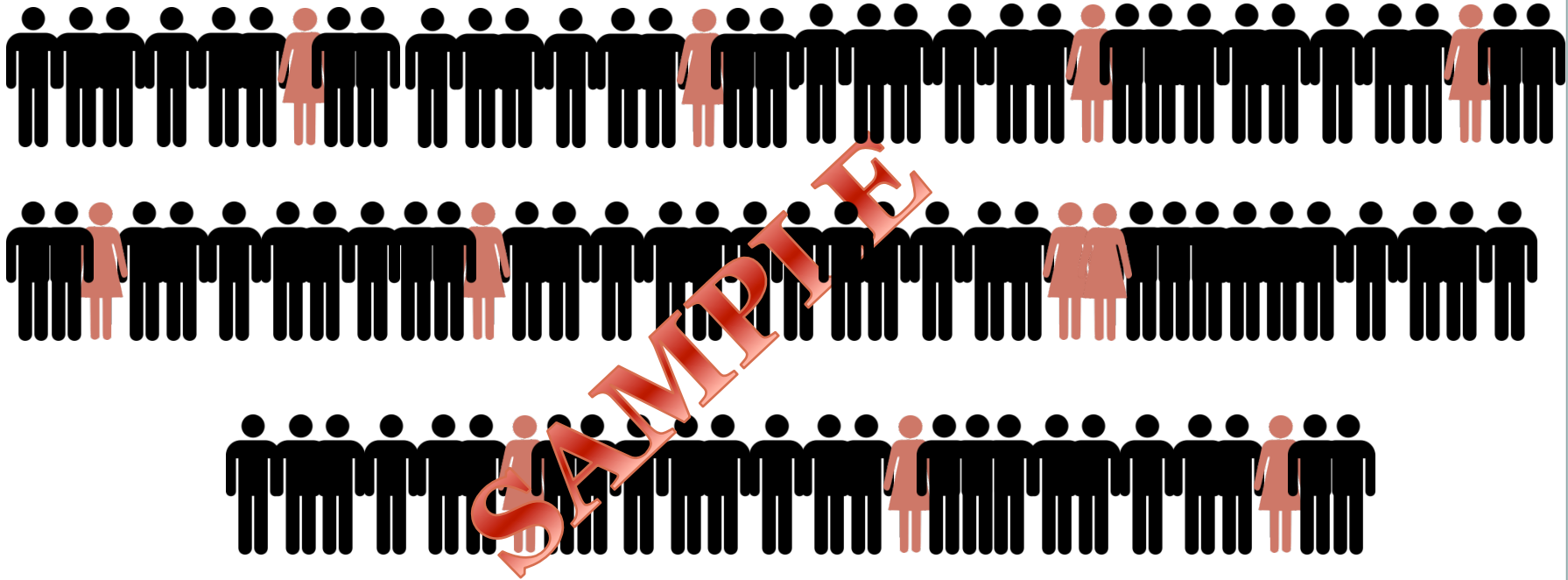


OPPORTUNITY – For [XXX Company]



SAMPLE: Illustration of 11% women

OPPORTUNITY – For [XXX Company]



SAMPLE: Illustration of 11% women

OPPORTUNITY – For [XXX Company]

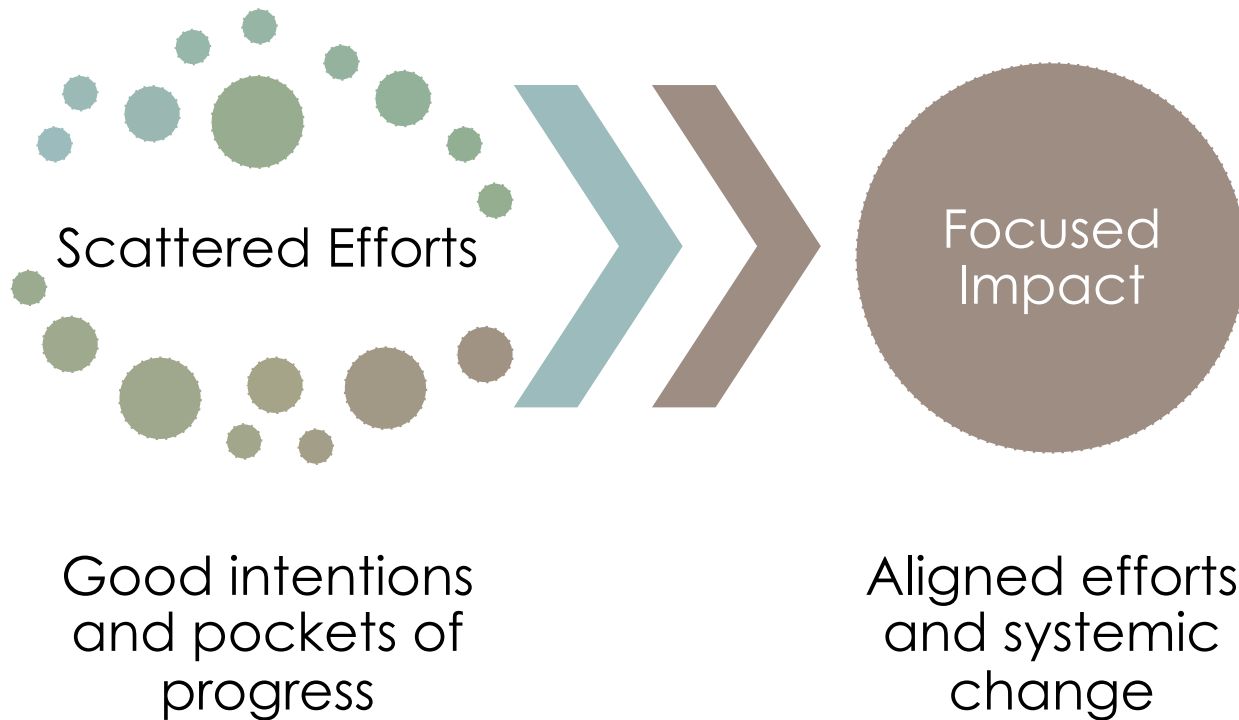


SAMPLE: Illustration of 4% and 52% women

THE PATH AHEAD



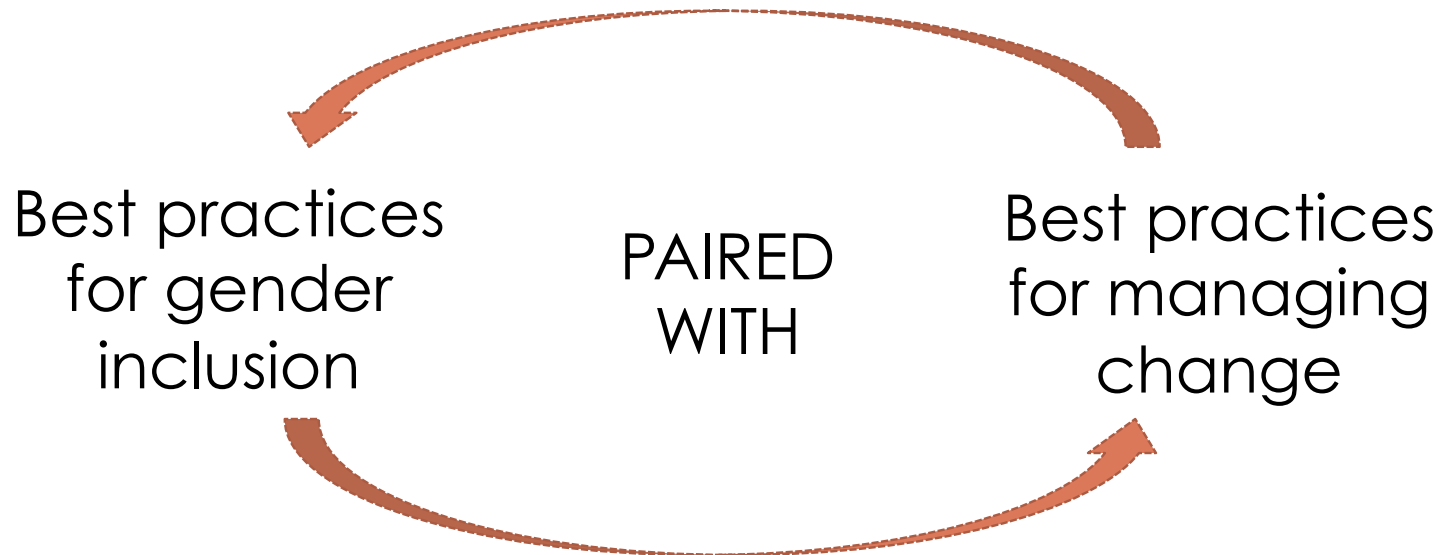
CHANGE: Focused and Managed



PROPOSED APPROACH

Tight integration of WHAT with HOW

Using the National Action Plan, we can have:



PROPOSED APPROACH (cont'd.)

Our prioritized 2016 actions
for gender inclusion include:

[insert]
[insert]
[insert]

... because this will help us
to achieve:

[insert]
[insert]
[insert]

ACTION PLAN and NEXT STEPS

Action	[detail – timing, accountability, or comment]
• Confirm our commitment	
• [insert]	
• [insert]	
• [insert]	

ACTION PLAN and NEXT STEPS

CONCLUSION

Questions?

Discussion?

Thank you

IMPLEMENTING WOMEN-FOCUSED DEVELOPMENT STRATEGIES

Development programs support women in building the skills and capabilities to thrive and contribute to a range of roles in mining – including skilled trades, technical occupations and senior management.

Why implement women-focused development supports?

Development supports can help to achieve a more inclusive workplace by helping to:

- Build a more robust pipeline of women talent – including in roles where they are traditionally underrepresented.
- Address common barriers for women in the workplace.
- Support individuals to build their readiness for future roles.
- Improve retention.
- Attract more – and higher quality – talented women.

Types of supports

Women-focused development strategies can range from training a group of women to work as heavy equipment operators, to individualized mentoring for women seeking senior leadership positions. Programs can be designed and/or supported in-house or through an external organization. Rather than initiating something new, it can be more effective to collaborate with one or more of the many programs in place throughout the country.¹ Some development approaches to meet your organization's priorities could include:

SAMPLE ACTIVITIES²

Career awareness

- GOAL** To build awareness among women job seekers of opportunities. For a work site, the focus would be on women in the local region. For the industry, a focus could be on attracting women to a particular occupation.
- Programs about mining-related occupations for school-aged young women, and their parents and educators
 - Pre-employment readiness training

¹ See the Women in Mining Canada report, *Welcoming to Women: An Action Plan for Canada's Mining Employers*.

² Australian Human Rights Commission (2013). *Women in male-dominated industries: A toolkit of strategies*; T.W. Fitzsimmons & V.J. Callan (2015). *Filling the Pool: A landmark report to achieve gender equality in Western Australia*. Perth: The Committee for Perth; Meredith Hellicar (2013). *Increasing the Number of Women in Senior Executive Positions: Improving Recruitment, Selection and Retention Practices*. Business Council of Australia.

Career management	<p>GOAL To build skills on-the-job among women looking to get into a new role (including non-traditional) or advance to management.</p> <ul style="list-style-type: none"> • Temporary assignments into (or out of) operations roles, job rotation, stretch assignments, involvement in high-profile projects and international opportunities • Career awareness through mentoring and networking, job shadowing, information sessions or cross-functional projects • Career mapping sessions to broaden the view of what a career is, and provide information on the different paths available and how to get there • Encouraging women to volunteer for programs with community partners to build leadership skills – such as mentoring youth, immigrants or university students
Skill-building programs	<p>GOAL To build skills through a structured program for women looking to advance to management, or re-training for those interested in a non-traditional role.</p> <ul style="list-style-type: none"> • Continuing education for both personal and professional skills – with topics as diverse as mental health, to relationship management to conflict negotiation • Leadership education/management development
Coaching	<p>GOAL To build an individual's capacity to perform in a particular situation, or manage a certain issue.</p> <ul style="list-style-type: none"> • Targeted guidance often focused on solving a specific issue, or developing particular soft-skills – e.g. active listening, presentation and communication
Networking	<p>GOAL To provide access to career-related social support to address isolation, build confidence and networking skills.</p> <ul style="list-style-type: none"> • With senior leaders, influencers and/or peers in the company – including men • Through cross-functional assignments/multi-departmental projects, events and roundtables • With other women in mining – inside the company or elsewhere in the industry • Online resources and support, such as Facebook, MeetUp or LinkedIn groups within mining and minerals
Mentorship	<p>GOAL To facilitate knowledge-transfer to build skills and productivity, and provide career guidance for individual employees.</p> <ul style="list-style-type: none"> • One-on-one mentoring program for a defined period – including mentoring for women, and reverse mentoring for senior men by junior women • Mentoring circles, where one or two senior people mentor a group of junior women • Targeted events with “speed mentoring” or “group mentoring” where women have an opportunity to seek advice from more senior leaders (women and men), more experienced women in their own occupational field, and/or workers in other mining occupations that might interest them
Sponsorship	<p>GOAL To facilitate exposure to high-visibility assignments, promotions or jobs for senior leadership positions.</p> <ul style="list-style-type: none"> • Encouraging influential senior leaders to actively sponsor high potential women, ensuring the women gain access to stretch assignments or other experience in areas where they have a developmental needTips for implementing supports

Tips for implementing supports

To increase the effectiveness and sustainability of development initiatives, consider the following good practices.

Design and content

Look to have an initiative that:

- Complements, not duplicates, existing development options
- Helps women bridge some of the gaps in terms of any lack of access to informal mentoring and sponsorship networks
- Equips women with strategies to adapt to be successful in the culture, such as being aware of gender biases and knowing how to address them
- Has goals that are explicitly linked to your business case for gender inclusion
- Goes beyond classroom training to include on-the-job learning, coaching and mentoring
- Align the development program to other management practices such as employee engagement, performance reviews, career and promotion discussions, project team assignments and succession management.
- Actively involve senior leaders – including senior women – as role models and to reinforce the development of women as a priority.
- Give inclusive access by providing development in different ways, in various locations, and at times that accommodate those working outside normal hours or in field locations.
- Be cognizant of the demands that added learning & development activities (stretch assignments, training programs, mentoring, etc.) can place on a participating individual's time, possibly leading to new work-life challenges.

Identifying participants/opportunities

- Review the nomination processes for all talent development and leadership programs to ensure they are truly gender-inclusive and as free as possible of unintended barriers. Question any lists that do not have a reasonable proportion of women. Encourage talented women to participate. Track the proportions of men and women participants.
- Support the development of not only high potential women or those in management, but women across the organization – this is exemplified through Goldcorp's Creating Choices Program.
- Focus on accelerating women's development early in their career to prepare high-potential individuals, and facilitate succession planning and knowledge-transfer – particularly in operations and line roles³.

³ McKinsey (2012). *Women Matter 2012: Making the Breakthrough*; McKinsey (2008). *Women Matter 2: Female leadership, a competitive edge for the future*.

Communications tips for tough questions⁴

- Development strategies for women are investments. Be prepared to address myths and misconceptions that often arise about career development for women. Some of these include:

MYTHS	CHANGING THE CONVERSATION
"Women are not as interested in their careers"	WHAT HAPPENS: Women can appear less proactive than men in managing their career and more reluctant to ask for a role – even when equally or more capable of doing it. WHY: Women often receive a less positive response than men when they adopt the same career advancement strategies. WHAT TO DO: Provide education around biases and how to adapt interview questions and communication styles to get to the information needed.
"Women are not interested in jobs in operations"	WHAT HAPPENS: Women may gravitate early in their career to challenging roles in corporate or administrative functions rather than revenue-generating or operational roles. WHY: Women are often discouraged from pursuing work in traditionally-male occupations. They might under-estimate the importance of gaining experience in the core functions of the business. WHAT TO DO: Women can benefit from mentoring by a more senior colleague to identify possible paths to help reach goals.
"She is not confident enough in her abilities"	WHAT HAPPENS: Women's résumés and interview responses may be more likely than men's to be realistic about abilities, underplay successes, and ascribe successes to their team or luck. WHY: Women often present a balanced picture of themselves, and acknowledge contributions of others. Women also sometimes are conscious of any gaps in their skills, feeling that they need to be over-qualified in order to succeed in a male-dominated environment. WHAT TO DO: Coaching can assist women to prepare for an interview; and training for interviewers can help them be aware of biases.
"She does not have the right style, fit or chemistry for this role"	WHAT HAPPENS: Others in the workplace often have expectations about how women, leaders, and women leaders "should" behave. Women may come across differently, as atypical leaders. WHY: Traditional assumptions about leadership are often gendered – based on experience with male leadership models. Due to gender stereotypes, women often face a "double-bind" which penalizes them for exhibiting leadership behaviours that are both "too masculine" and "too feminine". WHAT TO DO: Challenge implicit assumptions and explore how people might "get results differently". Leaders involved in hiring can gain more comfort with people who have different styles through networking, reverse mentoring and training.
"She lacks the required experience."	WHAT HAPPENS: Women might lack the direct experience that has been specified as required for the role. WHY: Women may have had a non-traditional career path, gaining skills in alternative ways. Interviewers are more likely to judge men on the basis of their potential, and are less comfortable doing so for women – as a result, they might discount women's transferable skills. WHAT TO DO: Review experience requirements and identify alternative ways that the required skills can be acquired.

⁴ Adapted from Meredith Hellicar (2013). *Increasing the Number of Women in Senior Executive Positions: Improving Recruitment, Selection and Retention Practices*. Business Council of Australia; and KPMG (2014). *Cracking the Code*. KPMG International.

"Women are less willing to travel or take on remote or international assignments."	WHAT HAPPENS: Women are often assumed to be less willing to undertake roles that require travel or FIFO assignments, and to prefer roles with more work-life balance. WHY: Women are not always judged as individuals; evidence shows that women are no more likely than men to turn down an important assignment. WHAT TO DO: Challenge assumptions. Consider alternative assignments that allow men and women with mobility restrictions to gain valuable experience. Career planning discussions should clarify each individual's career plans.
"This is unfair to men."	WHAT HAPPENS: People who are not familiar with gender inclusion initiatives sometimes think that women will receive preferential treatment or that unqualified women will be promoted. WHY: Many people are unaware of the subtle systemic biases that have been operating in their organization and in the mining industry. WHAT TO DO: Ensure that the communications about the initiative are clear. Reassure people that there will continue to be career development opportunities for qualified people – men and women – and back it up with data, if possible. Reinforce the business case for having a more inclusive and gender-balanced workplace.

Support and follow-up

- Create a supportive work environment for women to take on challenging roles and apply their new skills. Gender inclusion awareness is a critical foundation, for managers to be skilled coaches and mentors for women, and for colleagues and other employees to have the skills to create a welcoming and inclusive workplace.
- Create a safe space for learning, by encouraging women to build communities with others in their position to discuss sensitive topics such as bias or challenges faced, and emotionally support one another's learning.
- Hold senior leaders and managers accountable – e.g. in meeting development milestones laid out for their successors/women they sponsor or mentor.
- Monitor advancement and fall-offs of women's participation in development, and take action as needed.

Funding an investment in women's development

Development does not have to be costly. Most learning occurs through taking on a challenging job assignment or perhaps a leadership role in the industry. For other types of development such as mentoring and courses, there are many cost-effective approaches available including:

- Industry and women's business/professional associations – e.g. Women in Engineering (Engineers Canada and other provincial engineering bodies), Canadian Coalition of Women in Engineering, Science, Trades and Technology (CCWESTT), Women in Capital Markets
- Women-focused agencies, such as BC's Industry Training Authority's Women in Trades program
- MiHR – Certification and training programs, and many other resources to recognize and build capacities, ranging from technical skills to gender inclusion awareness



- WIM Canada branch initiatives – such as WIM Northern Ontario's Elevate Mentoring Program, and branch monthly lunches
- Local colleges that offer trades programs for women – such as Camosun College's Women in Trades Training initiative

ADDITIONAL RESOURCES

Name	About
WIM Chapter initiatives	<p><i>Mine Your Potential (Women in Mining/Women in Nuclear SK):</i> An annual event to facilitate networking, and professional development.</p> <p><i>WIM PDAC Networking Reception:</i> A networking reception designed to bring together industry leaders, academia, employers, students and job seekers. This is an opportunity to meet Women in Mining (WIM) Canada and the many WIM branches that serve the global mining community.</p> <p><i>Elevate mentoring program (WIM Northern Ontario):</i> Provides women with the resources, education, networking and the support necessary to make helpful career choices and create industry change.</p>
Other mining association programs	<p><i>MiHR – Mining Essentials:</i> A pre-employment training program for Aboriginal peoples who are interested in exploring their career options in mining.</p> <p><i>Canadian Institute of Mining, Metallurgy and Petroleum (CIM) – Online Mentoring Program:</i> Helps CIM members with their career growth and development by strategically matching those who are looking for additional knowledge or advice with suitable mentors.</p> <p><i>International Women in Mining – Women on Boards:</i> A webinar series that aims to build the capacity of – and access to – women mining executives and female professionals for Board positions.</p> <p><i>Go Eng Girl:</i> An opportunity for girls in grades 7-10 and one parent/guardian to visit their local university campus and learn from women professionals, academics and students about engineering. Runs in various universities across Canada.</p>
Networking opportunities	<p><i>Lean In Circles:</i> Small groups who meet regularly to learn and grow together. http://leanincircles.org/</p> <p><i>List of upcoming mining events at mihr.ca for networking and development opportunities:</i> http://www.mihr.ca/en/news/UpcomingEvents.asp</p>

Leadership programs	<i>The Minerva Foundation Leadership programs:</i> For young professional women who are looking for mentorship, support, and making connections.
Trades and technical	<i>Women Building Futures:</i> Goes beyond technical skills for construction or trades to also focus on readiness-building – e.g. what to expect in camp life, how to adapt to shift work and communications skills for various situations. <i>Aboriginal Women in Mining:</i> Helps women to prepare for the lifestyle changes required for working in mining. Includes readiness and on-the-job training. <i>Women in Resource Development Corporation (WRDC):</i> A non-profit organization committed to increasing women's participation in trades and technology. With private and public funding, WRDC offers a variety of programs and services to address challenges surrounding the attraction, recruitment, retention, and advancement of women in STEM and trades.

USING BASELINE AND READINESS ASSESSMENTS

Before your organization embarks on a change initiative to become more inclusive of women, it is critical to know your starting point. Collecting some information will help to solidify everyone's understanding of the opportunities and the likely challenges involved.

The following suggestions outline a comprehensive assessment process. Choose a few strategic indicators that are important to your business.

Many indicators of your current state might be readily available and others can be gathered as needed. Wherever possible, make good use of existing information; leverage your current business measurement processes.

Baseline Measurements of Gender Diversity and Inclusion

PERCENTAGE OF WOMEN WORKERS

Many mining companies already have available statistics on their employee population. If your organization does not have existing data, developing accurate baseline counts of women and men in various job categories might not be feasible at this time. If so, choose at least one target occupation that is of strategic importance to your organization and develop a baseline measure of the gender diversity within that group.

Overview	What is the current percentage of women employees?
Occupations	<p>Compute percentages separately for the following roles where women have traditionally been under-represented in the mining industry: Senior Managers Professional and Physical Sciences Technical Occupations Supervisors, Coordinators and Foremen Trades and Production</p> <p>TIP For more detail on the occupational categories, refer to the Mining Industry HR Council's (MiHR) annual national labour market report - Available at www.mihhr.ca.</p>
Trends	Are the percentages increasing or decreasing over time?
Critical Mass	How many locations or occupations have a representation of women that is approaching critical mass (30% or more)?
Availability	<p>How well do the percentages reflect the availability of skilled women in those professions and/or in your region?</p> <p>TIP Availability data for women in various occupations are provided by the federal government's Labour Program based on the 2011 National Household Survey. For example, in Ontario 15% of mining engineers at that time were women. See http://www.labour.gc.ca/eng/standards_equality/eq/pubs_eq/eedr/2011/report/tables/table05_index.shtml.</p>
Turnover	<p>How do turnover rates compare for men and women?</p> <p>TIP Compute voluntary and involuntary turnover rates separately.</p>
Promotions	How do promotion rates compare for women and men?

Earnings	<p>Within a job category, how do the average earnings for women and men compare?</p> <p>TIP To fully understand a comparison of earnings, examine also the actual pay rates and hours worked.</p>
Intersecting Factors	<p>Look further – what is the impact of age, education, cultural background (including Aboriginal status) and family status?</p>

GENDER-INCLUSIVE CONDITIONS AND FREEDOM FROM STEREOTYPES

Many mining workplaces have practices that were introduced at a time before there were many women in mining. These policies and practices can present unintended barriers to a gender-inclusive workplace. Consider the following questions to create a baseline assessment of your organization's current level of knowledge about these systemic barriers:

Describing Jobs	<p>Has your organization carefully reviewed all job titles, job descriptions and job ads to ensure they are inclusive of both women and men?</p>
Offering Choices	<p>What processes are in place to ensure that women are not automatically streamed into certain jobs, or types and levels of work?</p>
Inclusive Facilities	<p>Are the physical working conditions (e.g., equipment, clothing, shower and toilet facilities) appropriate for men and women?</p>
Reviewing Policies	<p>Are there organizational policies, processes or procedures that might contain unintended systemic biases?</p> <p>TIP MiHR has created a four-part e-learning series customized to the industry, for addressing systemic gender barriers in policies and procedures. Contact MiHR to request access. www.mihr.ca</p>

WORKPLACE CLIMATE

Women and men often experience their workplace differently. Many organizations have employee surveys that can be valuable sources of this information. Interviews or focus groups are effective methods to gain deeper insights into the results. If your organization does not have existing data, consider using a short targeted survey, or a series of interviews or employee focus groups to explore perspectives on the workplace climate. Within specific work locations or across the full organization, consider the following questions:

Positive Practices	<p>What positive practices has the organization put into place to foster an inclusive and welcoming work environment?</p> <ul style="list-style-type: none"> • What communication and training efforts have been undertaken? • What mechanisms signal to employees that harassment of any sort is not tolerated in the workplace? • What is the organization's track record regarding harassment? • How many conflicts and formal or informal complaints arise each month? Are those numbers increasing or decreasing over time?
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Work Group Experiences	<p>How do the perspectives of women and men compare on questions about their work group such as:</p> <ul style="list-style-type: none"> • How would they describe the day-to-day interactions? • How often do they see or experience negative behaviour such as conflict, put-downs, harassment, bullying or violence? Are conflicts increasing or decreasing? • Do they feel they are “part of the team”?
Career Opportunities	<p>How do women and men assess their career opportunities?</p> <ul style="list-style-type: none"> • Is it seen to be harder for women to succeed in the workplace? • How do women and men assess the fairness of the hiring and promotion practices? • Do men and women report having equal access to important supports such as learning and development, coaching and mentoring, special assignments, etc.?
Work-Life Balance	<p>How do formal policies and informal norms support employees in reconciling their work and personal responsibilities?</p>

BUSINESS CASE INDICATORS

Review the general business case for gender inclusion in mining that is presented in the National Action Plan. Once the specific business case for greater gender inclusion in your organization has been clarified, collect some baseline measurements that will help to document the benefits achieved. Some indicators might be:

Talent Pool	<p>The talent pool business case, including the organization's recruitment and retention track record:</p> <ul style="list-style-type: none"> • Numbers and quality of applicants • Hard-to-fill openings • Turnover costs
Business Operations	<p>Specific productivity and performance indicators that are strategically important to your site, company, or aspect of the industry. Choose up to three indicators that could feasibly show some improvement resulting from enhanced collaboration, reduced stress or absenteeism, greater innovation, etc.</p>
External	<p>Indicators of the organization's reputation, such as:</p> <ul style="list-style-type: none"> • External stakeholder assessments of the organization's track record on gender diversity and inclusion • The organization's reputation in the industry or the community • The perspectives of potential employees (students, job seekers, industry professionals) and influencers (educators, search firms, agencies)
Safety, Health and Wellness	<p>Indicators such as:</p> <ul style="list-style-type: none"> • Accident and injury rates • Equipment damage rates • Absenteeism • Health benefits costs

TIP For more information on capturing results, see the tools for Using Monitoring and Impact Assessments and Capturing and Sharing Stories for Change.

Indicators of Organizational Readiness for Change

LEADERSHIP COMMITMENT

Take an honest look at the organizational unit(s) where a gender inclusion initiative will be introduced. Use an informal rating system such as a five-point scale or a "red, yellow, green" rating to summarize readiness on these indicators of leadership commitment:

Criteria	Readiness Rating
We have a clear summary of the business case for gender inclusion in our workplace.	
Senior leaders and managers can describe the business case in their own words.	
We have a shared and realistic awareness of the current state of gender diversity in our organization.	
Leaders understand that gender inclusion will not be achieved with a "quick fix".	
Leaders have some appreciation of the challenges and opportunities involved in fostering a culture change toward a more inclusive workplace.	
The leadership is prepared to set challenging goals for this change and hold people accountable.	
Overall, our most senior leaders are committed to a gender-inclusive workplace – they know what is involved and are ready to engage.	

ORGANIZATIONAL RECEPTIVITY TO CHANGE

Prior to embarking on a change initiative, it is important to understand the environment within the location(s) and unit(s) where the change will be introduced. Use an informal rating system such as a five-point scale or a "red, yellow, green" rating to summarize readiness on criteria such as:

Criteria	Readiness Rating
Employees' perspectives on other change initiatives – were previous efforts seen as well-managed, successful, sustained and positive?	
Trust and engagement levels within the workforce – how will any announcements of a new workforce initiative be received?	
Clarity of accountabilities and levels of commitment to achieving goals – can managers and supervisors be counted upon to deliver results as expected?	
The organization's ability to invest – is the company (or the specific location or work unit) in a position to dedicate required resources and attention to a gender inclusion initiative?	

Communications Considerations

Be prepared to share the results of the baseline and readiness assessments with various audiences. It is not necessary to share all of the results. Choose a few strategic indicators that align with your stated business case and that will resonate within your organization.

TIP Summarize some of the "current state" measurements using the customizable business presentation in the tool called A Change for the Better: Gender Diversity in Mining.



- A Change for the Better: Gender Diversity in Mining (customizable business presentation)
- Embedding Gender Inclusion into Business Practices
- Setting "Targets with Teeth"
- Using Monitoring and Impact Assessments
- Capturing and Sharing Stories for Change

SETTING "TARGETS WITH TEETH"

Having a clear idea of what is to be achieved, by when, and why, is critical to making good progress on gender inclusion. Your organization might express your desired outcome as a combination of strategic objectives, related step-by-step goals, and measurable targeted results.

Key Principles

For setting meaningful and useful targets for gender inclusion, use the same approaches and principles that are helpful for setting other business goals. One widely known approach uses the SMART acronym to describe the characteristics of effective objectives:

- **Specific** – clear and detailed enough to help people understand exactly what is to be achieved
- **Measurable** – able to be tracked, monitored and measured; people will be able to agree when the goal has been met
- **Achievable** – challenging yet realistic
- **Relevant** – important to the individuals involved and to the business
- **Time-bound** – governed by expectations of what will be achieved and by when, including a time for getting started

Clarify the accountability for achieving the objectives, cascading aspects of the objective to different levels in the organization. Ensure that supervisors, team leads and employees have a clear "line of sight" that connects their day-to-day behaviour to the overall goal of the gender inclusion initiative. Everyone must know what role they have to play in achieving the target.

Targets, not Quotas

Quotas, or pre-established numbers of women to be hired or promoted, are problematic in efforts to foster gender inclusion. They are likely to generate resistance and can often emphasize meeting the numbers rather than achieving a truly inclusive workplace.

In contrast, targets can create commitment to a shared goal. Targets for gender inclusion can, and typically should, go beyond numerical goals.

Measuring the Achievement of Targets

"Targets with teeth" are clear, measurable and important to the business. There are real consequences for not achieving progress toward them. Results are monitored and reported.

Good baseline measurements will help to inform targets. Like other business measurements, KPIs (Key Performance Indicators) can be used as a mechanism to track an improve-

ment in performance over a specific period of time, at the level of individual manager, work site, company or across a segment of the industry.

Category of Target	Sample KPI or target
Representation of women	<ul style="list-style-type: none"> • Increase the percentage of women in geology studies from xx% to yy% in the next two years. • Increase our number of women in senior management feeder positions from xx to yy within the next five years. • Reduce voluntary turnover among mid-career women from xx% to yy% for the current fiscal year.
Gender inclusive conditions and freedom from stereotypes	<ul style="list-style-type: none"> • Complete a review of all job descriptions in the maintenance and production occupations, and remove any uncovered gendered language, by the end of the 3rd quarter. • Renovate the XX mine site buildings to provide women-appropriate shower and toilet facilities during the fiscal year.
Workplace climate	<ul style="list-style-type: none"> • Employee engagement survey results in XX region must show a xx% decrease in the gap between men and women employees' satisfaction with career opportunities. • 90% of harassment complaints must be resolved to the satisfaction of the complainant.
Business case indicators	<ul style="list-style-type: none"> • By the end of next fiscal, our number of qualified applicants for the following three hard-to-fill occupations [x,y,z] will increase by 50%, including a 75% increase in the numbers of women applicants. • Short-term absences will be reduced by xx% by the end of the 3rd quarter.



- A Change for the Better: Gender Diversity in Mining (customizable business presentation)
- Using Baseline and Readiness Assessments
- Using Monitoring and Impact Assessments

GENDER CHAMPIONS IN ACTION

A Gender Champion is a woman or man who is committed to achieving gender inclusion in the workplace. He or she leads by example through concrete actions that are designed to create genuine change both in workplace culture and programming in their organizations.¹

Key Roles and Actions

A Champion demonstrates commitment and supports progress towards gender inclusion through constant communication and very visible actions.

ACTIONS ¹	
Advocate for Change	<ul style="list-style-type: none"> • Communicate often and consistently about gender inclusion and its business benefits in mining. Be a spokesperson both internally and externally. • Create your own compelling – and real – stories that align to your group's strategy and values. Each time a story is told, the case for a gender-inclusive workplace gets stronger and more people commit to it. • Actively apply gender-inclusive staffing practices. Build a top team with a critical mass of women. Challenge industry stakeholders to be inclusive in their leadership teams and boards. Demand inclusive sourcing practices from executive search firms. Challenge key hiring and promotion decisions throughout your organization to ensure women were considered. • Prompt candid and challenging conversations among your leadership team. Discuss topics such as: <ul style="list-style-type: none"> » How are women progressing through our stages of recruitment and career advancement? » What skills are we helping women build? » Do we provide sponsors to develop talented women? » Are we uncovering and addressing our own unconscious bias? » Are our policies and practices helping with gender inclusion, or are they maintaining unintended barriers? • Ask universities, colleges, trades schools and employment organizations what they are doing to encourage more women in the pipeline for mining occupations. • Work with industry associations to raise the visibility of women leaders in their publications and events.

¹ Mining Industry Human Resources Council (2016). *Gender Equity in Mining (GEM) Works Toolbox*. P. 6.

² T.W. Fitzsimmons & V.J. Callan (2015). *Filling the Pool: A landmark report to achieve gender equality in Western Australia*. Perth: The Committee for Perth; Elisabeth Kelan (2015). *Linchpin - Men, Middle Managers and Gender Inclusive Leadership*. Cranfield International Centre For Women Leaders. Cranfield University.

Coach and Develop	<ul style="list-style-type: none"> • Draw attention to unintended bias – for example, in concepts of leadership potential or discussions about promotions – and challenge gendered language and assumptions. • Sponsor talented individual women. Encourage them to take developmental assignments, move into operational positions, apply for promotion or step into leadership roles in associations. • Talk candidly with your colleagues about gender inclusion and support them in becoming champions too. Use a well-paced series of initiatives to find opportunities to coach and develop managers who can be champions at other levels of the organization. For example, ask departments or work sites to pilot an activity and discuss their learnings with you and colleagues. Change will not happen overnight – be prepared for a marathon, not a sprint. Be a visible role model for inclusive behaviour. Make a habit of being deliberately inclusive of women in meetings and in decision-making. Celebrate women's performance and give women credit.
Manage any Resistance	<ul style="list-style-type: none"> • Listen – and respond – to any resistance; consider it as important input. Be prepared with ideas for addressing concerns but without shutting down the dialogue. • Openly address concerns associated with developing gender-inclusive practices. Understand common myths and misconceptions and be prepared with responses. For example, clarify that gender inclusion supports – and does not undermine – merit in hiring and promotion decisions. • Be explicit about your expectations. Set clear targets for your initiative – actions to be implemented, practices to be changed, and business results to be achieved. Set and publicize a timeline for reaching your gender inclusion goals. • Show the value of gender inclusion initiatives by highlighting successes. Encourage the submission of “success stories” of how gender inclusion made a difference, and share them. • Identify managers and work units who “get it right” and reward them – publicly. • Clearly communicate behavioural expectations for creating an inclusive workplace – and hold people accountable, in the same way that they are held accountable for other important business results. Hold those accountable who demonstrate unacceptable mindsets, behaviours or outcomes. • Be prepared to learn from trial and error. Encourage leaders to be candid about their own experiences of challenges. Consistently convey the message that “bumps in the road” are part of the process – but worth addressing and not a reason to give up. • Focus primarily on those who are neutral or wavering on gender inclusion – work to convince them of the need for the change and the value of getting on board.
Get Involved	<ul style="list-style-type: none"> • Make a commitment to your board or manager. Establish metrics and follow up. Create a network of champions who can support and extend your efforts. • Pick one or two key strategic initiatives for your personal involvement. Throw your weight behind it. Continually question, challenge and call for action on a small number of specific issues. • Demonstrate your own ability to have a fulfilling life outside of your work commitments.

- Hold yourself accountable for championing and driving the issue of gender inclusion in the workplace. Set time apart each day to reflect on how you led and who was included – and excluded – in that process. Seek out feedback from your team, and other senior leaders, on what you've done well and alternatives to use to practice more inclusive leadership.
- Take a long-term strategic perspective on the challenge of culture change, rather than settle for a "quick fix".

Tips for Supporting a Gender Champion

Often a Gender Champion benefits from a trusted advisor – perhaps a senior woman leader, a more junior woman professional, a Human Resources professional, or a line manager – who can provide honest feedback, challenge behaviour in a constructive way, and prompt candid dialogue.

ACTIONS	
The Champion's Trusted Advisor	<ul style="list-style-type: none"> • Work hard to create a relationship founded on trust. Clarify expectations about your support and agree on any boundaries. For example, explicitly ask if the Champion is open to receiving feedback about his or her own behaviour before you start to offer it. • Refine your own awareness of subtle biases, systemic barriers and micro-inequities. Become an astute observer of behaviour. • Sharpen your skills at giving feedback that is "totally kind and totally honest". • Prepare the Champion for the possibility that he or she will have to address resistance directly, even with trusted colleagues or direct reports. • Keep "your ear to the ground" – create your own feedback loop in the organization so that you can give the Champion fresh insights. • Be prepared to problem-solve and challenge the Champion if his or her level of involvement slips due to other priorities or flagging enthusiasm. Maintain a focus on the importance of the intended benefits. • Use the self-evaluation questions (above) as a basis for regular check-ins with the Champion.

Troubleshooting issues³

Concern	Possible action
New manager or executive isn't a supporter	Ensure business case is sound and fact-based; show how it links to the new executive's priorities. Partner with the new executive's trusted advisers to influence him or her.
Lots of talk, no action	Get some "quick wins" Create practical action plans and defined accountabilities to take first steps that will be likely to show positive results quickly.
Too many initiatives, too little benefit	Manage the sequence and pace of activities, set priorities and only start initiatives that can be completed within reasonable time frames.

Content adapted from: Chief Executive Women (CEW) (2013 - third edition); The CEW Gender Diversity Kit: For Attracting and Retaining Female Talent. PP 66; Jeanine Prime and Corinne A. Moss-Racusin (2009). Engaging Men in Gender Initiatives: What Change Agents Need To Know. Catalyst.

Concerns and resistance	Clearly communicate the business case for change – at the level of worksites as well as for the company and the industry. Be prepared with alternative perspectives to common myths and misconceptions. Be willing to engage in a candid dialogue.
Women avoid supporting the initiatives for fear of being “labelled”	Focus on the business case and share facts. Have champions reach out directly to talented women to encourage their participation. Be sure to capture and communicate the benefits achieved from early actions.
“Flavour of the month” program, enthusiasm flags over time or in tough times	Communicate the link between today's actions and future benefits. Have a clear plan, with accountabilities, that shows how results will build over time. Measure progress and celebrate wins. Engage a few influential champions even more actively. Show that other worksites or companies or industries are keeping up the momentum.
Difficult to document the business case because data are not readily available	Choose one issue at a time to explore in depth – and use a variety of information. See the other tools for suggestions of metrics and useful information that might be available.

Walking the Talk¹

The following self-evaluation questions can help a Gender Champion assess how s/he is doing in relation to key aspects of the role, and identify any gaps to be addressed.

		NEED TO ADDRESS (1: LOW; 2: MEDIUM; 3: HIGH PRIORITY)
AWARENESS	#	NOTES
How truly knowledgeable am I about the barriers faced by women within the mining industry, and in my organization?		
How able am I to notice the subtle systemic biases that might exist in our practices or in the day-to-day interactions I have at work?		
How comfortable are the people around me to “call me out” on my own behaviour and biases?		
COMMUNICATION	#	NOTES
How integrated are gender inclusion objectives with our organizational strategy and values? Am I clear enough with others about how gender inclusion supports our success as a company and as an industry?		
How often and how widely do I talk about gender inclusion within mining as a priority – during all phases of the industry's economic cycle?		
How do I talk about what we are learning, our initiatives, actions and outcomes?		
How much time do I spend with senior and emerging women leaders in my organization, in our suppliers, or across the industry? How well do I understand their perspectives and priorities?		

How do I respond when someone points out a subtle barrier to women's full participation in mining?		
How actively involved do I get in initiatives that will attract young women into mining careers?		
ACCOUNTABILITY	#	NOTES
How clear is my team about our gender inclusion expectations and level of priority?		
How transparent is my team (and our search firms) about the selection criteria for senior roles?		
How clear are standards of acceptable and desired behaviours? How consistent are the consequences when standards are not met?		
How do I acknowledge people with a track record of inclusive leadership?		
ROLE MODELING	#	NOTES
How visibly and regularly do I support and role-model being able to balance work and personal life?		
How comfortable am I with addressing my own unconscious biases about men and women and gender roles in mining?		
What signal does the gender composition of my top team send to my organization, to the rest of the industry, and to career seekers?		
MEASUREMENT	#	NOTES
Compared to other business priorities, how robust is our process for monitoring our progress on gender inclusion?		
Have I set clear gender balance targets for my organization and team? What happens when targets are achieved or exceeded? What happens when they are not?		
How integrated are discussions about gender balance into the performance appraisals of my people?		
How am I held to account for gender inclusion objectives?		

ADDITIONAL RESOURCES	
Name	About
Mining Industry Human Resources Council (MiHR) – <i>Gender Equity in Mining (GEM) Works eLearning Suite</i> http://www.mihr.ca	The <i>Gender Equity in Mining (GEM) Works – Learn to Make a Difference</i> e-learning program supports change agents in applying the GEM Works Toolbox to update policies and practices to identify and remove unintended barriers. Mining
Industry Human Resources Council (MiHR) workshops – Being a Gender Champion and Building Momentum on your Journey towards Gender Equity http://www.mihr.ca	The <i>GEM Works Executive Development Sessions</i> are two half-day, interactive programs that enable mining leaders to succeed as a “Gender Champion” driving change towards a more gender-inclusive workplace. The workshops include topics such as addressing questions of common concern, and storytelling, which can be invaluable elements of a communications and engagement plan.
International Women in Mining <i>Male Champions in the Mining Sector</i> recognition program http://internationalwim.org/library/engaging-men/	IWiM is interested in “Engaging Men in the Conversation” because they are the key to change. As part of this, the organization wants to celebrate the men who are promoting women in mining and helping to narrow the existing gap.



- Learning about Gender Inclusion
- Setting "Targets with Teeth"
- Getting Started on a Communication and Engagement Plan
- A Change for the Better: Gender Diversity in Mining (customizable business presentation)

GETTING STARTED ON A COMMUNICATION AND ENGAGEMENT PLAN

A strong communication strategy will build awareness of your gender inclusion objectives, dispel myths and misconceptions, and promote buy-in to change.

Define objectives

Define what you want to achieve with the communication and engagement plan – core objectives typically include:

- Build awareness of the gender inclusion initiative and its rationale – “what it is and why does it matter?”
- Help people understand more clearly how employees, the work unit, the company and/or the mining industry will benefit from increased gender inclusion – “what’s in it for me?”
- Engage key influencers in implementation – “who needs to be on board?”
- Clarify what will change and what is expected – “what do I need to do differently?”
- Provide an opportunity for open dialogue to address myths and misconceptions – “what about ...?”

Develop your business case¹

A business case for gender inclusion helps to build commitment to a gender strategy and its implementation. Best practices in developing a business case include:

- Develop a very specific business case, with goals and a rationale that are relevant to the site/company/industry. (See the customizable business presentation tool.)
- Gather relevant information that will connect it to your audience’s day-to-day interests or experiences – such as data on gender imbalances in particular occupational roles, or interview data from women or stakeholders.
- Cascade and adapt it for different departments, sites or work groups within the organization – for example, supervisors will want to know the specific impact on their work team and how to respond to some common concerns.
- Involve key stakeholders in the data-gathering (see above) to gain valuable insights and promote engagement.
- Consistently communicate and promote the business case – within broader business messaging, in a format accessible to employees at all levels.

¹ Workplace Gender Equality Agency (2014). *Gender strategy toolkit: A direction for achieving gender equality in your organisation*. Australian Government.; T.W. Fitzsimmons & V.J. Callan (2015). *Filling the Pool: A landmark report to achieve gender equality in Western Australia*. Perth: The Committee for Perth.

- Measure the impact of the gender inclusion initiative(s) in ways that relate directly to the business case (and use this to build future support).

Identify your audience

Identify stakeholders to inform – groups and individuals that will be most affected by the initiative or will care about its outcome.

Identify influencers to engage – groups and individuals to engage in effecting the change.

	POSSIBLE AUDIENCES	INFORM? ✓	ENGAGE? ✓
Site	<ul style="list-style-type: none"> • Employees • Union representatives • Direct supervisors and opinion leaders – women and men • Other sites and company senior leaders • Suppliers • Local training institutions and community stakeholders 		
Company	<ul style="list-style-type: none"> • Employees and opinion leaders • Union representatives and leadership • Supervisors, managers • CEO, executive team, Board members • Communities and educational institutions • Suppliers • Industry associations • Shareholders 		
Industry	<ul style="list-style-type: none"> • Women role models • Industry associations • Gender inclusion organizations (e.g. WIM Canada) and programs (e.g. MiHR GEM Champions) • Relevant universities, colleges and training institutions • Industry-specific and general media 		

Plan the communication activities

Develop actions to inform stakeholders about your gender inclusion initiative.

	ACTIONS ²
Create key messages	<ul style="list-style-type: none"> • Using the business case, develop a clear and concise set of statements about what your initiative is and what it can achieve. Focus on specific challenges, opportunities, and achievements that will resonate with your various stakeholders. • Define clearly what will be changing and what actions or new behaviours are expected from your audience(s). • Start by demonstrating CEO and top team commitment and involvement. • Check the messaging with various target audiences – including women, in particular, as well as other under-utilized groups.³
Engage key influencers and change agents	<ul style="list-style-type: none"> • Identify a few well-respected and influential people in the work location, the company or in the industry; develop a plan for engaging each of them. Talk with them about how they can be helpful. • Give key influencers/change agents a voice in influencing the direction being set by senior leadership, as well as the implementation plans. • Involve both women and men in the planning phase – analyzing results of the baseline assessment, identifying priorities and leading initiatives. • When recruiting influencers, customize the business case to their areas of concern and proactively address any myths and misconceptions relating to the gender inclusion initiative - e.g. effort involved, impact on their role and activities. • Provide education and ongoing support to equip them for their role — continue to engage with them regularly. Create an ongoing two-way dialogue with them to gather their insights and feedback during implementation. • Encourage the Champion to act as a coach or mentor for key influencers – this helps to demonstrate the Champion's commitment, creates a two-way communication channel, and offers the influencers an added value that might encourage participation.
Select communication channels	<ul style="list-style-type: none"> • Choose communication channels that are appropriate for the initiative. For example, an unconscious bias workshop for hiring managers requires different visibility than a new policy to have women-friendly Personal Protective Equipment. • Do as much face-to-face communicating as possible. • Be open to feedback and offer several communication channels for questions and comments. • Since gender inclusion is important for the business, look for opportunities to embed messaging into day-to-day business communications. Distribute bits of information on your initiative linked to the business case and to what matters to stakeholders and influencers.

² Adapted from Elisabeth Kelan (2015). *Linchpin - Men, Middle Managers and Gender Inclusive Leadership*. Cranfield International Centre For Women Leaders. Cranfield University; and Diversity Officer Magazine. *Implementing a High Impact Diversity Initiative Communication Strategy*. <http://diversityofficermagazine.com/diversity-inclusion/implementing-a-high-impact-diversity-initiative-communication-strategy>

³ Recent research suggests that when a group has very low representation in a workforce, they prefer messages about equity and fairness; as numbers start to increase, messages about valuing differences resonate more. See Apfelbaum, E.P., Stephens, N.M. & Reagans, R.E. (2016). *Beyond one-size-fits-all: Tailoring diversity approaches to representation of social groups*. Journal of Personality and Social Psychology, <http://dx.doi.org/10.1037/pspi0000071>

Monitor and communicate successes	<ul style="list-style-type: none"> • Measure progress and inform the organization of progress. • Publicize and celebrate wins along the way - from within your organization or others in the sector at the early stages. Communicate successes externally too, to help you start reaping the benefits. • Use successful people and units as models when communicating progress. Provide recognition to risk takers and early starters. • Loop back to employees and influencers involved in gathering baseline data – check in with them to see how changes are being received.
Implement parallel approaches	<ul style="list-style-type: none"> • Develop a program of targeted support activities (such as training and development) that can strengthen a context and rationale for overcoming gender barriers.

Hold Honest Conversations

Avoid relying on a series of one-way communications. Initiate meaningful dialogues with employees, supervisors, executives and industry stakeholders. Work to surface concerns and differences in perspective, and then uncover new insights and possibilities. Champions and change agents can raise, or be prepared to respond to, topics such as the following:

- *Gender inclusion initiatives:* How can we benefit (in our work unit, company, industry) from having a workplace that is more inclusive of women? What might be the costs, disadvantages or risks and how can we avoid them? What might happen if we do nothing?
- *Culture:* What values do we hold? What aspects of our current culture are helpful to our business and what gets in the way? What parts of our culture make it more difficult for women to thrive at work?
- *Work performance:* How do we think about an “ideal worker”? What characteristics do we associate with “leaders” in our site, our company or our industry? How might people get results differently? How can we expand our definition of high performance or leadership potential?
- *Work/life balance:* What messages do we send to women and men about reconciling their work lives with their personal responsibilities? What creates barriers and what new options could we consider?
- *Workplace interactions:* How do people behave toward each other? Is our workplace characterized as respectful and welcoming?
- *Career opportunities:* How do assumptions about men and about women affect our decision-making? How can a focus on gender inclusion help us to hire and promote the best and ensure that everyone has fair access to opportunities?

ADDITIONAL RESOURCES	
Name	About
Mining Industry Human Resources Council (MiHR) – <i>Gender Equity in Mining (GEM) Works</i> eLearning Suite http://www.mihr.ca	<i>The Gender Equity in Mining (GEM) Works – Learn to Make a Difference</i> e-learning program supports change agents in applying the GEM Works Toolbox to update policies and practices to identify and remove unintended barriers. In particular, see: Module 1: The Importance of Gender Equity in Mining – to customize your business case Module 4: Building Organizational Support & Momentum – for additional ideas for engaging stakeholders
Mining Industry Human Resources Council (MiHR) workshops – <i>Being a Gender Champion and Building Momentum on your Journey towards Gender Equity</i> http://www.mihr.ca	The GEM Works Executive Development Sessions are two half-day, interactive programs that enable mining leaders to succeed as a “Gender Champion” driving change towards a more gender-inclusive workplace. The workshops include topics such as mythbusters around gender inclusion, and storytelling, which can be invaluable elements of a communications and engagement plan.



- Learning about Gender Inclusion
- Capturing and Sharing Stories for Change
- Setting "Targets with Teeth"
- A Change for the Better: Gender Diversity in Mining (customizable business presentation)

LEARNING ABOUT GENDER INCLUSION

This tool will help you identify the rationale, potential content, success factors and useful resources for building organizational awareness and knowledge about gender inclusion.

The Rationale

Why is learning and development a key component of any gender inclusion initiative?

- Education is a centrepiece of building – and sustaining – culture change efforts towards gender inclusion.
- The development of gender-inclusive, flexible teams and organizations requires knowledge, skill and supportive attitudes amongst all employees – particularly managers and leaders.
- Developing competencies relating to gender inclusion contributes to building a more agile learning organizational culture that is open to innovation and adaptation to other, ongoing challenges.

Where to Focus

A variety of targeted learning and development programs can be used to help foster an organizational culture that will support greater gender inclusion. Common topics include:

THE BUSINESS CASE

Learning Objectives

- Explain and apply the organizational business case for gender inclusion
- Explain the overall strategic intent of the gender inclusion initiative in the organisation
- Dispel myths and misconceptions about gender inclusion
- Identify actions to promote gender inclusion
- Apply new policies which have been developed to implement the strategy

Generate buy-in for the business case for gender inclusion among all employees by building awareness of the significant rewards to be gained by focusing on creating a gender-diverse and inclusive organisation – and the costs of exclusion. The focus should be on how gender inclusion connects to the organization's strategic objectives, how it contributes to both the success of the organization and of individual employees, and how everyone has a role to play.

Any specific policies or programs that are being used to address gender barriers should be covered – including recruitment, selection, performance management, promotion, progression, remuneration, and training and development.

UNCONSCIOUS BIAS

Learning Objectives

- Explain what unconscious bias is and how it works
- Recognize the unconscious biases we hold and their potential impact
- Identify and manage common unintended barriers, such as stereotypes, blind spots, unconscious bias, micro-inequities, systemic impacts and avoidance of difficult conversations

Equip leaders and employees with the skills to recognize, understand and challenge their own biases, take responsibility for the impacts of their biased judgements and develop actions to minimize their own bias. Training should build upon the business case for inclusion and seek to gain personal commitment to fostering a more inclusive workplace; an impactful approach is to highlight real stories (anonymous) of the experiences of exclusion and unconscious bias at work, contrasted with stories of inclusive experiences.

INCLUSIVE LEADERSHIP

Learning Objectives

- Explain inclusive leadership and its benefits
- Identify individual strengths and areas of improvement
- Identify behaviours/strategies to promote inclusion – including inclusive communication and handling difficult conversations

As the business case for gender equality becomes better understood and supported, assess and address development needs of managers and leaders to take responsibility and build skills to support and drive inclusion – with competence and confidence.

Promoting Success¹

Implementing a learning and development initiative to promote gender inclusion takes considerable commitment and thoughtful planning. Critical success factors include:

	COMMUNICATIONS
A compelling rationale	Disseminate a multidimensional, clearly, and regularly communicated case for why the initiative benefits everyone—not just women.
Highlight senior leader participation	Research has shown that the top predictor of whether or not managers express interest in attending a diversity training course is their perception of whether other managers will be interested in attending ² . Ensure that senior leaders attend and encourage others to follow their lead to promote wider participation.

¹ Catalyst (2012). Calling All White Men: Can Training Help Create Inclusive Workplaces?; Australian Government (Undated). Gender strategy toolkit. Workplace Gender Equality Agency.

² Catalyst (2009). Engaging Men in Gender Initiatives: Stacking the Deck for Success.

Highlight benefits for participants	Focus on how the training will help employees and managers succeed – do their jobs better, with more understanding and better communication; build skills and capacities within their team, etc.
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	APPROACH
A culture change intervention	Learning and development should be one part of a larger culture change intervention throughout the organization that is linked to organizational goals, rather than a series of standalone or ad hoc training events.
Integrate into existing development programs	Gender-related development interventions and activities are often most effective when they are integrated into existing or future development programs – in particular for leadership. In this way, gender inclusion is positioned as part of broader leadership and management agendas, maximising participant buy-in and content synergies. Maintain a suite of learning methodologies and content to meet ongoing gender inclusion development needs of different stakeholders, as they move or progress internally and externally.
Follow-up and reinforce	As with any culture change effort, there is a risk that, over time, old habits and thinking patterns will resurface. To increase the likelihood that these positive changes will “stick”, there should be an ongoing commitment to provide support for employees to refresh or apply skills they learned. Ensure managers of the employees who are receiving the training are committed to supporting and reinforcing the new knowledge/skills.
Measure	Put formal metrics in place to measure the training's impact

	CONTENT
Customize and link to business goals	Ensure training is tied to corporate objectives all the way through, from design to evaluation. Customize content to your organizational culture and operations – in terms of activities, examples used, etc. to ensure its relevance and usefulness, and to reinforce learning. This can be achieved by consulting potential participants and their managers as part of a needs assessment to inform the design.
Awareness and skills	To be effective, training should be in-depth enough to include both awareness and skills development.
Responsibility and leadership—not blame	Training should aim to increase awareness and build skills, rather than to make participants feel like they are wrong. Participants need to see themselves as part of – and a beneficiary of – the solution; not blamed as part of the problem.

ADDITIONAL RESOURCES	
Name	About
Facebook – <i>Managing Unconscious Bias</i> https://managingbias.fb.com/	A training course and several informational videos on the realities of bias in the hiring process. The training was previously provided to Facebook employees.
Mining Industry Human Resources Council – <i>Gender Equity in Mining (GEM) Works eLearning Suite</i> http://www.mihrc.ca	The <i>Gender Equity in Mining (GEM) Works Toolbox</i> helps mining companies update their policies and practices to identify and remove unintended barriers. The accompanying <i>GEM Works – Learn to Make a Difference e-learning program</i> aims to encourage the GEM Works Toolbox's use and support change agents in its successful application.
Mining Industry Human Resources Council – <i>Gender Equity in Mining (GEM) Executive Development Sessions</i> http://www.mihrc.ca	The <i>GEM Works Executive Development Sessions</i> are two complementary half-day, interactive programs to provide senior leaders in Canada's mining and minerals sector with the inspiration, knowledge and skills for succeeding as a "Gender Champion" and for driving organizational change towards a more gender-inclusive workplace. They provide a forum for leaders to challenge, craft and crystallize their thinking and approach to gender.
Status of Women Canada – <i>Gender Based Analysis + Course</i> http://www.swc-cfc.gc.ca/gba-acs/course-cours-en.html	The Status of Women Canada's course: <i>Introduction to Gender-based Analysis Plus</i> provides an overview of the GBA+ approach to uncovering the impact of various diversity characteristics, including gender, on the design and outcomes of policies and programs. Its focus is on public sector organizations but there are transferable concepts and key points.



- Getting Started on a Communication and Engagement Plan
- Gender Champions in Action

EMBEDDING GENDER INCLUSION INTO BUSINESS PRACTICES

Sustainable business benefits can be achieved when gender-inclusive practices are consistently integrated into the full range of day-to-day business activities. Working towards integrating gender inclusion as a part of the way you do business will help sustain the initiative through market fluctuations, leadership changes and other obstacles.

ACTIONS ¹	
Procurement	<ul style="list-style-type: none"> • Encourage suppliers and potential suppliers to support your efforts toward gender inclusion. • Highlight the company's and the mining industry's commitment to gender inclusion within your procurement processes and materials such as in tender notices, in supplier agreements and on related pages on your website. • Regularly review relationships with key suppliers for "fit" with your gender strategy. • Ensure that contracts for building facilities, equipment and supplies explicitly consider needs of women and men. • Conduct outreach efforts to local firms that are women-led. Offer information sessions on the procurement process and how to submit effective bids. Provide constructive feedback to women entrepreneurs whose bids are not successful.
Staffing	<p>Make particular efforts to reach out to young women.</p> <ul style="list-style-type: none"> • Host information sessions for potential applicants and their families. Ensure that women who attend are made to feel welcome. • Partner with secondary and postsecondary educational institutions on programs to promote mining as a career, offer co-op placements, mentoring and scholarships to female mining students in your region. <p>If working with recruitment and search firms, engage them as partners in gender inclusion.</p> <ul style="list-style-type: none"> • Request information on their commitment to and expertise in gender inclusion, such as a gender diversity policy in relation to staff and clients, processes in place to remove bias, metrics in terms of percentage of women in long- and short-lists and appointments for clients (divided by role). • Require that short lists of recommended candidates include qualified women. <p>Review staffing practices to identify and reduce unintended systemic barriers.</p> <ul style="list-style-type: none"> • Check that job qualifications are defined in an inclusive way, with descriptions and adjectives that are equally applicable to women and

¹ Workplace Gender Equality Agency (2014). *Gender strategy toolkit: A direction for achieving gender equality in your organisation*. Australian Government; Meredith Hellicar (2013). *Increasing the Number of Women in Senior Executive Positions: Improving Recruitment, Selection and Retention Practices*. Business Council of Australia.

	<p>men; experience requirements that allow for transferable skills from a variety of previous career paths; a balanced and realistic split of mandatory vs. desired qualifications.</p> <ul style="list-style-type: none"> • Provide bias-aware training and tools to hiring managers and interviewers. Ensure that interview panels are diverse and include women when possible.
Relations with external stakeholders	<p>Initiate a dialogue with unions about your gender inclusion initiative.</p> <ul style="list-style-type: none"> • Jointly review opportunities for more inclusive recruitment policies, staffing practices, training assignments and work schedules. • Look into any union-led programs or campaigns in which you could support your employees, such as mentoring for women. <p>Use your membership in professional organizations and industry associations to advocate for change across the industry.</p> <ul style="list-style-type: none"> • Take a critical look at industry events to assess how inclusive they are of women. • Put forward the names of qualified women who can speak at industry events. • Encourage associations to adopt gender inclusion policy statements and to offer professional development or mentoring programs for women.
Public relations and communications	<p>Communicate often. To show that gender inclusion is part of how you do business, put this information in regular communications and channels.</p> <ul style="list-style-type: none"> • In any public speaking or media interviews, be explicit about how your work site, company or association is making efforts to be inclusive of women in the industry. Link these efforts to the business case. • Encourage any media contacts to increase the visibility of women in the industry, as spokespersons or technical experts.
Promoting accountability	<p>Integrate a commitment to gender inclusion into processes for tracking business results.</p> <ul style="list-style-type: none"> • Identify relevant metrics for gender inclusion, set annual objectives and review progress regularly along with other business indicators. • Include gender inclusion achievements in managers' performance reviews and discussions.
Policies, processes or procedures	<p>Review written policies throughout the business to identify and remove unintended systemic barriers.</p> <ul style="list-style-type: none"> • Consider particularly human resource policies, facilities, safety, training practices and work methods.

ADDITIONAL RESOURCES

Name	About
Mining Industry Human Resources Council (MiHR) – <i>Gender Equity in Mining (GEM) Works eLearning Suite</i> http://www.mihr.ca	<p><i>The Gender Equity in Mining (GEM) Works – Learn to Make a Difference</i> e-learning program and GEM Works Toolbox supports change agents in reviewing policies and practices to identify and remove unintended barriers. In particular, see:</p> <ul style="list-style-type: none"> • GEM Works Toolbox • E-learning Module 2: Exploring Common Systemic Barriers
Mining Industry Human Resources Council (2016) <i>Strengthening Mining's Talent Alloy: Exploring Gender Inclusion</i>	Recent research on how workplace culture impacts men and women in mining, and the gendered aspects of career paths in the industry.

USING MONITORING AND IMPACT ASSESSMENTS

When undertaking an initiative to improve the inclusion of women, an evaluation plan will help to keep the initiative on track, continuously improve the effort, and demonstrate the business benefits.

The following suggestions outline a comprehensive assessment process. Typically a few strategic indicators will have been chosen at the outset of the initiative. Using these for follow-up monitoring will help to keep the initiative on track toward its original objectives.

Wherever possible, make good use of information that already exists; leverage current business measurement processes.

Indicators of Implementation Progress

An important foundation for monitoring the effectiveness of a gender inclusion initiative is to track the achievement of key steps. This level of follow-up will help ensure accountability for completing planned activities, just as with any other business undertaking. Tracking can also be an effective vehicle for building commitment and minimizing resistance, by giving an opportunity to showcase departments or work groups that have taken meaningful steps.

Depending on the steps in your particular gender initiative, implementation indicators to consider include:

Progress against schedule and budget	<ul style="list-style-type: none"> • How is the initiative progressing, in comparison to the project plan?
Engagement	<ul style="list-style-type: none"> • How widespread is the interest and support? • Who has been involved? • How many work teams, departments, companies, training institutions, etc. have participated? • What interesting actions have been taken?
Findings	<p>What has been learned about challenges and opportunities for becoming more inclusive of women?</p> <ul style="list-style-type: none"> • What barriers have been addressed? • How have these findings affected the action plan?
Adjustments and Next Steps	<p>What comes next?</p>

Indicators of Change

As the initiative moves forward, there should be early-, mid- and long-term indicators of progress toward a more gender-inclusive workplace or industry. Monitoring the progress of change will typically start with measurements that tie directly to the primary objective for the initiative, or any targets that were established. However, it is also important to track other indicators that might uncover unanticipated changes. For example, a regional proj-

ect to encourage young women to pursue training in skilled trades can be monitored by tracking enrolments in the local college. Important other indicators to monitor could include completion rates for training, numbers of graduates who receive and accept job offers, and turnover rates of those hired.

Sometimes the results of changes will not be seen for several months. Consider the interim results that will show that there is progress toward the desired future state. In order to take action on the results of the monitoring, it will be helpful to break down the change into logical stages or checkpoints.

Awareness	What is the level of awareness about the initiative, among the relevant audiences? How well do people understand what the initiative is about and what it means to them?
Commitment	How widespread is the commitment to the change? Are people willing to do things differently?
Application	How well have the new practices been implemented? Has the intended change actually taken hold in the targeted work sites, companies or stakeholder organizations?
Results	Have the metrics shown a positive change compared to the baseline measurements?

Indicators of Business Impact

Reinforcing the business case for an inclusive workplace also requires tracking those signs that the change is having a meaningful impact on operational results that matter – at the work site, in the company, or across segments of the industry. Often, these measurements will form part of the baseline that was established when the initiative was launched.

Tips and reminders:

- As with the indicators of change (above), it is important to watch for unanticipated changes in business results. Be open to uncovering negative impacts, too, so that they can be investigated and addressed.
- It will not usually be possible to say with any certainty that the business impact was a direct result of the gender inclusion initiative. Collecting complementary data will often help to demonstrate a link between the actions that were implemented and the results that were achieved.

As a reminder, the business case measurements that might have been collected as baseline measures would be important points of comparison, possibly including:

Talent Pool	The talent pool business case, including the organization's recruitment and retention track record: <ul style="list-style-type: none"> • Numbers and quality of applicants • Hard-to-fill openings • Turnover costs
Business Operations	Specific productivity and performance indicators that are strategically important to your site, company, or aspect of the industry. Choose up to three indicators that could feasibly show some improvement resulting from

	enhanced collaboration, reduced stress or absenteeism, greater innovation, etc.
External	Indicators of the company's reputation, such as: <ul style="list-style-type: none"> • External stakeholder assessments of the company's track record on gender diversity and inclusion • The company's reputation in the industry or the community • The perspectives of potential employees (students, job seekers, industry professionals) and influencers (educators, search firms, agencies)
Safety, Health and Wellness	Indicators such as: <ul style="list-style-type: none"> • Accident and injury rates • Equipment damage rates • Absenteeism • Health benefits costs

Reporting on Results

Sharing the results of your initiative – at various points during the implementation – will help to build momentum and create a greater understanding about gender inclusion.

Follow through on the communication and engagement plan that was created at the start of the initiative. Connect with key audiences on topics of importance to them. Maintain a two-way dialogue characterized by honest conversations.

Consider these other tips in reporting on your results:

- *Use multiple approaches to connect with a variety of audiences. Stories, best practices, financial results, simple video testimonials and infographics can all help to bring the results alive for people.*
- *Select spokespersons who are credible with the audience.*
- *Ensure that both men and women are involved in describing the initiative and its impact on the business.*
- *Whenever possible, integrate the results into ongoing communications about other business issues. Demonstrate that gender inclusion is a core business issue.*

ADDITIONAL RESOURCES	
Name	About
Mining Industry Human Resources Council (MiHR) – <i>Gender Equity in Mining (GEM) Works</i> – Toolbox and eLearning Suite http://www.mihr.ca	The Gender Equity in Mining (GEM) Works – Learn to Make a Difference e-learning program supports change agents in applying the GEM Works Toolbox to update policies and practices to identify and remove unintended barriers. For additional tips on evaluating the results of a gender inclusion initiative, see the Toolbox and also Module 4 of the e-learning program.



- Using Baseline and Readiness Assessments
- Getting Started on a Communication and Engagement Plan
- Setting "Targets with Teeth"
- Capturing and Sharing Stories for Change

CAPTURING AND SHARING STORIES FOR CHANGE

The sharing of stories about successes in gender inclusion will allow employees at all levels and across sites to learn from one another; and also “bring to life” the benefits increased gender inclusion can bring to their day-to-day work. On an industry level, stories can help people inside and outside the sector to get a sense of the important progress being made within mining workplaces.

Why storytelling?

A story is a narrative of past employee experience that is communicated informally within the organization or the industry. Knowledge grows through such experience.

Storytelling is part of an oral tradition that allows people to benefit from the experience and knowledge that exists within the “community” – whether that is a worksite, a mining company, or the mining industry. Storytelling triggers listeners to respond with other stories, building new understanding. Memorable stories can capture and hold our attention, increasing the likelihood of learning.

What defines a “story”?

A story is more than a “report to management” about a task that was completed. It includes context, personal involvement and often a connection to important values. To make it useful for others, a story should describe some of the following – it might be helpful to add a simple template or form to your intranet to facilitate this:

- What the challenge was and why it mattered to the people involved.
- What an individual or group did.
- What impact it had and why that is important.
- What others can learn from it.
- How it can be replicated or extended.

How can stories be gathered?

Employees could submit their gender inclusion stories on an individual basis or in collaboration with other colleagues – for example:

- An individual crafts and submits a story.
- A group of employees work together on an informal basis to craft and submit story.
- As part of committee/site/organization-wide meeting, employees are invited to spend 10 minutes sharing their stories, which can be documented and submitted after the session.

- Executive/manager/supervisor invites staff to participate in a facilitated session dedicated to crafting stories, which can be documented and submitted after the session.
- Leaders listen for gender inclusion examples or experiences they hear about informally in their conversations – and they use and share them in an intentional way. Many leaders build their own “library” of Stories for Change.
- At an industry level, employers can share stories and use them to inspire progress within their own organizations; or industry associations can capture them and disseminate them through websites, newsletters and social media.
- REMEMBER: Be sure to protect confidentiality when sharing stories.

How can you best disseminate stories?

To maximize the impact of the stories submitted, dissemination methods could include:

- On a regular basis (e.g. once a quarter), the most impactful stories could be communicated to all staff via internal communications.
- At the end of each year, staff could have a chance to “vote” for the story they heard/read that most impacted them. The top contributors (e.g. one per site) could be invited to tell their story at an event or on video for posting internally.
- Each quarter, the names of all contributors could be entered into a draw to win a gift certificate. Frequent participation by site could also be recognized.
- Industry associations, training organizations, suppliers and other stakeholders could sponsor a campaign asking for stories of gender inclusion; publish the results and summarize the progress made and benefits achieved.
- Industry analysts could include selected stories of demonstrated impact of gender inclusion in their reports on key business metrics for the mining industry.

What are the benefits of sharing stories?

Sharing stories has benefits at multiple levels.

BENEFITS	
For employees	<ul style="list-style-type: none">• Offers an opportunity to share their insights about working in a gender-inclusive environment, and inspire others to take action.• Provides a vehicle to learn from peers about new behaviours and day-to-day benefits of gender inclusion.• Creates a feedback loop to management about what is really happening in the organization and how individual employees are leveraging gender inclusion.
For change agents and champions	<ul style="list-style-type: none">• Provides practical examples of demonstrated benefits that can be useful for engaging others – such as influencing nay-sayers, or confronting myths and misconceptions.• Provides lessons learned on how to be effective in fostering change and overcoming challenges.• Uncovers success stories that can continue to inspire and motivate change agents.

For the organization	<ul style="list-style-type: none"> • Contributes to organizational change and an inclusive workplace for all. • Contributes to a library of good practices, to sustain inclusion for future employees. • Promotes becoming a learning organization where employees across all levels and regions can learn from one another. • Provide insights into the impact of current gender inclusion on initiatives in the organization. • Promotes a culture where Diversity and Inclusion are lived and breathed in every part of the organization.
For the industry	<ul style="list-style-type: none"> • Builds the reputation of the industry as gender-inclusive – both externally to attract potential job seekers and influencers such as family members and teachers, and internally to engage and retain current talent. • Encourages and inspires other worksites, employers or stakeholders (educators, suppliers, unions, associations) to follow your lead. • Creates a sense of momentum and collaborative progress in the industry.

ADDITIONAL RESOURCES

Name	About
Mining Industry Human Resources Council (MiHR) – <i>Gender Equity in Mining (GEM) Works eLearning Suite</i> http://www.mihr.ca	The <i>Gender Equity in Mining (GEM) Works – Learn to Make a Difference</i> e-learning program supports change agents in applying the GEM Works Toolbox to update policies and practices to identify and remove unintended barriers. In particular, see: Module 4: Building Organizational Support & Momentum – for additional ideas for engaging stakeholders
Mining Industry Human Resources Council (MiHR) workshops – <i>Being a Gender Champion</i> and <i>Building Momentum on your Journey towards Gender Equity</i> http://www.mihr.ca	The <i>GEM Works Executive Development Sessions</i> are two half-day, interactive programs that enable mining leaders to succeed as a “Gender Champion” driving change towards a more gender-inclusive workplace. The workshops include topics such as addressing difficult questions, and myths and misconceptions.



- Getting Started on a Communication and Engagement Plan
- Embedding Gender Inclusion into Business Practices