

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



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

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

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

#### Indigenous Communities and Industrial Camps

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

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

### 3.1 Community Safety & Gender Based Violence

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

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

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

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

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

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

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

### 3.3 Engagement and Consultation

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

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

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

### 3.4 Economic Costs and Benefits

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

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

### 3.5 Lack of Diversity in the Supply Chain

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

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

## 4.0 How to Address These Barriers

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

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

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

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

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

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

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

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

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

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

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

## Step 2: Develop policies that address community safety

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### **Innovation and Inclusion**

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

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

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

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

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

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

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

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

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

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

## Step 5: Involve men and boys

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

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

## Conclusion

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



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

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

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

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

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

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

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