



IWIM

IMPACT REPORT 2021





Gillian Davidson
Chair

**International Women in Mining CIC (IWIM) is pioneering
a new era for women in mining globally.**

We applaud unprecedented global efforts, by a variety of stakeholders, to expand opportunities and mitigate risks for women in mining (WIM). This movement is based on wide recognition of the value for companies of employing, retaining and promoting more women and linked to industry priorities in a context of long-term skills shortages; this trend also reflects the new significance of Sustainable Development Goal (SDG) 5 to “achieve gender equality and empower all women and girls” across development initiatives focusing on extractives.

Although equity, diversity and inclusion are significant engagement areas for many organisations aiming to benefit women in the workforce and communities, lack of coordination can still dilute resources, risk interference among initiatives and diminish positive impact. Improving such coordination to enhance effectiveness and accelerate positive impact for women has been core to IWIM’s purpose since its inception in 2007 and has only increased in significance since 2020.

Acting as global convener around the gender equality agenda in mining, IWIM has expanded and deepened its connections with international organisations and policy shapers in the WIM Global Exchange, energised and assembled WIM organisations through an inaugural Global WIM Summit culminating in the launch of the International WIM Alliance and continued to extend services, support and connection opportunities to a global audience of individuals and network of forward-looking companies. Through all of this progress and transformation, we never lose sight of the great diversity of women working in, around or with the mining sector and for whom we aim to make a tangible, durable and beneficial difference; this report aims to provide a comprehensive and transparent assessment of our achievements in light of our commitment to women in mining.

In the coming years IWIM will focus on leveraging the collective strength of women in mining to drive better recognition of women’s outstanding contribution to mining and equal rights to its benefits. Our ambition to transform mining is shared worldwide by visionary men, women and organisations across the mineral value chain: together we can realise new and unique opportunities for women, for the mining sector employing or affecting them and for the communities they invigorate and empower.

“It is vital that women’s individual and collective voice be heard for the mining sector to improve in equity, diversity and inclusion, governance and sustainability; IWIM leads this transformation to benefit women, communities, businesses and organisations.”

WHO WE ARE

International Women in Mining (IWIM) is a leading not-for-profit global organisation pursuing gender equality and promoting women’s voices, access to opportunities and leadership in mining.



Our Vision

A global change of mindset to achieve gender equality in mining



Our Mission

To promote a strong unified WIM voice, lead global change and increase support to WIM organisations



Our Values

Respect and Inclusivity
Accountability and Effectiveness
Collaboration and Integrity

Founded in 2007, IWIM is a not-for-profit organisation registered as a Community Interest Company (CIC) in the UK and subject to oversight of its Board of Directors and the CIC Regulator. IWIM operates with the support of valued corporate partners and project sponsors and a global team of Directors and volunteers. We act as Industry Change Agent, WIM Champion and Diversity Trend Setter.

IWIM connects with over 12,000+ members and followers worldwide and collaborates with over 70 women in mining (WIM) organisations on all continents. IWIM also cultivates an international network of leading companies, organisations and individuals sharing a vision for the mining sector and aiming to inspire men and women to be advocates, change-makers and leaders in their businesses and communities.

As a not-for-profit organisation, our initiatives and engagement are driven by our commitment to women in mining and fuelled by our core values of respect, inclusivity, integrity, collaboration, accountability and effectiveness.

OUR WORK



Industry Change Agent

Making mining a more representative and ultimately more successful industry through diversity, gender equality and inclusion

Global Exchange

International policy organisations

IWRMP Global mentoring programme for leadership

IWiMSpeakUp Female thought leadership in mining

Impact Goal

Stronger position and presence of women at all levels of industry



WIM Champion

Empowering WIM organisations to achieve global cohesion and celebrating the achievements and contribution of WIM worldwide

International WIM Alliance Open to all 100+ WIM organisations

Promotion of **12 000+ members** and followers across **100 countries**

Mining Jobs Portal Visibility and recruitment of female talent

Impact Goal

Diverse and local WIM organisations, game-changing collective strength



Diversity Trend Setter

Collecting and dispensing knowledge supporting the enhancement of women’s contribution and participation

Best Practice Demonstration of D&I achievability and value

Thought Leadership Addressing the global WIM data gap

Policy Innovative proposals and advocacy

Impact Goal

Knowledge driven policies, impactful decisions and measurable progress

IWIM IN NUMBERS

IWIM



NOT-FOR PROFIT

Not-for profit organisation, regulated as community interest company (CIC) in the UK



20+ VOLUNTEERS

Global and diverse team of 20+ volunteers and executives, across all functions of mining



7 DIRECTORS

Vision, oversight and drive of passionate Board of 7 Directors



450+ RESOURCES

Curating unique Gender & Mining Library, open and searchable database of publications



75 VIDEOS

Curating #MiningTogether – Inclusion begins with us campaign of 75 videos

INDUSTRY CHANGE AGENT



UNIQUE PROGRAMME

Unique global, cross-company and cross-cultural programme



200 MENTEES

Over 4 years, 200 mentees from 30+ countries including 56 scholars



200 COMMITTED LEADERS

Mentors selected among senior men and women committed to women's success in mining



4.8 / 5 RATING

Consistently outstanding feedback from mentees and mentors



ACTIVE ALUMNI NETWORK

Active alumni network and lasting mentee-mentor connections

IWIM IN NUMBERS

WIM CHAMPION



15 YEARS

15 years experience with WIM organisations in development, advocacy and coordination



70+ RELATIONSHIPS

Relationships with 70+ WIM organisations worldwide



EVERY CONTINENT

Currently supporting founders of new WIM organisations on every continent



15 PIONEERS

Convener of International WIM Alliance Founding Committee of 15 WIM organisations



225 WIM LEADERS

Convener of inaugural Global WIM Summit of 225 WIM organisation leaders in March 2021



100+ ORGANISATIONS

Secretariat of International WIM Alliance open to 100+ WIM organisations globally

DIVERSITY TREND SETTER



15+ POLICY SHAPERS

Convener of 15 leading international organisations in quarterly WIM Global Exchange



30+ SPONSORS

Coordination with 30+ corporate partners and project sponsors



MORE RESEARCH PARTNERS

Pioneering research collaborations with UNECE, World Bank, IGF Mining, UNDP and ILO



GROWING THOUGHT LEADERSHIP

Active participation in policy initiatives, peer reviews and advocacy in international forums



12,000+ MEMBERS

Informing and animating a community of 12,000+ members and followers across social media

OUR TIMELINE



LOOKING AHEAD

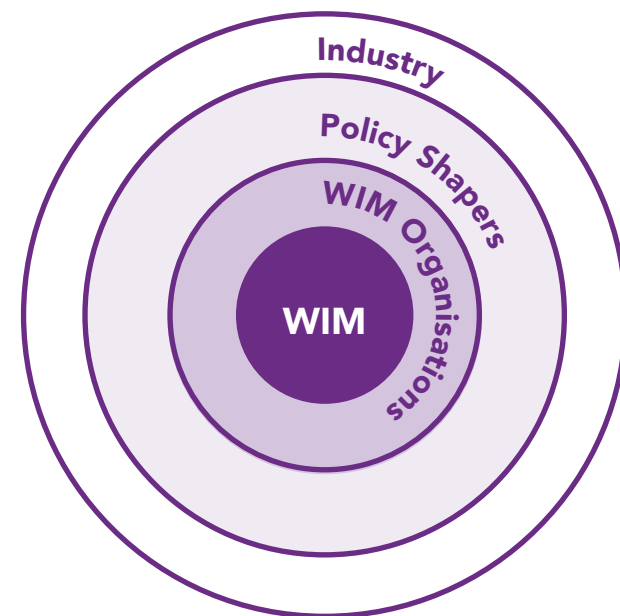
In 2022 and beyond, IWIM will continue to exercise its mandate as leading global organisation pursuing gender equality and promoting women’s voices, access to opportunities and leadership in mining. We will aim to realise the full potential of the International WIM Alliance and WIM Global Exchange and continue to develop initiatives of direct benefit to women in mining including IWRMP. We will also deliver thought leadership and advocacy for women in mining through collaborations with the World Bank, IGF Mining, UNDP and ILO. In support of this ambitious agenda, IWIM will continue to invest in its operations, teams and transparency and aim to build long-term funding and support arrangements with like-minded organisations.



OUR STAKEHOLDERS AND ENGAGEMENT

As a CIC, IWiM is required to disclose annually who the Organisation's stakeholders are, how they were consulted and what action, if any, was taken in response to this feedback. In addition, IWiM has built long-lasting and constructive relationships on shared values and joint achievements: transparent communication is integral to the success of these connections and our mandate.

Core to IWiM's commitment and ultimate beneficiaries of all its initiatives, actions and positions are women working in, around or with the mining sector (**WIM**) and the organisations supporting and representing them at national, regional and continental level (**WIM organisations**); IWiM also engages with international organisations, thought leadership and development institutions, industrial organisations and other **policy shapers** focusing on gender in extractives, and with global **mining businesses** and/or service providers as essential partners to drive change across the sector.



Over the last two years, IWiM increased formal and informal engagement with global stakeholders including international organisations, global businesses, thought leadership and development institutions and policy shapers who want to engage with women in mining but find it difficult to manage conversations with 100+ known WIM organisations across all geographies and/or pick and choose organisations and/or geographies. These stakeholders expressed the need for a conduit or coordinator to facilitate more consistent engagement with women in mining and the organisations supporting and representing them, as did many WIM organisations requesting more coordination and an avenue to access multiple other WIM organisations world-wide efficiently and easily. Confirming and understanding these needs and expectations lead IWiM to build new initiatives in line with this mandate to increase coordination in support of the global WIM agenda.

Since 2020, our engagement has focused on the following stakeholders and initiatives:

Women in mining

- » Continuous engagement via **social media**, including animation of a dynamic LinkedIn community with regular calls to share views and the launch of #WIMStories in 2021
- » Annual survey of **IWRMP mentees and mentors**, including recommendations for programme improvements
- » Extensive **survey** of IWiM's 12,000+ members and followers in 2021, to build up

IWiM's actionable knowledge and better serve women in mining by providing information, opportunities and support that is directly relevant to women's experience

WIM organisations

- » Continuous **direct contacts** with WIM organisations since 2020 to develop a global coordination platform, initially named 'IWiM Associates Network'
- » Convening 15 WIM organisations in September 2020 to form a **Founding Committee** which designed the coordination platform (deciding inter alia to rename it 'International WIM Alliance') and confirming its proposals through a [survey of WIM organisation leaders](#) in December 2020
- » Convening the [inaugural Global WIM Summit](#) in March 2021, a two-day discussion forum where 225 leaders of 70+ WIM organisations came together for the first time to discuss their priorities, positions and shared ambitions for women in mining worldwide
- » As host of the Secretariat of the new Alliance, employing **Head of Engagement** in 2021, dedicated solely to facilitating direct coordination with and among WIM organisations

Policy Shapers

- » **Direct contacts** through active participation in global policy initiatives, peer review of publications and advocacy for women in mining in international forums
- » Convening 15 leading international organisations and policy shapers in quarterly **WIM Global Exchange** sharing information about initiatives and outlook
- » Survey of **WIM Global Exchange** participants upon launch of the forum, to define expectations of priorities, content and format
- » In 2020, pioneering **research collaboration with the World Bank** to examine WIM organisations in 33 countries using data compiled from quantitative surveys as well as qualitative interviews, with data and findings informing the work of IWiM to build the International WIM Alliance and providing a unique tool for governments, donors, international organisations, industry leaders and other stakeholders
- » Facilitating an interface of WIM organisations with the Minerals Council of Australia, International Institute for Environment and Development (IIED) and Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development (IGF Mining) as **keynote speakers and/or workshop facilitators** in the Global WIM Summit in March 2021

Industry

- » **Direct contacts** and coordination with 30+ corporate partners and project sponsors, including leading mining companies, industry organisations and thought leaders
- » Facilitating an interface of WIM organisations with McKinsey & Company, Levin Sources, Alliance for Responsible Mining, Pact and Conscious Governance as **keynote speakers and/or workshop facilitators** in the Global WIM Summit in March 2021



The Value of EDI in Mining

Mining has come under intense scrutiny, with increasing societal expectations, regulatory constraints and investor requirements focusing on its environmental and social performance, as well as its participation in economic growth and development at local, national and global levels. Equity, diversity and inclusion are central to these stakes and correlated to improvement of many indicators of businesses' financial and operating performance. Mining is also facing specific workforce attraction and retention concerns and a digital transformation: women are essential to addressing these and supporting the industry's growth in support of the green energy transition.



While mining companies have been considering for several years how digital transformation might alter the future of work, COVID-19 has accelerated this imperative. [...] There is a window of opportunity to accelerate digital transformation and advance the future of work. Never before have technologies and new ways of work been adopted as quickly. [...] As progressive mining companies seek to embrace proactive problem-solving and human-centered mining, many are starting to select candidates who exhibit the behaviors needed to enable this systemic and holistic thinking. This can mean candidates with different skill sets and behaviors to those generally found in the traditional mining environment.

Deloitte, "[Tracking the Trends 2021](#)", February 2021



Diversity promotes creativity and strategic resilience, and mining companies will need both if they are to successfully meet the broadening challenges facing the industry today, from digital and analytics disruption to sustainability and decarbonization. The imperative to attract and harness the capabilities of a broad and diverse labor pool is clear and should encourage mining companies to recruit more women and invest in their success.

McKinsey & Company, "[Why women are leaving the mining industry and what mining companies can do about it](#)", September 2021



Our data clearly shows our most inclusive and diverse teams outperform other teams. They deliver safety benefits, with a 67% lower Total Recordable Injury Frequency; have a better culture, with a 21% greater sense of pride in working for BHP; and are more productive, with up to 11% better adherence to work schedules. People in diverse teams are also more likely to speak up (up to 68 per cent more likely), share ideas, work together to solve problems and make better decisions.

Andrew Mackenzie, "[The gender equation](#)", BHP, October 15, 2019



OUR LEADERSHIP AND GOVERNANCE

Our Leadership



Alex Atkins
STEM Women in Mining
Perth



Andrew Cheattle
Stewardship & Governance
Toronto



Gillian Davidson
ESG & Sustainability
Edinburgh



Barbara Dischinger
Diversity & Inclusion
London



Beatrice Opoku-Asare
Diversity and Inclusion
Denver



Jon Samuel
Responsible Business Partnerships
London



Ludivine Wouters
Governance & Policy
London

IWiM is a not-for-profit organisation subject to specific regulation and oversight

IWiM’s corporate form, as a **community interest company (CIC)** regulated in the UK, means that it is operated with primarily social objectives and that any profits are reinvested in these objectives rather than distributed to its owners. As CICs are intended to use their assets, income and profits for the benefit of the community they serve, they are subject to an ‘asset lock’ which ensures that assets are retained to support their activities, giving confidence to those funding CICs that the assets will not unduly benefit members or employees.

Applications for registration as a CIC are referred to the **CIC Regulator**, which confirmed in 2017 that IWiM was eligible for this status pursuant to the ‘community interest test’ and maintains continuous oversight: more information is available from the [Office of the Regulator of Community Interest Companies](#). As any other limited company IWiM produces annual accounts and annual returns; further transparency is achieved by the annual ‘CIC Report’, detailing the activities undertaken and benefits to the community: all of this **corporate disclosure** documentation is on public record at [Companies House](#).

IWiM continues to invest in its governance and transparency

Since 2017, IWiM has significantly strengthened its **Board of Directors**, improving the composition of the organisation’s leadership and its alignment with stakeholders. IWiM’s Directors have a range of duties, ensuring that the Organisation meets its statutory obligations and continues to satisfy the community interest test, having particular regard to the interests of the community IWiM is intended to serve. Having redefined its purpose, mission and strategy, in 2020 the Organisation also reorganised its **management and operations**, professionalising key functions (Administration, Communications and Engagement) and coordinating a significant number of volunteers to improve efficiency and collaboration.

In its role as WIM Champion, IWiM also operates under the guidance and oversight of the **International WIM Alliance Steering Committee**: comprised of 10 WIM organisations volunteering to operationalise it in 2021 – 2022, the Steering Committee’s role is defined in the [Alliance Declaration](#) and includes the definition of a long-term governance structure to be proposed to WIM organisations for approval in 2022.

Since 2020, IWiM has redesigned its website and documentation, significantly improving **public disclosure** about its organisation, initiatives and resources. The Organisation has also increased its social media visibility and direct communications with stakeholders via newsletters, discussion forums and surveys. This report marks a new step in IWiM’s transparency.

IWiM is funded by partners and sponsors sharing and supporting its impact goals

IWiM engages with corporate partners over a one-year term and with project sponsors providing financial or in-kind support to a specific initiative. Under these arrangements, IWiM undertakes to (i) use any funds, services or in-kind support made available to it exclusively for the development and operation of IWiM in line with its purpose; (ii) control its expenditure and manage its finances conservatively and in compliance with its established budgeting and reporting processes, including detailed quarterly review by IWiM’s Board of Directors; and (iii) report to the partner or sponsor on a regular basis.

IWiM makes 99% of its **revenue** from partners and sponsors. On average over the last two financial years, in line with its new strategy and reorganisation, 73% of IWiM’s **expenditure** has been on professional services and consultancy in the pursuit of its initiatives and supporting its corporate requirements, 20% on research and marketing, with a significant step-up in communications spend in 2020, and only 7% on general and administrative expenses. IWiM operates virtually and on a very lean model, deliberately minimising expenses whilst seeking to optimise quality and delivery from service providers and suppliers in support of its initiatives and corporate requirements.



5 GENDER
EQUALITY



What’s in a Word

Equity, equality, parity, neutrality, empowerment, voice and agency... terminology is key to the gender agenda but also inconsistent. IWiM decided in 2020 to streamline its positions and communications by defining its vision in reference to “a global change of mindset to achieve gender equality in mining”, expressing:

- » IWiM’s adherence to the principles underlying SDG 5 to “achieve gender equality and empower all women and girls”; and
- » The view that equality is a goal to which equity (fair practices) and empowerment (redressing imbalances and promoting autonomy) both contribute and which goes beyond parity (measure of balance) as it integrates policies, culture and mindset.

We refer in this regard to the [Gender Equality Glossary](#) published by [UNWomen](#) as the global champion for women and girls.

IWiM has defined impact goals for each of its strategic action pillars and carefully monitors its achievements, beneficiary outcomes and wider societal impact of its work.



As Industry Change Agent, IWiM is delivering on its impact goal by strengthening the **position and presence of women** at all levels of industry.



As WIM Champion, IWiM is achieving its impact goal by fostering the emergence of diverse and local **WIM organisations leveraging game-changing collective strength.**



As Diversity Trend Setter, IWiM is progressing towards its impact goal by promoting **knowledge-driven policies**, impactful decisions and measurable progress.

Achieving these goals hinges on consistent initiatives and positions over the medium to long-term, in line with IWiM’s vision of a global change of mindset to achieve gender equality in mining. IWiM’s success is also contingent on the commitment of stakeholders to shared values and ambitions: **engagement, influence and collective dynamics** are thus integral to IWiM’s mandate, action and impact.



IWRMP – BUILDING THE PIPELINE OF FEMALE LEADERS IN MINING



INITIATIVE

Industry Change Agent

Annual global cross-company mentoring programme since 2018. Find out more [here](#).



OUTCOMES & IMPACT

IWRMP places a strong emphasis on diversity and inclusion, aiming to reduce cross-cultural barriers by creating partnerships between talented, driven mentees and senior industry leaders committed to the promotion of women in mining. Mentees benefit greatly from the guidance and insight of the inspirational men and women mentoring them, who in turn expand their understanding of younger professionals' perspectives and challenges. These **individual benefits extend** to positively impact participants' teams and organisations, improving the position and opportunities of women across the mining sector.

IWRMP alumni are often **actively engaged** in the promotion of equity, diversity and inclusion in their organisation and community, and continue to support IWiM and/or their national WIM organisations.

In addition, every year a committee selects women for **full or partial scholarship**, across all seniority levels and professions, from emerging markets or disadvantaged groups, who do not have an industry sponsor and are unable to self-fund their participation in IWRMP. Criteria include leadership and ambassadorial potential and commitment to equity, diversity and inclusion. This extends the impact to women and communities who may not otherwise access such unique opportunities

Building a pipeline of female leaders is strengthening the position and presence of women at all levels and transforming the entire mining industry.



WHY IT MATTERS

"Compared with men at their level, women leaders are up to twice as likely to spend substantial time on DEI work that falls outside their formal job responsibilities — such as supporting employee resource groups, organizing events, and recruiting employees from underrepresented groups. They are also more likely than men to take allyship actions such as mentoring women of color, advocating for new opportunities for them, and actively confronting discrimination."

McKinsey & Company, [Women in the Workplace 2021](#), September 2021

WIM GLOBAL EXCHANGE – COORDINATION OF GLOBAL STAKEHOLDERS



INITIATIVE

Industry Change Agent

Collaboration platform for international organisations about gender in extractives



OUTCOMES & IMPACT

Organisations whose mandate connects with the **global WIM agenda** deploy an increasing number of initiatives focused on women in resources: global and regional development finance institutions, cooperation and development agencies, policy think tanks and research organisations, transparency initiatives and global industry or labour organisations. In 2020, following extensive consultation including a survey of interested parties, IWiM convened a pioneering discussion forum to facilitate coordination specifically around this aspect of their work.

Quarterly meetings include roundtables in which organisations present their gender in extractive initiatives, leading to formal (peer reviews) and informal consultation among participants; there are also thematic discussions around issues of common significance, such as the global data deficit about women in mining or the effects of Covid-19 on women in mining; and IWiM shares information and opportunities relating to WIM organisations via the International WIM Alliance.

This coordination is **strengthening the global WIM agenda** and allowing the voice of women in mining and WIM organisations to resonate among global stakeholders. In 2022, IWiM will widen WIM Global Exchange outreach and facilitate coordination with WIM organisations via the International WIM Alliance.

Coordination among global stakeholders accelerates positive impact for women.



WHY IT MATTERS

"We are glad to have the opportunity to share the work we've been developing on women in the natural resources sector. We welcome this forum, in which we can share ideas and experiences, and improve our collaboration with other partners in this space. We've been rapidly expanding our work on gender, so we'll be very glad to have a way to learn more about what others are doing, and to make sure we're partnering effectively to leverage our activities."

International Finance Corporation (IFC), WIM Global Exchange, September 2020

INTERNATIONAL WIM ALLIANCE - THE GLOBAL VOICE OF WOMEN DRIVING CHANGE IN MINING



INITIATIVE

WIM Champion

Multi-lateral engagement platform among WIM organisations. Find out more [here](#).



OUTCOMES & IMPACT

2020 marked a turning point for the WIM movement: like many change-driven grass roots movements, the time came for WIM organisations to seek to leverage collective strength to achieve more durable and systemic effects. WIM organisations explored avenues to realise their **common purpose on a global scale**, focusing on issues of strategic importance to women and to the mining industry. Consensus emerged around a loose structure, with an internal focus on collaboration and an external focus on advocacy.

Following the gathering of 225 leaders of 70+ WIM organisations in a [Global WIM Summit](#) to adopt the [Alliance Declaration](#), **4 Working Groups** were convened on priority themes for WIM organisations: STEM Women in Mining, Inclusive Workplace, WIM Data Deficit and Role Models. Bi-monthly Global Calls are also hosted as an open discussion forum for all WIM organisation leaders.

In 2021, the Alliance will focus on joint initiatives which complete and support WIM organisations' own work, **creating traction** among WIM organisations before assessing consolidation options in 2022. 10 WIM organisations form a Steering Committee, devising governance structures and long-term outlook and supervising the Secretariat hosted by IWiM.

Together WIM organisations can lead on the global WIM agenda, benefitting women in mining through informed and purpose-driven global change: defining a collective voice, shared values and priorities is a significant step in that direction.



WHY IT MATTERS

"Attending [the Global WIM Summit] is of great significance and women globally should ensure that they speak with one voice, fired up by 'ubuntu spirit' on common policies and strategies to ensure women's inclusion in the mining sector."

Hon Engr. Janet Adeyemi, Founder and National President of Women in Mining Nigeria, Head of the Technical team in African Women in Mining and a former member of the Federal House of Representatives of Nigeria

GENDER AND MINING LIBRARY - FILLING THE KNOWLEDGE GAP



INITIATIVE

Diversity Trend Setter

Unique open and searchable database about and for women in mining. Access it [here](#).



OUTCOMES & IMPACT

Across all aspects of the industry, from LSM to ASM and the most established mining jurisdictions to emerging markets, there is a **deficit of data about women in mining**: beyond somewhat unreliable global percentages or figures, the reality of women in the sector, per function, seniority, location and other criteria remains largely undisclosed. This affects awareness, advocacy and meaningful assessment of impact.

In 2021, IWiM stepped up its information dissemination work to play its part in addressing this issue: 450+ information reports, best practice guides, toolkits, standards and frameworks published by policy shapers, academia and international organisations over more than 2 decades were indexed across 30+ topics in an **open-access and searchable database**.

IWiM will continue to coordinate with partners and stakeholders to offer a **comprehensive knowledge hub** aiming to support and accelerate new data initiatives. This resource also supports advocacy and positioning by WIM organisations, and initiative development by a variety of stakeholders worldwide, by facilitating reference to sector-specific and more general equity, diversity and inclusion trends, best practices and analysis informing their own positions and content.

Facilitating access to comprehensive and curated information promotes knowledge-driven policies, impactful decisions and measurable progress.



WHY IT MATTERS

"Women and girls generally do not receive the benefits of [extractive industry] activities, but do disproportionately shoulder the burdens. [...] Without the data to build an evidence base, highlight gaps, and reveal the extent of the problem, it is difficult for stakeholders to drive sustainable solutions. [...] Data are powerful only when used – so incorporating [gender disaggregated data] into policy frameworks is a starting point, not an end goal."

Development Gateway, ["So You've Got Gender Data, Now What Will You Do With It?"](#), December 2020



IWiM

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