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# **The Pathway Forward: Creating Gender Inclusive Leadership in Mining and Resources**

**CENTRE FOR WOMEN IN POLITICS AND PUBLIC LEADERSHIP**

**November 2012**



## FROM THE EXECUTIVE DIRECTOR

We are pleased to present this pathway report for Creating Gender Inclusive leadership in the Mining industry. As a Centre, we are committed to advancing knowledge about women's leadership in Canada to facilitate efforts to augment women's participation at all levels of decision-making.

I am grateful for the partnership with Women in Mining Canada and Xstrata Nickel in supporting the work necessary to create this report.

Mining is an important industry for Canada, yet women are significantly underrepresented at all levels. Challenges exist for recruitment, retention and promotion of women.

The mining industry has the opportunity now to take leadership to capitalize on women's untapped potential by increasing women's participation on mining boards, in senior leadership positions and entry level positions. This report has both elicited the challenges and the pathway for moving forward.

We were very gratified to see the interest expressed not only by senior leaders in the industry but by other sectors including government, unions, academia, non profits and Aboriginal Organizations. This report was possible because of the willingness of all sectors to contribute to the advancement of women's leadership. Partnerships are important to realize the goal of gender inclusive leadership. I encourage sectors to work together to achieve this important goal.

Clare Beckton

A handwritten signature in black ink that reads "Clare Beckton". The signature is stylized and cursive.

Executive Director

Centre for Women in Politics and Public Leadership



## FROM XSTRATA NICKEL CEO, IAN PEARCE

At Xstrata, we are committed to making a real difference in supporting the changing face of mining. We are passionate about promoting an inclusive and diverse workforce. The Pathway Report for Creating Gender Inclusive Leadership in the Mining Industry is presented to you at a critical time in our industry.

The mining industry's long-term success is based upon attracting, leveraging and retaining an effective and engaged workforce. Mining is facing a labour shortage that, if not addressed, could impact the competitiveness and sustainability of our sector as we move forward. Despite this looming labour shortage, women remain significantly underrepresented in our industry.

This report offers a myriad of opportunities to create a work environment that better promotes and supports a gender-inclusive workforce. The business reasons to do so are compelling. We need to attract and retain the best talent to contribute to our sector's sustainability. We need to build a globally competitive workforce with the managerial courage to recognize the advantages of gender-diverse leadership.

As I see it, our real opportunity is to make gender inclusion part of the overall business conversation. I encourage our industry's most senior executives to demonstrate bold leadership and act upon the insights and knowledge contained within this report. The time is upon us, and frankly overdue.

Reports of this caliber do not write themselves and I would be remiss if I did not acknowledge Carleton University's Centre for Women in Politics and Public Leadership for spearheading this initiative. I also would like to thank my dedicated team at Xstrata Nickel who supported and assisted this project from the very beginning. Lastly, I would like to express my sincere gratitude to the many individuals, associations and industry partners who participated in the numerous interviews, focus groups and the Critical Conversation Forum; candidly sharing your experiences and recommendations. Each of you has acted as a catalyst for change, and on behalf of the mining industry, we thank you.

# ABOUT THE CENTRE FOR WOMEN IN POLITICS AND PUBLIC LEADERSHIP

Carleton University's Centre for Women in Politics and Public Leadership promotes women's role in public leadership by providing leading edge research, education and training. The Centre works with a wide range of partners to integrate, strengthen and advance existing work and critical thinking that enhances women's influence and leadership in public life in Canada and internationally.

## ABOUT THE AUTHORS

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## ACKNOWLEDGEMENTS

We wish to thank Xstrata Nickel for their support in making this paper and Critical Conversation possible. Not only did they provide financial support, but have worked closely with the Centre to ensure the Critical Conversation was a success and are providing leadership to advance the goal of attaining gender inclusive leadership, not only at Xstrata but in the industry .

We also would like to thank all of the members of Xstrata Nickel, Goldcorp and IAMGold for taking the time to share their views in an interview or to participate in a focus group. Their participation greatly enriched the findings of this research.

Thanks to Women in Mining Canada for partnering in the Critical Conversation, for sharing their research and for their leadership in trying to attract women to the Mining sector. Their work both supports women and the aspirations of the industry.

Thanks also to all the senior leaders who took the time to come to Carleton University and contribute their knowledge, experience and ideas through the Critical Conversation. Your contributions were essential to the report.

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## ABBREVIATIONS AND ACRONYMS

<b>CBDC</b>	Canadian Board Diversity Council
<b>GDP</b>	Gross Domestic Product
<b>NGO</b>	Non-governmental Organizations
<b>MiHR</b>	Mining Industry Human Resources Council
<b>UNDP</b>	United Nations Development Program
<b>WIM Canada</b>	Women in Mining Canada



# EXECUTIVE SUMMARY

Canada is a major player in the world mining industry, producing more than 60 different minerals and metals. The Canadian mining industry provides an important contribution to Canada's economy, accounting for 4.5% of Gross Domestic Product (GDP) and 23% of Canadian exports in 2011. Moving forward, however, the industry faces key challenges, such as serious labour shortages due to an aging workforce, requiring strong recruitment of new talent. According to the *Canadian Mining Industry Employment and Hiring Forecasts Report* (2011), the mining industry will require 45,760 new people by 2016 and 75,280 new workers by 2021.

Despite the looming labour shortage, women remain underrepresented in all of the industry's employment opportunities, from entrance positions to leadership posts. In fact, women's employment in the mining industry – at around 15% for the past 14 years - is very low compared to other key economic sectors: mining (18.6%), service (71.86), public administration (47.70%), manufacturing (21.70%), energy (24.56%), finance (61.53%), tourism and transport (45.21%). Women's employment did marginally increase from approximately 14% in 1988 to 18.6% in 2011.

In 2007, 24% of female university graduates completed engineering and technology related programs and 9% of female apprenticeship program graduates completed male-dominated skilled trade. Therefore, it is expected that we would see similar proportions of females in such positions in the mining industry. However, as of 2006, female employees represented only 5% of workers in such occupations in the industry suggesting additional barriers for female participation other than the labour shortage of women in the industry.

These occupations are especially important for the future of the mining industry in Canada. *The Canadian Mining Industry Employment and Hiring Forecasts Report* (2011) estimates that such trade and technical occupations will constitute approximately 73% of the total labour needs of the mining industry by 2016 and 2021, while the professional and science related occupations will represent 7.3% of the total labour needs by the same period.

Additional factors, beyond the overall level of women's participation in the industry, need to be considered to understand the underrepresentation of women in senior and executive positions. A global literature review study on women and mining highlighted challenges facing women, especially relating to opportunities to advance to senior leadership positions. A number of interviews and focus groups, conducted with men and women in the industry, confirmed challenges and deepened the understanding of the work that needs to be done to change outcomes.

The results that we obtained from the interviews and the literature review, both in mining and other sectors, clearly demonstrate a need for a *holistic approach that simultaneously addresses multiple factors adversely affecting women's representation in leadership positions*. Such an approach recognizes that supply and demand arguments, that consider women's underrepresentation to be simply as a result of a smaller talent pool, are not correct. More specifically, the traditionally male-dominated workplace culture and its infusion into working values and styles, as well as communication practices, and lack of support for managing family responsibilities, pose key obstacles for women's advancement to executive positions.

## FINDINGS

1. Women are under-represented in senior management positions and executive boards. Minority women are also noticeably absent from these positions.
2. There are significant differences between male and female managers in terms of their leadership styles. Female leaders more often use collaborative approaches, whereas male leaders more frequently use more confrontational or command and control styles.
3. Workplace culture places a significant amount of pressure on female employees, who feel they must prove themselves by working harder.
4. Since most of the female employees in the mining firms work on the support side of the organizations (such as human resources, communication, accounting, finance, and other service areas), they often have difficulty advancing to higher executive roles, which tend to be given to those who work on the operational side.
5. When compared to the older generation, the younger generation is more comfortable and collaborative with female employees and managers, as well as more respectful towards them.
6. In spite of the change in the definition of good leadership, from an emphasis on technical and operational competencies to more value-focused and collaborative leadership capabilities, those interviewed reported that the traditional command-based leadership style still persists in many parts of mining operations, as do expectations of senior executives to work long hours and travel extensively.
7. Progress was made in tackling blatant forms of discrimination (e.g. combating sexual harassment in the workplace) but the male-dominated culture continues to exist through implicit, hidden, and subtler forms of biases in the workplace. For instance, some respondents stated that certain miners refuse to work with women in the mines as they believe that it brings bad luck. Also, women are excluded from informal networks that can facilitate their advancement.
8. Women are often under cultural pressure to perform responsibilities in both the home and workplace. Many women interviewed, felt some male managers are less tolerant of women's family responsibilities. Men are not viewed as having the same degree of family responsibilities and fear taking family leave because it may adversely affect their careers.
9. The lack of formalized policies towards achieving work-family balance contributes to the persistence of the male-dominated workplace culture. Work-family balance arrangements (e.g. flexible working hours, working from home) are often dependent on the discretion of the female or male workers' managers.
10. Another challenge for women in balancing their family and work lives is 'mobility', as women at senior executive positions are expected to travel frequently, regardless of their family responsibilities.
11. At the firm level, there are insufficient formal mentorship and networking policies and programs that aim to increase women's advancement within the firms. The Creating Choices and Women's Executive Network (WXN) programs have been mentioned as tools to increase awareness and opportunities about mentoring and networking. However, these programs are not implemented in all mining sites; they are not transparent in their selection process; and accessing to them is quite limited.



## BEST PRACTICES IN THE INDUSTRY

The global literature on women and mining calls attention to the six issue areas to promote women's recruitment, retention, and advancement in the mining industry: attracting female students into the industry, eliminating high barriers of entry, promoting a more women-friendly culture in the workplace, establishing a balance between work and family for female workers, promoting gender pay equity, and enhancing career advancement of women in the mining industry. The literature suggests the following best practices and strategies which are implemented by mining companies and industries in order to deal with each area of concern:

### *Attracting Female Students to the Industry*

- Organizing educational summer camps
- Providing education programs about minerals for students in primary and elementary schools
- Granting internships, job placements, and scholarships
- Informing and training career advisors at secondary and post-secondary education institutions about job opportunities in the mining industry

### *Entry to the Industry*

- Establishing practices that enable the transferability of experiences and skills to the mining industry
- Promoting initiatives to increase women's experience in non-traditional occupations

### *Women-friendly Culture in the Workplace*

- Promoting senior female role models within mining companies
- Introducing educational programs about diversity for senior management
- Implementing programs to increase awareness about indigenous communities living close to the mines
- Designing confidence building and leadership programs targeting women
- Conducting a comparative analysis of female and male workers' salaries within firms
- Ensuring inclusiveness in company sponsored social events or activities
- Establishing feedback structures (like women's unions, women's representative groups, grievance officers, peer educators) that ensure women's voices are heard within firms
- Promoting a positive image of the industry through community development projects
- Creating flexible work practices for Aboriginal women in order to assist them with balancing their community and work responsibilities
- Introducing awareness raising programs about cultural values of Aboriginal people and newcomers to senior management

### *Work and Family Life Balance*

- Creating flexible rosters
- Introducing job sharing arrangements
- Minimizing the number of workers on regular twelve hour shifts
- Introducing flexible working opportunities (e.g. consultancy, part-time or casual employment)
- Introducing/ improving employer or government funded parental leave programs
- Creating employer or government provided childcare services
- Introducing tax deductibility of childcare expenses of women
- Providing tax incentives to employers so as to encourage them provide childcare services

### *Gender Pay Equity*

- Creating an internet portal to increase the awareness of women about the average salaries for their occupation
- Supporting capturing of gender data in cross-company salary surveys
- Reporting salaries for each occupation disaggregated by gender

### *Career Advancement in the Mining Industry*

- Establishing a formal system of mentoring for female workers
- Increasing the access of female employees to 'women in mining networking events' where they can meet with their mentors informally
- Increasing the participation of women in apprenticeship/leadership programs
- Introducing targets and measures to increase female representation in senior management

**(Details of each best practice are in Annex B)**

## RECOMMENDATIONS

1. **Leadership for change needs to come from the mining sector itself.** CEOs can work together to develop organizational strategies, share learning, create broader initiatives, and measure the success of these initiatives.
2. **Mining industry boards need to seek qualified women to serve as there is a positive correlation between increased women on boards and senior leadership and attraction of women to the industry.** Through the proactive measures such as the Canadian Board Diversity Council's (CBDC) Diversity 50 list of already vetted candidates, a rapid increase of female participation on executive boards can take place.
3. **Programs for women should not simply be included in a broad diversity initiative.** The focus needs to be specific to women.
4. **The mining industry should look at transferability of skills from other sectors to attract women more quickly into leadership positions, where currently there are not enough women in the pipeline.**
5. **Mining companies need to develop and implement multi-faceted strategies that address cultural change, as well as specific initiatives that are incorporated into their operational priorities.** A multi-faceted strategy may include cultural or gender audits, examination of recruiting and promotional practices, creating targets, and holding leaders responsible for their success.
6. **The mining industry should create case studies of best practices, in their organizations, that can be shared across the industry.**
7. **Mining companies should initiate policies and practices that support family related responsibilities and equally make it possible for men's family responsibilities to be supported.** Men and women need to be able to take time to meet family responsibilities and still be able to have rewarding careers and be eligible for advancement.
8. **The industry and firms should develop measurement and reporting tools to assess progress and hold leaders accountable for achieving results.**
9. **The mining industry should build partnerships with governments, schools, academia and the non-profit sector to attract women and to support women's participation in the trades.**
10. **The mining industry and companies should develop special programs and training to attract Aboriginal women from communities close to mine sites and make special efforts to attract a diversity of women.**
11. **The mining industry needs to increase public awareness of the job opportunities available for women in multiple occupations (such as the occupations related to nursing, administrative, finance, human resources, as well as engineering and geology) within the industry.**

# I.

# INTRODUCTION

In the near future, the Canadian mining and resource industry will be met with considerable challenges in retaining its workforce. The industry faces serious labour shortages, as a result of an aging labour force over the next decade, the retirement of the baby-boomer generation and increased competition for talent. Thus, there exists an immediate need to shift attention toward attracting new talent<sup>1</sup>. Improving women's participation and advancement in the industry is one of the opportunities to meet this challenge.

Eliminating the barriers for women's employment and advancement in the industry would also significantly contribute to the competitiveness and productivity of the mining sector. Studies have shown that the companies with a higher proportion of women in top management positions are industry leaders in corporate financial performance, i.e. productivity, revenues, and profitability<sup>2</sup>. Despite this reality, women are nevertheless significantly underrepresented in the industry's labour force and in senior management positions.

The purpose of this report is to analyze the ongoing barriers limiting women's recruitment, retention and advancement in the mining industry and to make recommendations for change. A quantitative overview of the situation of women working in mining companies and qualitative evidence on the experiences of female workers currently working in the sector is included along with the views of senior opinion leaders in the mining, government and non-profit sectors. The report also discusses existing global best/better practices that could potentially be used to promote gender-inclusive leadership opportunities in the Canadian sector.

## Methodology

The review process for this report includes an in-depth look at the experiences of female workers in the industry, as well as the current state of recruitment, retention, and promotion and best practices in the industry. Information for this review was drawn from four activities:

- A selective literature review on the Canadian mining sector to encapsulate the situation of female employees;
- 24 one-on-one interviews and eight focus-group interviews with female and male workers working at different levels in various local and national branches of mining firms Xstrata, IAMGold, and GoldCorp;
- A Critical Conversation, held at Carleton University that brought together senior representatives from mining companies, government including the Federal Minister of Labour, mining associations, Aboriginal organizations, unions, academia, and NGOs; and
- A global literature review on the best practices to promote women's recruitment, retention, and advancement in the mining and resource sector.

The selective literature review involved the use of reports on women and mining in Canada, and the collection and analysis of relevant quantitative data on female workers in the industry. This literature search assisted us in recognizing the main issues that need to be addressed in order to promote women's leadership in the mining and resource sector.

The one-on-one and focus group interviews (with 8 to 10 people) aimed to capture both male and female insight on how they perceive women's representation in executive positions, leadership styles of men and women, change in leadership style over time in the sector, women's paths to executive positions in organizations, and the policies that target an increase the number of women in senior management positions. It also includes their suggestions for potential solutions to augment

women's participation in senior executive positions.

The Critical Conversation captured the views and insights of senior leaders, across sectors, respecting the challenges, best practices and opportunities for change to recruit, retain and advance women in the industry. Their discussion was shaped by six key questions that are included in **Annex A**.

The global literature review identified the major challenges for women's participation in the mining and resource sector at different stages of their career. It provides an overview of the literature on the challenges, best practices, and successes in improving women's recruitment, retention, and advancement in the mining industry by focusing on six areas of concern – transition from school-to-work, barriers to entry, workplace culture, work-family balance, gender pay gap, and paths for career advancement in the mining industry.

## Format and Structure of the Report

The report is composed of four main sections. Part II presents an overview of the situation of women in the Canadian mining sector and analyzes the challenges female workers face for advancement within the industry. Part III assesses the results of the Critical Conversation, which complements the findings of the interviews. Part IV briefly outlines the potential strategies implemented by the mining and resource sector across different countries, which is expected to provide some guidelines for the Canadian mining industry. Part V outlines a series of recommendations for improving the recruitment, retention, and advancement of women within the industry, and identifies priority areas for future research. One-on-one and focus group interview questions as well as discussion questions for the Critical Conversation are contained in **Annex A**.



## II.

# THE SITUATION AND EXPERIENCE OF WOMEN IN THE CANADIAN MINING INDUSTRY

## INTRODUCTION

The underrepresentation of women in the labour force and senior management positions in the Canadian mining and resource sector can be explained by a combination of factors – the unattractiveness of the industry to female post-secondary education graduates; barriers of entry for women not meeting the minimum education and experience requirements; insufficient formal policies towards achieving work-family balance; promoting leadership, mentorship; and networking opportunities; and the persistence of male-dominated workplace culture. This chapter discusses how these factors stifle gender-inclusive leadership in the industry.

Despite the looming labour shortage in the Canadian mining and resource sector, women remain underrepresented in all of the industry's employment opportunities, from entrance positions to leadership posts. In fact, women have only made up approximately 15% of employees in the industry for the past 14 years. Women's representation did marginally increase from around 14% in 1988 to 18.6% in 2011<sup>3</sup>. The representation of women in the mining and resource sector is lowest in comparison with other industries – financial sector (61.53%), energy sector (24.56%), retail and wholesale sector (49.29%), technical and scientific industry (42.72%), tourism and transport sector (45.21%), manufacturing sector (21.70%), real estate sector (43.84%), service sector (71.86%), and public administration (47.70%)<sup>4</sup>.

As an additional consideration, in 2007 24% of female university graduates completed engineering and technology related programs and 9% of female apprenticeship program graduates completed skilled trade programs. It would be reasonable to expect, therefore, to see this reflected in the mining industry. Unfortunately, this is not the case. As of 2006, female employees represented only 5% of workers in related occupations in the industry. This suggests that

**TABLE 1**  
**Hiring Requirement Forecasts of the Mining Industry by 2013, 2016, and 2021**

	2013	2016	2021
Trades and Undesignated Occupations	13,640	20,540	35,625
Professional and Physical Science Occupations	1,470	2,260	3,990
Human Resources and Financial Occupations	875	1,365	2,370
Support Workers	4,070	6,330	11,185
Technical Occupations	1,395	2,095	3,635
Supervisors, Coordinators and Foremen	3,050	4,715	8,180
Total	24,500	37,305	64,985

Source: Mining Industry Human Resources Council (2011)

**Note:** Figures have been rounded. Occupations with hiring requirements below 15 workers over the forecast period have not been reported.

there exist other barriers beyond the labour shortage that limit female participation in the industry.

The filling of the aforementioned jobs is, in fact, crucial for the future of the mining industry in Canada. *The Canadian Mining Industry Employment and Hiring Forecasts Report (2011)* estimates that such trade and technical occupations (e.g. trades and undesignated occupations, technical occupations, and supervisors, coordinators, and foremen) will constitute approximately 73.3% of the total labour need of the mining industry by 2016 and 2021, while the professional and science-related occupations will represent 7.3% of the total labour need by the same period (See Table 1).

Figure 1 clearly shows that women in the mining sector are currently concentrated in clerical and support-related occupations, and in administration and corporate services. These occupations, however, only represent

around 20% (human resources and financial occupations will constitute 3.6% of the hiring need, while the support workers will represent 16.9%) of the industry's future hiring need by 2016 and 2021. This indicates that the industry's efforts need to be refocused on drawing more female students to post-secondary education programs related to skilled trades and scientific occupations, and then on recruiting women from these occupations into the mining and resource sector.

This will be no easy feat. The Canadian mining industry is confronted with serious impediments in attracting women from such occupations. This is due, in part, to women's lack of knowledge about and biases against the sector. Women in Mining Canada's, *The Ramp-Up Study on the Status of Women in Canada's Mining and Exploration Sector* (2010), found that more than one fourth of female students interviewed – who were enrolled in a post-secondary mining and exploration-related

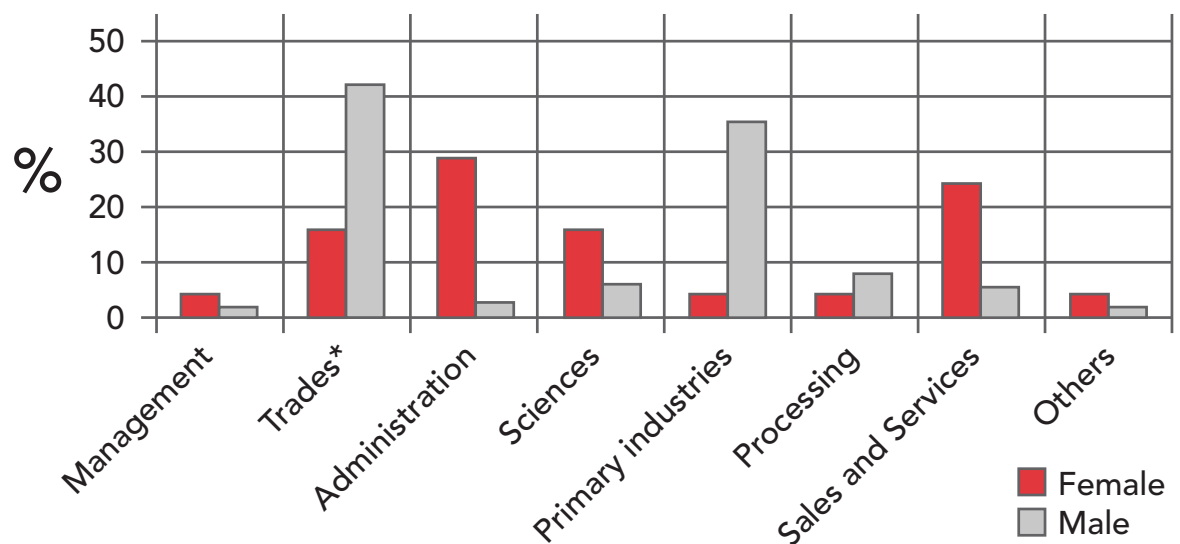
program – consider the mining industry unappealing due to apprehensions about the work environment and culture ('male-dominated culture' and 'discrimination')<sup>5</sup>. *The Ramp-Up* study also stresses that two-thirds of female workers, who were interviewed, perceived the work culture as a problem for female graduates in transition from school to work in the mining industry<sup>6</sup>.

Another issue related to the Canadian mining and resource sector is that minority women's groups are almost non-existent in the industry's labour force. Aboriginal workers and immigrants are the most disadvantaged groups in terms of accessing employment in the mining and resource sector, owing to the pronounced barriers to entry (such as minimum education and experience requirements, lack of credential recognition, and recognition of skill sets). According to the 2006 Census, Aboriginal people comprised only 6.75% of the workforce in the mining industry, and Aboriginal women accounted for 14% of Aboriginal people working in the industry, representing only 0.9% of the labour force in the mining sector. Out of the Aboriginal women in the mining sector, 28.5% were working in business, finance and administration positions, 23.6% in the sales and service jobs, and 15.5% in natural and applied science positions. Only 0.6% of Aboriginal women were in management positions<sup>7</sup>.

Immigrants constituted 8.75% of the labour force in the mining sector<sup>8</sup>. Unfortunately, the data was not disaggregated by gender for immigrants.

Women were also highly underrepresented in executive positions and committees in the mining and resource sector. Women only constituted 12.3%

**FIGURE 1**  
Proportion of Women in Select Mining Occupations, Canada, 2006



Source: Women in Mining Canada (2010) taken from Mining Industry Human Resources Council (2010), p. 23.



**TABLE 2****The Representation of Women in Senior Management and Labour Force (%) in the Selected Industries, 2011.**

Industry	2011	
	Senior Management	Labour Force
Financial	19.25	61.53
Energy	8.44	24.56
Retail and Wholesale	18.45	49.29
Technical and Scientific	33.55	42.72
Tourism and Transport	24.99	45.21
Manufacturing	10.68	21.70
Real Estate	17.19	43.84
Service	50.11	71.86
Public Administration	40.95	47.70
Mining, Gas and Oil	12.30	18.62
Total	28.92	47.49

*Source:* Centre for Women in Politics and Public Leadership (2012) and Catalyst (2011)

of senior officers in mining companies<sup>9</sup>, which is the lowest in comparison to other industries, with the exception of the energy sector (8.44) (See Table 2).

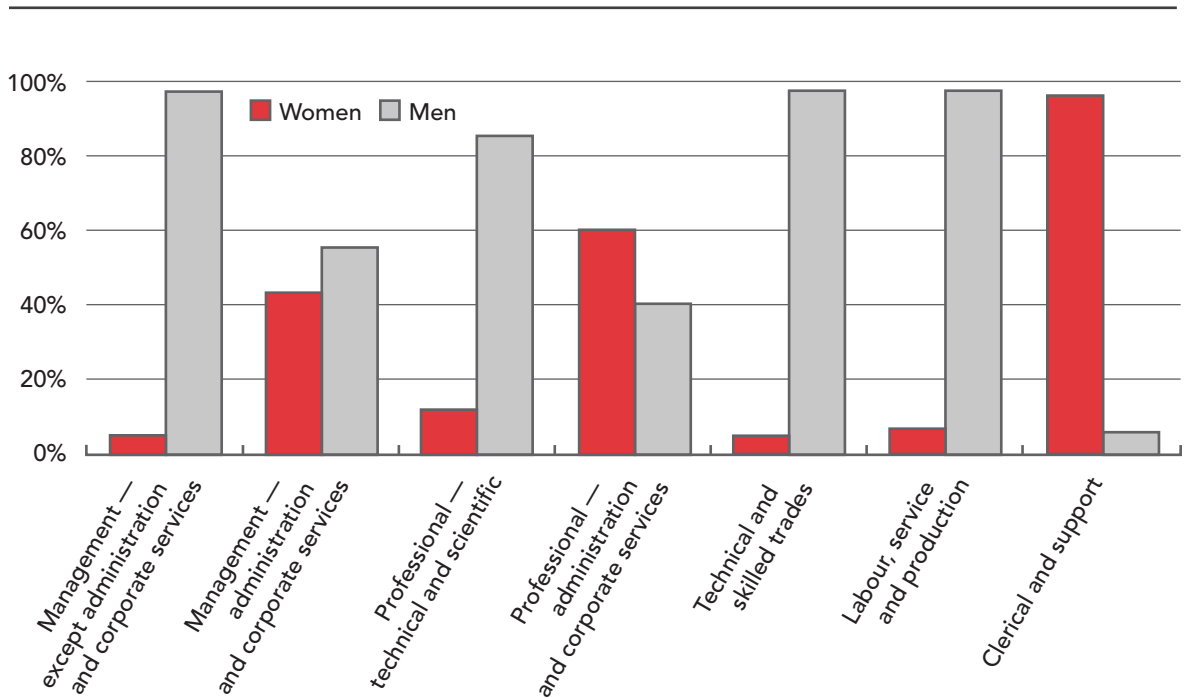
Women only represented 6.6% of corporate board memberships in mining and resource sector, which is the lowest in comparison with other sectors – utilities (21.7%), finance and insurance (19.6%), retail (18.5%), manufacturing (9.7%), and charity (40%) in 2011<sup>10</sup>.

The underrepresentation of women in senior management and executive positions cannot simply be explained by the smaller talent pool brought about by women's limited involvement in the industry. It is evident that senior management positions and executive boards do not reflect the gender composition of the industry's labour force. Although women accounted for 18.6% of the industry's labour force in 2011, women constituted only 1.4% of CEOs, 5.3% of Board of Directors, and 12.3% of senior officers in mining companies<sup>11</sup>. Therefore, additional factors – beyond the overall level of

women’s participation in the industry – need to be considered in order to understand the reasons behind the underrepresentation of women in senior and executive positions. Issues such as gender pay gap<sup>1</sup>, the absence of policies aimed toward reconciling work and family life, and the persistence of a male dominated culture must be taken into account.

<sup>1</sup> *The Ramp-Up Study on the Status of Women in Canada’s Mining and Exploration Sector* (2010) demonstrated that women in the mining industry earned on average approximately 32% less than their male counterparts, which was 11% higher than the average gender pay gap observed nationally.

**FIGURE 2**  
Occupations of Aboriginal Work Force by Gender, 2006



Source: Statistics Canada, Census 2006 taken from [www.nrcan.gc.ca/minerals-metals/aboriginal/bulletin/3605](http://www.nrcan.gc.ca/minerals-metals/aboriginal/bulletin/3605)

*“In one mine site the women asked for and now wear pink hardhats. This was a way of demonstrating their presence and difference.”* Female Executive – Human Resources

*“The culture is good for attracting women on the support side but ... there are not good opportunities for promotion. It is also harder for women to take advantage of some of the opportunities because of travel.”* Female Engineer – Focus Group Interview

## Interviews and Focus Groups

A number of interviews and focus groups, conducted with men and women in the industry, deepened the understanding of the work that needs to be done to change the outcome. The results that we obtained from the interviews and the literature review, both in mining and other sectors, clearly demonstrate a need for a **holistic approach that simultaneously addresses multiple factors adversely affecting women’s representation in leadership positions**. Such an approach goes beyond supply-and-demand arguments that consider women’s underrepresentation to be merely the consequence of a smaller talent pool. The traditionally male-dominated workplace culture and its infusion into working values and styles, as well as communication practices, and a lack of support for managing family responsibilities, pose key obstacles for women’s advancement into executive positions.

*“Generational differences exist. Baby boomers had a particular view about women as managers. Younger men accept that it is normal to have men and women working together.”*  
Female Executive

*“I am 50 and when I started men were very sexist. There were pictures of naked women at the mine sites. Now there is more respect for women in the work place and sexist attitudes have diminished with the younger generation coming up behind the older generation.”*

*“It is harder for women at the mine level because there are still stigmas. Some miners refuse to work with women because of old superstitions. They also refuse because the men have rough edges and fear harassment suits if they work with women.”* Male Executive – Human Resources

“As I moved up the ladder as an engineer, I felt that I had to prove myself more than the men. I had to be sure to have opinions...otherwise I would be overlooked.” Female Executive

“Men seem to feel women are weaker in achieving results. One woman's boss thought that she was too soft even though she was achieving her results. There is still a slamming of fists mentality among the men. The women try to have a more indirect style because they feel that the directive style is not motivating.” Female Engineer – Focus Group Interview

“It is a male dominated industry. In my position I have to get my work done no matter how late I have to stay which is hard even for a single person.” Female Engineer

## *The Impact of Workplace Culture*

Male-dominated workplace culture continues to discourage women's retention and advancement in the mining and resource sector. However, there have been **improvements in tackling blatant forms of discrimination** (e.g. combating sexual harassment in the workplace, changing the physical environment to a more women-friendly one).

When compared to the older generation, the younger generation is more respectful towards female managers and employees. **The younger generation is more comfortable and collaborative with female leaders and workers.**

Despite this progress, **the male-dominated culture continues to exist through implicit, hidden, and subtler forms of biases in the workplace.** Traditional male-dominated culture often creates **biases against women being employed in the operations side of the firm.**

Such biases against female workers play a role in the under-representation of women in operational occupations. This, in turn, limits their opportunities to advance within the firm. Since most of the female employees in the mining firms work on the support side of the organizations (such as human resources, communication, accounting, finance, and other service areas), they often have trouble advancing to higher executive roles, which tend to be given to those who work on the operational side.

*“The definition has changed. There is now a lot of talk about leadership but I have not seen it in practice ... People are promoted because of their operational and technical skills.”* Female Executive – Human Resources

*“There are no policies in operational areas for flexibility. I give flexitime for my teams if I can.” Female Executive*

Workplace culture places a significant amount of pressure on female employees’ who feel they must prove themselves by working harder than the men. Regrettably, it is often the case that there is less tolerance for women who perform poorly, and male supervisors feel that they can only defend a female employee when she is a high performer in the firm.

Furthermore, women are often under cultural pressure to perform responsibilities in both the home and workplace. Many women interviewed, felt some male managers are less tolerant of women’s family responsibilities.

Lastly, interviews demonstrated that men are neither viewed as having the same family responsibilities nor are they supported in taking family related leave. Men expressed the concern that their careers would be adversely impacted if they took family leave.

“The company does need to review its leadership competencies to develop a more balanced approach and include team work, collaboration, and respect.” Female Executive – Human Resources

“Men are more results orientated and not looking at the softer components. Women are more in tune with feelings and motivated by who the person is as opposed to looking only at achieving the bottom line.... Women focus on involving more people and to see all sides of the issues. Women leaders are more flexible and more interested in the sustainability of the plant. In strategic planning men focus on cost and tons, women have this business focus but feel obligated to look at the environment, sustainability and the community.” Female Engineer – Focus Group Interview

“The general idea is that mining companies need men because of the hours they can put in. Men are seen as more available to work than women because of their domestic responsibilities, which is seen as a burden.” Female Engineer – Focus Group Interview

“*Women are more safety conscious. Having more women in (the) production side will have a positive effect on health and safety. It will positively influence equipment design and maintenance because women will not tolerate stuck valves because they cannot open them. Men will try and risk getting injured. Macho environment creates safety hazards because men will not admit to being afraid and therefore are less cautious. Women are more careful with machinery such as forklifts so less breakage problems (occur).*” Female Engineer – Focus Group Interview

“*At the senior levels all of the men go out golfing so it is hard for the women to fit in.*” Female Executive – Human Resources

## *Leadership Changes*

Another concern is that traditional cultural practices are still entrenched in leadership style and communication practices. There has been a **shift in the definition of good leadership, from an emphasis on technical and operational competencies to more value-focused and collaborative leadership capabilities.** Nevertheless, those interviewed reported that **the traditional command-based leadership style still persists in many parts of mining operations.**

Female leaders have pioneered the collaborative leadership style at the workplace. **There are significant differences between male and female managers in terms of their leadership styles.** Female leaders more often use collaborative approaches in their leadership roles rather than the command and control approach. Male leaders more often use a more confrontational leadership style, whereas female leaders are more cautious and about the matters they are addressing. Female leaders dedicate more time to issues before they make decisions and generally try harder to ensure the right context and audience.

Some participants noted that **there are, nevertheless, female leaders who do use aggressive leadership styles, which are often not supported by managers and other female employees.** In addition, while the definitions of good leadership have changed, the expectations about hours worked and the need to be mobile have not making it more difficult to balance family responsibilities. The underrepresentation of women in senior management positions and executive boards also **adversely affects the expansion of collaborative leadership and communication styles** within the mining industry.

The under-representation of women in these committees partly stems from **the male-dominated culture which restricts women’s access to the networking that would facilitate their advancement or increase their participation in decision-making processes** under different executive committees.

*“There are no role models for women and not many mentoring opportunities. The women’s Executive Network’s (WXN) mentoring program is good but not enough.” Female Executive*

*"I have used quotas in the past... We tended to get negative reactions and we felt compelled to hire people and tolerate poorer performance. This created disrespect for the group. It tends to move respect away from the individual." Male Vice President*

### *Policies towards Balancing Work-Family Life*

**The lack of formalized policies regarding work-family balance negatively affects increasing women's retention and advancement in the mining and resource sector.** Most of the time, such practices are arranged depending on each of the female employees' managers.

**Although some companies do advocate for policies that promote work-family balance (e.g. maternal leave, flexible working arrangements, working from home) they do not actually end up putting them into practice,** which is troubling because work-family balance is often very difficult to maintain for female workers.

**'Mobility', which is essential for career advancement in the mining and resource sector, also makes it more difficult for women to balance their family and work and advance in their career.** Once women get promoted to higher positions they are expected to travel a lot.

Without a doubt, female role models play an important role in motivating female employees and assisting them with their career development. Yet, **there are few women on Mining Boards and in key senior leadership roles and there are not sufficient formalized mentorship and networking policies and programs in place in the mining industry that seek to increase women's advancement within the firms.** The Creating Choices program and Women's Executive Network

(WXN) have are tools that increase awareness about and opportunities for mentoring and networking. However, **these programs are not implemented in all mining sites; are not transparent in their selection process; and access to them is quite limited.**

Similar conclusions about the lack of formal mentorship programs were also drawn by the Report entitled **Women An Unmined Resource: A Report on Female Participation within BC's Mineral Exploration and Mining Industry** (2011). The study found that more than half of the female interviewees have had mentors during their career; however, only 9% of these were formal mentorships, with 42% of respondents having found their mentors through informal networks<sup>12</sup>.

Finally, the lack of formalized policies toward achieving work-family balance contributes to the continuity of male-dominated culture at the workplace as women cannot advance to senior and executive positions. Without the help of such policies, women are often forced to juggle responsibilities in both the home and the workplace. Men are not encouraged by company policies or attitudes to take on more of the family related responsibilities, thus impacting women's ability to balance work and home life.

“The challenge for women in the current culture is family and work reconciliation. Men think about potential maternity leave when considering whether to hire women. When ready for a promotion women do not necessarily have the support at home to work late if required. At (the) plant you cannot simply leave if there is an urgent problem.” Female Engineer – Focus Group Interview

“It is difficult to achieve family balance even if maternity leaves exists because there is pressure not to take the full leave.” Senior Female Executive

“Women tend to back down more often in terms of stepping back for their family and cannot take travel roles when their children are young.” Female Executive

“Executive level positions demand long hours and constant availability including video conferences at 2 am.” Female Executive

### *Participants' Suggestions to Increase Women's Advancement in Senior Executive Positions*

Participants identified various solutions for enhancing women's representation in senior management roles. See the following page for their main suggestions.

The interviews revealed that **both female and male participants are not in favour of quotas as a way to increase women's representation in senior executive positions, as they think that quotas do not allow managers to select the best candidates with suitable skills, qualifications, and experiences for the positions.** Instead, some of the interviewees suggested targets and fast tracking for potential women employees.

A number of those interviewed did support the idea of targets with measurement to assess success.

*“I am not in favour of quotas. It sets you up for failure. We want the best person for the job and not have women put in jobs simply because they are women. There is value in setting targets. We want to increase representation in the right way.”* Female Executive in Human Resources



Female Employees' Suggestions	Male Employees' Suggestions
Introduce programs to facilitate the entry of women into the trades.	Introduce arrangements for men and women to take time off with their families.
Establish practices to better prepare the men for working with women.	Promote mining to underrepresented women.
Promote mining at schools (e.g. help girls in grade 7-9 get interested in math and science and get them interested in mining and other fields).	Promote more summer female student placements in the mines.
Increase representation of women at company boards and executive committees.	Recruit more women to higher ranks.
Fast track operational women who have potential.	Introduce policies to achieve work-family balance.
Create opportunities for women to taken on special projects that give them visibility and recognition.	Ensure the dissemination of information about job opportunities.
Put a sufficient number of women on shortlists for job competitions.	Ensure diversity through fair interview processes.
Promote training programs for leadership.	
Introduce policies to support working family members.	
Establish targets (but not quotas) for women's recruitment and promotion.	
Introduce scholarships to attract women to the industry.	
Establish flexible working arrangements.	
Create policies to help mothers (maternity leave, child care, and flexible work arrangements).	

### III.

## GLOBAL LITERATURE REVIEW ON WOMEN AND MINING: STRATEGIES

The global literature on women and mining identifies six interdependent areas of concern to improve women's recruitment, retention, and advancement in the mining and resource sector: transition from school to work, barriers to entry, workplace culture, work-family balance, gender pay gap, and career advancement in the mining industry. These areas are not mutually exclusive – poor performance in one area has an adverse effect on the other problem areas. Therefore, there is a need for a **holistic approach for building inclusive gender leadership** in the industry that addresses the issues in these areas together, and finds solutions and suitable best practices to be implemented concurrently.

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. This often stems from their lack of knowledge about the sector or biases of female students and graduates against the sector, especially with regard to its male-dominated workplace culture. There are several key areas to target attracting girls. One is during their later elementary school education where educating teachers about mining can be very important for influencing student choices. Secondly the transition from high school to University is a critical period for the development of women's interest in the mining and resource sector, as this is the time when they choose the area they will study and start to develop skills based on this education and training. The industry has failed to effectively seize upon this transition period.

The low level of interest among female students in mining-related, post-secondary education programs is coupled with significant barriers to entry into the industry, such as high educational and experiential requirements and the non-transferability of skills to mining-related occupations<sup>13</sup>. Generally, it is more difficult for Aboriginal and immigrant women groups to access employment in the mining industry than it is for other women's groups, due to a lack of education, experience, and non-recognition of their foreign credentials. In addition to these barriers, are cultural hurdles with which women must contend in order to enter this traditionally male-dominated profession, particularly when it comes to obtaining operational positions in the field. Not surprisingly, female participation is often quite minimal on the operations side of the mining and resource sector.

Male-dominated workplace culture poses a serious threat to women's involvement in the industry, as it not only creates biases in attracting women to the industry but also leads to different forms of discrimination against women working in the industry. It manifests itself by way of physical environment (e.g. lack of women appropriate clothing and facilities), working values and styles (such as greater intolerance of poor performance of women in the industry, biases against women's working in mining sites and less tolerance for women's family related responsibilities), as well as communication practices (such as command-and-control-based leadership and communication styles).

The lack of policies toward promoting a work-family balance and eliminating the gender pay gap also prevents the retention and advancement of women in the sector. Female employees with families and children are often expected to sacrifice their domestic responsibilities in lieu of further promoting their career. The existence of the fly-in-fly-out working model and the necessity of frequent travelling for female workers, who hold executive positions, are exceptionally disruptive to family life. Combined with these difficulties, inequitable salaries between men and women in the industry make the industry unattractive to female workers who are at the early or mid stages of their career.

All of these factors contribute to the underrepresentation of women in senior and executive positions, as does the primarily minor role of women in the industry which limits the pool of potential candidates for these positions. Other factors that hinder the success of women in the industry and which should be addressed are the lack of policies towards reconciling work and family life, the absence of formal mentorship and networking programs, and the persistence of a male-dominated culture.

It is clear that the factors that impede women's attachment to and ability to thrive in the industry are multifold. Thus, there is a compelling need to identify potential strategies and best/better practices so that steps may be taken to overcome some of these obstacles. **(For Global Best Practices see Annex B).**

# IV.

## CRITICAL CONVERSATION RESULTS

The overall purpose of the Critical Conversation was to discuss the current challenges facing the mining industry in recruiting, retaining, and advancing women and to develop potential solutions and strategies to address these issues. Four main themes emerged from this discussion:

- A strong commitment and support from top management is essential;
- Multi-dimensional strategies are needed to promote women's participation (e.g. attracting female students to mining-related education programs, ensuring gender equality in recruitment and appointment practices, eliminating barriers to (re)entry for disadvantaged groups of women, introducing policies towards improving work-family balance, building a workplace culture that is friendly to women, and promoting a positive image of the industry);
- An evidence-based approach is needed to measure the progress made for women's inclusive leadership in the industry; and
- Creating partnerships among government, industry, non-governmental organizations, and educational institutions.

**Strong commitment and support from top management** is essential to promote inclusive leadership of women in the industry. Actions to augment women's participation in the industry have to be led by the firms' executive boards and senior executives. As part of this leadership role, the executive boards of companies should provide incentives to senior executives to seek, appoint, and promote women by implementing various measures and rewards. Furthermore, top management should try to ensure that women are well represented on companies' executive boards and in senior executive positions, as well as lower levels of the organization. Bringing diversity into the organization would help to create a work environment that is friendlier towards women. Furthermore, as the existing research suggests, increasing numbers of women and diversity would contribute to increased productivity and revenues of the firms.

The participants called for a holistic approach that pursues **multi-faceted strategies to improve women's recruitment, retention, and advancement in the mining and resource sector**. Some of these strategies may include attracting female students to mining-related education programs, ensuring gender equality in recruitment and appointment practices, eliminating barriers to (re)entry for disadvantaged groups of women, introducing policies towards improving work-family balance, building an environment that is friendly to women, and promoting a positive image of the industry.

One area identified by participants to improve women's participation in the industry is attracting a sufficient number of female students to mining-related, post-secondary education and training programs. The suggestions made by the participants included: informing teachers about the mining industry and career opportunities in the industry; organizing a female guest speaker series at schools; adopting a community-based strategy to attract women to location-specific industries; providing scholarships that target female students in mining related programs; introducing Co-op programs which can enable female students to learn more about the industry; organizing field visits to mining sites; and finally delivering a better message to young female students about the opportunities in the industry.

Furthermore, participants recognized that equal opportunities should be provided to women in recruitment and appointment processes. This can be achieved by creating an inclusive talent pool that represents men and women equally and setting solid targets (but not quotas) for women's recruitment and promotion. According to the participants, where there is a limited number of women in the talent pool, searching for female executives from other sectors may be a good strategy. Furthermore, jobs can be re-designed in a way to increase the representation of women at all levels and departments of the organization. In some cases, there may be enough women but they may not be confident to undertake leadership responsibilities in the current environment. Therefore, some participants suggested initiating leadership training and mentorship programs to help

women build confidence, and improve their negotiation skills. Another suggestion from some participants was to recruit women on small company boards so that they can be trained and gain experience that would prepare them to serve on the boards of larger companies.

Certain groups of women, especially Aboriginal women and women who have taken a break from their jobs face additional barriers in (re)entering the industry's labour force; thus, there is a need for introducing special measures to overcome such challenges. To rectify this problem, the industry can introduce programs to enable Aboriginal women to obtain skills necessary for mining related occupations. One of the suggested strategies to improve Aboriginal women's participation was to bring training opportunities to the Aboriginal communities because it is highly unlikely that women with household responsibilities would be able to attend school or training sessions in locations far from their communities. Another suggestion was to introduce pilot training programs for Aboriginal women with no experience and less educational credentials. The participants in these programs should be selected on the basis of their capability and competence. Some participants also suggested initiating re-entry programs for women who have had an interruption in their careers.

Introducing policies toward promoting work-family balance is also a key strategy to

achieve inclusive leadership of women in the mining and resource sector. Some stakeholders supported introducing flexible working arrangements such as job sharing, flexible working hours, and shift work; facilitating the provision of child-care services; and promoting both maternity and paternity policies within the mining organizations.

Moreover, almost all the participants pointed out the importance of transforming the workplace culture, and communication practices. Some of the strategies that were suggested include understanding the expectations of women before taking action; encouraging collaboration between women and men in organizing social events (instead of exclusive boys' club events); introducing educational programs about diversity for senior management, as well as for workers at all levels of the organization; and rewarding supervisors for their gender sensitive and gender inclusive management.

Promoting a positive image of the industry is also an essential part of the multi-faceted approach to attract more women to the industry. Participants highlighted the need to change the negative perceptions towards the mining and resource sectors through re-branding and marketing initiatives. This may be achieved more effectively if companies and mining associations collaborate by working on communication and marketing strategies. Furthermore, attendees suggested communicating success stories about women

in mining as a way to share information and promote women in the mining business.

Another theme that came out of the workshop was an emphasis on the need for an **evidence-based approach to measure progress in increasing women's inclusive leadership in the industry and transforming workplace culture**. It has been suggested that putting in place targets measuring women's increased participation in the industry and their advancement to senior executive positions would allow periodic measurement of any progress being made in the industry. In addition, performance measurement scores for managers should also reflect their performance in increasing diversity. Participants also encouraged conducting case studies and benchmarking studies to learn 'how to achieve gender inclusive leadership' and 'what actually worked'. Best practices from other industries can also assist in finding effective solutions for the mining and resource sector.

The fourth theme was **building partnerships among government, industry, non-governmental organizations, and educational institutions**. The attendees stressed the need to create partnerships to address the issues from different perspectives. For example, governments can play a facilitator role in discussing and finding solutions to improve women's involvement in the mining industry. Governments can also fund research and shape their policies on the education system

to attract female students to mining-related science and engineering programs, as well as skilled trades programs. Educational institutions can also play a role by providing valuable insights on how to channel female students' interest to the mining industry. Also, non-governmental organizations and education institutions can provide external advice to identify the challenges and opportunities for gender inclusive leadership.

# VI.

## RECOMMENDATIONS

Following the literature reviews, interviews, Critical Conversation and examination of best practices we recommend that:

1. **Leadership for change needs to come from the mining sector itself.** CEOs can work together to develop organizational strategies, share learning, create broader initiatives, and measure the success of these initiatives. Mining associations can advance this work.
2. **Mining industry boards need to seek qualified women to serve as there is a positive correlation between increased women on boards and senior leadership and attraction of women to the industry.** Boards should look to programs such as the Canadian Board Diversity Council's Diversity 50 list of already vetted candidates, to attract women to Boards and require firms to include qualified women when presenting possible candidates to Boards. It is only through these types of proactive measures that a more rapid increase of female representation on mining boards will happen.
3. **Programs for women should not simply be included in a broad diversity initiative.** The focus needs to be specific to women. Women make up more than 50% of the population and bring multiple perspectives to the work place and to leadership positions as exemplified through the research and qualitative interviews. A loss of focus may occur when women are grouped together with diversity candidates. Diversity programs are important and a specific focus on women should not preclude the co-existence of diversity programs.
4. **The mining industry should look at transferability of skills to attract women into leadership positions where there are not enough women in the pipeline.** Currently women are largely absent from senior operational positions because there is no pipeline of women in operational positions in the mining sector. Women have gained operational skills in other sectors, which may be transferable to the mining sector to increase representation in the more senior leadership positions.
5. **Mining companies need to develop and implement multi-faceted strategies that address cultural change, as well as specific initiatives that are incorporated into their operational priorities.** A single strategy has not proven effective in creating the cultural change needed to attract and retain women. A multi-faceted strategy may include cultural or gender audits, examination of recruiting and promotional practices, creating targets, and holding leaders responsible for their success.
6. **The mining industry should create case studies of best practices that can be shared across the industry.** It should test other best practices and measure their applicability to their mining operations. Sharing best practices can help increase the likelihood of success across the



industry in attracting, retaining and promoting women.

7. **Mining companies should initiate policies and practices that support family related responsibilities and equally make it possible for both women's and men's family responsibilities to be supported.** Men and women need to be able to take time to meet family responsibilities and still be able to have rewarding careers and be eligible for advancement. If men are not supported, it discourages their increased involvement with family responsibilities and limits women's opportunities for work life harmony as well. Various best practices have been implemented elsewhere to ensure work-family balance such as introducing flexible working arrangements, providing child-care services... etc. (See Annex B for such practices in more detail).
8. **The industry and firms should develop measurement tools to assess progress.** Measurement is key to assessing progress and holding leaders accountable for achieving results. Tools exist in other sectors that can be modified for use in the mining sector. Also, there are already best practices for measuring and monitoring gender pay gap (See Annex B).
9. **The mining industry should build partnerships with government, academia and the non profit to attract women to the sector and support women's participation in the trades.** Governments are instrumental in supporting skills

development and can shape programs to better suit the growing needs of the sector. Educators can be engaged to increase their knowledge and help them share information about mining opportunities with girls and young women. Sharing success information, with non-profits, such as Engineers without Borders (who have created programs to attract women into engineering) to focus campaigns and programs to attract women into the industry

10. **The mining industry and companies should develop special programs and training to attract Aboriginal women from communities close to mine sites and make special efforts to attract a diversity of women.** Diversity women face even greater challenges in finding positions in the mining sector. The proximity of Aboriginal Communities to the mine sites offers significant opportunities to engage the local workforce (See best practices in Annex B).
11. **The mining industry needs to bring greater awareness of the job opportunities available for women in multiple occupations within the industry.** Employment opportunities range across multiple occupations from, nursing, administrative, finance, human resources to engineering, and geology.



## VII. CONCLUSIONS THE WAY FORWARD

The time is now for leadership by the mining industry to capitalize on the untapped potential of women as resources for the sector. In the near future, the Canadian mining industry will face significant competitiveness challenges, notably labour shortages and productivity issues. Increasing the participation and advancement of women in the industry would be one solution towards overcoming these challenges, as women constitute a significant portion of the skilled workforce. Furthermore, existing research highlights that increasing participation and advancement of women in senior management positions would boost the productivity of mining firms.

Despite the potential of women in the mining industry, this report demonstrated that there are serious challenges preventing women's recruitment, retention, and advancement in the industry. Based on the insights obtained from employees, sectoral representatives, and other stakeholders, the report highlighted the need for a strong commitment from top management to support initiatives and practices that aim to promote women's inclusive leadership in the industry. The report provides insight and recommendations that can support leadership in advancing gender inclusive leadership to the benefit of the mining industry.

# ANNEX A

## A. INTERVIEW AND DISCUSSION QUESTIONS

### A1. Questions for One-on-One Interviews and Focus Group Discussions

- Do you think women and men exercise leadership in different ways? If so how?
- Has the definition of 'good leadership; changed in your organization since you started working there?
- How would you describe women's role in senior management in your organization?
- How would you assess the success of the policies and practices deployed in your organization with respect to increasing the percentage of women in senior management? What can be done to improve the success of policies in your organization?
- How would you assess the opportunities in your organization for minority women to obtain and retain senior leadership positions?
- To what extent do you think the organizational culture in your workplace is conducive to women in senior management?
- Would you be supportive of instituting quotas as a way of increasing women's participation in senior executive positions? Why or why not?
- Do you perceive any generational differences with respect to how employees and managers in your organization view women leaders?
- Do you perceive any differences in women and men's paths to executive positions in your organization?
- What do you see as the ongoing key challenges facing women's advancement in your organization and Canadian Society more broadly?

### A2. Discussion Questions for the Critical Conversation Event

- What incentives work best for taking action to advance women's leadership in the sector?
- What is required to pursue a holistic approach that considers cultural change as well as implementing specific best practices?
- How do you identify and change cultural bias, such as judging women's performance differently than men's performance?
- How do companies help women and men manage family responsibilities and their careers?
- Which best practices relating to attracting and retaining women are applicable in Canada? (Please see annex for the examples) How can federal, provincial, and territorial governments and industry co-operate to put these practices into action?
- How can the sector work together to attract, retain and promote women? Is there any experience from other sectors that can be applied to the mining sector?

# ANNEX B

## B. GLOBAL BEST PRACTICES

### Transition from School-to-Work- Influencing Choices

#### Potential Strategies to Attract Female Students to the Industry

- Organizing educational summer camps
- Providing education programs about minerals for students in primary and elementary schools
- Granting internships, job placements, and scholarships
- Informing and training career advisors at secondary and post-secondary education institutions about job opportunities in the mining industry

The existing studies highlight that women's career choices are shaped by their early experiences. Increasing women's participation in the mining industry, therefore, should include efforts to enhance knowledge about the industry among children, adolescents and youth. According to the research, this can be achieved in various ways, one being by means of educational summer camps for female students. Creating an early positive experience around mining-related disciplines may, in turn, encourage more females to eventually pursue a future career in the industry<sup>14</sup>.

#### *Organizing Educational Summer Camps and Programs:*

Two youth-oriented establishments currently in place in North America are the Mini Science Summer Camp at the British Columbia Institute of Technology, subsidized by The Greater Vancouver Mining Women's Association<sup>15</sup>, and the Mining and Minerals Engineering Outreach Programs, implemented by the Women in Mining Education Foundation in the United States. The former supports the mineral education program in public schools by financing the costs of bus

trips to the Mining Museum at Britannia Beach, whereas the latter gets children excited about mining by offering mineral education programs to students in local elementary and middle schools. Some of its past activity has consisted of handing out mineral kits and printed resources to students, with the help of some of the mining companies and the Society of Manufacturing Engineers (SMEs)<sup>16</sup>.

#### *Introducing Successful Female Role Models to Female Students*

Continuing to educate women about the mining industry throughout early adulthood is crucial. As previously mentioned, many make their career decisions whilst enrolled in secondary and post-secondary school. It has been shown that meeting with successful female role models in the mining industry can really be influential for women in this position. With the intention of encouraging young women to follow a career path in the mining industry, the Mining Industry Human Resources Council's (MiHR) *Explore for More* campaign has been connecting students with female role models through the organization of female guest speaker series. These are set

up at schools, community centres, industry organizations, and career fairs<sup>17</sup>. Additionally, the campaign provides extensive information profiling the mining industry and associated jobs in Canada via its website<sup>18</sup>.

### *Informing and training career advisors*

Another channel for advocating mining as a viable career option might involve the appointment of career advisors. Yet career advisors are only useful to the degree in which they are knowledgeable about the industry and are aware of the range of opportunities available. **Women An Unmined Resource: A Report on Female Participation within BC's Mineral Exploration and Mining Industry** (2011) reveals that most of the interviewed high school career advisors (64%) knew little about operations and science positions in the mining industry. University career advisors were more informed about job opportunities in the mining sector (especially in science careers), but were not as familiar with the industry as the trades/technical school career advisors. It is important, therefore, to ensure that career advisors receive regular updates on the facts and trends regarding careers in the mining sector, especially at the high school level<sup>19</sup>.

### *Granting internships, job placements, and scholarships*

Female-targeted job placements, internships, and scholarships for secondary and post-secondary students are other effective tools for steering women toward the mining industry. In Australia, the **Toolkit for Girls** project – initiated by a partnership between the Pioneer State High School, the Queensland Minerals and Energy Academy (QMEA), and the Hail Creek Mine Community Development Fund – has been successful in acquainting female students with the industry through

training and work placements. In the initial stage of a training program administered to female students in grades 10 to 12, 20 students visited a coal mine facility and heard about the experiences of mining employees and other professionals. In the second component of the program, five female students were selected to work in numerous parts of the mining site such as technical services, maintenance, environmental science, health and safety, and administrative offices<sup>20</sup>.

Granting scholarships has also been documented as an effective strategy. Case in point, the scholarships granted by the Queensland Resources Council (QRC) in Australia to young women studying engineering in post-secondary education. The scholarship amounts of 40,000 (\$AUD) are used to cover textbook fees, course costs, and living expenses. Recipients of the scholarship are required to obtain a high GPA and search for a career in the energy and resource sectors prior to their graduation<sup>21</sup>. In Canada, the Greater Vancouver Mining Women's Association presents scholarships to female students who study mining related disciplines at the University of British Columbia, Simon Fraser University, and the British Columbia Institute of Technology<sup>22</sup>. In addition, the University of Alaska Anchorage, in the United States, grants Women in Mining Anchorage Scholarships to provide financial assistance for educational expenses of full-time or part-time female students who are admitted to geology related programs<sup>23</sup>. Furthermore, in Australia, the Anglo American Metallurgical Coal's (AAMC) Graduate Scholarship Program focuses on drawing women into traditionally male-dominated professions such as mining<sup>24</sup>. The program also provides a chance for participants to work at actual mining locations during the summer holiday months. If participants finish the program successfully, they are assured employment with the mining company<sup>25</sup>.

## Barriers to Entry

### Potential Strategies to Eliminate Barriers to Entry:

- Establishing practices that enable the transferability of experience and skills to the mining industry
- Promoting initiatives to increase women's experience in non-traditional occupations

### *Establishing practices and programs that enable the transferability of experiences and skills to the mining industry*

Evidence suggests that establishing practices and programs that enable the transferability of experiences and skill sets to the mining industry can eliminate barriers of entry for women in the mining sector. Programa Mujer in Chile is an innovative example of how to improve the recruitment of women in non-traditional positions. The management of **Minera Escondida**, the world's largest copper producing company, launched an initiative to recruit local women with no experience in operating heavy mining equipment. In total, 936 applications were received. After a three-month selection process, 238 successful candidates attended a three-month training session and four experienced female equipment operators were hired on a permanent basis<sup>26</sup>. Similarly, **Newmont Gold Ghana Limited** recruited and trained women in non-traditional positions. Currently, 18% of haul truck drivers are women in its Ahafo operation and women constitute 35% of the mobile equipment trainees<sup>27</sup>.

### *Promoting initiatives to increase women's experience in non-traditional occupations*

Aboriginal and immigrant women are especially affected by barriers to entry into the mining sector, as a consequence of their inability to fulfill the educational and/or experience requirements of the different

mining occupations. Various strategies have been offered to increase the accessibility of these disadvantaged groups to the sector, such as introducing three-month trial periods, internships, and job placements<sup>28</sup>, plus analyzing the barriers of entry for these groups, creating strategies to improve their participation, and reviewing foreign credential recognition processes and practices<sup>29</sup>.

Fortunately, a few of these approaches have been successful in the aims of eliminating some of the barriers for Aboriginal women. In Australia, for instance, **Rio Tinto Coal Australia's** Clermont Mine offers an 'induction course' to facilitate the entry of women and indigenous people who may not be able to fulfill the standard educational and experience requirements into the industry. The Queensland Resources Council named the program the 'Best Company Initiative' in 2009. Moreover, it was presented with the Australian Mining Prospects Award and named the Australian Coal Mine of the Year, due to its commitment, leadership, and contribution in the industry to promote the employment of women with no mining-related experience or education. Currently, 27 percent of Clermont Mine's workforce is composed of female workers<sup>30</sup>. Also, **Coal & Allied**, which is under the management of Rio Tinto Coal Australia, initiated a 'positive discrimination' pilot project in 2006 to attract indigenous women to non-traditional jobs<sup>31</sup>. Comparably, **Minerals and Metals Group's Century Mine** in Australia administers and maintains programs, such as 'traineeship, pre-vocational placements, traineeships, pre-vocational

placements, cadetships and apprenticeships, to attract and retain female indigenous

workers who face barriers of entry into the industry<sup>32</sup>.

## Workplace Culture

### Potential Strategies to Promote a Woman-Friendly Culture in the Workplace:

- Promoting senior female role models within mining companies
- Introducing educational programs about diversity for senior management
- Implementing programs to increase awareness about indigenous communities living close to the mines.
- Designing confidence building and leadership programs targeting women
- Conducting a comparative analysis of female and male workers' salaries within firms
- Ensuring inclusiveness in company sponsored social events or activities
- Establishing feedback structures (like women's unions, women's representative groups, grievance officers, peer educators) that ensure women's voices are heard within firms
- Promoting a positive image of the industry through community development projects
- Creating flexible work practices for Aboriginal women in order to assist them with balancing their community and work responsibilities
- Introducing awareness-raising programs about cultural values of Aboriginal people and newcomers to senior management
- Several endeavours have been made to change the face of the male-dominated work culture and environment of the mining industry. These include the promotion of senior female role models within firms, increasing opportunities for female workers to establish mentoring relationships with senior female workers in mining, designing 'confidence building' and leadership programs targeted at women, introducing educational programs about diversity to senior management, administering comparative analysis about female and male workers' salaries within firms, and ensuring inclusiveness in company sponsored social activities<sup>33</sup>.

### *Introducing educational programs about diversity for senior management, and programs to increasing awareness about the cultures of indigenous communities and immigrant women*

Along with the goal of making the workplace more woman-friendly, workplace policies and practices should focus on acknowledging and respecting the cultures of Aboriginal and immigrant women working in the mining industry. It has been suggested that

employers incorporate Aboriginal cultural values into the workplace when they hire and employ Aboriginal people, and that they provide flexibility for Aboriginal workers to fulfill their traditional economic, social, and cultural practices (such as hunting, harvesting, sharing, and cultural gatherings)<sup>34</sup>. Building relationships and partnerships with Aboriginal communities in the vicinity of the mines can support female workers and increase understanding of their cultural and family values and responsibilities. Awareness-

raising programs for senior management pertaining to Aboriginal culture are also recommended as a highly effective strategy in encouraging the recruitment, retention, and promotion of Aboriginal people within the industry<sup>35</sup>. Augmenting employers' cognizance of the difficulties encountered by newcomers can also facilitate immigrants' transition into the workplace.

### *Establishing participation mechanisms for women*

The establishment of participation mechanisms, (e.g. women's unions, diversity committees) that ensure women's and other disadvantage groups' voices are heard regarding discrimination and other negative practices against them, can contribute to transforming the culture and environment of the workplace. The report of **Women in Mining: A guide to Integrating Women into the Workforce** (2009) prepared by the International Finance Corporation (IFC), suggests creating feedback structures in the mining industry of South Africa. These might comprise women's unions, women's representative groups, grievance officers (especially in the cases of sexual harassment), and peer educators (who can improve knowledge of women about related policies and dealing with sexual harassment issues)<sup>36</sup>.

The South African mining company **Lonmin** – the world's third largest primary platinum producer – has established women's unions across different mining sites in South Africa, which are responsible for relaying women's demands (such as offering career development advice, providing hostels in mining sites, as well as underground toilets for women) to management. Together with senior management, the union members attend the Employment Equity Forum (EE), which was created in South Africa, 'to monitor the implementation of employment equity policy and procedures'<sup>37</sup>. By the same

token, the German chemical company BASF in Brazil created a Diversity Committee in 2003 to promote equal opportunities for women and black employees. The Committee initially dealt with reviewing and changing 'recruitment selection procedures' and also took measures to improve diversity awareness such as workshops for senior management and planning community initiatives<sup>38</sup>.

Related complaints and equal employment opportunity structures are also in place in many mining companies in Australia. *Anglo American Metallurgical Coal (AAMC)* has established anti-harassment and bullying policies in all of its mines. Anglo has a globally managed program, *Speak Up*, which enables workers to have the ability to report harassment and discrimination issues. Its line managers and equal employment opportunity officers are generally in charge of responding to complaints; however, if the offence is serious, the responsibility goes to senior management. *BHP Billitun Mitsubishi Alliance* implements anti-harassment and anti-discrimination policies in a parallel fashion, as does *Macarthur Coal*. At *Macarthur Coal*, new workers are obliged to take mandatory training in diversity related issues. *Tarong Energy* and *Xstrata Queensland Limited (XQL)* also have policies to deal with discrimination and harassment and Xstrata runs awareness-training programs for all employees. *Rio Tinto Group* enforces compliance training concerning the company's policies and procedures on anti-harassment and anti-discrimination across the board, and employees are required to repeat their training every two years<sup>39</sup>.

At *Anglo American Metallurgical Coal (AAMC)* all employees regularly receive equal employment opportunity training. Furthermore, Equal Employment Officers are taught to effectively 'handle diversity within the workplace, harassment incidents and report handling'<sup>40</sup>. The company also offers an Employee Assistance



Program which supplies professional and free counselling services. *Golding Contractors* has equal employment opportunity officers at each of its mine sites and provides equal employment opportunity training for all employees, whereas *Iluka Resources* performs training for equal employment opportunity representatives. At *Rio Tinto Coal Australia*, there are equal employment opportunity officers or sexual harassment officers at each site, who are specifically trained to handle complaints. What is more, Rio Tinto Coal Australia has 'a 24 hour, independent, confidential and anonymous service called 'Speak-OUT' for the workers who 'do not feel comfortable bringing up an issue in person with an equal opportunity officer'<sup>41</sup>.

Some petroleum and gas companies also have diversity promoting committees and mechanisms. A strong example is *British Petroleum Plc's (BP)* global diversity and inclusion council under the chairmanship of the chief executive. The council is composed of senior BP managers and seeks to promote women's inclusion and representation at every level of BP<sup>42</sup>. The Austrian oil and gas company *OMV Aktiengesellschaft* similarly has a Diversity Committee to support diversity and reach female representation targets in the firm<sup>43</sup>.

Canadian mining companies may want to consider adopting some of the measures (such as promoting senior role models, establishing participation structures, introducing educational programs about diversity for senior management) discussed above. In addition, further action should be taken to attach a positive image to the industry. The Ramp-Up study proposes that professional women's associations undertake the role of supporting the exploration and mining industry through testimonials and advocating

for increasing awareness and eliminating public misconceptions about the sector<sup>44</sup>.

### *Promoting a positive image of the industry through community development projects*

The Norwegian energy group *Statoil* has exemplified how the industry can create a positive image for itself. The company has not only run "an established training program on human rights for employees and contractors in Venezuela, with prevention of discrimination against women and indigenous people one of the main elements included in this program"<sup>45</sup>, but has collaborated with the United Nations Development Program (UNDP) to devise a program that combats discrimination and intolerance against indigenous communities in the Orinoco Delta, where significant quantities of oil are being extracted<sup>46</sup>. Conjointly, *Statoil* has endorsed a women's economic empowerment project, 'aimed at improving indigenous Warao and Creole women's productivity and participation in the economy through micro enterprise activities and value chain networks'<sup>47</sup> and has supported the Amnesty International training program that encourages people with disabilities to become economically active<sup>48</sup>.

Together with the IFC, *Newmont Gold Ghana Ltd.* has been working to boost the volume of micro, small, and medium enterprises in mining communities in order to 'increase the income level of the communities' and the number of women entrepreneurs. The company also runs community programs geared toward representing and empowering women in the 'community consultative mechanisms'<sup>49</sup>. The Austrian gas and oil company *OMV Aktiengesellschaft*, on the other hand, initiated a community development program in Pakistan where its operation is located. The program was composed of 'education, income generation, and environmental initiatives'. The income generation component had a specific

focus on the empowerment of women ‘with one handicraft project supporting 50 female artisans’. Also, a six month training course

for women was introduced ‘to enhance their cutting and sewing skills’<sup>50</sup>.

## Work-Family Balance

### Potential Strategies to Balance Work and Family Life:

- Creating flexible rosters
- Introducing job sharing arrangements
- Minimizing the number of workers on regular twelve hour shifts
- Introducing flexible working opportunities (e.g. consultancy, part-time or casual employment)
- Introducing/ improving employer or government funded parental leave programs
- Creating employer or government provided childcare services
- Introducing tax deductibility of childcare expenses of women
- Providing tax incentives to employers, so as to encourage them provide childcare services

### *Introducing flexible working arrangements and minimizing the number of workers on regular twelve hour shifts*

Various strategies for assisting female workers in the establishment of a healthy balance between work and family life in the mining industry have emerged. Creating flexible rosters, introducing job sharing and part-time work options, and minimizing the number of workers on regular 12-hour shifts (when it is not necessary to keep all staff working on the same 12-hour shifts) have been identified as ways of mitigating the adverse effects of the inflexible working conditions for female workers<sup>51</sup>.

The introduction/enhancement of flexible work opportunities can prove to be an efficient

method of improving women’s family-work balance. The AusIMM Women in Mining Network (2003) indicates that flexible work opportunities (such as consultancy, part-time or casual employment) can aid female workers in recommencing their full-time employment by ensuring they remain connected to the industry and employment operations while fulfilling their family responsibilities<sup>52</sup>. The provision of employer/government-funded parental leave programs and/or childcare services also acts as an alternative for augmenting the retention of women in the industry. In Norway, for instance, mothers receive either their full salary for 48 weeks or 80% of their salary for a year, and fathers get paid leave amounting to six weeks or 30 working days. Also, the availability of generous public childcare services and

the long-running operation of the Gender Equality Ombudsperson have been important mechanisms in heightening the participation of women in the industry<sup>53</sup>. In Australia, in contrast, the AusIMM Women in Mining Network (2003; 2008) advocates for the tax deductibility of childcare expenses of women on the basis that they have to sacrifice their salary for childcare services<sup>54</sup>. Another possibility for employers entails working with local childcare service providers to adjust their schedules to that of the mine, as normally 'even in the larger mining towns available childcare places may not offer hours suitable to usual shift patterns'<sup>55</sup>. Not all employers, however, can afford to finance their own childcare centers. Therefore, AusIMM advises extending 'fringe benefit tax exemptions for employers to all reasonable child care options that might be paid for by an employer'<sup>56</sup>.

Many mining firms provide good examples of best practices used to promote a balance between family life and work. For example, *Rio Tinto Coal Australia's* Clermont Mine has created flexible rosters to allow employees to spend more time at home. Employees can choose to live in residences on the mining site or commute to the site<sup>57</sup>. The mining companies *BHO Billiton Mitsubishi Alliance* (BMA) and *Golding Contractors* also offer job-sharing arrangements and part-time opportunities. At *Cement Australia*, all positions may be assumed on a part-time, full-time, or on job-sharing basis. *Downer EDI Mining* offers job-sharing for female workers who are not able to work full-time and *Rio Tinto Group* firms have job-sharing and part-time work opportunities for women prior to and after the birth of their children. *Thiess* has a number of flexible work arrangements, including the option to work from home or

part time<sup>58</sup> and women in *Xstrata Queensland Limited* (XQL) can work from home, part time, or are able job share. The Ernest Henry Mine of Xstrata has flexible work programs to boot, including part-time work 'as well as moving from production to administrative roles for pregnant women wishing to maximise the time in the workplace'<sup>59</sup>. Its part-time roster typically functions from 9am to 3pm, and the start and finish times are negotiable<sup>60</sup>. *Anglo American Metallurgical Coal* allows for part-time work, job-sharing, flexible work hours and rosters, the right to work from home, flexible return from parental leave, and the fly-in-fly out model<sup>61</sup>.

Some firms also put together telework arrangements that enable women to work from home. *Rio Tinto Coal Australia* is an example of a company that supports work-from-home arrangements as part of its flexible working policy. Similarly, *Bechtel Australia* offers flexible working hours through its telework practices, which are intended to permit the worker to 'maintain employment with the flexibility to better suit their life needs'. Telework is also used to facilitate new mothers' return to their jobs from maternity leave. *Iuka Resources Limited* applies it for this reason, especially in order 'to assist new mothers in their return to work'.<sup>62</sup>

Some petroleum and gas companies pride themselves on both flexible work arrangements and generous maternity leave programs. The Spanish firm *IBERDROLA*, producer and distributor of electricity, gas, and renewable energies, supports maternity and equal opportunities in the firm through 'generous family leave programs, workforce exit and re-entry opportunities, flexible work options, occupational training, and comprehensive studies to monitor hiring,

promotion, and compensation of its female employees<sup>63</sup>. The company, for instance, has a working day from 7:15 to 15:30. The female workers receive 15 days paid maternity leave and the working day of mothers is reduced to five hours “until the child’s first birthday with no impact on pay”. Moreover, the workers who have legal guardianship of a child have the power to reduce their working hours until the child reaches the age of 12<sup>64</sup>. The Spanish oil and gas firm *Repsol YPF* somewhat equivalently has a Diversity and Work/Life Balance Committee, which strives to improve the balance through measures such as “the implementation of flexible working hours, restricting the duration of meetings, providing an employee support service and allowing for remoteworking”<sup>65</sup>.

### *Introducing/ improving employer or government funded parental leave programs*

Some mining firms also institute parental leave and return-to-work agreements in order to attract more women into the sector. *Anglo American Metallurgical Coal* (AAMC) provides three months’ pay for the primary caregivers who worked at least 12 months and one weeks’ pay for non-primary caregivers. *BHP Billiton Mitsubishi Alliance* offers a parental leave policy for both parents and provides payments amounting to ‘14 weeks plus four weeks on return to work’. *Cement Australia* has a

parental leave arrangement that includes both parents in four months’ paid maternity leave. *Iluka Resources* tenders parental leave sums amounting to eight weeks’ pay for women and one weeks’ pay for men. *Thiess* offers a three-month paid maternity leave and one-week paid parental leave for full-time workers. The company also runs a program called ‘Enginhearing’ at the Burton coalmine, which caters to the needs of engineers ‘in terms of support and encouragement to return to the workforce’<sup>66</sup>.

### *Creating employer or government provided childcare services*

Childcare services are supported by a number of the mining firms. *Australian Gas Light* has breast-feeding accreditation in all its mine sites. *BHP Billiton Mitsubishi Alliance* provides support for childcare services by sponsoring education and training of childcare facility staff, as well as by providing classroom materials. The firm also funds the before- and after-school care program in Blackwater and financially supports Moranbah and Dysart Daycare centers, so as to enhance the efficiency of their services. *Rio Tinto Alcan’s Weipa* operation runs a childcare facility<sup>67</sup>, whereas *Mineral and Metals Group* (MMG) provides monetary support for the costs of education of the dependent children of employees<sup>68</sup>.

## Gender Pay Gap

### Potential Strategies to Eliminate the Gender Pay Gap:

- Creating an internet portal to increase the awareness of women about the average salaries for their occupation
- Supporting capturing of gender data in cross-company salary surveys
- Reporting salaries for each occupation disaggregated by gender

Increasing the knowledge of both employer and female employee about the gender pay gap can have positive results. In Australia, the free portal of *Mining People International's 'Mining Salary Survey'*, which was launched in 2008, helps female workers recognize whether they earn equal salaries to male workers in similar occupations. The internet portal allows workers to share information about their salaries and remuneration, which assists them in determining what workers are actually earning<sup>69</sup>. Beyond this, AusIMM argues that companies should also 'report average salaries in equivalent pay bands broken down by gender', and 'support capturing of gender data in cross-company salary surveys', such as the AusIMM Remuneration and Employment Survey<sup>70</sup>. Thus, education programs that inform employers about gender equity issues, including the gender pay gap, should also be in place<sup>71</sup>.

The following practices can also be identified as beneficial in eliminating or, at least, mitigating the gender pay gap in the mining

industry. In Australia, *Anglo American Metallurgican Coal* has employment policies applicable to all employees regardless of their gender. The company has a clearly specified remuneration policy, which is based on a model that evaluates the regular performance of each employee. *Cement Australia* conducts analyses of 'total employment cost statistics by gender' to identify the wage differences between male and female employees. The findings of these analyses are submitted annually to the Executive Team, so as to eradicate any systemic gender pay inequity. *Thiess* has a collective agreement that ensures workers' direct involvement with the company's reward and remuneration policies, with the objective of attaining gender pay equity between male and female workers. *Xstrata's* remuneration policy is based on equitable pay and allowances, and the company performs 'salary reviews to ensure female and males generally received comparable pay for equivalent performance in similar roles'<sup>72</sup>.

## Career Advancement in the Mining Industry

### Potential Strategies to Improve Career Advancement of Women in the Mining Industry:

- Establishing a formal system of mentoring for female workers
- Increasing the access of female employees to ‘women in mining networking events’ where they can meet with their mentors informally
- Increasing the participation of women in apprenticeship/leadership programs
- Introducing targets and measures to increase female representation in senior management

Studies suggest that the following strategies improve career advancement of women in the mining industry: setting up a formal system of mentoring for female workers, increasing the access of female employees ‘to women in mining networking events where they can communicate with mentors informally or as needed’, creating ‘a women in mining committee in-house where women can access mentors as needed’<sup>73</sup>, increasing the participation of women in apprenticeship programs, and introducing targets for female representation at the senior management level.

In Canada, the Women in Resource Development Corporation, established to increase women’s participation in resource-based sectors in Newfoundland and Labrador, maintains a Mentors’ network composed of women working in the industry and graduates of the Orientation to Trades and Technology Program<sup>74</sup>. Women in Mining Western Australia (WimWA) has an established mentorship program that aims to increase sharing of mining industry-related experiences between mentees and mentors. Similarly, Women in Mining (WiM) Canada has recently initiated a mentorship program for female students and junior professionals

who want to explore the opportunities in the mining sector<sup>75</sup>.

There are also a few mining companies that offer mentorship programs and networking events that enable women in the industry to share their experiences. For example, *BHP Billiton Mitsubishi Alliance (BMA)* runs the BMA Women’s Network and hosts the 2009 Women in Mining and Resources Queensland event. In 2009, *Sinclair Knight Merz (SKM)* established Women in Consulting, a program that has bettered the working conditions for women at the company. The group was instrumental in changing maternity/paternity leave from six weeks to twelve weeks, as well as establishing ‘purchasing leave’ – the opportunity for employees to take an extra four weeks off, if need be. The aforementioned mining company *Thiess* sponsors networking events organized by Women in Mining and Resources Queensland, which seeks to bring women working in various roles in the mining industry together<sup>76</sup>.

*British Petroleum Plc (BP)* has a global women’s networking group (BPWIN) that backs female workers in advancing their career within the organization. This global network grants opportunities for women to connect

with senior role models and learn from their experiences. Within the network are local units that give support and advice to local female members. BPWIN then brings these local units together 'by hosting regular webcasts with internal and external presenters and publishing a quarterly magazine enabling best practices to be shared globally'<sup>77</sup>.

Leadership and career development programs for women are also sometimes made available. *Anglo American Metallurgical Coal* has three main leadership programs: 'Leading the Workplace' for superintendents and experts, 'Foundations of Leadership' for supervisors, and 'Safety Leadership' which targets graduates and supervisors. *Cement Australia* offers development training in its Women and Leadership forums for women in senior positions. *Stanwell Corporation Limited* has a Leadership Development Program to prepare female employees for future leadership roles. *Wesfarmers* presents 'female employees with the potential for promotion' through education or training programs. And finally, *Xstrata Queensland Limited* provides opportunities to female employees 'develop their supervisory skills through acting appointments and promotions'<sup>78</sup>.

Some firms are setting female representation targets at the senior management level. As part of its Diversity Strategy, the Austrian *OMV Aktiengesellschaft*, the international integrated oil and gas company, aims to

achieve 18% female representation among senior management by 2015 and 30% by 2020, respectively. The target has been named a key performance indicator, and its progress is monitored by the Diversity Committee on an ongoing basis<sup>79</sup>. The Spanish oil and gas company *Repsol YPF* has comparably established targets to increase the percentage of women in senior management positions. It conducts systemic, comprehensive reviews of its female workers so as "to identify 'high potential employees'. It has also created seven development centers for women, which are designed to analyze the potential of female workers in the company and to provide support and advice about their career aspirations<sup>80</sup>.

Furthermore, Women in Mining Canada offers an opportunity for women through events where women can meet and build networks of support. They also profile achievements of women in the mining industry through the Women in Mining Trailblazer award.

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