



GENDER EQUITY IN MINING WORKS

Case Studies Report

 Increasing Gender Diversity in Mining



MINING INDUSTRY
HUMAN RESOURCES COUNCIL

mihr.ca

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ABSTRACT

Following a successful launch of the pilot program in 2016, the number of active sites who have adopted and/or continue to use Gender Equity in Mining Works (GEM Works) training has increased along with a growing number of Change Agents. To meet the evolving needs of the Canadian minerals and metals sector while ensuring the effectiveness and sustainability of the program, the Mining Industry Human Resources Council (MiHR) sought to evaluate the implementation of GEM Works across a variety of different scenarios and regions in Canada. The following study showcases six specific examples of how GEM Works was adopted, used to review current practices and ultimately eliminate latent gender biases discovered throughout dated policy and procedures.





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What is GEM Works?

MiHR's Gender Equity in Mining Works (GEM Works) initiative is the only program that provides mining organizations with proven, industry-developed tools to help eliminate systemic barriers to gender inclusion in the workplace. It fosters a network of like-minded individuals and provide both women and men with the best opportunities to pursue rewarding careers in the Canadian mining industry.

The initial pilot delivery of GEM Works was offered as a 12-month program, offering comprehensive training to guide companies along their journey towards gender equity and an optimized labour supply. GEM Works is now being offered in a membership mode.

› GEM Works Background

Developed on the foundation of a 2014-2016 research initiative – *Strengthening Mining's Talent Alloy: Exploring Gender Inclusion* – MiHR's GEM Works program offers comprehensive training to help establish Change Agents within an organization and ultimately eliminate unintentional barriers to gender inclusion found in dated policies, procedures and practices. Validated through industry leading labour market research, and funded through Employment and Social Development Canada's Sectoral Initiatives Program, the driving intent of GEM Works is to provide mining companies with tangible tools and training to increase the participation of women in the sector.

The product of a three-year project, GEM Works received nearly \$500,000 in funding from the Government of Canada's Department of Status of Women in 2015, as well as significant industry participation and commitment. MiHR is indebted to the inaugural group of GEM Works participants, who helped develop, deliver and evaluate various GEM Works components.

This includes leaders from:

- ◆ Agnico Eagle Mines Ltd.
- ◆ DeBeers Inc.
- ◆ Goldcorp
- ◆ Hatch
- ◆ Mosaic Inc.
- ◆ Taseko's Gibraltar Mine
- ◆ Teck Resources Inc.
- ◆ Vale Inc.

› Delivery of GEM Works – What is Involved?

Delivery of the GEM Works pilot program began with comprehensive training provided to a cohortⁱ of participating organizations that collaborated to learn from one another, share successes, challenges and offer mutual support. The cohort was facilitated and convened by MiHR and operated using the GEM Works products.

ⁱ See Appendix 1 for full details on taskforce formation, roles, responsibilities and tasks.

Three interconnected components make up the full GEM Works Program:

Being a Gender Champion: Each cohort member identifies a Gender Champion from its executive team to form the Gender Champion's Taskforce. Champions then participate in a one-day *Becoming a Gender Champion Executive Development Session* training workshop to drive organizational change towards a more gender-inclusive workplace. Upon completing the session, each member nominates two employees from their site to act as Change Agents.

Nominated Change Agents form the Change Agent's Committee. These individuals will conduct the *GEM Works Policy Review* process and familiarize themselves with the *Learn to Make a Difference* eLearning modules. Over the course of the 12-month program each team, consisting of one Champion and two Change Agents, work through the process and learn about systemic barriers, identifying policies to review, and implementing changes to policiesⁱⁱ.

The GEM Works Toolbox: A step-by-step guide for Change Agents to remove unintentional barriers to gender inclusion in written policies and procedures. The GEM Works Toolbox includes the *Learn to Make a Difference* eLearning modules.

Learn to Make a Difference: Four online learning modules for Change Agents, explaining how to use the GEM Works program. The eLearning suite compliments and encourages the use of the *GEM Works Toolbox*, consequently supporting organizations through its successful application. The target audience is the Change Agents who will use the *Toolbox* to identify and remove systemic barriers within the policies and procedures of their individual organizations.

› GEM Works at Work

Women continue to be underrepresented in the mining labour force. According to MiHR's Canadian Mining Labour Market Outlook report for 2016, women accounted for only 17% of mining's labour force. This proportion appears steady in 2017, with women making up about 19% of the labour force in mining, quarrying and oil & gas extraction. Over a decade ago, that number was closer to 12%, meaning the number of women working in the sector has increased by 40% in a decade. While this may be positive, there remains significantly fewer women in mining in relation to the Canadian labour force as a whole, where women represent closer to 48% of the workforce. Looking ahead, MiHR's National Outlook suggests there will be over 87,830 vacancies needing to be filled over the next 10 years under a baseline scenario. An optimization of the current labour supply is necessary in order to fill these vacancies.

After successfully launching the GEM Works pilot program, MiHR focused on how to sustain GEM Works delivery, while ensuring inclusion and gender equity remained the driving force behind the program. The success of the pilot program helped solidify GEM Works as a tool to address systemic barriers in attracting and retaining female workers in the sector. In order to continue delivering the program effectively and further validate the benefits of GEM Works, next steps required evaluating the application of GEM Works – resulting in the development of the membership delivery method.

ⁱⁱ See Appendix 2 for full terms of reference and GEM Works product overview.



Agnico Eagle's Gender Challenge

Agnico Eagle Mines Ltd. is a Canadian gold mining company that has produced precious metals since 1957. The organization consists of eight mines located in Canada, Finland and Mexico, with exploration and development activities in each of these countries as well as in the United States and Sweden. Agnico Eagle employs over 8,000 people worldwide.

The Meadowbank open pit gold mine is Agnico Eagle's only operating mine in Nunavut. Located in the Kivalliq region of Nunavut, approximately 300 km west of Hudson Bay and 110 km north of Baker Lake, Meadowbank achieved commercial production in March 2010. In 2017, the mine produced 352,526 ounces of gold, with over 1100 people being employed or contracted to work on the operation.

Agnico Eagle also received approval to develop the Amaruq satellite deposit, approximately 55 km north of Meadowbank, pending the receipt of the required permits. Production is forecasted to begin at Amaruq's Whale Tail deposit in 2019. Agnico's Meliadine gold mine, also in Nunavut, is under construction and expected to begin operations in late 2019, employing approximately 470 people.

› Agnico Eagle Joins GEM Works

In 2016, Agnico Eagle began implementing the GEM Works program by reviewing its Meadowbank operations to identify where efforts could be concentrated to make a change. Agnico explored the potential of systemic barriers built into written policies and procedures, specifically concerning women taking maternity leave in remote operations in Nunavut. The decision was made to review policies and processes with the goal of continuing their commitment to promoting a safe and inclusive workplace that is supportive of women and families.

MiHR's Gender Champion at Agnico Eagle Mines Ltd. was Michelle Edwards, Global Director, Total Rewards and Organizational Effectiveness. Upon completing the GEM Works training, Michelle looked to identify and eliminate any gender bias and non-inclusive language within company policies and procedures.

“The modules helped me to understand the breadth of the topic,”

— Courtney Squires, Agnico Eagle

› Meet Agnico Eagle’s Meadowbank Change Agent

To facilitate the GEM Works program, Agnico Eagle identified Courtney Squires, Community Relations professional at the Meadowbank site, to become a Change Agent. Courtney successfully completed the GEM Works *Learn to Make a Difference* training program, consisting of four online e-learning modules that explain the practical applications of the GEM Works program.

› Looking Through a Gender Lens

Michelle and Courtney collaborated using the GEM Works Toolbox – a step-by-step guide used by trained Change Agents to remove unintentional barriers to gender inclusion in written policies and procedures – to conduct a review of existing policies that support women working in their northern operations.

Deciding when to start maternity leave is a major decision for all women working in remote environments, such as Canada’s northern territories, due to the physical environment and distance to medical assistance.

› Company Guidelines

Fueled by the lessons learned from their GEM Works training, Agnico Eagle Mines Ltd. is currently in the process of developing guidelines that will continue to promote and support women and their families company wide.

Source: Agnico Eagle Mines

Hatch's Gender Challenge

Hatch is a global engineering consulting company, providing services and technology to the metals, energy, infrastructure, digital, and investments market sectors for over 100 years. The company employs a network of 9,000 engineering and business professionals in over 150 countries around the world.

In Canada, Hatch are involved in projects spanning every commodity in every province, from Canada's newest diamond mine in the Northwest Territories to expanding the world's largest potash mine in southern Saskatchewan. Women make up 26% of Hatch's global workforce.

Each year, Hatch attends numerous post-secondary career fairs to engage with and fill student and graduate positions. Hatch noticed that only 30% of these positions were occupied by women and made a conscious decision to examine potential barriers and remove them to ensure a gender-balanced labour supply is maintained.

› Hatch Joins GEM Works

In 2016, Hatch implemented the GEM Works training program and began evaluating its campus recruitment process. They first realized that a written policy for campus recruitment did not exist, and that data was not being collected. Without these processes in place, it was impossible to know if they were reaching enough women on campus and which gender demographics were present at the fairs or approaching Hatch on campus. They needed to find out if there were barriers that deterred women from applying for these positions.

“The work being done collaboratively on this initiative is helping to expedite the institutional change necessary — through changes in policies and procedures — to improve gender equity across the mining and minerals industry in Canada and around the world.”

— Emily Moore, Managing Director, Innovation

› Meet Hatch's Change Agents

To facilitate the GEM Works program, three Change Agents were identified at the Hatch Global Corporate Office in Mississauga, Ontario: Dave Neilly, Global Director, Human Resources, Elaine Daniels, Recruitment Specialist, and Jacqueline Varey, Chemical Engineer-in-Training. All three successfully completed the GEM Works *Learn to Make a Difference* training program, consisting of four online elearning modules that explain the practical applications of the GEM Works program.

“Having recently made the transition from university to the workforce myself, I recognized that graduates are no longer just looking for work; new grads are increasingly looking for the meaningful work with organizations in which they believe they can be successful. Part of believing success is possible is knowing that your uniqueness – whether it be gender or any other factor – will be welcomed at an organization.”

— Jacqueline Varey, Engineer-In-Training

“Programs like GEM Works help us ensure that we're communicating both Hatch's values and diversity of thought and backgrounds in all of our outreach efforts. By ensuring our that our campus recruitment teams are following gender-inclusive policies and procedures, we're better able to attract the next generation of leaders.”

— Jacqueline Varey, Engineer-In-Training



› Looking through a gender lens

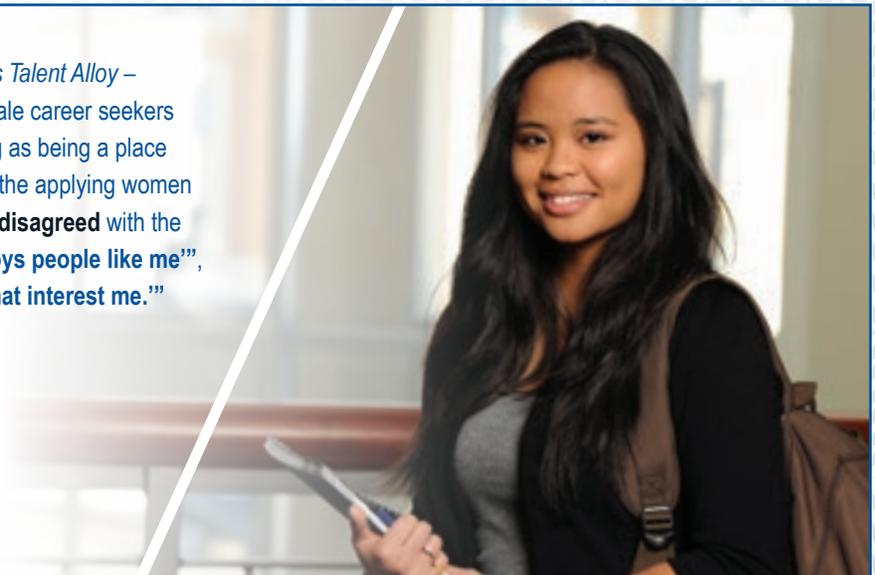
Dave, Elaine, and Jacqueline used the *GEM Works Toolbox* - a step-by-step guide designed to help remove unintentional barriers to gender inclusion in written policies and procedures – to work with Hatch campus recruitment teams to document the process and identify where barriers might exist.

After looking at the process through a gender lens, Hatch's Change Agents suggested that the campus recruitment teams send a more diverse mix of people to each career fair, so they will relate to a wider mix of students, including different genders, ages and occupations. In addition, they are recording the mix of students attending the career fair in general, and the questions they are asking. Hatch are also looking to broaden their recruitment base attending to various locations and looking at new events.

“Our commitment to building the next generation of innovators and leaders is imperative for our future, which is why we seek different ways of inspiring innovation and fostering the entrepreneurial spirit. Simply offering employment is no longer sufficient. Our engaged employees seek to support broader social causes that make a difference, which connects well with our core values at Hatch. By investing in future generations, we will leave a positive legacy and ensure a bright future in our communities.”

— John Bianchini, Hatch CEO.

MiHR's 2016 report *Strengthening Mining's Talent Alloy – Exploring Gender Inclusion* found that female career seekers do not have a positive perception of mining as being a place that is inclusive of women. The majority of the applying women indicated that they **disagreed** or **strongly disagreed** with the statements: “**The mining industry ‘employs people like me’**”, and, “**The mining industry ‘offers jobs that interest me.’**”



Mosaic's Gender Challenge

Mosaic is the world's largest combined producer of potash and phosphates – two vital nutrients crops needed to help farmers worldwide grow food. The company has capacity to produce almost 10 million tonnes of potash each year, which is 12% of the world's annual capacity and 40% of North American annual capacity. The company operates three potash mines in Canada, one in the United States with a new mine under construction in Saskatchewan.

Mosaic employs over 8,000 people in six countries. In 2016, the workforce was composed of 7,078 men and 1,263 women.

› Mosaic joins GEM Works

In 2016, Mosaic implemented the GEM Works training program and began evaluating its Saskatchewan operations to identify where changes could be made. Spearheading the implementation of the program was Gender Champion Lisa Poissant, Vice President, Human Resources at Mosaic. Lisa was supported by all levels of management.

“Mosaic recognizes that women are underrepresented across the mining and metals industry. Women make up approximately 15% of our company's total workforce. In the face of challenging and persistent perceptions that our sector is traditionally 'male,' Mosaic strives to improve the number of women we recruit and retain.”

— Mosaic's 2016 state of the business report.

“A lot of companies talk about diversity and inclusion. It's one thing to talk about it, but another to employ practical tools to be effective in that regard. What GEM Works offered was a practical tool to scan and identify opportunities to make a change, rather than just talking about it.”

— Lisa Poissant.

› Meet Mosaic Potash Esterhazy's Change Agents

To facilitate the GEM Works program, two Change Agents were identified at Mosaic Potash Esterhazy in Saskatchewan: Allison Boudreau, Production Superintendent, K2 Surface and Greig Frostad (no longer with company). Both Change Agents successfully completed the GEM Works *Learn to Make a Difference* training program consisting of four online e-learning modules that explain the practical applications of the GEM Works program.

› Looking Through a Gender Lens

Allison and Greig used the GEM Works Toolbox - a step-by-step guide designed to help remove unintentional barriers to gender inclusion in written policies and procedures – to analyse Mosaic's hiring manager recruitment guidelines. With the help of the Toolbox, they found the document focused heavily on the procedures to follow during the interview, rather than the candidate selection process itself.

Greig and Allison updated the existing manager recruitment guidelines to help attract a more diverse group of applicants. Mosaic's Change Agents also inspected the job posting policy to determine whether there was unconscious gender bias present that could prevent women from applying for certain positions. Allison and Greig identified several inconsistencies and worked to align the recruitment guidelines and job posting policy, helping eliminate unconscious gender bias in the manager recruitment process.

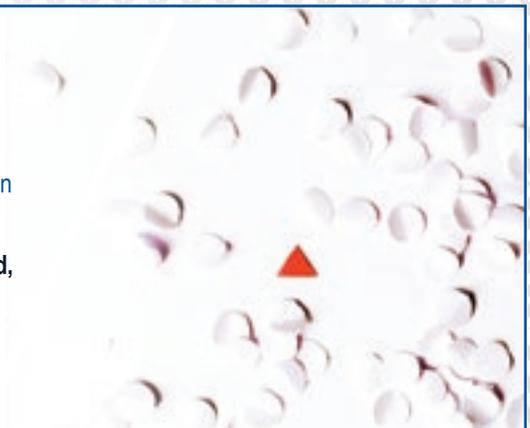
“The GEM Works online learning modules were easy to follow and straight forward to use. At first, it is just one document, one policy, one piece of a larger puzzle, but it's important to see the big picture and know it's a long journey. I think about how this will all come together as a higher-arching strategy to make real change.”

— Allison Boudreau

It is vital to have a diverse pool of recruits to choose from when selecting candidates for new positions. Studies show that choosing the only woman – the 'anomalous' candidate – in a group is perceived as a higher risk. However, if it becomes normal for groups of candidates to be a mix of men and more than one woman, the choice becomes easier and less risky to make.

“When there is only one woman, she does not stand a chance of being hired, but that changes dramatically when there is more than one.”

— Source: 2016 HBR article + Image: Johnson et al via HBR.org



Taseko's Gender Challenge

Taseko is a mid-size Canadian mining company with headquarters in Vancouver. Taseko operates the Gibraltar Mine, the second-largest open pit copper-molybdenum mine in Canada and has advanced projects elsewhere in British Columbia and in Arizona, USA. Gibraltar has a 22-year mine life and employs just over 650 people. Around 10% of the workforce are women.

› Taseko joins GEM Works

In 2016, Taseko implemented the GEM Works program and reviewed policies at its Gibraltar operations to identify where improvements could be made. Implementation of the program was led by Gender Champion Robyn West, Superintendent, Human Resources at Taseko, and supported by senior management at the site.

› Meet Taseko's Change Agent

Creating an inclusive workplace requires the commitment and efforts of more than one person. At Gibraltar, Robyn was joined by Change Agent Shayne Heintz, Senior Coordinator, Training. While Robyn acted as the "heart and voice" leading Gibraltar's gender equity efforts, Shayne acted as the "hands". He completed the GEM Works Learn to Make a Difference training program: four online learning modules for Change Agents, explaining how to use the GEM Works program.

“Recruitment is tough. There are a lot of women out there that are interested and have traits and abilities that would make them great employees for us and the more we remove the barriers, the better our own candidate pool becomes.”

— Robyn West

“The GEM program with MiHR was structured very well and it really made us step back and think about the women we have in our workforce at Gibraltar. We have done a lot of work since to ensure that our policies and procedures are not gender specific.”

— Shayne Heintz

» Looking Through a Gender Lens

Robyn and Shayne used the GEM Works Toolbox – a step-by-step guide used by trained Change Agents to remove unintentional barriers to gender inclusion in written policies and procedures – to review several of Gibraltar’s Safe Operating Procedures (SOPs). They found that gendered language existed within many of the SOPs, particularly the use of the masculine pronoun ‘he’. Shayne replaced ‘he’ with the gender-neutral ‘they’.

» Welcoming Women to the Blasting Crew

These changes were particularly applicable to the SOPs used by the blasting crew at Gibraltar. The blasting crew welcomed its first woman in many years to the team in 2015. To ensure an inclusive onboarding process, Shayne closely reviewed the blasting SOPs. In addition, Shayne and Robyn also worked with the trainers and scanned the wording of the posts advertising vacancies for the blasting crew to remove barriers, such as wording, in the SOPs, to ensure that they weren’t unconsciously discouraging women from joining the blast crew.

“Through the training from MiHR, one of the many things I have learned is that some of the words we use could deter people from applying. I knew words were powerful, but I had no idea how words I perceived as innocent and positive were barriers for my own gender!”

— Robyn West

“What MiHR has taught me is that there are other barriers that prevent women from entering the mining world. This project of addressing systematic barriers for gender equality in mining has already taught me so much. I have learned there are barriers I, as a woman and human resources professional, didn’t even know existed.”

— Robyn West

Language used in job advertisements and task descriptions can have a huge influence on who can see themselves in those roles, and who is expected to complete those tasks. Using **‘he’** rather than the gender-neutral **‘they’** sends the message that the role is a poor fit for women.



Teck's Gender Opportunity

Teck is a diversified resource company committed to responsible mining and mineral development with business units focused on steelmaking coal, copper, zinc and energy. Headquartered in Vancouver, British Columbia, Canada, Teck owns or has interests in 12 operating mines, one large metallurgical complex, an oil sands mining and processing operation, and several major development projects in Canada, the United States, Chile and Peru.

Teck is working to enhance inclusion and diversity at all levels of their organization and throughout the industry. Teck recognizes that inclusion and diversity enables a greater range of perspectives, leading to more informed and balanced decision-making, and ultimately a stronger company. As of 2017, women make up 17% of Teck's total workforce, which is a 31% improvement since 2014.

While Teck has made progress in increasing diversity, they recognize there is more to be done and are focused on continuing to implement initiatives and support industry programs aimed at building diversity in mining. Measures introduced to date include launching a company-wide Inclusion and Diversity Policy, diversity-focused recruitment practices, and programs and training that support the advancement and development of under-represented groups.

› Teck Joins GEM Works

As part of their efforts to support diversity, Teck joined the GEM Works Initiative which helps companies collaborate to foster a mining and minerals industry where both women and men have the best opportunities for making great contributions and having rewarding careers.

Throughout its 100-plus years of operation, Teck has collected a large volume of human resources data. A detailed review of this information identified Teck's Internal Staff Vacancy Management Policy and its Succession Management Process as an excellent opportunity to apply the practical aspects of the GEM Works program. The existing policy broadly outlined when a new job opportunity would be filled by appointment using the succession plan and when it would be posted internally or externally.

Research suggests that men and women respond differently to the way jobs are advertised. The data collected by Teck indicated that when a new position was posted internally, versus externally, women were three times more likely to apply. However, only approximately 10% of positions were posted internally; while the rest were filled using succession management information. Teck identified an opportunity to take a fresh look at succession planning practices using the GEM Works program as a way to further enhance diversity.

“We rolled out our inclusion and diversity policy in 2016 and are now working through a five-year strategic roadmap to help achieve initiatives and goals around inclusion and diversity in the work place. We are committed to being an inclusive employer whose diversity is representative of the areas in which we operate.”

— Dean Winsor, Teck's Vice President, Human Resources, and GEM Works Gender Champion.

» Meet Teck's BC Change Agents

Two Change Agents were selected from Teck's Human Resources group to implement the GEM Works program, Barry Billings and Tanya McCarthy. Both Change Agents successfully completed the GEM Works Learn to Make a Difference training program, consisting of four online e-learning modules that explain the practical applications of the GEM Works program.

» Looking Through a Gender Lens

Inclusive succession planning in a workplace where gender diversity is low can be challenging. Personal connections and shared experience often influence managers to search for people in positions akin to their own for succession planning, which can make it unlikely for people who do not exist within a manager's network or department to be considered.

Teck is a large organization so managers are not always aware of everyone who may be suitable for a position. Adopting and applying GEM Works training offered a new approach to reviewing succession planning and vacancy management practises, opening the door for more inclusive policies and procedures for implementation company-wide.

» Teck Sees Results

Prompted by their participation in GEM Works, Barry and Tanya made several changes to the succession policy, including increasing the number of vacancies posted internally. They also implemented a practice to ensure managers consider all the women who reported to them and assess how prepared they are for promotion. Managers are also required to request a gender-balanced candidate list from recruiters to ensure that more women are represented in the talent pool and receive equal consideration for hiring and promotions. Job applications received from women subsequently increased by 20%.

“The modules were well-structured and useful. The first one provided data, research and examples to help explain the business case through infographics and other helpful snippets, which is particularly valuable for Change Agents who are not HR specialists.”

— Tanya McCarthy, HR Business Partner, Talent Management, Teck Resources Limited.

“It became obvious that we needed to look at our succession management practices and internal recruitment and selection policies to make sure they were more inclusive.”

— Barry Billings, Director, Talent Management, Teck Resources Limited.

Teck recently appointed its first female General Manager at an operating mine on a permanent basis due in part to their inclusive talent management practices and policies. Elaina Ware, General Manager at Teck's Greenhills Operations, was identified as a talent for accelerated development, including Teck's Emerging Leadership Program, which both enabled her selection and prepared her for success as a General Manager.



Vale's Gender Challenge

Vale is one of the world's largest mining companies and has been operating in Canada for over 100 years. It is the second-largest nickel producer in the world. Vale's nickel operation in Sudbury, Ontario is one of the largest integrated mining complexes in the world, including five mines, a mill, a smelter, a refinery, and approximately 4,000 employees.

Globally, women represent just 12% of Vale's workforce. Vale is in the process of adopting practices that focus on diversity and inclusion, while aiming to recognize and promote the uniqueness of all its workers. Vale recognised that systemic barriers were built into its Sudbury operation's written policies and procedures that deterred women from applying for certain job opportunities. A conscious decision was made to remove these barriers and encourage an open, inclusive, and diverse workplace.

› Vale joins GEM Works

In 2016, Vale implemented the GEM Works program and began evaluating its Sudbury operation to identify where changes could be made. Existing workers and new job applicants in the maintenance area were dominantly male, the language used in job postings was not gender inclusive and the interview panel was entirely male.

› Meet Vale Sudbury's Change Agents

To facilitate the GEM Works program, two Change Agents were identified at Vale's Sudbury Operations: Dave Duczeminski, a senior maintenance manager, and Dawn Vagnini, a human resources professional. Both Change Agents successfully completed the GEM Works *Learn to Make a Difference* training program consisting of four online e-learning modules that explain the practical applications of the GEM Works program.

“The most creative, successful, and enjoyable environments are the most diverse ones. The best solutions come not from like-minded people but from a team of people with different perspectives, experiences, and backgrounds.”

— Helen Francis, Leader of the Continuous Improvement Journey for Vale in Canada and GEM Works Gender Champion.

“As a hiring manager, my main objective is to hire the absolute best people we can find. GEM Works presented an opportunity to expand the pool, and have a better chance of picking the right people.”

— Dave Duczeminski, Manager Maintenance Support, Ontario Division, Vale

» Looking through a gender lens

Dave and Dawn used the GEM Works Toolbox – a step-by-step guide designed to help remove unintentional barriers to gender inclusion in written policies and procedures – to review the job postings for Industrial Electricians in Vale’s machine shop. They scanned the job descriptions and postings for hyper-masculine language.

The wording in Vale’s advertisements was changed, and a woman was added to the interview panel. The interview questions were also examined through a gender lens and re-written. Their interviews now assess candidates beyond technical abilities and extend to assessing attitude and aptitude.

Their team discovered that although many people aim to be open-minded and fair to everyone, a helping hand from experts is necessary. They found that the GEM Works education modules and unconscious bias training increased awareness of the barriers and provided the tools to help lower and eventually eliminate them.

“Without the support of Status of Women Canada and MiHR, and the education modules they built, myself and our Change Agents may not have understood what those systemic barriers were. The education upfront was quite necessary.”

— Helen Francis

Language used in job advertisements can unwittingly influence applicants. Words such as **‘strong’**, **‘competitive’**, **‘dominance’**, and **‘control’** portray the posting in a subtly masculine way and may impact a woman’s decision to apply by sending an unconscious message that the workplace could be a poor fit.





CONCLUSION

Women are underrepresented in Canada's minerals and metals sector, despite significant efforts to increase female participation and address barriers to gender equity and inclusion.

Increasing female participation in the Canadian mining industry is vital to optimizing the current labour supply. Addressing this gap in the mining workforce continues to be a key focus of MiHR's labour market research. The success of the GEM Works pilot program indicates that the mining industry is ready and willing to dedicate time and resources to help eliminate systemic barriers, as validated through specific outcomes included in this report - such as:

- Agnico Eagle Mines Ltd.'s review of systemic barriers built into written policies and procedures, specifically in relation to maternity leave policy.
- Hatch's evaluation of its campus recruitment process, leading to the realization that a written policy for campus recruitment did not exist and that there was no data on whether they were reaching enough women.
- Mosaic's analysis of hiring manager recruitment guidelines, helping which helped eliminate unconscious gender bias in the process.
- Taseko's review of Gibraltar's Safe Operating Procedures, which contributed to Gibraltar's blasting crew welcoming its first woman in many years to the team in 2015.
- Teck's review and change of succession planning policy, resulting in a 20% increase of applications from women.

- Vale's review of Industrial Electrician job posting, resulting in wording changes, re-written interview questions to assess attitude and aptitude on top of technical abilities, and the addition of a woman to the hiring panel.

Further industry support was demonstrated in the findings of MiHR's 2017 National Employer Labour Market Intelligence Survey, which identified resources to support '*engaging a more diverse workforce*' as the topic of most value to employers in helping the overcome key labour shortages.

The evidence scattered throughout specific cases in this study indicates that GEM Works can provide tangible and measureable benefits for both individual organisations and the Canadian mining industry as a whole. Identifying Change Agents through a Gender Champion's Taskforce and adopting a gender lens when reviewing and evaluating policies, procedures and practices, offers an alternative approach to tired tactics and ineffective inclusion initiatives. Organizational change may not occur over night; however, the Canadian minerals and metals sector is constantly evolving and beginning to show signs of uptake. The need to address barriers in attracting and retaining underrepresented groups, such as women, continues to grow. Constant evaluation of GEM Works is essential to ensure the program evolves to meet the new needs of industry and that inclusion and gender equity remain the driving force behind the program.

Change Agents Committee Terms of Reference

› Purpose

The Change Agents Sub-Committee (CAC) of the Gender Champions Taskforce is in place to share experiences and learning and provide support to one another as progress is made towards implementing the 'Gender Equity Toolbox' as part of the policy review.

› Membership

The CAC will be comprised of industry practitioners who are:

- ◆ both men and women
- ◆ representative of industry across the country
- ◆ familiar with their organization's system related to developing and revising policies, procedures and practices
- ◆ nominated by a member of the Gender Champions Taskforce

› Reporting Responsibility

The CAC members report directly to their Gender Champions.

› Role and Responsibilities

The role of CAC members is to advance change in their organizations. They do this by providing support to each other as they individually use MiHR's GEM Toolbox to identify and guide the mitigation of systemic barriers found in policies, procedures or practices.

In particular, CAC members will be expected to:

1. Collaborate as part of the CAC to support and learn with/from the other organization's Change Agents.
2. Work to increase their own expertise related to gender diversity and inclusion.
3. Use the Gender Equity Toolbox to identify and mitigate one barrier in one policy, procedure or practice in their organization in collaboration with their co-Change Agent of the opposite gender.
4. Support the documentation of the successes and impacts of the Toolbox and learning programs over the project lifespan.
5. Advocate for gender equity in mining.

› Frequency of Meetings

The CAC will be expected to participate in a one full day meeting, and quarterly teleconferences throughout the project.

» Cohort Composition

There are three main ways a cohort can be comprised:

Multi-Organization Cohort

This particular delivery model is applied when the program funding is derived from a membership driven organization. Examples include industry organizations (e.g. CIM, PDAC, IMII, etc.), government departments (federal, provincial, etc.), occupation based stakeholders (e.g. Society of Professional Engineers, APG, etc.) or industry suppliers providing leadership and support to their clients who are mining companies. The organization would provide MiHR with funding to operate a cohort(s) with their members, typically a variety of mining companies, over a one-year period.

Individual Organization Cohort

This delivery model is applied when a single mining company would like to fund the program to deliver in its operations. The cohort(s) would be developed from a combination of different sites, within various workgroups, and potentially across different countries. In this case each site represents a cohort member, with a maximum of 10 sites participating in the cohort.

Union Cohort

This delivery model is applied when the program funding is derived from organized labour at the national or pan-Locals level. The union would provide MiHR with funding to operate a cohort(s) with a group of their Locals over a one-year period.

Through the process of conducting their first review in a guided forum, Change Agents and Champions are then equipped to use their new skills and the GEM Works products in their organization. It is recommended that each team capture a “success story”. The sharing of stories about successes in gender inclusion will allow employees at all levels and across sites to learn from one another. This also “brings to life” the benefits increased gender inclusion can bring to their day-to-day work.



Source: Agnico Eagle Mines

GEM Works Products Overview

Each of the following products is used in a full GEM Works program delivery. Although the impact is stronger when delivered as a set, or complete program with a cohort, each GEM Works product is designed to be delivered in a stand-alone format if necessary.

› Product 1: Being a Gender Champion Executive Development Session

The *Gender Equity in Mining (GEM) Works: Being a Gender Champion – Executive Development Session*, is an interactive program designed to provide senior leaders in Canada’s minerals and metals sector with the inspiration, knowledge and skills to succeed as a “Gender Champion” and drive organizational change towards a more gender-inclusive workplace.

The session creates a forum for leaders to challenge, craft and solidify their approach to gender inclusion, in order to better demonstrate their commitment to championing a gender-inclusive workplace and industry. The Executive Development Session provides an opportunity for participating senior leaders to act as industry role models, influencing systemic change and sharing thoughts on leadership as it relates gender equity in mining.

› Product 2: GEM Works Toolbox

The *GEM Works Toolbox* assists mining companies in developing a workplace that is inclusive and welcoming for both women and men. The *GEM Works Toolbox* acts as a reference or guide when updating policies, procedures and practices, while helping to identify and remove unintended barriers. This resource provides a step-by-step method to adopting a “gender lens” and applying a fresh approach to formal policies, processes and procedures.

MiHR’s GEM Works Toolbox consists of:

- ◆ A step-by-step worksheet and sample completed worksheet;
- ◆ An introduction to the importance of gender issues in mining, and policy review process descriptions;
- ◆ Suggestions for choosing an area of focus and questions to collect information about written policies, processes and procedures; and
- ◆ Four e-learning modules with information and working examples.

The *GEM Works Toolbox* encourages companies help establish a Canadian minerals and metals industry where both women and men have the best opportunities for making great contributions and having rewarding careers.

Product 3: GEM Works – Learn to Make a Difference eLearning Suite

The eLearning suite encourages use of the *GEM Works Toolbox* and supports organizations through its successful application. The target audience is the Change Agents who will use the *Toolbox* to identify and remove systemic barriers within the policies and procedures of their individual organizations. Each of the four modules takes approximately 30 minutes to complete.

MODULE 1

The Importance
of Gender Equity
in Mining

MODULE 2

Exploring
Common Systemic
Barriers

MODULE 3

Using the GEM
Worksheet

MODULE 4

Building
Organizational
Support and
Momentum





An aerial photograph of a river delta, showing intricate patterns of water channels and land. The image is overlaid with a semi-transparent blue circular graphic. Inside this circle, the text 'mihr.ca' is written in a clean, white, sans-serif font.

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