



# GENDER EQUITY IN MINING WORKS

**International Minerals Innovation Institute (IMII)  
Case Studies Report**

 Increasing Gender Diversity in Mining



MINING INDUSTRY  
HUMAN RESOURCES COUNCIL





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# ABSTRACT

The International Minerals Innovation Institute (IMII) partnered with the Mining Industry Human Resources Council (MiHR) to bring MiHR's Gender Equity in Mining Works (GEM Works) program to the Saskatchewan minerals sector. Funded under IMII's Diversity & Inclusion Challenge Program, the project was a facilitated GEM Works Industry Cohort led by MiHR's inclusion and diversity subject matter experts and practitioners. As part of this cohort, MiHR supported a 10-member Gender Champion Taskforce of leaders working in Saskatchewan mining operations, production and supply chain companies, providing training to Gender Champions and applying proven tools to identify and mitigate systemic barriers in current organizational policies, processes and procedures. The following study showcases six specific examples of how GEM Works was adopted to review current practices and ultimately eliminate gender biases discovered in policies, processes and procedures.







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# What is GEM Works?

MiHR's GEM Works initiative is the only program that provides mining organizations with industry-developed tools demonstrated to help eliminate systemic barriers to include women in the mining workplace. It fosters a network of individuals and provides both women and men with the best opportunities to pursue rewarding careers in the Canadian mining industry.

The full GEM Works suite is a 12-month, comprehensive program that builds networks of 10 mining companies or sites who collaborate to learn from one another, share successes and challenges, and offer mutual support to remove unintentional barriers to the inclusion of women in the workplace. Available in a tiered subscription model, the program includes an eLearning suite, an executive development session and written tools to guide mining employers in their efforts to create more gender-inclusive workplaces.

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## » Cohort Composition

There are three main ways a cohort can be comprised:

### Individual Organization

A single mining company would fund the program to deliver in its operations. The cohort(s) may be developed from a combination of different workgroups, departments or sites. In this case each workgroup, department or site represents a cohort member, with a maximum of 10 members participating in the cohort over a one year period.

### Multi-Organization

Program funding may come from a variety of sources. Multiple companies or organizations could register individually to make up a cohort. Also, a membership-driven organization could support a cohort for their members, typically a variety of mining companies over a one year period.

### Online Training & Resources

Four 30-minute interactive modules that explain how to use the GEM Works toolbox and create inclusive workplaces by removing systemic barriers within policies, processes and procedures.



## Subscription Model

| Benefits                                  | Individual Organization       | Multi-Organization            | Online Training & Resources            |
|---|-------------------------------|-------------------------------|--|
| E-learning module Licenses                | (10/member)                   | (10/member)                   | X                                      |
| GEM Works Toolbox                         | X                             | X                             | X                                      |
| ENSEMBLE Member Community                 | X                             | X                             | X                                      |
| MIHR Program Support                      | X                             | X                             |  |
| Ten-person Executive Development Session  | X                             | X                             |  |
| Diversity Expert Webinar                  | X                             | X                             |  |
| Annual Gender Champion Taskforce Meeting  | X                             | X                             |  |
| Quarterly Change Agents Committee Meeting | X                             | X                             |  |
| Logo Featured on GEM Works Webpage        | X                             | X                             |  |
| Case Study Report                         | X                             | X                             |  |
| Social Media Promotion                    | X                             | X                             |  |
|   | \$5,000/member<br>(12 months) | \$5,000/member<br>(12 months) | \$30/user<br>(Expires after 12 months) |

## Activity Schedule

| Benefits                                  | Months                   |                |                      |   |   |   |                       |   |   |    |                          |    |
|---|--------------------------|----------------|----------------------|---|---|---|-----------------------|---|---|----|--------------------------|----|
|   | 1<br>Introduction        | 2<br>Selection | 3<br>Policy Analysis | 4 | 5 | 6 | 7                     | 8 | 9 | 10 | 11<br>Evaluating Results | 12 |
| E-learning module Licenses                |                          |                |                      |   |   |   |                       |   |   |    |                          |    |
| GEM Works Toolbox                         |                          |                |                      |   |   |   |                       |   |   |    |                          |    |
| ENSEMBLE Member Community                 |                          |                |                      |   |   |   |                       |   |   |    |                          |    |
| MIHR Program Support                      |                          |                |                      |   |   |   |                       |   |   |    |                          |    |
| Ten-person Executive Development Session  |                          |                |                      |   |   |   |                       |   |   |    |                          |    |
| Diversity Expert Webinar                  |                          |                |                      |   |   |   |                       |   |   |    |                          |    |
| Annual Gender Champion Taskforce Meeting  |                          |                |                      |   |   |   |                       |   |   |    |                          |    |
| Quarterly Change Agents Committee Meeting |                          |                |                      |   |   |   |                       |   |   |    |                          |    |
| Logo Featured on GEM Works Webpage        |                          |                |                      |   |   |   |                       |   |   |    |                          |    |
| Case Study Report                         |                          |                |                      |   |   |   |                       |   |   |    |                          |    |
| Social Media Promotion                    |                          |                |                      |   |   |   |                       |   |   |    |                          |    |
|   | Gender Champion Timeline |                |                      |   |   |   | Change Agent Timeline |   |   |    |                          |    |

## » Delivery of GEM Works – What is Involved?

**Being a Gender Champion:** Each company in the cohort identifies a Gender Champion from its executive team to form the Gender Champions' Taskforce. Champions then participate in a one-day Gender Champion Executive Development Session 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 Committee. These individuals 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 works through the process while learning about systemic barriers, identifying policies to review and implementing changes to those policies.

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

**Learn to Make a Difference eLearning Suite:** Four online learning modules for Change Agents that explain how to proceed through the steps in the GEM Works program. The eLearning suite compliments and encourages the use of the GEM Works Toolbox, supporting organizations through its successful application. Change Agents use the Toolbox to identify and remove systemic barriers within their individual organizations' policies and procedures.





## **Tackling the Gender Gap in Mining:** Gender Equity in Mining Works Saskatchewan

Funded under IMII's Diversity & Inclusion Challenge Program, this project aimed to incentivize innovative approaches to increasing the number of women enjoying successful careers in the minerals industry in Saskatchewan.

The project was undertaken in response to two challenges released in 2018: Enhancing Workplace Cultures in Supply Chain Companies and Encouraging Alternate Career Choices and Success for Women in Trade, Production and Technical Occupations.

The project was facilitated by the GEM Works Industry Cohort, led by MiHR's inclusion and diversity subject matter experts and practitioners. As part of this cohort, MiHR supported a Gender Champion Taskforce of leaders working in Saskatchewan mining operations, production and supply chain companies, and provided training for Gender Champions to identify and mitigate systemic equity barriers in current organizational policies and practices.

Participating organizations nominated one individual in a leadership role as a Gender Champion to participate in a day-long education session, equipping them with new skills/knowledge to advocate for gender inclusion.

Champions supported their company's Change Agents (two employees working within production or company operations) to conduct the policy and practice review process. Each participating organization selected a minimum of one policy or practice to review – creating a tangible assignment within each work environment.

Over the course of one year, each GEM Works participating organization provided updates on how the policy review and subsequent changes to the selected policy or procedure impacted equity within their workplaces. These updates were shared in a group setting allowing Gender Champions to discuss improvements and challenges and to learn from each other's experiences. During the course of the project, employees within the participating mining organizations and mine supply companies were provided the opportunity to complete the GEM Works eLearning series. Employee participation in the training reinforces the messages from their organizations' Gender Champions, the policy review being conducted by the Change Agents and builds capacity for gender inclusive workspaces.

The participating companies spoke about the benefits of the program with a video case study to encourage broader industry impact and participation.

# CASE STUDY 1 THE MOSAIC COMPANY

As one of the world's largest producers and marketers of concentrated phosphate and potash crop nutrients, the Mosaic Company mines phosphate from Mosaic-owned land in Central Florida and through their joint venture in Peru.

The Mosaic Company has potash mines in Saskatchewan and New Mexico. With those minerals, they produce high-quality fertilizers and animal feed, then market and deliver the finished products—about half to customers in North America and the other half to customers around the world, including those in all key agricultural regions.

## The Mosaic Company Gender Challenge

GEM Works came at the right time for the Mosaic Company. Gender inclusion and diversity movements were being pushed to the forefront and equality in the workplace was becoming a pre-requisite for many mining employees. The Mosaic Company realised they needed to make a change and address any gender barriers their employees may be subjected to in the workplace.

As part of their Gender Challenge, the Mosaic Company decided to overhaul their parental leave policy to ensure employees that were going on or returning from parental leave did not experience unintentional barriers. The Gender Champions and Change Agents interviewed 10 women and two men about their recent on- or off-boarding experiences. They discovered there were some inconsistent practices. For example, some employees had access to their computers and mobile devices, while others did not. This provided an unintentional barrier when job opportunities were posted during their leaves. Gender Champion Chantelle Woroschuk was able to provide feedback from her own experience of being on parental leave when a job opportunity suddenly became available. With the feedback from the internal interviews, Woroschuk and her team developed a checklist and timeline to support employees going on parental leave, which would allow them to stay informed and connected, and be able to apply for internal job postings, update their employee profile, set career development plans or view their payslips.

### Meet Mosaic's Change Agents

**Jolean Somogyi**, Process Engineer III


**Dave Steiger**, Mine Operations Manager



### » Outcomes

The Mosaic Company continues with the trial phase of their new parental leave policy at one of their sites, and already sees improvements in the consistency of the applied policy between employees and supervisors. As Change Agent Jolean Somogyi prepares for her own parental leave, she has vouched that the new policy and checklist has been a great tool for herself and her supervisor.





Gender Champion Neil Kodman said the GEM Works training and toolbox prompted additional changes to improve other systemic barriers within the company by updating company signage, job titles and job profiles that were gender focused. Benefitting from the exchange of practices and ideas at the Gender Champion sessions, Kodman said the Mosaic Company is looking to adopt a resource group, where female employees can meet and discuss any issues they may not feel comfortable discussing with their supervisor or with human resources.

“With the tools that they have and offer, I believe we were successful and will continue to work on gender equity and inclusion at Mosaic.”

– Neil Kodman, Talent Specialist

“A benefit to being a part of this overall group and that network that’s associated with this work is, you get some insight into what other organizations are doing as well. And that just gets you to start thinking about what we did and what could be next on the agenda.”

– Chantelle Woroschuk, Talent & Workforce Planning Manager

“For me, a change agent was someone that was involved with essentially making the change. And for us, it was right from the beginning of initially brainstorming ideas of where we can remove unintended barriers for employees, but also to the point of developing and implementing the change that we wanted to put forward for our employees and remove the gaps.”

– Jolean Somogyi, Process Engineer III

“My favourite part of the whole program was being able to drive that change and being that person involved with the change.”

– Jolean Somogyi, Process Engineer III

Photo courtesy of Mosaic.

# CASE STUDY 2

# NUTRIEN ALLAN

Nutrien produces and distributes over 25 million tonnes of potash, nitrogen and phosphate products to agricultural, industrial and feed customers world-wide. Their network consists of over 2,000 retail locations in seven countries, providing a wide range of products and services to growers around the world.

## Nutrien Allan Gender Challenge

Historically, women typically worked in clerical roles in potash mining environments. More recently, however, more and more women are taking on engineering and technological roles, such as working in labs, environmental and geological fields and underground mining and milling operations. A few years ago, Nutrien Allan employed their first female employee at their Mill Operations Department. When she became pregnant, they quickly realized that they did not have a formal process in place to identify the risks associated with women working in non-traditional roles, particularly with regard to pregnancy safety.

The GEM Works program brought together Janelle Appleyard, Director, Safety & Health, Potash, as the Gender Champion and Change Agents Katie Breeze, Sr. Manager, Health & Safety Potash at Nutrien's Corporate SHE team, and Tim Evans, Sr. Manager, Technical Training, to review certain roles on site and develop a list of potential risks or hazards associated with those roles. The team then appointed an Occupational Health Nurse (OHN) on site to manage the process and act as the liaison between the doctor, employee and supervisor. Ultimately, the female employee would be able to consult confidentially with the nurse about any potential risks associated with their role and pregnancy. The employee would then be able to present the risks to their doctor and provide any prescribed restrictions or accommodations required for their daily activities to the OHN, who would then in turn work with the supervisor to manage the restrictions.

### Meet Nutrien Allan's Change Agents

**Katie Breeze**, Sr. Manager, Safety & Health Potash, SHE&S

**Tim Evans**, Sr. Manager, Technical Training

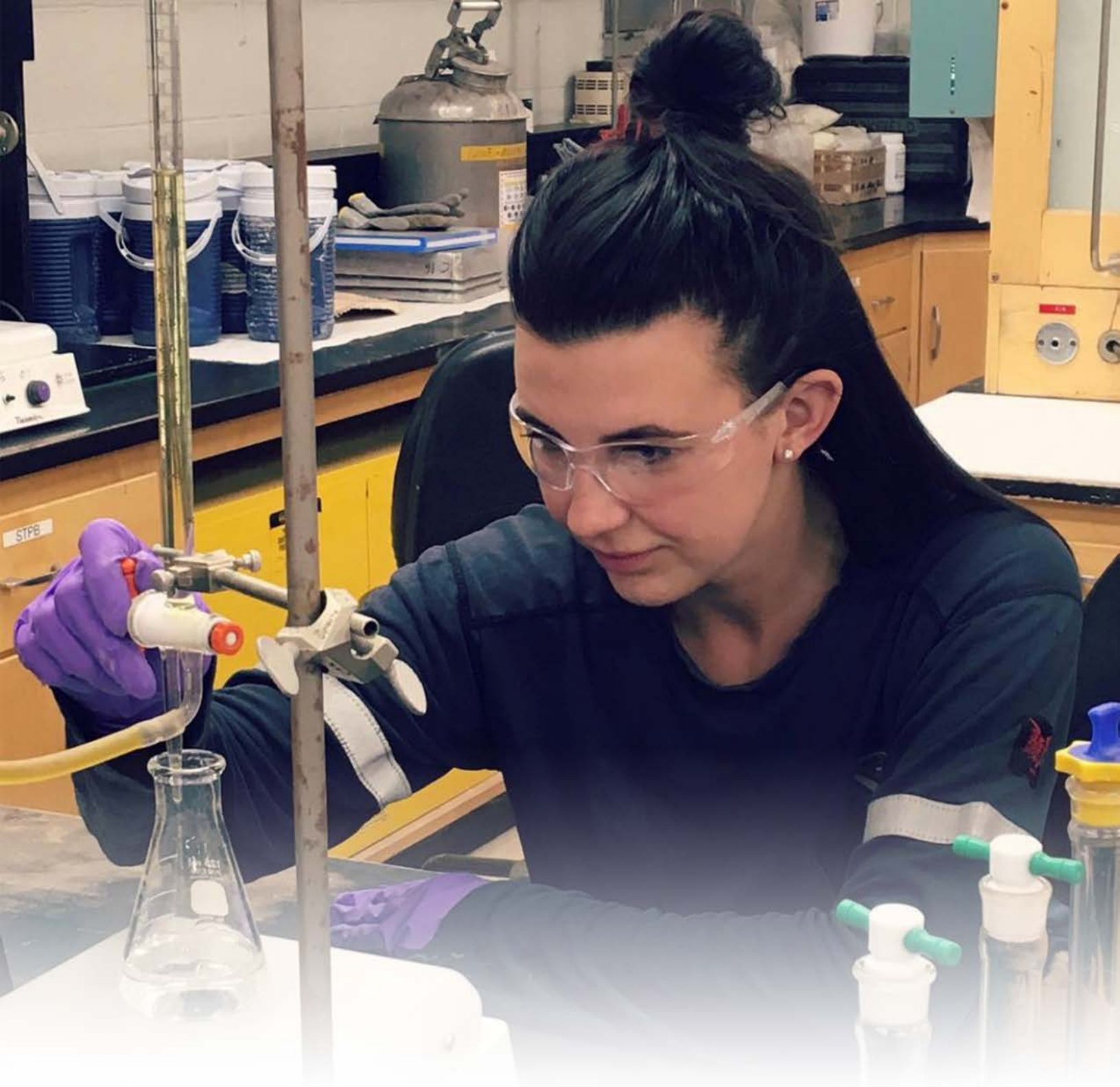


### Outcomes

The GEM Works Taskforce has begun rolling out the new process, starting with an employee resource group within Nutrien Allan called Women in Non-Traditional Environments and Roles (WiNTER). The process is also presented to new female hires and posted in change rooms so that employees are aware of what is available to them if they are considering expanding their family. The team has since worked with two individuals and the new procedure has been a welcomed protocol. The team has welcomed two healthy babies to their Nutrien family while being able to support these women in their careers which is a huge success.

The team at Nutrien Allan hopes that with the new process in place for female employees looking to expand their family, it will attract more women to apply for roles at the company, where health, safety and family life are a priority.





“I’m a mom and I know how stressful a pregnancy is. If we can alleviate some of that stress for our females, we’re going to have an overall healthier workforce.”

– Katie Breeze, Senior Manager, Safety & Health Potash, SHE&S

Photo courtesy of Nutrien.

# CASE STUDY 3 ORANO CANADA

Orano Canada and its predecessor companies have been exploring for uranium, developing uranium mines and producing uranium concentrate since 1964. Throughout their history, they have primarily operated within northern Saskatchewan with several exploration projects located elsewhere in Canada, such as Alberta and Nunavut.

## Orano's Gender Challenge

The topic of gender equity is something Orano Canada has been working towards for quite some time. When the partnership between MiHR and IMII came to fruition, Orano Canada jumped at the opportunity to participate in the project, as it aligned with their company values and objectives. Carla Robert, Supervisor, HR People and Business Partner at Orano, was selected to spearhead the program as a Gender Champion. Her first task was to build a team and select the project their company was going to focus on.

The team decided to review their parental leave policy so that the language would be inclusive to both women and men working at Orano. Robert said the GEM Works toolbox and eLearning modules provided the team with the resources and foundation needed to get their project underway. They looked at their existing parental leave policy to see if the wording was inclusive for both women and men and discovered their policy was geared primarily towards women and did not take into consideration male employees wishing to take parental leave.

### Meet Orano Canada's Change Agent

**Amber Doney**, Manager Exploration Strategy and Business Relations




### Outcomes

Robert and Change Agent Amber Doney, along with their team, began developing a survey for Orano employees and supervisors to help gain a better understanding of how the company has been managing their parental leave. The goal was to take the survey results and build a new parental handbook. They had to put the release of the survey on hold, however, due to their field production shutting down during the COVID-19 pandemic.

Robert said the GEM Works program was exactly what they needed to help them focus on the project at hand and making it a priority for their company to address any unconscious biases that exists in their everyday procedures.

Doney said the project was eye opening and even prompted them to revise their job descriptions to ensure any unconscious biases are removed. With the help of GEM Works, Orano Canada is looking to achieve a great working environment for all their employees, with the hopes of increasing the number of women working in the mining sector.





“The things that have stuck with me the most from the program are the eLearning modules. They were really well designed, short and impactful, and I’m able to retain them, which is a sign of good training.”

– Carla Robert, Supervisor, HR People and Business Partner

“If as a company we can promote equal opportunity for both males and females to take parental leave, then we’re doing our part to work towards removing bias, whether it’s conscious or not. It’s a step in that direction.”

– Amber Doney, Manager, Exploration Strategy and Business Relations

“We need to do our part in attracting the younger generation and specifically younger women into STEM related fields because we are predicted to have that labor shortage moving forward. We need to be proactive in solving that before it hits.”

– Amber Doney, Manager, Exploration Strategy and Business Relations

Photo courtesy of Orano.

# CASE STUDY 4

# THREEOSIX INDUSTRIAL SERVICES INC.

Threeosix Industrial Services is a professional and progressive multi-discipline industrial solutions provider based in Saskatoon that serves the mining, industrial, pulp and paper, and infrastructure industries. Their goal is to provide a professionally managed and safety-conscious approach to construction, maintenance, fabrication and mining that is easily recognized as the new standard.

## Threeosix Gender Challenge

When Threeosix Industrial Services sat down to determine what approach they would be taking for their GEM Works Gender Challenge, they opted to cast a wider net. They decided to reach out to their subcontractors and revise their subcontractor pre-qualification procedure. In doing so, the subcontractors would be aware from the beginning of the project that gender equity and inclusion are important to the company.

When a subcontractor requests to work with Threeosix Industrial Services, they must complete a form that assesses their safety policies, program and statistics. The team revised the form to learn if subcontractors currently have an inclusion and diversity policy, if they provide diversity and inclusion training to their workers, if they provide a variety of sizes of personal protective equipment (PPE) to ensure proper fit, and what percentage of their workers are considered minorities. Threeosix Industrial Services supports their subcontractors by providing a draft inclusion and diversity policy if they do not have one of their own and facilitate discussions about implementation. They also revised terminology in their forms, such as the use of the word manpower and ensured it was clear to the subcontractors their commitment to contribute to an inclusive environment. Gender Champion Rochelle Heagy says the GEM Works toolbox provided them with a practical step-by-step process that allowed them to create change within their company and their subcontractors.

### Meet Threeosix's Change Agent

**Aspen Wallman**, Project Coordinator



### » Outcomes

While the implementation of the revised subcontractor pre-qualification procedure is still in its infancy, Heagy said it has been hard to measure specific results. However, the GEM Works project has sparked a lot of conversation regarding gender equity within and outside their own company. They also noticed a shift in conversation almost immediately after Change Agent Aspen Wallman began conducting interviews with various people throughout the company. As the revised forms continue to be populated, their subcontractors have been open to discussing various ways to encourage gender inclusion in the workplace.



“Everybody should do it even just to gain a little bit more knowledge. You can think that you are completely diverse, and you have something for everybody and everybody’s comfortable, but that’s not necessarily the case. You don’t know unless you look into it.”

– Aspen Wallman, Project Coordinator

“I would absolutely recommend the GEM Works program to another company who is interested in participating. It was great for us on so many levels, even just meeting the other companies who were involved with the program.”

– Rochelle Heagy, Operations Manager

“Before participating in the GEM Works program, we all knew that there might be a gender equity issue in our industry and in our company, but nobody really knew the practical steps to take, to actually make changes. So, this was a great way for us to have steps to go through to actually practically start to make some changes.”

– Rochelle Heagy, Operations Manager



# CASE STUDY 5 THOAR MINING

Established in 2012, THOAR Mining provides solutions for underground mining projects such as UG supervision, production and construction support shaft repairs, bin work/development, mainline belt installs/maintenance, steel replacement, mechanical support, rehab, drilling, blasting, mining equipment supply, as well as overall mining technical support.

## THOAR Mining Gender Challenge

As gender equity in the workplace continues to gain momentum, THOAR Mining Owner and Gender Champion Ryan Flodell decided to review any conscious or unconscious biases that may exist within his company after he attended a mining conference and learned more about some of the disparities that currently exist within the mining industry. As part of their Gender Challenge, THOAR Mining created a gender equity policy that would be included in their new employee orientation packages. Additionally, Flodell and Change Agent Chantelle Fausak interviewed supervisors to review THOAR's Gender Challenge, and the feedback they received was highly enthusiastic and supportive.

### Meet THOAR's Change Agent

**Chantelle Fausak**, Project Administrator



### » Outcomes

New hires and current employees have provided positive feedback to THOAR Mining's new gender equity policy. Fausak said that due to certain job prerequisites that require 20 years of mining experience or 10 years of underground supervisory experience, for example, it has been difficult for THOAR Mining to bring on more women to their team. However, with their new gender equity policy they hope to foster gender equity by making jobs more accessible for women and promoting respect and equality within the workplace.



A woman with blonde hair in a ponytail, wearing a white lab coat and safety glasses, is shown from the side, working in a laboratory. She is looking down at something off-camera. The background is a blurred laboratory setting with various glassware and equipment.

“My favorite part of this program was just giving me inspiration that for generations to come, companies are starting to implement gender equality. It’s exciting for the future of our kids.”

– Chantelle Fausak, Project Administrator

“The nicest thing about the GEM Works program, was just the interaction with the different companies and what they’re doing. So, we understand what we’re going to be dealing with coming down the road in the next five, 10 years.”

– Ryan Flodell, Owner

“Without taking the step into committing to a GEM Works process, as we have, then it’s always one of those things that you might just get to next week or next month or next year. But now we committed, we’re in it and we’re making changes.”

– Ryan Flodell, Owner

Procon Industrial is one of the leading mine development contractors in North America. Working in remote northern locations, and with Indigenous partners, Procon Industrial builds and operates in underground mining development and civil infrastructure projects, which includes the extraction of a broad range of natural resources such as gold, diamonds, potash, copper and base metals.

## Procon Industrial Gender Challenge

Attracting women to join the mining sector can be a feat in itself. Procon Industrial is striving for a more gender diverse workforce, with the ambitious goal of having their workforce equally comprised of both men and women. A couple of obstacles the company is looking to overcome are ending the stigma that mining is a man's job and making it easier for women to work in non-traditional roles.

The GEM Works program proved to be a great step towards overcoming those obstacles. As the team began their GEM Works training, Gender Champion Larry Fisher said the four eLearning modules and the toolbox really helped their area managers and superintendents understand the value of overcoming gender biases in the workplace. The first thing they did was change job titles to become gender neutral. Then they added a diversity statement into their job postings to help applicants become aware of their values and commitments. The team decided to reinforce their Fairness in the Workplace Policy with their staff and leaders and emphasize a set of standards on how to be equitable and professional in the workplace – something that is reinforced daily during their staff meetings and on the worksite. The GEM Works training also prompted the team at Procon Industrial to add a separate showering facility for women, and secure smaller PPE sizes in the hopes of providing a positive work environment for current and future female employees.

### Meet Procon's Change Agent

**Alex Morgan**, Superintendent



### › Outcomes

As the Fairness in the Workplace Policy continues to be reinforced daily among Procon Industrial staff, Fisher said leadership has been promoting a safe and equitable workplace, particularly during the weekly manager meetings, ensuring conversations remain positive and gender neutral. For other companies looking to remove any barriers to gender inclusion, Fisher said the Gender Champion sessions were critical for advancing their GEM Works training as they were able to listen to the companies' challenges and learn what endeavors they were taking to remove biases within their own companies.



“Being a part of Gender Equity in Mining Works demonstrates to the clients and our employees that we’re serious about their health, safety and wellbeing.”

– Larry Fisher, General Manager, Industrial

“You have to implement policy and procedures for all to have an inclusive workforce. If you’re not going to have an inclusive workforce, you’re not going to grow as a company.”

– Alex Morgan, Superintendent



Photo courtesy of Procon.



# Managing Inclusion & Diversity

Many mining organizations have their own initiatives surrounding inclusion and diversity and join a GEM Works cohort to utilize the tools and training provided, expand their initiatives and learn from other stakeholders. A unique feature recognised with the GEM Works program is the involvement of individuals who are outside the normal scope of inclusion and diversity activities. GEM Works rallies individuals working in operations and essentially those affected by policies, processes and procedures, empowering employees to be part of the change necessary to achieve and promote gender equity.

Change is inevitable in almost any work environment. Some forms of change are common and almost expected – as with job title changes, job description changes and the amalgamation of different roles over time. Change is also a constant element for human resource departments as they seek to support employees and plan for future staffing needs.

Managing change related to the COVID-19 pandemic was a large part of the experience of a few companies who planned to participate in the 12-month GEM Works Saskatchewan cohort. As competing priorities resulted in a reduction in time

and resources, some participants were forced to balance the competing priorities that emerged during COVID-19.

We often experience challenges in giving enough time and attention to each area of responsibility that it deserves. Successfully balancing gender equity and inclusion initiatives during a time like COVID-19 seems nearly impossible. Having a clear image of what your values and priorities are and planning for them can be the first step. No one would have predicted how quickly the pandemic would impact the workforce but considering scenarios that would pull individuals away from important initiatives and creating contingency plans can be a key learning opportunity from this pandemic experience. We need to plan for a future of more unprecedented change.

MiHR continues to expand virtual learning opportunities in order to support the industry in areas of inclusion and diversity while workers are on site or working remotely. Program curriculum, development sessions, events and committee meetings are being customised to online formats to support the ever-evolving requirements of a workforce that has been incorporating innovation, automation and virtual elements to the mining sector.





# 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 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:

- **The Mosaic Company** – overhauled their parental leave policy to remove any unintentional barriers and inconsistent practices during employee on-and-off-boarding. The company is currently in the trial phase of the new policy and has already seen improvements in the consistency of parental leave procedures.
- **Nutrien Allan** – developed a process to identify the risks associated with women working in non-traditional roles, particularly in regard to pregnancy safety. They have presented the new process to new hires and an employee resource group within Nutrien Allan called Women in Non-traditional Roles and Environment.
- **Orano Canada** – changed language used in their parental leave policy to include both expecting parents.
- **Threeosix Industrial Services** – revised their subcontractor pre-qualification procedure to ensure that related forms promote gender inclusion. Since taking part in the GEM Works exercise, they have noticed employees and subcontractors applying gender inclusivity in their daily conversations.
- **THOAR Mining** – created a gender equity policy that would be included in their new employee orientation packages, resulting in positive feedback from new and existing employees.
- **Procon Industrial** – the team decided to reinforce their Fairness in the Workplace Policy with their staff and leaders and emphasize a set of standards on how to be equitable and professional in the workplace. Procon Industrial leadership has been taking the lead in promoting a safe and equitable workplace, particularly during the weekly manager meetings, ensuring conversations remain positive and gender neutral.

The evidence throughout this study indicates that GEM Works can provide tangible and measurable benefits for both individual organisations and the Canadian mining industry as a whole. Identifying Change Agents through a Gender Champions Taskforce and adopting a gender lens when reviewing and evaluating policies, processes and procedures, offers an alternative, hands-on approach to inclusion initiatives. Organizational change may not occur overnight; 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.

Photo courtesy of Agnico Eagle.

# APPENDIX 1

## 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.

The CAC will be comprised of industry practitioners who are:

- Both men and women.
- Representative of industry across the country.
- Familiar with their organizational systems related to developing and revising policies, procedures and practices.
- Nominated by a member of the Gender Champions Taskforce.

### » Reporting Responsibility

CAC members report directly to their Gender Champions.

### » Outcomes

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 Works Toolbox to identify and guide the mitigation of systemic barriers found in policies, procedures or practices.

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 inclusion & diversity.
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.





# 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 to 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.
- Four e-learning modules with information and working examples.
- The GEM Works Toolbox encourages companies to 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



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