

# Part One: Gender Diverse and Inclusive Workplaces



PROSPECTORS &  
DEVELOPERS  
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Companies, both large and small, are looking at their own workforce to understand what is required to create a diverse and inclusive workplace that will pay dividends to stakeholders, shareholders and the communities in which they operate. In order to address inequalities and ensure workers are treated equitably regardless of gender, we must look at the *internal* barriers to gender equality that exist in our industry.

## 1.0 Common Internal Barriers to Gender Diversity and Inclusion

A Mining Industry Human Resources Council (MiHR) study found that both men and women indicated that it is harder for women to succeed in the mineral sector.<sup>26</sup> In 2016, only 16% of jobs in the Canadian mineral industry were occupied by women. In the same year, the study found that women are more likely to leave the mineral industry at a higher rate than men and that women tend to have less positive experiences in mining workplaces. Unpacking the root causes of these issues is critical in achieving gender equality within the mineral sector.

### 1.1 Workplace Culture

The mineral industry's workplace culture is acknowledged to be challenging for women. Culture is an abstract term, and addressing barriers regarding workplace culture requires looking at signs and symbols of gender inclusion or exclusion in the workplace to get a better sense for what your organization's culture really is. If your organization's culture is tailored for men, it will inevitably make it more difficult to attract and retain women and other underrepresented groups into the industry.<sup>27</sup>

For example, travel policies that reimburse employees for public transit or taxi chits may inadvertently cater to the fact that men feel safe utilizing public transportation or taxi services alone in remote areas. In many instances, this policy is reflective of a workplace culture that inadvertently caters to men even when applied equally across the board. Women may feel, and *be*, safer if transportation is organized by the company itself so employees are not travelling alone. However, asking for additional accommodations can be challenging and alienating for those who do not fit within the prescribed workplace culture.

Another subtle message could be the unwritten expectation that employees must "put in the time" (i.e. staying late, picking up additional shifts) to advance in their careers. While gender roles surrounding caregiving are changing, the burden of child rearing remains predominately on women and thus limits their ability to meet these expectations. These subtle messages are signals about who is welcome and who is not.

**Contractors:** hiring of contractors is a necessary component in the completion of a given project or day-to-day operations of a workplace. The presence of contractors can also have a significant impact on workplace culture. Contractors will likely skew the gender ratio on site, and bring with them different biases and expectations regarding diversity and inclusion that can undermine a company's efforts to promote a welcoming workplace culture. As contractors are not always subject to the same company or corporate policies and training, this can put women in a vulnerable position. They may feel uncomfortable working in remote areas alongside strangers, or perhaps experience discrimination and prejudice from contractors. Should these experiences be normalized or tolerated, a company's workplace culture will become an unwelcoming space for women.

## 1.2 Workplace (in)flexibility

The ability to achieve a fulfilling career while balancing the demands of personal and family life has historically been considered a challenge that women face, but with changing gender roles in society and in families, this is no longer considered exclusively a “women’s issue”. Workplace inflexibility will continue to be a deterrent for top talent, regardless of gender.

Particularly in the mineral sector where operations are typically in remote locations, requiring 12 hour-long days of shift work, multiple-week exploration camps, or rotations of multiple days/weeks away from home on Fly-in Fly-out (FIFO) exploration and mining assignments. The nature of these schedules make it difficult for families to achieve a balance of work/household roles. As often one person needs to stay home while the other works, traditional family and gender roles perpetuate who that would be, and prevent equal access to opportunities. Companies must address this in order to recruit and retain top talent.

## 1.3 Gender bias

**Bias**—defined as “prejudice in favor of or against one thing, person, or group compared with another, usually in a way considered to be unfair”—can be **conscious** or **unconscious**.

Of the two, unconscious bias is more difficult to address because, by definition, this occurs without an awareness that these feelings or thoughts exist. Unconscious bias is an implicit association or attitude—about race or gender, for example—that is: 1) beyond our immediate awareness, 2) informs our perception of a person or social group, and 3) can influence our decision-making and behaviour toward the target of the bias.<sup>28</sup> Even people who consciously commit to equality, and work deliberately to behave without prejudice, can still harbor negative prejudices or stereotypes. Unconscious biases are also more likely to impact our actions when conscious controls over decision-making are compromised (e.g. when we are stressed, distracted, or in competition).

Unconscious bias also impacts the way we understand and navigate gender and engage in *gendered practice*. Gendered practice is a complicated concept that focuses on the ways through which we reinforce the binary gender model in our everyday lives. We learn these practices most often as a child in school, or through intimate relationships, families, workplaces, houses of worship, and social movements. Examples include women being expected to be the primary family caregivers and men being expected to be the primary source of income. Such behaviors thus become “natural” or second nature to us in our everyday lives. Both men and women are capable of reinforcing the binary gender model and create an exclusionary space.<sup>29</sup>

Gendered practices are the ways in which we routinely engage that reinforce the hierarchy of gender norms. Gendered norms include assuming someone who looks like a woman was born a woman, identifies as a woman, and is attracted to men. Moving towards an inclusive and gender diverse culture requires taking pause to question how our behavior reinforces damaging gender biases in addition to identifying what biases we hold and working towards making space for those that deviate from them. This includes not reacting negatively to those outside the norms, nor questioning them on their gender expression or personal lives.

## 2.0 How to address these barriers:

Addressing the internal barriers to gender diversity and inclusion involves numerous steps and processes to recognize both the direct and latent functions of workplace policies and practices. These steps should be tailored to each company and take into account unique capacity and operational considerations. The following steps unpack how organizations can work to dismantle key barriers.

### Step 1: Assess the current state of diversity and inclusion and develop a baseline

It is important to take steps to assess the “health” of diversity and inclusion in your company. You can achieve this by conducting a diversity and inclusion needs assessment. Assessment is not a perfect science given that pure objectivity is not possible, but tools like the **Global Diversity & Inclusion Benchmarks (GDIB)** can help you understand your diversity and inclusion blind spots, while providing insights into strategies for measuring progress and fostering inclusion.<sup>i 30</sup>

An in-depth analysis will allow you to establish an informed baseline against which to measure your diversity and inclusion goals. Establishment of a baseline can formulate both quantitative measures (such as a certain number of women in executive level positions, or addition of gender-neutral signage) and more qualitative measures (such as altering workplace culture and language).

Think of this step as an all-encompassing “big picture” review of where your company sits on a gender equality scale.

**A note for juniors:** These assessments need not be resource intensive. They begin with an awareness and “taking stock” of the current workplace culture and practices. In many ways, an assessment can begin by simply looking around the room or worksite. The following questions will help you take small but impactful steps in assessing your current state of diversity and inclusion:

- ◆ **Look at your signage**, does it strictly use the term or symbol for “men”? (e.g. “men at work”)
- ◆ **Look at your safety training**, does it include components specifically for women? (e.g. Are your safety practices ergonomic for all members of your work team? Does your safety equipment and apparel keep all bodies protected?)
- ◆ **Look around the table**, who is present and who is participating in staff meetings? (e.g. What is the diversity breakdown in terms of numbers? Who is dominating the conversation? Where are ideas originating from and who is receiving credit?)

Your answers to these questions will reflect a lot about your workplace's diversity and inclusion. Some of these answers may be less obvious (e.g. subtle interactions between coworkers in a staff meeting are more difficult to measure than the number of “man” and “woman” based signage on site). Encourage managers and team leads to reflect on these questions—different teams and individuals will have different perception on the current workplace status. Keep in mind any underlying biases that may impact how these questions are perceived.

<sup>i</sup> See Appendix II for more information on conducting a GDIB

## Step 2: Inform company policies via Gender-Based Analysis Plus (GBA+)

It is essential that you invest time looking inward at your own company, its policies, programs and initiatives.

**Contractors:** informing company policies with GBA+ can only go so far if contractors are brought on who are not subject to or fully comply with company policies. When hiring contractors ensure that there are clear expectations of employee conduct regarding diversity and inclusion, and contracts explicitly state that contractors will uphold policies specific to diversity and inclusion.

At the leading edge of this work is the Gender-Based Analysis Plus (GBA+) method.<sup>31</sup> GBA+ is an analytical process used to assess how diverse groups of women, men and non-binary people may experience policies, programs and initiatives and can also be a valuable tool for those in the private sector.

Using GBA+ tools means taking a gender and diversity-sensitive approach to your work. Internal policies or programs that appear gender neutral may affect different people differently. In most cases, gender will be relevant, especially in the mineral industry.

GBA+ may be initiated at any time but works best when done in the business model.

### Conducting GBA+

**Identify context of gender and diversity issues.** Nothing happens in a vacuum. Your initiative or activity may have a narrow objective, but it will always be linked to other company priorities.

**Challenge assumptions.** We all have them. Workplace culture, behaviors, activities and processes all shape your assumptions.

**Gather the facts.** Research and consult multiple viewpoints. Data should be disaggregated by gender, and if possible, other identity factors (age, race, disability, etc.); if none available, start.

**Develop options and make recommendations.**

**Monitor and evaluate.** Address data gaps, unintended outcomes.

**Communicate.** Identify your target audience and tailor your messaging appropriately. Use inclusive examples, languages, and symbols.

Training on GBA + can be taken online here:

<https://cfc-swc.gc.ca/gba-acs/index-en.html>

### Step 3: Develop a diversity and inclusion strategy

Your analysis of overall company work culture, policies, and demographics will serve to inform the development of a diversity and inclusion strategy that suits the unique needs of your company. Your strategy should strive to address the following barriers:

- ◆ Culture
- ◆ Workplace (in)flexibility
- ◆ Gender bias
- ◆ Harassment
- ◆ Gender based violence and sexual harassment

**CULTURE:** While workplace culture may appear to be an abstract concept, there are concrete tangible actions organizations can take to influence and alter their workplace culture including:

- ◆ Encourage gender inclusion, look for the subtle features (signs and symbols such as washroom signage and gendered language in training videos) that reflect unintended barriers to women's full participation.
- ◆ Ensure job titles and terminology are gender inclusive (e.g. "Team Lead" vs. "Foreman" or "Staffing" vs. "Manpower").
- ◆ Create policies and practices that are explicit about accommodating differences among employees (e.g. inclusive travel policies reimburse taxi fares in recognition that some employees might feel unsafe taking public transit alone).
- ◆ Invest in initiatives or programs like the **MiHR Gender Equity in Mining (GEM) Toolbox**. This program, developed as part of the Gender Equity in Mining Works initiative, serves to help exploration and mining companies update their policies and practices—identifying and removing unintended barriers—to develop a workplace that is inclusive and welcoming for all.
- ◆ Provide training opportunities that build women's skills and readiness for positions where they are needed and traditionally underrepresented. Some examples of successful training programs include:
  - ◆ **Women Building Futures**  
Edmonton-based organization focused on construction and trade skills for women as well as readiness-building.
  - ◆ **The Women in Resource Development Corporation**  
Based in Newfoundland and Labrador, this company offers an Orientation to Trades program, a database of mentors, and direct support to employers wanting to increase gender diversity.
  - ◆ **Aboriginal Women in Mining**  
A program developed by Detour Gold Corporation to prepare Indigenous women for the lifestyle changes required for on-site mining work. The program supports women as they leave home for a week and helps them address family issues and the impacts remote work sites have on family life.

◆ **Creating Choices, Growing Choices and Future Choices**

Goldcorp's breakthrough initiatives combine formal training with peer and senior management networking. The program builds skills, knowledge, capabilities and personal aspirations.

- ◆ Encourage **sponsorship** within your organization aimed specifically at raising those at a disadvantage within your organization. Sponsorship, often confused with but very different from mentorship, involves more senior staff advocating on behalf of another employee whether it be for consideration for a promotion, new role, or to underscore their contributions to the team. Sponsorship plays a significant role in levelling the playing field by highlighting the expertise, skills and potential of marginalized or overlooked employees.
- ◆ Provide unconscious bias training to all employees so they may become aware of the existence of it, and learn how to work through the biases they hold. Training should clearly demonstrate tangible ways individuals can recognize and work through their unconscious bias, such as conscious use of gender-neutral language, pausing to reflect on their "knee-jerk" or default suggestions/reactions.

A change to the culture of any organization takes time but the results are clear—a respectful workplace will have lower turnover, less absenteeism, less time spent resolving conflicts and complaints, and better mental health for its employees.<sup>32</sup>

**WORKPLACE (IN)FLEXIBILITY:** Today, a desire to achieve "work-life balance" is shared by the majority of people, regardless of gender, race, ethnicity, and other factors. Young people are increasingly seeking a lifestyle that permits balance between caregiving, leisure and a fulfilling career. Respecting the needs of your employees' personal lives matters to them. Given the nature of exploration and mining work (e.g. remoteness, FIFO assignments, 24 hours a day year-round operations), you will need to evaluate what is feasible at your team both at the project site and in the office and be creative with solutions. This is particularly true for smaller exploration companies. Examples of ways to make the workplace more accommodating to **all** employees include:

- ◆ Limit or eliminate meetings that extend outside of core working hours and place limits on email and other business contact outside of scheduled working hours.
- ◆ Make efforts to ensure employees are able to stay in touch with family while at remote work sites.
- ◆ Establish community childcare partnerships to minimize burden on families.
- ◆ Adopt policies that allow for "flex time", including opportunities to work from home, alternative work arrangements such as telework, seasonal work schedules, vacation time, extended health benefits, employee assistance programs, and compensatory pay or time off for overtime.<sup>33</sup>
- ◆ Ensure that these policies are gender neutral and actively encourage both men and women to take advantage of them. Men as role models making use of these policies will lead to more gender neutral talent decisions and will benefit men who also seek balanced lives.

**GENDER BIAS:** Given its subliminal nature, unconscious bias can be very difficult to correct. There are steps we can all take to minimize this type of bias to increase inclusivity on our teams.

**Figure 1 How to Combat Unconscious Bias as a Leader in Your Organization<sup>34</sup>**

|                             |  |
|-----------------------------|--|
| <b>START WITH YOU</b>       | Engage in critical self-reflection. Hold yourself accountable for recognizing and pushing back against your own biases before asking others to do the same. Share your own stories of vulnerability, learning and growth. Be the first to uncover and role model these behaviours to others. |
| <b>BE VOCAL</b>             | Say to others, "I am a diversity champion. I recognize that I have biases and I am working to identify, acknowledge, and address them." The effects of those small statements will amplify as they are repeated and enacted by others across the organization.                               |
| <b>LEARN MORE</b>           | Ask questions to understand the root causes of biases. What forms of bias are occurring? What forms of covering are occurring? How do they affect you, your colleagues and teams, your workplace, and your business?   |
| <b>KNOW YOUR PEOPLE</b>     | Make personal connections and spend time learning how your coworkers experience your workplace. Don't assume you know what and where solutions can be most effective—ask!  |
| <b>EMPOWER YOUR PEOPLE</b>  | Help employees understand their role in making change. Engage stakeholders from a range of backgrounds to help make decisions more inclusive.  |
| <b>BREAK THE CYCLE</b>      | Everybody has unconscious biases. Hold your people accountable for relying on structure to modify their judgments and behaviours rather than their own willpower.  |
| <b>TAKE RISKS ON OTHERS</b> | Give others—particularly those who are different from you—a chance. Be open to learn from them as much as they can expect to learn from you. Intentionally mentor and sponsor people who are not like you.   |
| <b>FIND ALLIES</b>          | Reach out to other champions with proven track records of success inside and outside your organization. Find others with shared passion and commitment and engage them as partners.  |
| <b>STAY COMMITTED</b>       | We all have biases that change and evolve even when we confront them. Remain committed to sustained action over time.  |



**HARASSMENT:** Ensuring a safe and healthy workplace extends beyond physical safety and regulations. In many male-dominated industries, accepting or tolerating harassment is a day-to-day norm for women. The Canadian Human Rights Commission defines harassment as a form of discrimination which can occur when someone:

- ◆ Makes unwelcome remarks or jokes about your race, religion, sex, age, disability or any other of the grounds of discrimination;
- ◆ Threatens or intimidates you because of your race, religion, sex, age, disability or any other of the grounds of discrimination;
- ◆ Makes unwelcome physical contact with you, such as touching, patting, or pinching

Harassment is insidious. In many instances, victims of harassment do not, or are hesitant to, recognize actions as harassment. Fear of repercussions from co-workers including developing a reputation as not being a team-player or “fitting in” to being blacklisted for promotions or new contracts often prevent women from reporting instances of harassment. For example, many women have reported feeling the need to laugh along when co-workers make sexist “jokes” or navigate unnecessary and unwanted touching from co-workers masked as “being friendly”.

**GENDER-BASED VIOLENCE AND SEXUAL HARASSMENT:** Harassment that is sexual in nature and gender-based violence (GBV) are also unique safety risks stemming from male-dominated industries. In a 2017 U.S. survey, the Pew Research Center found that 62% women-identified respondents who work in male-dominated industries experienced sexual harassment, compared to 46% who worked in female-dominated industries.<sup>35</sup> In 2011, a study of sexual harassment filed with the Equal Employment Opportunity Commission found that the industry where women faced the highest risk of sexual harassment was mining, with a rate of 72 reports per 100,000 workers.<sup>36</sup>

**Rules and regulations are critical for reporting:** when Ontario’s sexual violence and harassment legislation came into effect, requiring employers to investigate allegations of sexual harassment, reporting of sexual harassment increased by 114%.

It is critical that your diversity and inclusion strategy takes into account both blatant and discrete instances of all harassment and violence. **Having an effective policy communicates to employees that sexual harassment and GBV are not tolerated in the workplace, and that those who experience such violence have the tools and support necessary to effectively report on these issues**<sup>37</sup> Referring to the laws and regulations surrounding sexual harassment and GBV in your jurisdiction is an imperative first step.

The experience of gender-based violence and sexual harassment is not the same for all women or all men. Considering different intersecting identities when addressing instances of GBV and sexual harassment should occur and guide varying approaches and special considerations. For example, immigrant workers, who make up an appreciable proportion of the mineral sector workforce, can face distinct obstacles in reporting through potential language barriers and unfamiliarity with rights and laws against sexual harassment.<sup>38 39</sup>

Additionally, women and girls identifying as part of the LGBTQ2 community are nine times more likely to experience GBV, and more likely to be sexually harassed, but potentially less likely to report incidents due to fear of being 'outed' in the workplace.<sup>40</sup> Recognizing the implications of intersecting identities will allow for more effective mitigation and response strategies to GBV and sexual harassment.

#### **Addressing harassment and GBV:**

- ◆ **Policy:** Implement and effectively communicate to all levels of employees an explicit zero tolerance policy for behaviour that constitutes harassment of all kinds, bullying and violence. The policy should include an effective complaint procedure that encourages employees to come forward with allegations.
- ◆ **Accessibility:** Develop a resolution process for addressing concerns and workplace conflicts. Ensure this policy fits within varying degrees of harassment (e.g. mediation as a first step is not always appropriate, especially for instances of sexual violence) and is clearly articulated to employees.
- ◆ **Training:** Ensure those on the receiving ends of reports are well-versed and appropriately trained on how to respond to reports of sexual harassment and violence. If allegations of harassment are serious, an experienced external investigator should be hired. In dealing with matters of sexual assault, and other forms of violence, the police should be contacted.
- ◆ **Resources:** Provide supports for developing positive working relationships such as training, reinforcement for collaboration and teamwork, and communication about inclusion.
- ◆ **Intervention:** Provide bystander intervention training which teaches people the skills to safely intervene and/or speak up when they witness challenging/problematic behaviours.

41, 42, 43, 44

#### **Step 4: Provide On-Going Training and Education**

While this guide serves to frame necessary steps towards improving an organization's gender diversity and inclusion, these steps are not sufficient on their own to obtain gender equality in the sector as a whole. It is necessary to provide consistent, on-going opportunities for employees and employers of all seniority levels to engage on matters of diversity and inclusion.

Providing hands-on, engaging training is critical to upholding diversity and inclusion policies and guidelines. Changing the culture of a workplace requires an all hands on deck

approach—from the senior executives to the boots on the ground employees, every level of an organization must be involved.

It is important to note, there is no one-size-fits all approach for ongoing education and training. The below table demonstrates how the same objective can be met in two different ways. Option A suggests an action item that may be considered resource intensive for small companies, while Option B provides an alternative, less resource intensive approach.

**Possible Action Items for Companies with Varying Resources:**

| OBJECTIVE  | STRATEGY OPTION A  | STRATEGY OPTION B   |
|--|--|---|
| Bring gender diversity and inclusion to the forefront of company objectives.       | Develop an internal working group on gender diversity and inclusion.   | Add diversity and inclusion shares to the agenda of all-staff and team meetings.  |
| Educate employees on sector specific issues pertaining to diversity and inclusion. | Develop educational and awareness training tailored to specific roles and responsibilities within the workplace. | Revise existing training material to incorporate diversity and inclusion (E.g. Add in diversity and inclusion segment to safety-training).                  |
| Lead by example.   | Encourage senior leadership to actively champion diversity and inclusion, including male allies.                 | Encourage senior leadership to actively champion diversity and inclusion, including male allies.  |
| Ensure all employees are "on the same page".                                       | Develop a mandatory certificate program on diversity and inclusion for all staff.                                | Ensure both new and tenured staff receive the same updates to any training, or policies. Check in with tenure staff who may have to adjust to new policies. |
| Collect data and monitor progress.   | Issue anonymous polls and surveys to inform policies and practices. Develop targets and specific baselines.      | Issue anonymous polls and surveys to inform policies and practices. Develop targets and specific baselines.   |

Staff should be provided opportunities to engage on diversity and inclusion issues in meaningful and informative ways. Furthermore, this engagement and training must be continual. A one-day workshop completed at the start of an individual's career is not enough to challenge and change the deep seated beliefs and social norms that have fostered decades of inequality within the mineral industry.

As any fiscal or operational policy would be revisited and reflected on, diversity and inclusion must also be reviewed for their effectiveness in terms of achieving the goals and objectives set out in an organization's gender diversity and inclusion strategy.

## Conclusion

There are many dimensions to gender diversity and inclusion that must be considered when working to achieve gender equality. The opportunities laid out in this section provide guidance on how organizations may work internally to improve the gender dynamics within their workplace. A key aspect of any diversity and inclusion strategy will be the development of a policy that outlines various commitments to advancing diversity and inclusion in your company. A gender policy should include commitments to:

- ◆ Develop a safe workplace free of discrimination, harassment and gender-based violence for *all* employees.
- ◆ Ensure that policies take into account the different lived experiences of all employees, and are adjusted to address factors that contribute to a lack of diversity and inclusion.
- ◆ Actively engage all employees on matters of diversity and inclusion in a respectful and progressive manner so no voice is left unheard.
- ◆ Adjust and regroup when necessary as working dynamics changes. Continue to set new targets to improve gender diversity and inclusion.

Once developed, the diversity and inclusion initiatives, goals and policies must be communicated very clearly and regularly throughout the organization, so that everyone can envision their role in advancing the agenda. Recognizing areas for improvement, or perhaps complete change, is a necessary step in implementing an effective diversity and inclusion strategy. However, it is only one half of the picture—organizations must also look at the ways in which the gendered dimension of their workforce, policies and practices impact marginalized communities with whom they engage.

## Gender Diversity and Inclusion Internal Barriers Self-Assessment

Addressing the internal barriers to gender diversity and inclusion involves numerous steps and processes to recognize both the direct and latent functions of workplace policies and practices. The following questions can help unpack your diversity and inclusion blind spots, while providing insights into strategies for measuring progress and fostering inclusion.

| INTERNAL BARRIER   | YES | NO | N/A | EXAMPLES OF CONTROLS TO BARRIER  | IMPROVEMENTS FOR ADDRESSING BARRIER |
|--|-----|----|-----|--|-------------------------------------|
| <b>DECISION MAKING</b>   |     |    |     |  |                                     |
| <b>1.</b> Do women make up a significant portion of the senior management and/or board of director roles?                                      |     |    |     | <ul style="list-style-type: none"> <li>-Transparency around promotions and board appointments</li> <li>-Setting target quotas for women in leadership roles</li> <li>-Implementing sponsorship or mentoring initiatives</li> </ul>                               |                                     |
| <b>2.</b> Has the entrance rate and turnover rate within the organization been even between male and female employees?                         |     |    |     | <ul style="list-style-type: none"> <li>-Setting diversity targets and goals within workforce</li> <li>-Tracking and documenting reasoning behind turnover</li> </ul>   |                                     |
| <b>3.</b> Is the gender makeup of staff meetings diverse in gender?  |     |    |     | <ul style="list-style-type: none"> <li>-Ensure decision-making is more broadly delegated to include a wider set of employee perspectives</li> <li>- Having women both internally and externally be purposefully included in decision-making processes</li> </ul> |                                     |
| <b>4.</b> Relative to the representation of gender during meetings, are both men and women speaking and directing the conversation most often? |     |    |     | <ul style="list-style-type: none"> <li>-Ensuring decision-making is more transparent and consider asking for input individually</li> </ul>   |                                     |

| INTERNAL BARRIER   | YES | NO | N/A | EXAMPLES OF CONTROLS TO BARRIER  | IMPROVEMENTS FOR ADDRESSING BARRIER |
|--|-----|----|-----|--|-------------------------------------|
| <b>CULTURE</b>   |     |    |     |  |                                     |
| <b>1.</b> Would you describe the general culture of your organization or field teams (including contractors) welcoming to all genders and identities?  |     |    |     | -Communicating effectively with employees on the value of diversity<br>-Building an awareness among employees of unconscious biases and micro-inequalities <sup>45</sup> |                                     |
| <b>2.</b> Are workplace signage, policies, and job titles gender neutral?  |     |    |     | -Applying a GBA+ analysis for company policies, programs, and initiatives  |                                     |
| <b>3.</b> Have any complaints regarding the existence of an unwelcoming workplace culture been informally or formally reported?  |     |    |     | -Conducting in-person discussions with all employees to assess culture<br>-Sending out anonymous surveys to all employees to assess culture                              |                                     |
| <b>4.</b> Are incentives offered to employees who take a stand against inappropriate joking/comments, or are committed to fostering an environment where everyone feels safe/free from harassment? |     |    |     | - Employees are educated on company policy regarding harassment<br>- All management consistently leads by example and enforces company policies                          |                                     |

| INTERNAL BARRIER   | YES | NO | N/A | EXAMPLES OF CONTROLS TO BARRIER   | IMPROVEMENTS FOR ADDRESSING BARRIER |
|--|-----|----|-----|---|-------------------------------------|
| <b>FLEXIBILITY</b>   |     |    |     |   |                                     |
| <b>1.</b> Has the organization taken on any initiatives to accommodate the presence of women working within it?                            |     |    |     | -The existence of separate bathrooms or living spaces for women<br>-Developing procedures for workers to follow when dealing with strangers or intruders  |                                     |
| <b>2.</b> Has the organization put into place any programs that mitigate difficulties in balancing work and personal life for employees?   |     |    |     | -The establishment of community child care partnerships<br>- Exploring innovative solutions for work-life integration such as personal leave policies, fly-in, fly-out (FIFO) work schedules, bereavement leave policies, and personal communication methods (telephone, internet, etc.) for connecting with family members <sup>46</sup> . |                                     |
| <b>3.</b> Has the company taken any opportunity from training programs developed specifically for women in mineral exploration and mining? |     |    |     | -Taking advantage of programs such as Women in Resource Development Cooperation and Aboriginal Women in Mining <sup>47</sup>  |                                     |
| <b>SAFETY</b>  |     |    |     |   |                                     |
| <b>1.</b> Is signage gender neutral?   |     |    |     | -Reviewing signs for use of terms or symbol for "men" (e.g. "men at work")  |                                     |
| <b>2.</b> Do safety training modules have components or considerations specific to women?  |     |    |     | -Safety practices, including mention of ergonomics for all members of work team<br>-Obtaining safety equipment and apparel that keeps all bodies protected  |                                     |

| INTERNAL BARRIER   | YES | NO | N/A | EXAMPLES OF CONTROLS TO BARRIER  | IMPROVEMENTS FOR ADDRESSING BARRIER |
|--|-----|----|-----|--|-------------------------------------|
| SAFETY   |     |    |     |  |                                     |
| <b>3.</b> Is there an effective policy that communicates to employees that sexual harassment and GBV are not tolerated in the workplace?                 |     |    |     | -Developing a zero tolerance policy on workplace violence and harassment in accordance with the laws of your jurisdiction <sup>48</sup>  |                                     |
| <b>4.</b> Is there a zero tolerance policy for sexual harassment and GBV that all employees and contractors sign and abide by?                           |     |    |     | - Including explicit mention that all employees and contractors must abide by sexual harassment and gender based violence policies in contracts  |                                     |
| <b>5.</b> Is there a robust mechanism for receiving and addressing anonymous complaints of discrimination, harassment, or sexual harassment or GBV?      |     |    |     | -For SMEs, the use of an alternate or third-party mechanism for receiving complaints may be necessary to avoid instances where supervisors tasked with hearing complaints are the perpetrators   |                                     |
| <b>6.</b> Are management and trained on how to respond to an instance or allegation of violence or sexual harassment?                                    |     |    |     | -Developing and implementing such procedures<br>-Having procedures for workers to seek immediate assistance when workplace violence/sexual violence occurs or is likely to occur   |                                     |
| <b>7.</b> Are precautions put into place that address particular risks for GBV and harassment that arise working alone or in small groups? <sup>49</sup> |     |    |     | -Maintain regular contact with workers who are working alone (e.g. providing cellphones or other communication devices)<br>- Develop and implement procedures for opening, closing, or securing the workplace prior to starting and at the end of shifts |                                     |