



# 2021 Virtual Symposium

April 20, 22, 27 & 29, 2021



# 2021 Conference Planning Committee

PGO gratefully acknowledges the work of the Conference Planning Committee in organizing this symposium.

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- Robert Hearst
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- Imran Khan
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- Craig Waldie
- James Whyte
- Tony Andrews
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# Panel Session A Co-Chairs



Mary-Anne Hildebrandt, P.Geol.



Kristin Hanson, P.Geol.

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# Panel Session A

*Avoiding Disaster – The Case for Building a Stronger Future by Including Diversity in Decision Making*

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# Presentation 1

Speak Up!  
Diversity of  
Thought and  
Innovation are  
Stifled by  
Confirmation Bias  
and Group Think



**Shastri Ramnath**

CEO & President of Exiro  
Minerals Corp.

Co-founder, Orix Geoscience

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## Presentation 2

Purpose Over  
Profit?  
How Long-term  
Value is  
Supported by  
Diversity and  
Inclusion



### **Siri Genik**

Principal and Founder, Bridge  
Former Vice Chair, Board of  
Directors  
Women in Mining Canada

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## Presentation 3

### Where are All the Women? The Facts of a Leaky Pipeline



### **Maureen Jensen**

Past Chair of Ontario Securities  
Commission  
Past President of PGO

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# Where are all the women? The facts of a leaky pipeline

Maureen Jensen

April 20, 2021



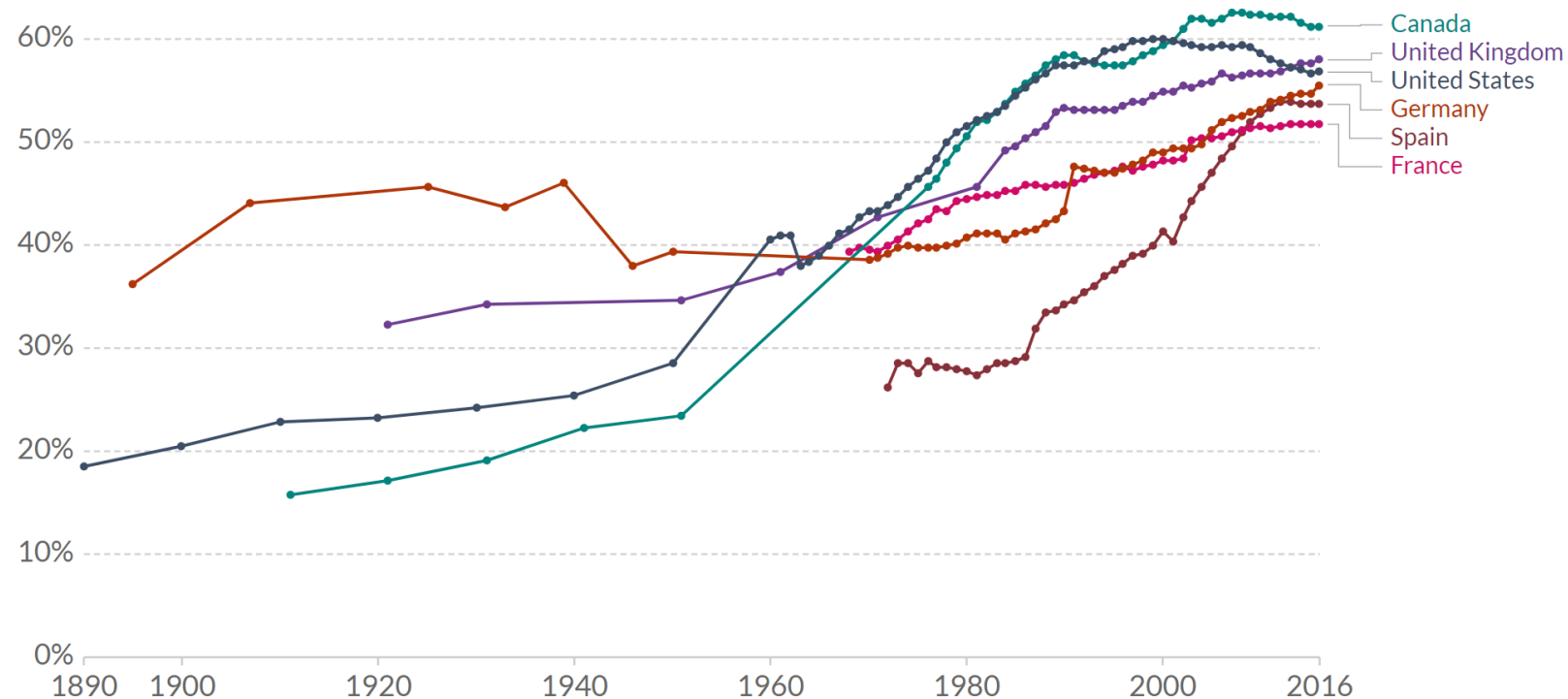
# Women in the workforce

## Long-run perspective on female labor force participation rates, 1890 to 2016

Proportion of the female population ages 15 and over that is economically active. Data is available for OECD member countries, as well as for non-member countries publishing statistics in OECD.stats.

Our World  
in Data

+ Add country



Source: Our World In Data based on OECD (2017) and Long (1958)

Note: For some observations prior 1960, the participation rate is taken with respect to the female population 14 and over. See sources for details

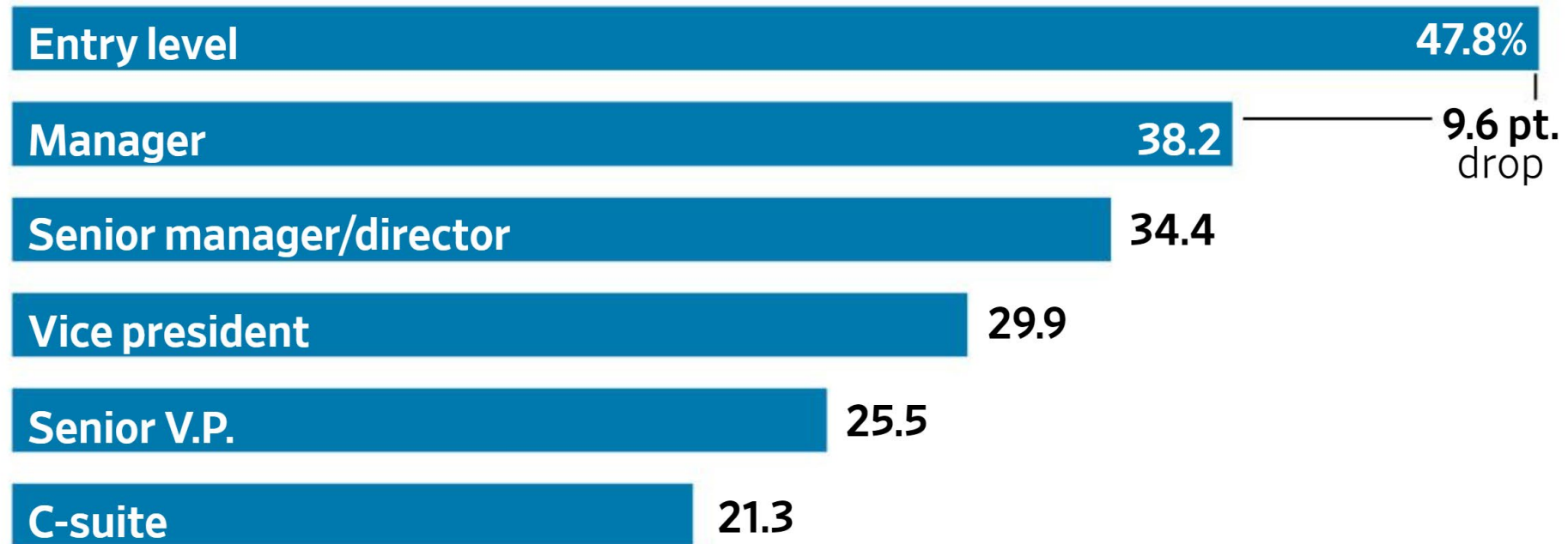
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# Women in the workforce

## The Problem Starts Early

### Falling Behind Fast

Women move up the career ladder in smaller numbers than men at every stage but lose the most ground early. Share of women at each level:



# Women in the workforce

## The Higher Up the Corporate Ladder, the Fewer Women

A 2020 analysis by Mercer of over 1,100 organizations across the world found a leaky pipeline for women in leadership:<sup>7</sup>

- Executives: 23%
- Senior managers: 29%
- Managers: 37%
- Professionals: 42%
- Support staff: 47%

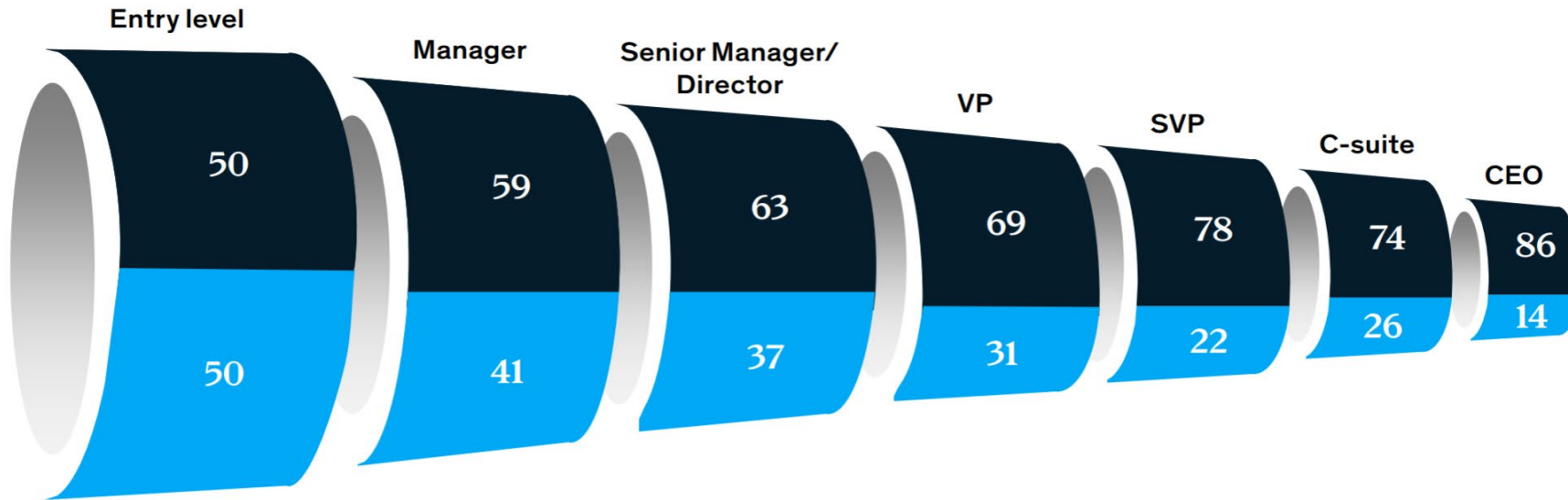
*Catalyst, Quick Take: Women in Management (August 11, 2020).*

# Women in Management

## Gender representation in the talent pipeline<sup>2</sup>

Percent of men and women

■ Men ■ Women



Entry level: Employees who carry out discrete tasks and participate on teams, typically in an office or corporate setting

Manager: Employees who have management responsibility for a store or team

Senior Manager/Director: Seasoned managers with responsibility for multiple teams and discrete functions or operating units

Vice President (VP): Leaders of the organization who report directly to senior vice president

Senior Vice President (SVP): Senior leaders of the organization with significant business unit or functional oversight

C-suite: Direct reports to the CEO, or those responsible for company operations and profitability

1. Sample size and self-selection biases could contribute to a more positive result. Canadian organizations that already prioritize gender diversity and have a good representation of women in senior leadership might have been more inclined to participate in our study

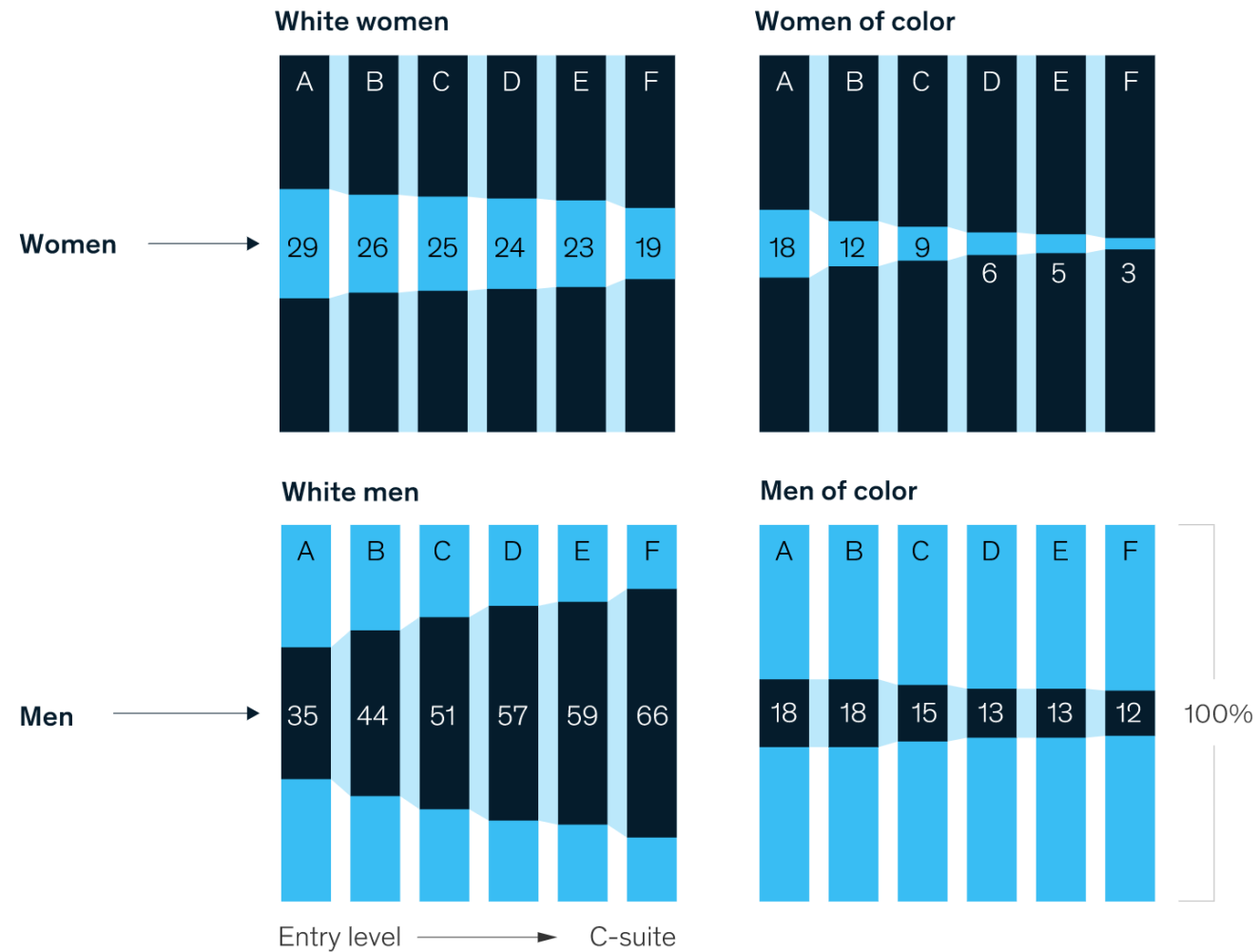
2. These numbers are based on a sample of 88 organizations. Organizations with fewer than 50 employees are excluded as smaller organizations generally do not have as many levels in their hierarchy as defined in our talent pipeline

Source: McKinsey & Company Canada "Talent pipeline survey 2019", 94 Canadian organizations employing 500,000 people

# Management

## Representation by corporate role, by gender and race in 2020, % of employees

A = entry level B = manager C = senior manager/director D = vice president E = senior vice president F = C-suite



# Women Directors in Canada

FIGURE 13.1  
NUMBER OF WOMEN DIRECTORS  
BY INDUSTRY

Total companies that disclosed  
2019: 657 | 2020: 586

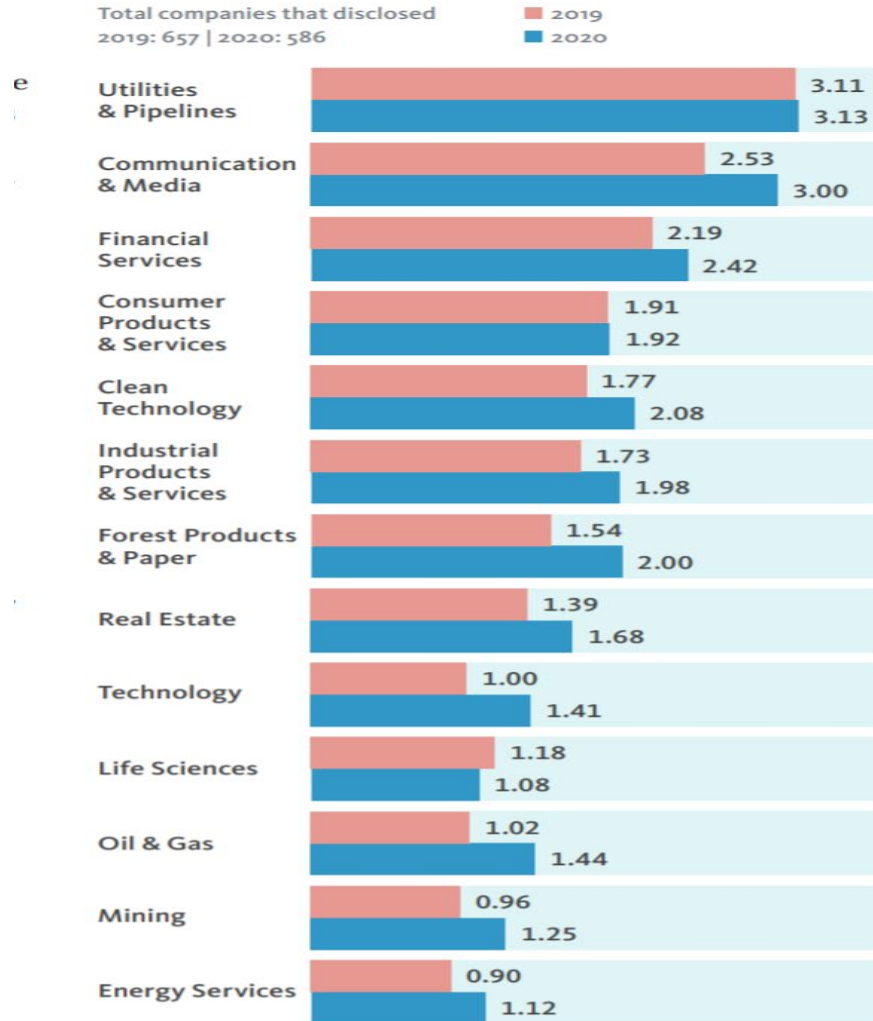
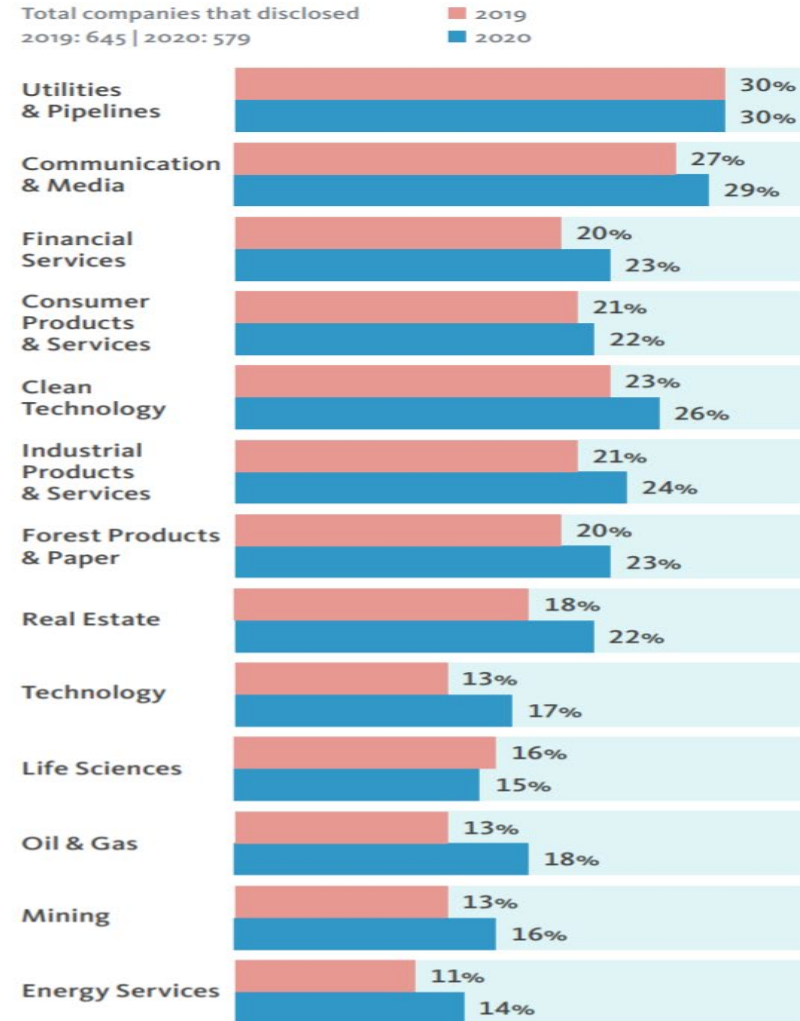


FIGURE 13.2  
PERCENTAGE OF WOMEN DIRECTORS  
BY INDUSTRY

Total companies that disclosed  
2019: 645 | 2020: 579



# Diverse Directors in Canada

## Board representation of members of visible minorities, Aboriginal peoples and persons with disabilities

	Members of visible minorities	Aboriginal peoples	Persons with disabilities
Number of board positions	89	7	6
Percentage of board positions	5.5%	0.5%	0.4%
Number of companies with at least one director from the applicable designated group	56	7	5
Average number per board <sup>2</sup>	0.41	0.03	0.02
Number of companies with a written board policy relating to the representation of members of the applicable designated group <sup>3</sup>	93	86	89
Percentage of companies with director targets for members of the applicable designated group <sup>3</sup>	<1.5%	<1.5%	<1.5%

<sup>2</sup> Calculated based on the 213 companies that disclosed the number of directors who are from members of visible minorities, Aboriginal peoples and/or persons with disabilities.

<sup>3</sup> Calculated based on the 231 companies that disclosed the existence of a written board policy covering members of visible minorities, Aboriginal peoples and/or persons with disabilities.

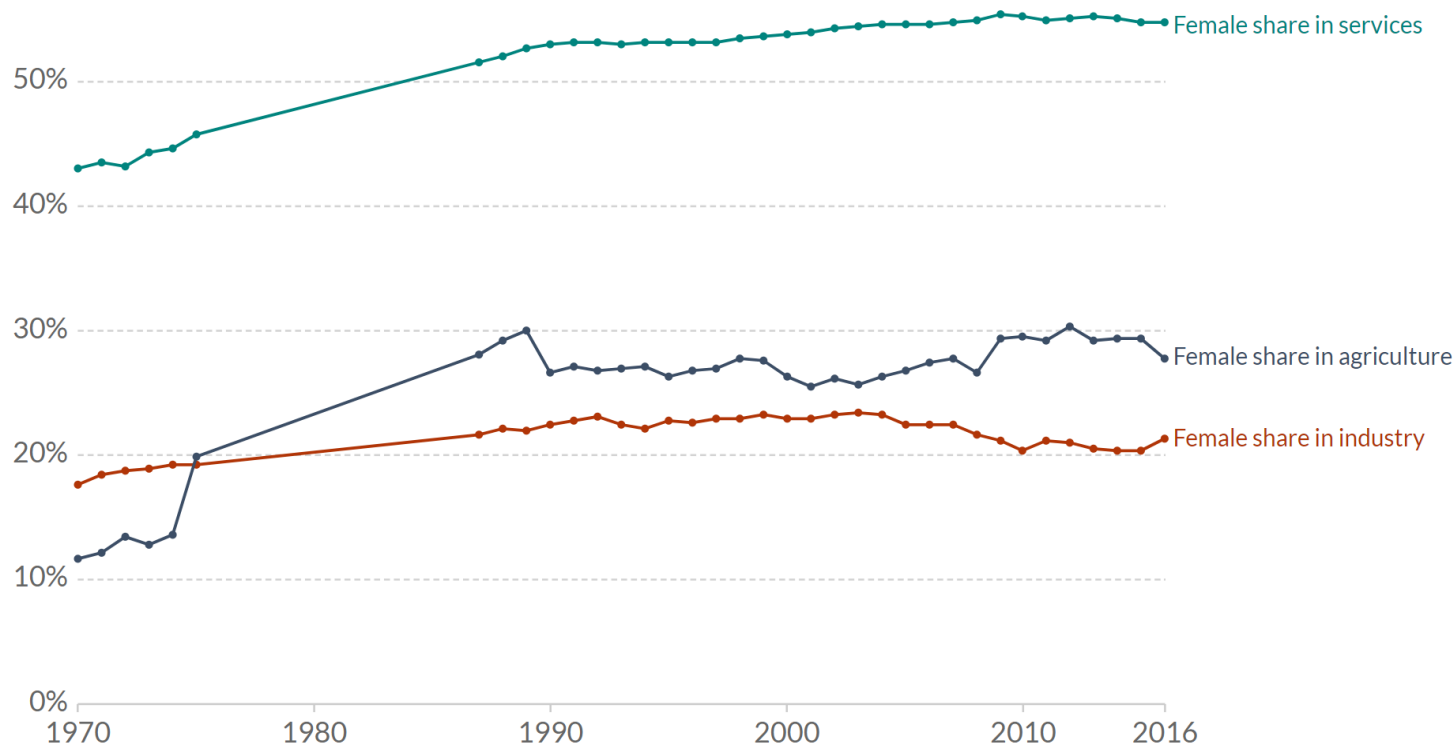
# Women in the workforce

## Proportion of female employees by economic sector, Canada, 1970 to 2016

Representation of female employment (i.e. female employment share) in the three main economic sectors.

Our World  
in Data

[↔ Change country](#)



Source: ILOSTAT

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▶ 1970

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CHART

TABLE

SOURCES

↓ DOWNLOAD





# Women in the workforce

Industry	Total Employed–Percent Women (2019)
Construction	12.1%
Manufacturing, Durables	21.6%
Mining, Quarrying, and Oil and Gas Extraction	17.7%
Transportation and Warehousing	23.5%
Utilities	24.5%

Catalyst, *Quick Take: Women in Management* (August 11, 2020).

# CANADA

## Women in Canada Are Less Likely to Enter, More Likely to Leave STEM Fields<sup>28</sup>

Canadian women are less likely to pursue higher-paying STEM fields such as engineering or computer science.<sup>29</sup> Among enrolled postsecondary students in 2017-2018, women represented:<sup>30</sup>

- All STEM subjects: 37.8%
  - Science and science technology: 56.9%
  - Engineering and engineering technology: 20.2%
  - Mathematics and computer and information sciences: 28.0%

In 2017, women earned approximately one-third (35.8%) of all recipients of STEM postsecondary degrees in Canada.<sup>31</sup>

Among STEM graduates, men were more likely (41.5%) to work in STEM jobs than women (22.5%) in 2016.<sup>32</sup>

- In 2019, women accounted for less than a quarter (23.6%) of those working in natural and applied sciences and related occupations.<sup>33</sup>
  - In these occupations, women earned, on average, \$0.76 to every \$1.00 earned by men in annual wages, salaries, and commissions in 2018.<sup>34</sup>

# In Ontario at PGO

Full Practising as of Dec 31, 2020	
Male	1744
Female	547 (24%)
Other	1
<b>Total</b>	<b>2292</b>

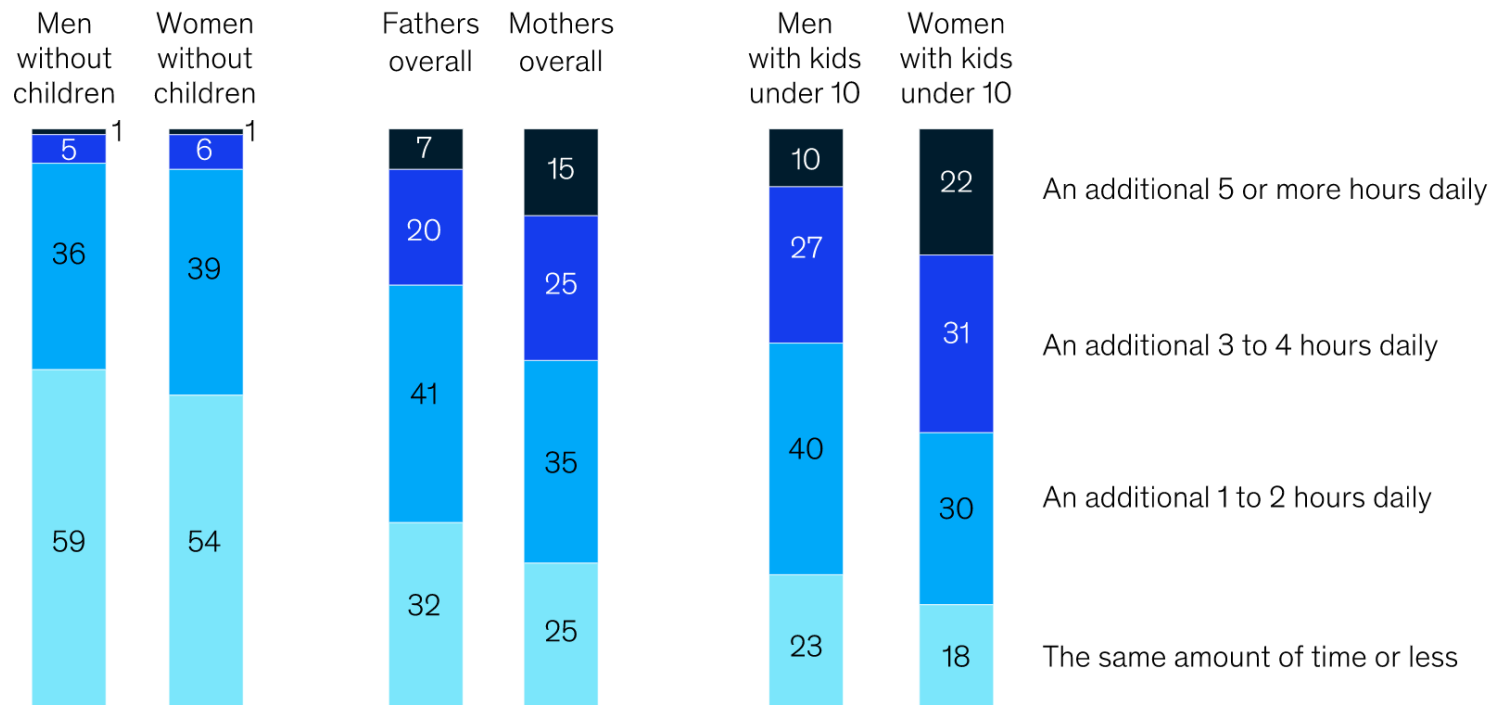
# Now during Pandemic

- The numbers have stalled for women at all levels
- Women hard hit by the pandemic, 55% of those who lost their jobs are women
- Many employed in service industry for flexibility
- Of those who can work from home 33% have thought of quitting due to child and elder care demands
- Women feel “frozen”

# Now during Pandemic

**Since the pandemic, mothers that are part of a dual-career couple are twice as likely as fathers in a dual-career couple to spend five more hours a day on chores.**

**Dual-career-couple household responsibilities since the start of the COVID-19 crisis, % of employees**



Note: Figures may not sum to 100%, because of rounding.

Source: *Women in the Workplace 2020*, LeanIn.Org and McKinsey, 2020

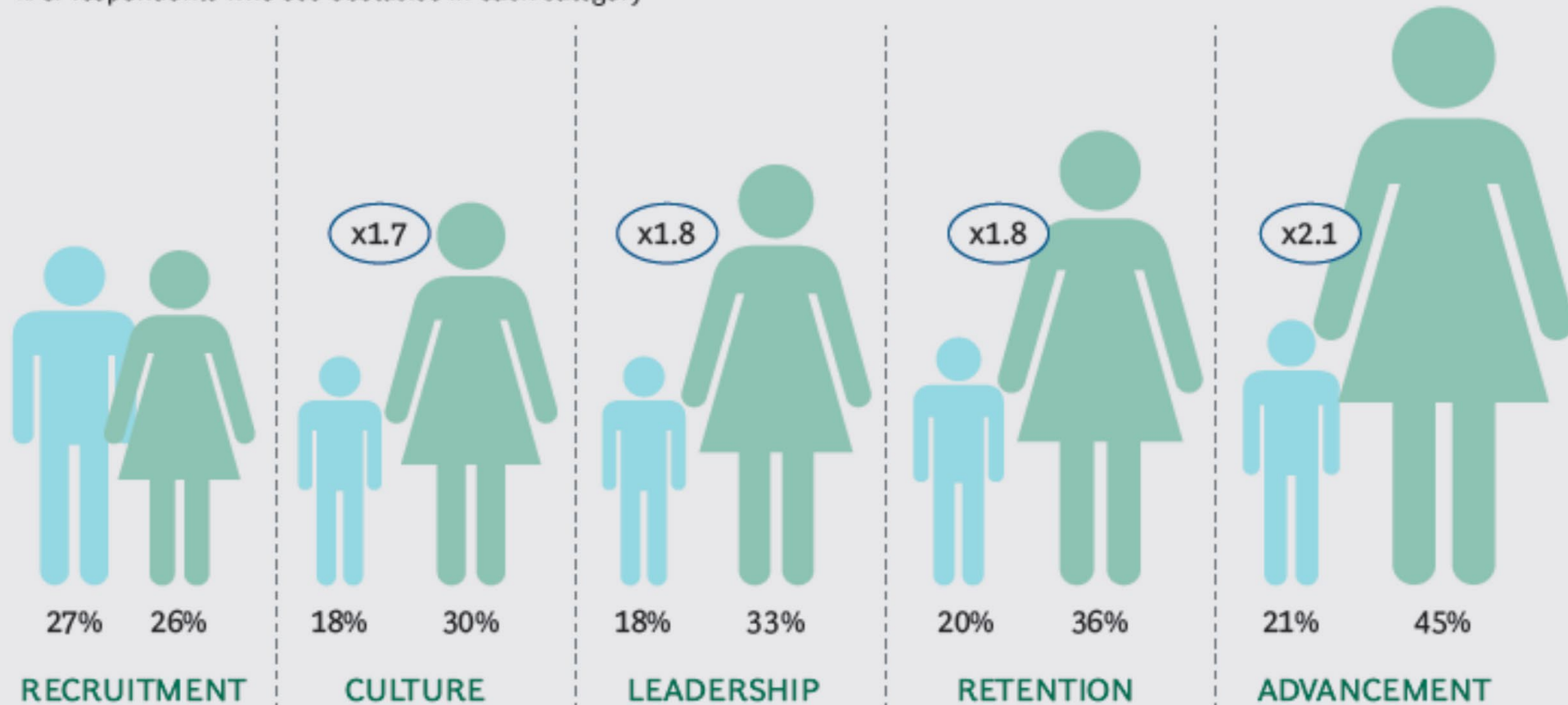
# Why the Drop in Womens' Participation?

- Large wage gaps that grow over time – 10-20% less
- Work cultures that value “facetime” and autocratic leaderships styles
- Workplaces not supportive of family responsibilities
- Cultures not supportive of flexibility
- Few role models for women or people of colour
- Gender stereotypes common in workplaces
- Harassment tolerated

# What men and women think the issue is

## EXHIBIT 2 | Men and Women Rank Obstacles to Gender Diversity Differently

% of respondents who see obstacles in each category



Source: BCG Global Gender Diversity Survey 2017.

# Why should you care?

- Research shows that companies with a better gender balance are more profitable
- Companies that demonstrate diversity have better access to capital
- Companies that value healthy workplaces are winning the talent war
- Companies with diverse boards have fewer significant failures
- Research shows that countries that value gender and other equality in workplaces are better for all families and communities



# So how do we change this?

- Measure the true diversity of workplaces and set targets
- Challenge gender stereotypes
- Promote healthy workplaces for all
- Encourage mentorship
- Reward inclusive leadership styles
- Proactively recruit diverse candidates
- Be aware of unconscious bias

Thank you

## Presentation 4

Tools You Can  
Use to Help Build  
a More  
Sustainable  
Future



**Felix Lee**

President and CEO of Willeson  
Metals, 37th President of PDAC

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## Tools You Can Use to Help Build a More Sustainable Future

Felix Lee, P.Geo.

April 20, 2021

# Our Imperative

**Equity, diversity, and inclusion** remains an imperative of the mineral exploration and mining sectors. We must acknowledge this fact and up our game if we are to address the current skills shortage, as well as develop a sustainable future workforce with the diversity of skills, knowledge, and experience needed to tackle the demands of the future, not the least of which is the mineral industry's critical role in the transition of global economies toward a low carbon future.

- 1 Canada's mineral exploration and mining industry's HR outlook
- 2 The changing narrative surrounding our industry
- 3 Tools and resources

# Canada's mineral exploration and mining industry's HR outlook

- 1 Mining and exploration is volatile, leading to labour supply / demand imbalances
- 2 Mining labour force is aging: 25K+ workers retiring within next 5 years
- 3 Need to recruit 60-100K in next 10 years
- 4 Labour and skills shortages across all occupational groups within the sector
- 5 Declining enrolment in mining-related post-secondary institutions
- 6 Hiring challenge is intensified by a 'tight' labour market:
  - Rural and remote location of mines
  - Challenges with attracting / retaining women and new Canadians
  - Continued negative perceptions of the sector among youth

Source: Mining Industry Human Resources Council (MiHR), 2021

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# Canada's mineral exploration and mining industry's HR outlook cont'd

Cumulative hiring requirement over the next 5-years (2020-2025)

Scenario	Employment in 2020	Net Change in Employment	Replacement Requirements		Cumulative Five-Year Hiring Requirements
			Retirement	Non-Retirement	
Pre-COVID-19 Baseline Scenario	208,360**	-2,650	25,630	10,250	33,230
Post-COVID-19 Optimistic Scenario	194,460	+12,570	25,030	10,010	47,610
Post-COVID-19 Pessimistic Scenario	194,460	-3,730	23,890	9,560	29,720

Source: Mining Industry Human Resources Council (2021); Statistics Canada, System of National Accounts (1997-2019), Census (2016), Labour Force Survey Custom Table, monthly, unadjusted for seasonality (2020).

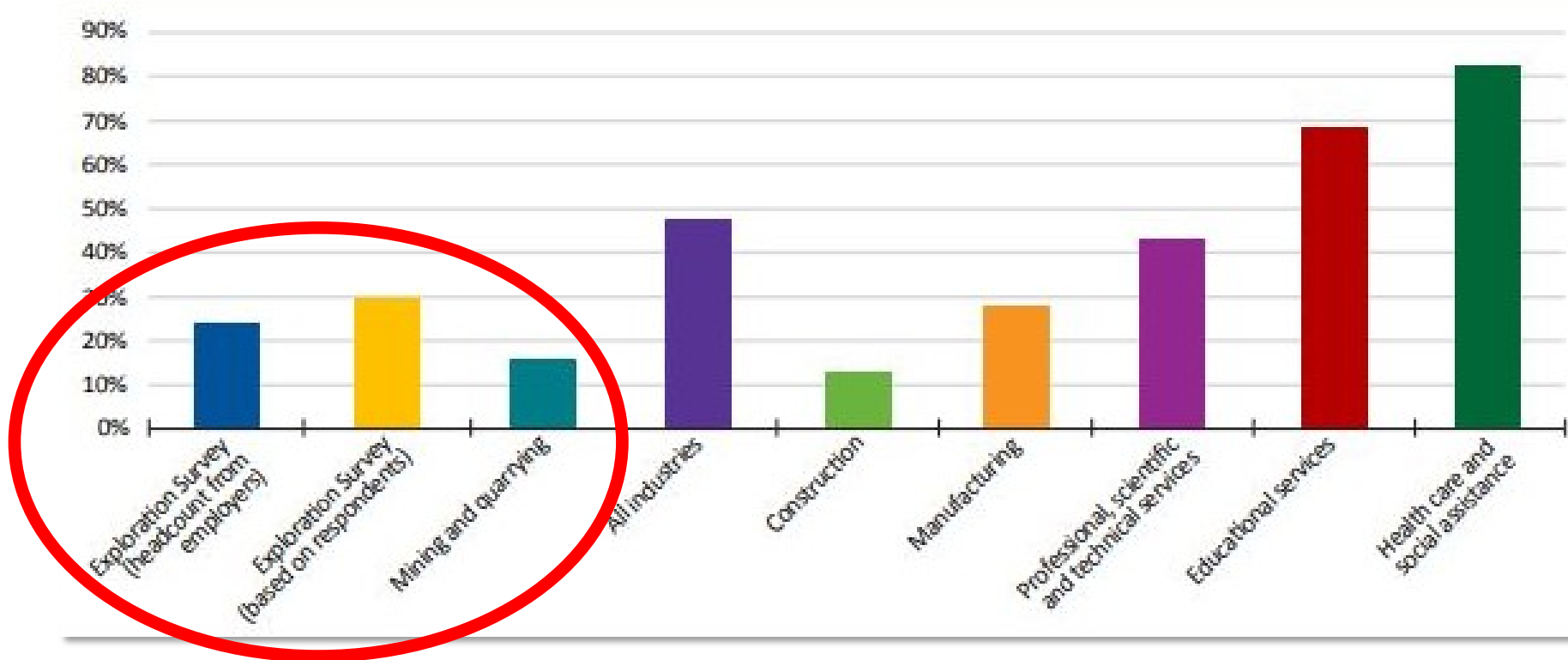
\* Includes Non-conventional oil extraction (NAICS 211114).

\*\* This scenario represents the expected employment level for 2020 as determined by MiHR's forecasting model prior to the COVID-19 pandemic.



# Canada's mineral exploration and mining industry's HR outlook cont'd

Representation of women in the workforce, exploration and other industries (2018)

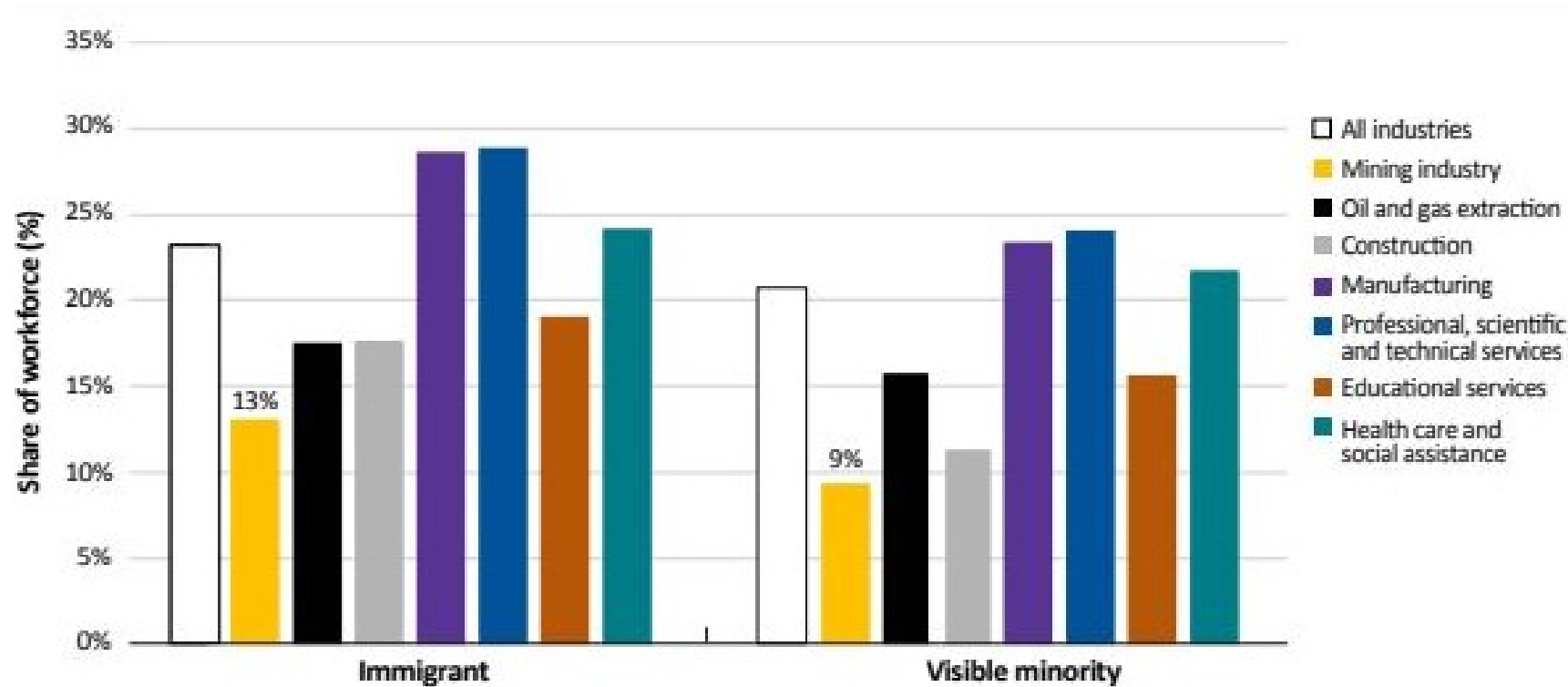


Source: Mining Industry Human Resources Council (MiHR), 2019

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# Canada's mineral exploration and mining industry's HR outlook cont'd

Representation of immigrants and visible minorities in the workforce, mining and other industries (2016)

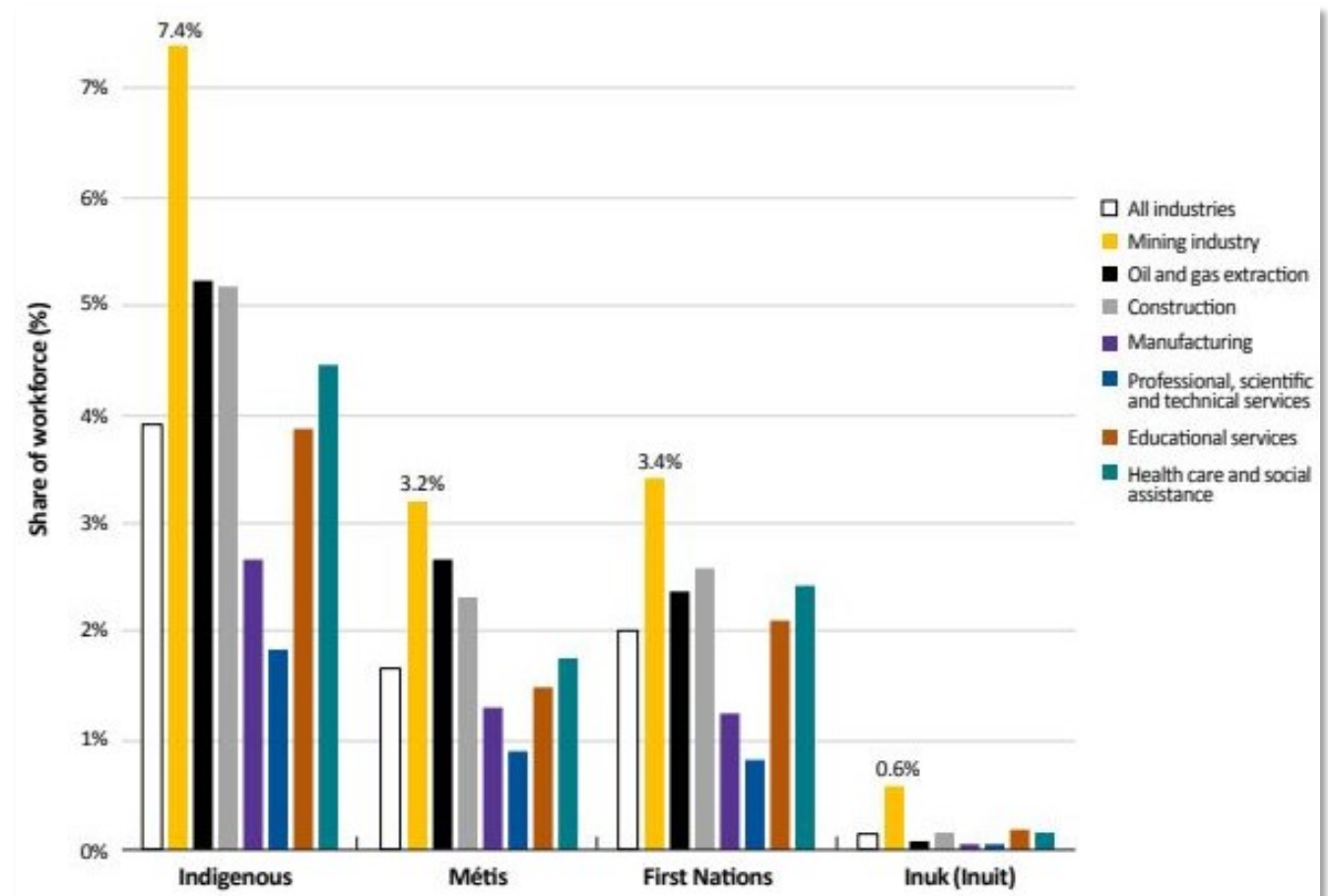


Source: Mining Industry Human Resources Council (MiHR), 2019

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# Canada's mineral exploration and mining industry's HR outlook cont'd

Representation of Indigenous People in the workforce, mining and other industries (2016)



Source: Mining Industry Human Resources Council (MiHR), 2021

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# Canada's mineral exploration and mining industry's HR outlook cont'd

## The Changing Nature of Work

Findings from MiHR's research initiative, *The Changing Nature of Work in Mining: Impact on the Canadian Mining Workforce*, show mixed responses from interviewees when asked which workplace skills in mining will change as a result of technological adoption and innovation. Many respondents pointed to the need to recruit technologically savvy, data-driven individuals who can understand, interpret and analyze data. Other respondents pointed to the need for well-rounded individuals who can work on teams, show leadership and communicate effectively. Either way, the respondents noted that the adoption of new technologies and innovations in mining will cause a fundamental shift in the skills required in the industry.

FIGURE 28: MiHR's 2019 National Employer LMI Survey: "Over the next five years, in your view, what do you anticipate to be your biggest challenge(s) in ensuring you have the workers you need to meet your business goals?"

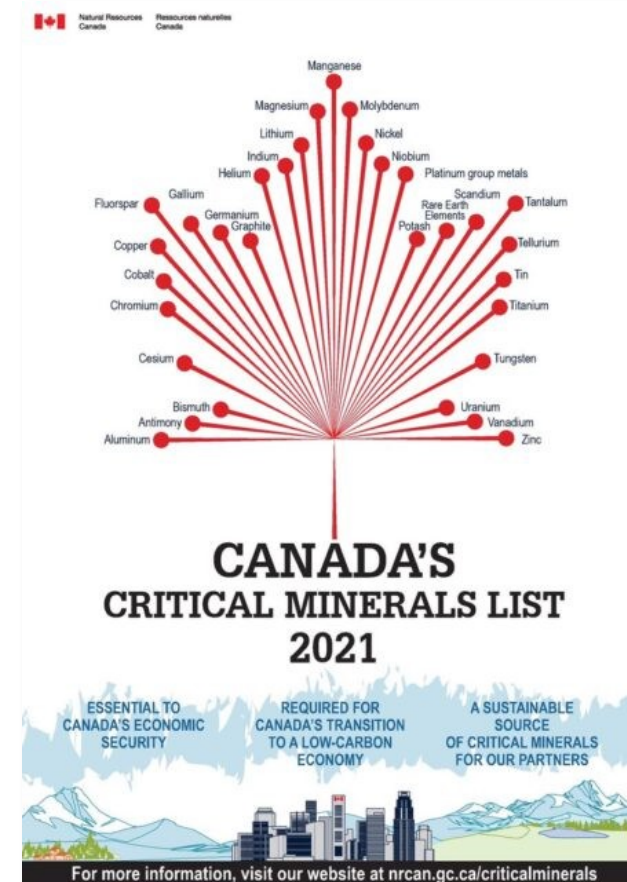


Source: Mining Industry Human Resources Council (2019 National Employer LMI Survey)

# The changing narrative surrounding our industry



Launched at PDAC 2019  
First Action Plan announced at PDAC 2020

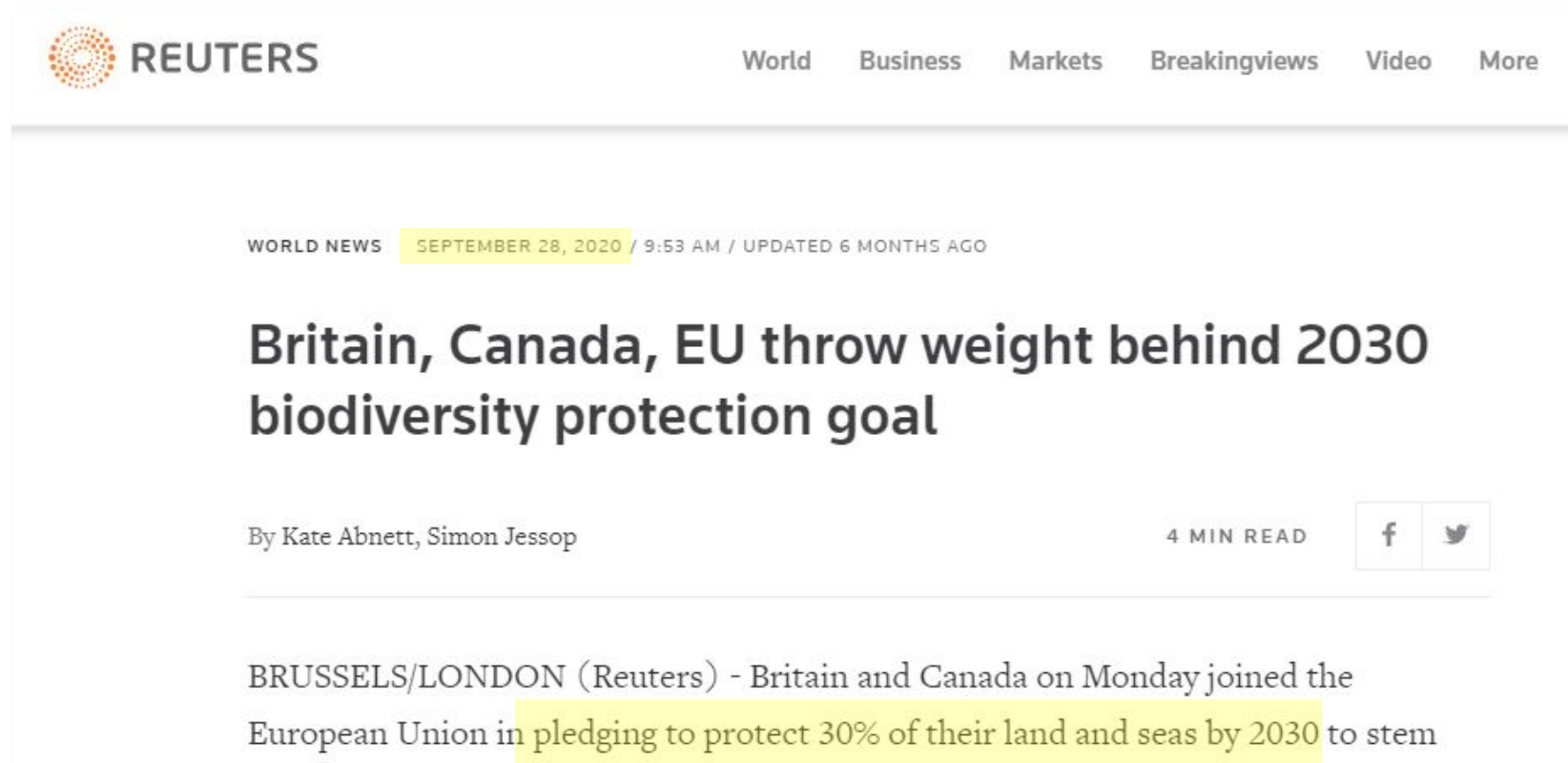


Announced at PDAC 2021

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# The changing narrative surrounding our industry cont'd

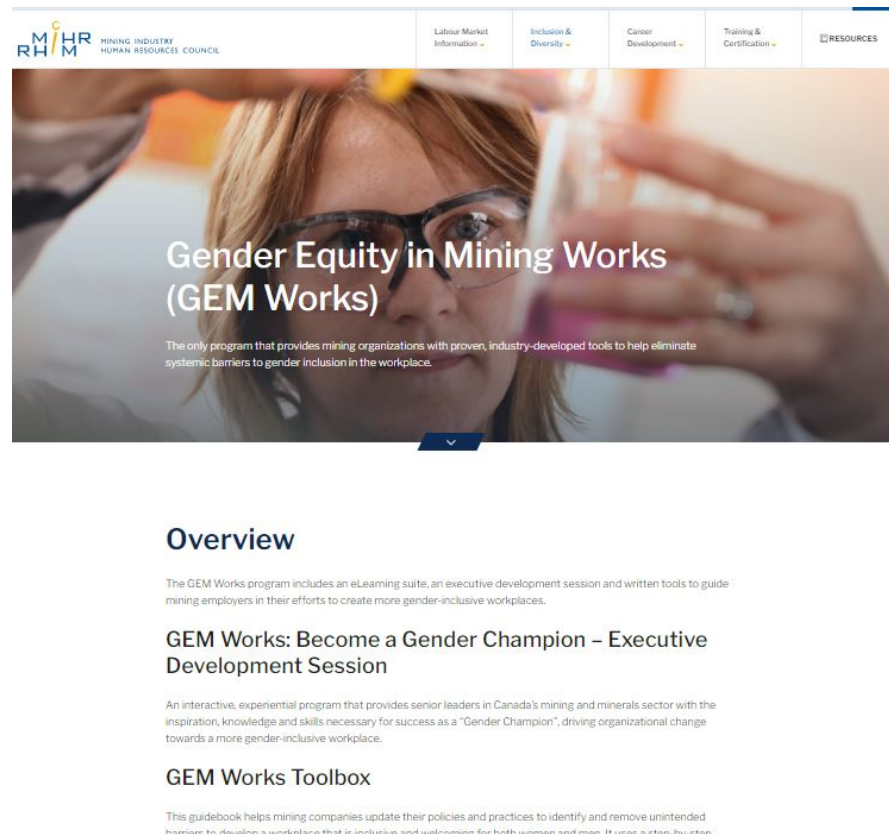
But we're going to have to move fast...



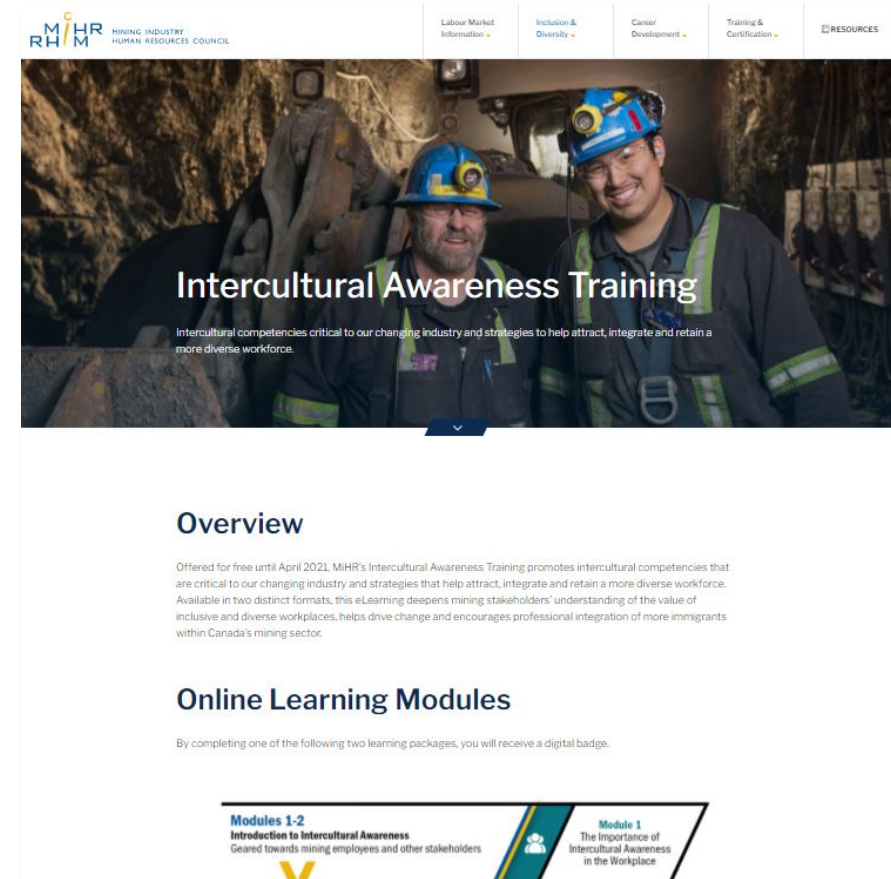


# Tools and resources

## MiHR's Intercultural Awareness Online Training Tool



The screenshot shows the MiHR (Mining Industry Human Resources Council) website for the Gender Equity in Mining Works (GEM Works) program. The header includes the MiHR logo and navigation links: Labour Market Information, Inclusion & Diversity, Career Development, Training & Certification, and RESOURCES. The main banner features a woman wearing safety glasses and a hard hat, with the text "Gender Equity in Mining Works (GEM Works)" and a sub-headline: "The only program that provides mining organizations with proven, industry-developed tools to help eliminate systemic barriers to gender inclusion in the workplace." Below the banner, the "Overview" section states: "The GEM Works 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." It then lists "GEM Works: Become a Gender Champion – Executive Development Session" and "GEM Works Toolbox".



The screenshot shows the MiHR (Mining Industry Human Resources Council) website for the Intercultural Awareness Training program. The header includes the MiHR logo and navigation links: Labour Market Information, Inclusion & Diversity, Career Development, Training & Certification, and RESOURCES. The main banner features two miners in hard hats and safety gear, with the text "Intercultural Awareness Training" and a sub-headline: "Intercultural competencies critical to our changing industry and strategies to help attract, integrate and retain a more diverse workforce." Below the banner, the "Overview" section states: "Offered for free until April 2021, MiHR's Intercultural Awareness Training promotes intercultural competencies that are critical to our changing industry and strategies that help attract, integrate and retain a more diverse workforce. Available in two distinct formats, this eLearning deepens mining stakeholders' understanding of the value of inclusive and diverse workplaces, helps drive change and encourages professional integration of more immigrants within Canada's mining sector." It then lists "Online Learning Modules" and includes a graphic showing "Modules 1-2 Introduction to Intercultural Awareness" and "Module 1 The Importance of Intercultural Awareness in the Workplace".

## MiHR's Gender Equity in Mining Works (GEM Works)

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# Tools and resources cont'd

## PDAC'S SUSTAINABILITY FRAMEWORK



**A Framework for  
Responsible Exploration**

**Principles**

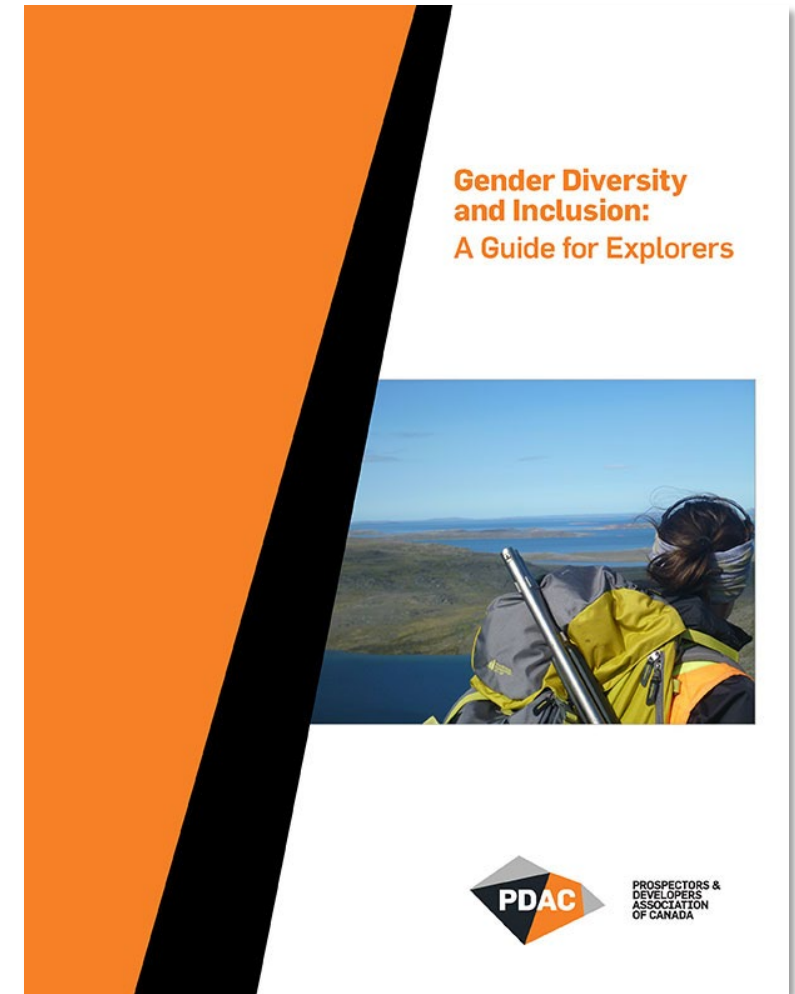
**Guidance Notes**

**Toolkits**

**Social  
Responsibility**

**Environmental  
Stewardship**

**Health &  
Safety**

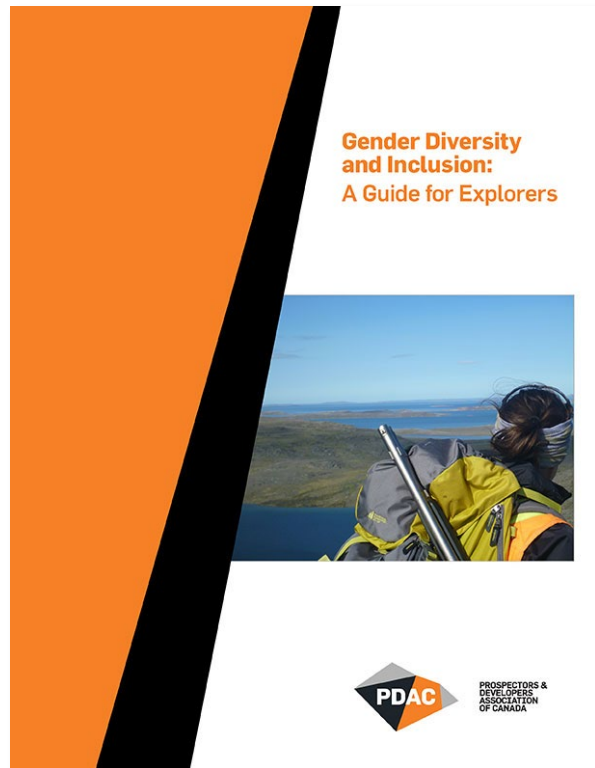


Source: Prospectors and Developers Association of Canada (PDAC), 2021

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# Tools and resources cont'd



## Introduction

- Gender imbalance in the mineral industry
- Terms and definitions
- Business Case

## Part 1: Gender Diverse and Inclusive Workplaces

- Barriers
- Addressing barriers
- Self-Assessment

## Part 2: Gender Diversity and Inclusion in a Community Setting

- Barriers
- Addressing barriers
- Self-Assessment

Source: Prospectors and Developers Association of Canada (PDAC), 2021

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# Tools and resources cont'd

## Part 1: Gender Diversity and Inclusive Workplaces

### Common Barriers

- Workplace culture
- Workplace (in)flexibility
- Gender bias

### How to Address These Barriers

- Assessing current state of diversity and inclusion
- Informing company policies via GBA+
- Developing a diversity and inclusion strategy
- Provide ongoing training

Source: Prospectors and Developers Association of Canada (PDAC), 2021

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# Tools and resources cont'd

## Part 2: Gender diversity and inclusion in a community setting

### Common Barriers

- Community safety and gender based violence
- Engagement and consultation
- Economic costs and benefits
- Lack of diversity in the supply chain

### How to Address These Barriers

- Conduct a community gender impact assessment
- Develop policies that address community safety
- Develop a gender inclusive consultation and community partnership approach
- Develop a local economic impact plan that supports women's economic empowerment
- Involve men and boys

Source: Prospectors and Developers Association of Canada (PDAC), 2021

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# Tools and resources cont'd

## Ongoing initiatives

### Guidance

- Case studies
- Translations

### Working Group

- Meetings
- Diversifying topics

### Convention Programming

- Sustainability Program 2022 session

# In Summary

## 1 Canada's mineral exploration and mining industry's HR outlook

Need to recruit 60-100K in next 10 years

Hiring challenge is intensified by a 'tight' labour market

EDI is key to addressing this issue

## 2 The changing narrative surrounding our industry

Improved focus on mining industry as critical to low-carbon technologies and future

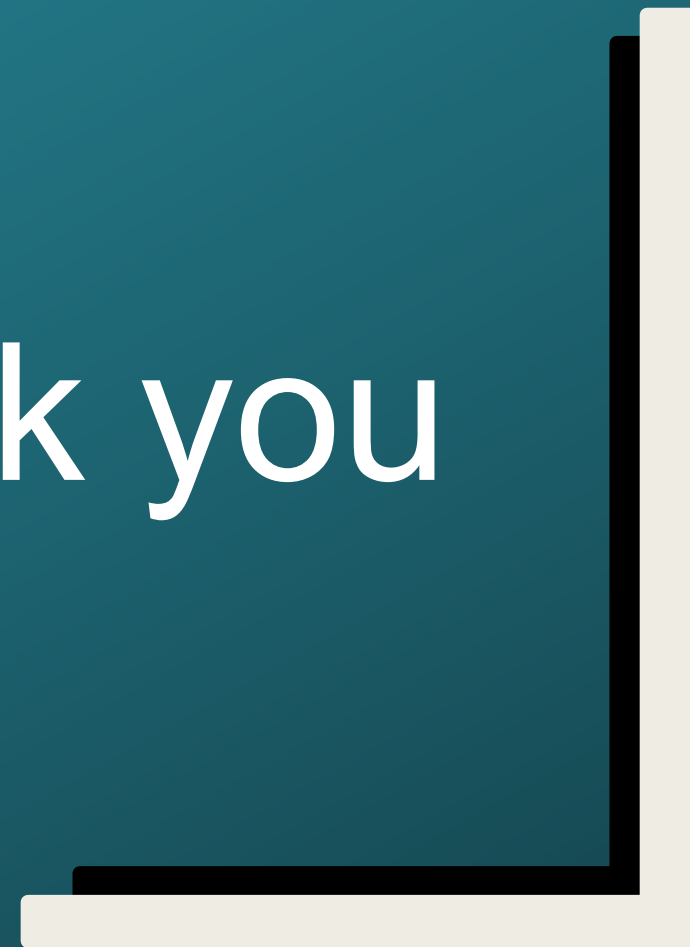
Time is now

## 3 Tools and resources

Number of EDI-related resources already available

PDAC "Gender and Inclusion: A Guide for Explorers" toolkit is freely available

Thank you



# Symposium contact information

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