



**PACIFIC ALLIANCE
EFE PROGRAM**

REPORT

November 2019

FORUM ON GENDER EQUALITY IN THE EXTRACTIVE SECTOR

SUSTAINABLE DEVELOPMENT AND SKILLS FOR EMPLOYMENT IN THE
EXTRACTIVE SECTOR OF THE PACIFIC ALLIANCE



Colleges and Institutes Canada
Collèges et instituts Canada

Canada



**Alianza del
Pacífico**



The Pacific Alliance Education for Employment Program (PA-EFE) is funded by the government of Canada (Global Affairs Canada). This regional 6-year Program (2016 to 2022) is implemented by Colleges and Institutes Canada (CICan), the Canadian association for technical and professional institutes.

collegesinstitutes.ca/pacific

 @CICan_EPE_AP

Report written by Alex Stephens (CICan consultant) and the CICan Pacific Alliance Education for Employment Program team.

Ahora Yo Tengo La Palabra

Mariana Yonüsg Blanco - 1987

Poem recited by Teresita Ruiz Osorio, SENA, Colombia

Ahora yo tengo la palabra
y descubro que la palabra es buena
oigo mi voz
resuena
choca contra los cuerpos sólidos y fríos
pero se filtra en los intersticios posibles
y despierta miradas
que interrogan o niegan
afirman o desdeñan
pero escuchan.
Oigo mi eco sonoro
y grito a veces por el simple placer de oírme
o para decapitar pedestales.
Mi voz despierta la vida
e inventa un lenguaje agridulce
para nombrar los seres, las cosas, los hechos.
Cargada de magia está mi palabra.
Suelto la palabra para pulir espejos, reflejarme
en ellos
e interrogarlos en busca de mí misma.
¿Quién fuí
quien soy
quien puedo ser?
¿Dónde enmudecí, cuándo y por qué?
Desde el sonido de mi voz hasta el silencio
voy en busca de las mordazas
para encender hogueras.

Interrogo
¿dónde están las diosas lunares
las parteras
las brujas
las amazonas?
Me perdí en esos términos genéricos
que olvidaron mi género
me perdí cuando hablé por su boca
me perdí cuando su palabra fué mi voz
me perdí cuando en alguna derrota
me condenaron al silencio y la negación.
Todos ensordecieron a mi voz
aguda, metálica
de palabras dulces que llamaron tontas
de voces furiosas que llamaron histéricas
y desoyeron mis razones
y ya no importaba nombrarme
ni nada de lo que por mí era nombrado.
Del susurro al grito
voy recobrando la palabra
voy contando mi historia
sin la voz del patriarca
voy limpiándome la piel de los calificativos
con los que me confiscaron la palabra
bruja, puta, loca, pecadora.
Aún no lo he dicho todo, pero lo haré
porque ahora yo tengo la palabra.

TABLE OF CONTENTS

Preface.....	1
Introduction.....	3
Inauguration: Leadership Perspectives	7
Context - Framing the Discussion with Expert Perspectives.....	12
Best practices to promote gender equality and women’s access to and inclusion in technical education and training, and employability.....	17
A. Experts’ Perspectives from the Pacific Alliance Region and Canada	18
B. Participants’ Discussion and Recommendations	25
Context of gender equality in the private sector workplace and women’s labour force participation in the extractive sector of the Pacific Alliance region	28
A. Experts’ Perspectives from the Pacific Alliance Region and Canada	29
B. Plenary Discussion.....	34
C. Participants’ Discussion and Recommendations	34
Promoting women’s leadership and empowerment in the extractive sector and examining men’s roles in building inclusive and equitable societies	38
A. Experts’ Perspectives from the Pacific Alliance Region and Canada	39
B. Participants’ Discussion and Recommendations	43
Conclusions.....	47
Main Themes Emerging from the Forum.....	48
Observations and Recommendations for the Development of Future Initiatives	49
Next Steps: Sustaining Dialogue and Promoting Adoption of Good Practices.....	51
Appendices.....	52
Appendix A. Forum’s Agenda.....	52
Appendix B. List of Panelists	52
Appendix C. List of Participants	52

Preface

The Forum held in Santiago, Chile in March 2019 was an important event during which government policy makers, education leaders and private sector actors came together to address women's access to skills development and employment opportunities in the extractive sector.

This report provides an overview of best practices used to promote gender equality and women's access to technical education and employment. It also offers strategies that can be used to promote women's leadership and empowerment. We hope it will be a useful resource for participants and other readers to engage their networks - whether in government, civil society, the private sector, or within education institutions - to initiate action or enhance policies to support equality between women and men in the extractive sector.

- **Alain Roy**, Vice-President International of Colleges and Institutes Canada

Angelica Romero, Multilateral Director of the Chile's Directorate General of International Economic Relations spoke about the evolving relationship between Canada and the Pacific Alliance, noting Canada's candidacy as a member nation. She underscored the importance of gender equality in the context of this relationship as well as in the context of Chile's bilateral relationship with Canada. As such, the promotion of gender equality with respect to economic participation is an important theme for this partnership.

Ms. Romero highlighted the objective of Pacific Alliance, created eight years ago, a deep integration among the countries. Today, this integration mechanism is considered one of the most successful integration processes of the recent years. She underscored that initiatives such as this Program, financed by the Government of Canada, and this Forum, help to meet the challenge of achieving a Pacific Alliance that is more integrated, more citizen-focused, more global and more connected, in accordance with the Pacific Alliance's 2030 Vision.

- **Angelica Romero**, Multilateral Director of the Chile's Directorate General of International Economic Relations

Equal opportunities for women and girls, is a transversal priority for the Government of Canada, which Canada seeks to advance in all sectors. In 2016, Canada and the Pacific Alliance signed a Joint Declaration, focused on education, capacity building and the promotion of a sustainable extractive industry. Given the importance of Canadian investment in Latin America's extractive industry and Canada's commitment to advancing gender equality, the Government of Canada is proud to support Pacific Alliance countries in tackling gender-bias and branding in the extractive industry. This publication provides us with valuable viewpoints from Canadian and Pacific Alliance experts and, most importantly, recommendations for future initiatives. I invite readers to use this report as a reference and inspiration for advancing equal opportunities in the extractive sector and globally.

- **Patricia Peña**, Canada's Ambassador to Chile



PERÚ

Ministerio
de la Mujer y
Poblaciones Vulnerables

Dirección General
de Igualdad de Género y
no Discriminación

“Decade of Equal Opportunities for Women and Men”
“Year of the Fight against Corruption and Impunity”

Gender equality, especially in the extractive industry, is still a work in progress. This is why the Pacific Alliance Gender Working Group (*GTG-AP*), made up of Colombia, Chile, Mexico, and Peru, helped and collaborated with Colleges and Institutes Canada (CICan) in the design and organization of their PA-EFE Program’s first thematic Forum on Gender Equality in the Extractive Sector, with the aim of promoting the entry of women into the extractive sector—a setting that has traditionally been considered exclusive to men.

For a very long time, societies have attributed specific roles, spaces, and characteristics to women, which have led to inequalities. In the extractive sector, the way in which women’s rights have been affected is reflected in the type of direct and indirect employment that has been generated specifically for women.

The Forum included the participation of experts who illustrated the situation of women in the extractive sector of the Pacific Alliance countries, shedding light on the exclusion and discrimination that women face, and how this situation can be overcome with the support of mining companies, as long as these companies’ organizational cultures incorporate a focus on gender equality and recognize the difference in impact on the personal and professional lives of men and women working therein.

The *GTG-AP* would like to thank CICan for its efforts in promoting and helping to make technical education be seen as a viable alternative for boosting employability among youth. There is no doubt that with initiatives such as this one, these youth will become qualified members of the workforce who can contribute to the sustainable development of our countries.

We would like to underscore that the Forum was a successful event that provided valuable inputs to public policies on gender equality in the extractive sector in our countries.

Pacific Alliance Gender Working Group (GTG)

Coordinator: María Rosa Morán Macedo

Term: July 2019 - July 2020

Chile-Colombia-Mexico-Peru



Chilean delegation



Colombian delegation



Mexican delegation



Peruvian delegation

I. Introduction

This Forum is part of one of the PA-EFE Program's strategies to create and open up spaces for dialogue between actors involved in the design of public policies, women's organizations that work in the extractive sector, extractive sector companies, training institutions, among others, in order to share and compile best practices, exchange knowledge, information and experiences that will help contribute to the promotion of inclusive and gender equality processes in the Pacific Alliance countries.

The organization of the Forum, the design of the methodology, as well as the participant selection process, was a collaborative effort and process between CICan and some of the technical working groups of the Pacific Alliance, such as the Gender Technical Group (GTE), the Mining Technical Group (GTDM) and the External Affairs Technical Group (GRE). This methodology that included plenary sessions led by thematic experts, three panel sessions each followed by small-group working sessions to further explore and discuss the three panel session themes, allowed for the experiences, ideas and suggestions of all of the participating delegates to be openly shared and documented to help the responsible entities and organizations in each country operating within the extractive sector domain work towards the advancement and promotion of gender equality.

The ***Forum on Gender Equality in the Extractive Sector*** brought together some 132 **participants, of whom** 108 were women and 24 men, from the four Pacific Alliance countries, Chile, Colombia, Mexico, Peru, as well as Canada in Santiago Chile, from March 21st to 22nd, 2019. It was the first of five thematic forums to be organized by Colleges and Institutes Canada as part of the [Pacific Alliance Education for Employment Program](#). These fora are designed to convene key actors from across the Pacific Alliance countries in policy- and practice-oriented dialogues around critical issues and challenges facing the extractive sector in these countries.

The Forum convened a diverse group made up of representatives from mining companies, education and training institutions, government ministries of the four Pacific Alliance nations and Canada overseeing education, women's issues, mining and economic development, public agencies and non-governmental organizations, the Government of Canada, several civil society groups representing women and indigenous peoples, and other experts on women's and gender issues and the extractive sector. The event also welcomed Ministers and other senior representatives of the Chilean government, and Canada's Ambassador to Chile, Patricia Peña.

The Forum took up the theme of gender equality and women's inclusion and participation in education, training, employment and leadership related to the extractive sector.¹ The event was developed to promote information sharing, learning and professional development for the Forum's participants, who had a rare opportunity to interact with their counterparts from other Pacific Alliance countries and Canada. The coming-together of a diverse group of decisionmakers and subject-matter experts represented an equally rare opportunity to discuss and debate not only problems, issues and challenges with respect to gender equality in the extractive sector, but also solutions.

¹ For the Pacific Alliance EFE program, the extractive sector is made up of mining, oil and gas and other energy or renewable energy sectors.

In the Forum, gender equality in the extractive sector was addressed through three principal themes:

1. Best practices to promote gender equality and women's access to and inclusion in technical education and training, and employability;
2. Gender equality in the private sector workplace context and women's labour force participation in the extractive sector in the Pacific Alliance region;
3. Promoting women's leadership and empowerment in the extractive sector and examining men's roles in building inclusive and equitable societies.

The event was also designed as a collective and constructive dialogue to bring diverse actors and stakeholder groups together from the Pacific Alliance and Canada to exchange ideas, policies, programs and practices and establish new linkages or partnerships. It provided participants with information about many effective practices, programs and policies that have been implemented throughout the Pacific Alliance region to address gender equality and the exclusion of women from work in the extractive sector. Experts from Canada and across the region presented about a range of such initiatives. A very impactful part of the event, however, were group discussions involving all the conference participants in dialogues where they analyzed the insights shared by the expert panelists and tried to develop recommendations and identify potential actions that different stakeholders could take to advance gender equality.²

This report summarizes the knowledge and insight shared and developed at the Forum on Gender Equality in the Extractive Sector and it is organized by the three major themes described above. The pages that follow relate the perspectives and insights that were shared by experts and key stakeholders in the region. For each of the major themes, the report also details the main recommendations and lines of actions coming out of participants' group discussions. This reflects the primary purpose of this document, which is to serve as a future reference about those ideas to orient participants and other stakeholders in the Pacific Alliance region interested in advancing gender equality with respect to education, training and employment in the extractive sector.

All plenary events of the Forum on Gender Equality in the Extractive Sector has been uploaded to YouTube and can be accessed by clicking [HERE](#).

² The detailed program for the Gender Forum appears in **Appendix A**.



Painting offered to CIGan by **Renate Neumann** at the end of the Gender Forum.



Renate Neumann Minte was born in the southern city of Puerto Varas, Chile, on December 20, 1972. Daughter of German descendants, she is the youngest of three sisters. Her grandmother was an oil painter and her mother dedicated herself to the field of haute couture.

She was raised around fabrics and materials, colors and creativity, plus the rigor and tireless perseverance of her Germanic ancestors.

At 22 years old, she graduated from the design program of the Pontificia Universidad Católica de Chile, in Santiago and undertook graphic and industrial design projects for important companies.

During a stay in the Netherlands, she started working as a muralist. That was the starting point of her painter career.



MARIE-JOSEE FORTIN, Director of the PA-EFE Program, Colleges and Institutes Canada (CICan)



PATRICIA PEÑA, Canada's Ambassador to Chile



PATRICIA PEÑA, Canada's Ambassador to Chile
ALAIN ROY, Vice President, International Partnerships, Colleges and Institutes Canada (CICan)



ISABEL PLÁ JARUFE, Chile's Minister for Women and Gender Equity

II. Inauguration : Leadership Perspectives

Several Chilean and Canadian dignitaries and authorities were present to open and conclude the Forum and many spoke to the high priority that governments in the Americas assign to gender equality, the elimination of gender-based violence and the social and economic empowerment of women. **ISABEL PLÁ JARUFE**, Chile's Minister for Women and Gender Equity; **PATRICIA PEÑA**, Canada's Ambassador to Chile; **ANGELICA ROMERO**, from Chile's Directorate General of International Economic Relations; and **ALAIN ROY**, Vice President of International Partnerships from Colleges and Institutes Canada.



MS. ISABEL PLÁ JARUFE, Chile's Minister for Women and Gender Equity spoke of the high profile that gender equality occupies among the Government of Chile's priorities. She spoke to its importance as a pillar of social and economic justice and added that Chile's vision for sustainable economic development depends on the complete and equal participation of women. She stated that almost 50% of Chilean women are outside of the paid labour force and excluded from the benefits of economic progress. She emphasized that barriers to training and skills development, particularly because of an unequal burden of responsibility for caring for the family and household, are critical impediments to women's economic and social inclusion. The Minister also noted that only 8% of the mining sector workforce is made up of women and that this imbalance is a concern

given that so much of Chile's future growth will be in this very sector.

Minister Plá celebrated the signing, in December 2018, of a commitment by some twenty-two companies and associations in the mining sector to work to change their workplace cultures with a view to making their companies welcoming to women. The commitment addresses the creation of equal employment opportunity, the promotion of women to leadership positions in both labour unions and executive or management positions, and the implementation of best practices with respect to improving work-life balance for women.

“Increasing the presence of women in decision making spaces is fundamental to achieving the inclusive and sustainable development that we aspire to as a country.

The challenge for a society that aspires to continue evolving, is to not only have more women in Chile participating in the workforce, but to have greater female representation in sectors of strong economic growth, in sectors up until now occupied primarily by men, and for this to cease being exceptional.

We need inclusive development, where we recognize and value our differences, we all have equal dignity, rights, opportunities and responsibilities.”

- **ISABEL PLÁ JARUFE**, Chile's Minister for Women and Gender Equity

PATRICIA PEÑA, Canada's Ambassador to Chile, reminded the participants that Canada's existing agreement with the Pacific Alliance forum identifies education and training, and the responsible and sustainable natural resource development as two of six key pillars. She noted that Canada's investments in the region reached \$48 Billion in 2017, a substantial amount of which is in the extractive sector. Like Chile, the rate of women's participation in mining is low in Canada at 17-18%. She emphasized the importance of overcoming such gender gaps, particularly in sectors which have tended to be less welcoming to women and noted the critical role of education and training systems in lowering barriers.



ANGELICA ROMERO, Multilateral Director of the Chile's Directorate General of International Economic Relations spoke about the evolving relationship between Canada and the Pacific Alliance, noting Canada's candidacy as a member nation. She underscored the importance of gender equality in the context of this relationship as well as in the context of Chile's bilateral relationship with Canada. As such, the promotion of gender equality with respect to economic participation is an important theme for this partnership.

ALAIN ROY, Vice President, International Partnerships of Colleges and Institutes Canada (CICan), introduced the audience to CICan's work internationally, and noted encouraging news in the recent Canadian federal budget with respect to support for technical education and international student mobility in Canada. He also noted the Canadian federal budget's investment in reducing gender-based disparities. He spoke to the importance of innovation in developing new solutions to integrate women into training programs and eventual careers in non-traditional technical occupations, noting the significant challenges involved in making lasting changes. He shared a few examples of Canadian colleges' and institutes' leadership in developing programs to increase women's access to opportunities in the extractive sector, and highlighted recent initiatives aimed at indigenous women. Mr. Roy drew the audience's attention to the role that men must play in promoting gender equality, eradicating gender-based violence, and better work-life balance for women and men, and to the humanizing role that education plays in all societies.



PABLO TERRAZAS LAGOS, the Chilean Undersecretary for Mining celebrated the fact that in 2018 some 2,000 women entered the mining sector workforce, marking a significant annual increase. He noted the importance of taking advantage of such successes to further increase the rate of progress with respect to promoting gender equality in Chile's mining sector. He highlighted the importance of reaching young women early in their education and training lives and mentioned the success of mentorship programs designed to encourage young women to consider careers in mining. He also reiterated the importance of the 10-point commitment to gender equality signed by more than 22 mining companies and associations.



Photo taken by Alain Roy, Vice President, International Partnerships of CICan, in the streets of Santiago, March 2019.



Photo taken by Alain Roy, Vice President, International Partnerships of CICan, *GAM Centro de las artes, la cultura y las personas*, Santiago, March 2019.



NATSCHA NUNES DE CUNHA, Senior Extractive Sector Specialist with the Inter-American Development Bank
FRANCISCO LECAROS, President of Fundación Minera de Chile

III. Context - Framing the Discussion with Expert Perspectives

To set up the thematic discussions that would follow for the rest of the event, the Gender Forum invited two specialists to provide an overview of the dynamics of gender inequality in the extractive sector: **NATASCHA NUNES DE CUNHA**, Senior Extractive Sector Specialist with the *Inter-American Development Bank* and **FRANCISCO LECAROS**, President of *Fundación Minera de Chile* provided an overview of key data for the region and introduced the main themes that would orient the Forum's discussions.

NATASCHA NUNES DE CUNHA³ examined gender inequalities in participation in direct and indirect employment in the extractive sector and considered gender issues in terms of impacts in communities affected by or located close to extractive sector operations. She prefaced her comments by emphasizing the **differing impacts** that extractive industries have on women and men. She discussed recent studies that suggest that, at all levels within a company, **a lack of gender diversity can have significant, negative impacts on productivity and efficiency, and imposes social costs well beyond the workplace**. Situating the discussion within the two imperatives of ethically responsible behaviour and economy efficiency, Nunes explored the dynamics of unequal employment participation in the extractive sector. For Latin America and the Caribbean sector, women make up only a small proportion of direct employment in the extractive sector, and more than half are administrative positions offering little upward mobility and remuneration compared to the occupations which men tend to work in, even though women tend to have higher education completion levels than men on average.

Inefficiencies:

1. Labour technical demand does not correspond with the offer.
2. Mining companies with at least 25% of women in management positions have an average net profit margin almost 50% higher;
3. Women's limited access in the decision-making process in communities of influence can affect the social license to operate;
4. Risks and benefits are not shared on equal terms between men and women.

Presented by **Natascha Nunes de Cunha**, IADB

She proposed various measures that can be taken to **attract/recruit, retain** and **promote** women in technical and other direct occupations within the extractive sector. STEM scholarship for women, gender-balanced targets for recruiting university graduates, gender diversity performance targets and bonuses for work teams, and equitable recruitment and job interview processes were important attraction and recruitment measures, provided these are part of a company-wide strategy for which all manager and leaders are responsible. In terms of **retention**, Ms. Nunes underscored the primary importance of "zero tolerance" policies with respect to gender-based violence and harassment in the workplace, which include provisions for education about discrimination and harassment and codes of conduct. Additional support, such as on-premise daycare, paid maternal *and* paternal leave, and flex-time and telework are all key aspects of a successful retention strategy.

³ Click [here](#) for a copy of this speaker's presentation and [here](#) for the video of the presentation.

Finally, **strategies for women's promotion and career mobility** can include leadership training for emerging leaders; making women leaders more visible within organizations; supporting mentorship programs, and; better human resources data and tracking.

“Mujeres Líderes Emergentes del Sector Extractivo, a joint initiative of the IADB, Peru's Ministry of Energy and Mines, and the Sociedad Nacional de Minería, Petróleo y Energía of Peru is a 6-month leadership training program which works with cohorts of high potential women working in the Ministry or in extractive companies to help women reach upper-level professional positions. The program also provides mentoring and coaching and peer networking activities”.

Presented by **Natascha Nunes de Cunha**, IADB

With respect to **indirect extractive sector employment**, efforts should concentrate on supporting SMEs operating in the supply chain that are led by women and to create supports for gender-equitable employment within the mining supply chain. In mining, for example, the supply chain represents a larger share of employment as compared to the mining companies themselves. Effective strategies should be based on a careful study of diversity and inclusion in the extractive supply chain. Governments and industry can promote codes of conduct for SMEs and encourage the development of company policies that promote better work-life balance.

“When looking at economic opportunity in the extractive sector it is important to look at both direct employment and economic activity as well as indirect activity, i.e., activity that takes place in the supply chain for mining, oil and gas and energy. Direct operations often account for a small proportion of total employment within the sector whereas supply chain firms account for significant numbers of the employed”.

Presented by **Natascha Nunes de Cunha**, IADB

Ms. Nunes also emphasized the importance of monitoring community-level impacts and of **ensuring that women are involved in community consultations** for mining-affected communities. Women are often poorly represented—or prevented from participating—in such consultations. Yet, evidence shows that when women *are* involved, their input leads to an allocation of resources from community investment funds that are more equitable (e.g., health and education rather than infrastructure). To reinforce this, governments and companies should look to develop **gender-sensitive community relations strategies**, support **campaigns for zero tolerance for gender-based violence**, **work with women's organizations to monitor mining impacts on communities** and **promote women's leadership** in sector and community governance.

FRANCISO LECAROS⁴ of the *Fundación Minera de Chile* provided an overview of women's participation in the Chilean mining sector and examined the barriers and inequalities that women have historically faced.

⁴ Click [here](#) for a copy of this speaker's presentation and [here](#) for the video of the presentation.

He reflected on the fact that women have traditionally and deliberately been excluded from mining in many societies, and that it can require profound cultural changes to address the causes of exclusion.

“Not so long ago was the myth that the woman brought bad luck to the activity, that the mine became jealous and that the minerals were hidden.”

Presented by **Franciso Lecaros**, Fundación Minera de Chile

In Chile mining, women make up a small fraction of the mining workforce, as they do elsewhere in the world. Yet studies conducted by the *Fundación Minera de Chile* suggest that women have a strong interest in working in the mining sector. Traditional *machismo*, the “maternity tax,”⁵ a perception that women aren’t ‘long distance runners’ when it comes to longevity in mining careers can frustrate these ambitions. And, women face significant barriers in gaining access to the mining sector, including:

- A masculine culture and image to the industry;
- A lack of qualified mentors for women;
- Girls/women not encouraged to consider mining occupations at secondary, technical and university level;
- Few professional development opportunities;
- Poor back-to-work provisions after maternity level;
- Poor working conditions (long hours, lack of flexible times, difficulty of arranging telework).

Compared to other mining nations like Australia and Canada, Chile’s female participation rate is half. While participation rates are by no means equal in those countries, Mr. Lecaros drew attention to the fact that women do participate in occupations such as driving, construction and engineering, drilling, and electrical. He also pointed out that while women’s *share* of employment in mining has remained relatively stable or grown slightly over the past 5 years, this has been due in part to the fact that men’s employment declined significantly over the same period.

The Chilean government and major mining companies in Chile have signed onto a **set of ten commitments for the inclusion of women in mining** (see text box). Despite provisions in the law, however, certain culture norms will have to change. For example, only 2% of men avail themselves of parental leave benefits to which they are entitled. The availability of such benefits do not guarantee uptake, and therefore do not ensure a better distribution of work and family duties between men and women.

⁵ As there is a tendency for family-support policies to only focus on women and to assign the costs of childcare to women, women are therefore perceived as a “tax” on employment.

10 Commitments to Including Women in Mining in Chile:

1. Promote women's participation in mining
2. Tend to sound labour practices and work-life balance
3. Promote Regulation 3262 on Gender Equality and Work-Life-Family reconciliation
4. Promote women's leadership in trade unions
5. Drive women's participation in decision-making positions
6. Promote inclusion and diversity in workplace culture
7. Adequate infrastructure to support a blended workforce
8. Support transition back to work after maternal or paternal leave.
9. Promote collaboration with the education and training sector
10. Contribute to local development by supporting projects involving women in mining communities.

It is estimated that by 2026, the Chilean mining industry will require 29,300 new entrants. Chile's education and training system will have to respond with skills development strategies that target on occupations that are in high demand within the sector. Mr. Lecaros noted that the participation rate of women in certain programs (e.g., geology and engineering) is growing. Changes in technology, regulation and the market will require the education and training sector to respond more effectively the need for greater productivity and sustainability, an aging workforce and increasing retirements and rapid technological change. Promoting diversity and inclusion will become an ever-greater priority to the mining industry, and this will create a need to ensure that the pipeline of skills can feed this need as well.

Canada's Towards Sustainable Mining (TSM) protocol has attracted much interest in Mexico and other parts of Latin America, as part of an overall push towards sustainability in mining from governments, communities, civil society and indeed mining itself. Sustainability initiatives provide a framework for addressing community needs and questions of inclusion and diversity, and a benchmark to address industry commitments and performance. More can be accessed by clicking [HERE](#).

IV. Best practices to promote gender equality and women's access to and inclusion in technical education and training, and employability.



STÉPHANE LABRECQUE, Cégep de Abitibi-Témiscamingue, Canada



ANDREA JULIANA CORREA GONZALEZ, Women's Secretariat of the Government of Antioquia, Colombia



JORGE PASCUAL CONFESOR, Colegio de Educación Profesional Técnica del Estado de Campeche (CONALEP), Mexico



CAROLINA VERA TORRES, Ministry of Education, Peru



ALEJANDRA VILLARZU, Ministry of Education, Chile

The experts who set the context for the rest of the Forum were clear about the central role of **technical and professional education and training systems** in developing a more inclusive workforce and creating pathways to employment in the extractive sector that are as accessible to women as they are to men. However, all levels of education and training systems in almost all countries reproduce to some degree the same barriers, discriminatory practices, and gender stereotypes that prevent women from gaining employment. While education and training have great transformative potential for the inclusion of women in sectors like mining and energy, education and training policies and institutions must also be transformed to increase women's access and completion, particularly in technical programs where girls and women have historically been underrepresented.

A. Experts' Perspectives from the Pacific Alliance Region and Canada

The first of the three forum panels brought together themes looking at education and training practices, programs and policies that have seen some success in promoting women's inclusion in the extractive sector. The presenters were:

Stéphane Labrecque, Instructor and Coordinator of International Services, *Cégep de l'Abitibi-Témiscamingue*, Canada

Alejandra Villarzu, Gender Equality Consultant to the Ministry of Education, Chile

Jorge Pascual, Instructor and Pedagogical Trainer, *Colégio de Educación Profesional Técnica del Estado de Campeche (CONALEP)*, Mexico

Carolina Vera Torres, Gender Specialist, Ministry of Education, Peru

Andrea Juliana Correa Gonzalez is an Equity Builder and Advisor with the Women's Secretariat of the Government of Antioquia, Colombia

STÉPHANE LABRECQUE⁶ began his talk by profiling his education institution, the *Cégep de l'Abitibi-Témiscamingue*, which is located in the midst of a Canadian region in which natural resource extraction, mining and forestry, is a primary activity. Programs such as mining technology, industrial maintenance, industrial electronics and civil engineering are popular. The female participation rate in mining technology is a remarkable 42%. But participation rates in areas such as industrial electronics are much weaker, and zero in industrial maintenance. Nevertheless, Mr. Labrecque noted significant improvements over the past 30 years he has been involved in the mining sector, the attitude of employers towards hiring women in technical jobs has improved significantly.

⁶ Click [here](#) for a copy of this speaker's presentation and [here](#) for the video of the presentation.

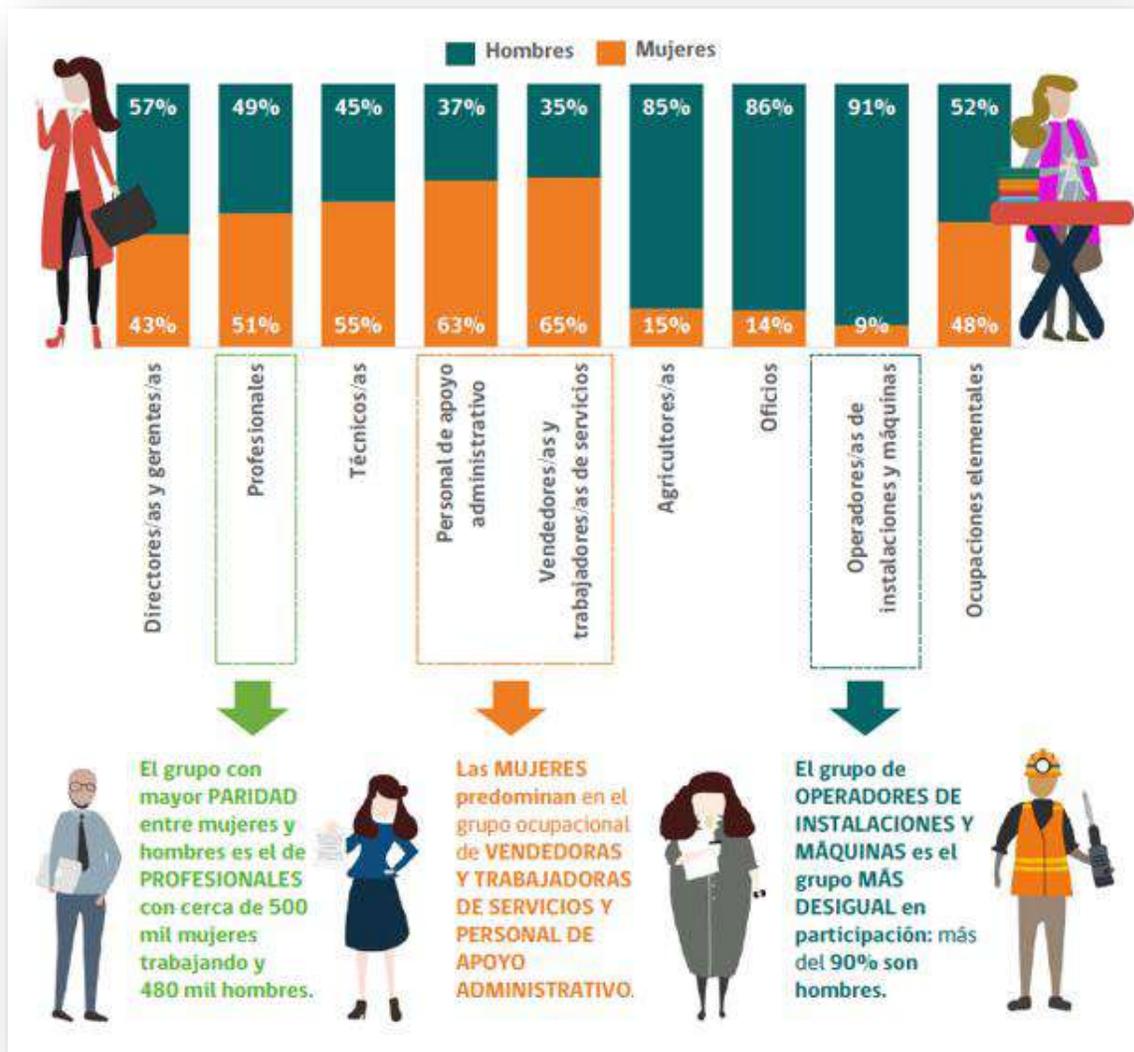
“My parents were close to the industrial sector and it was not a problem for me to go work in the industry. Enrolment in a program where men predominate did not bother me either. I was used to my brother! When it was time to choose my studies after high school, I hesitated between pharmacy assistant and industrial electronics. My student days were decisive for me. I was able to have a good overview of the training and the teachers of the program. This confirmed that I would like that.”

Testimony from **a female student** at Cégep de l’Abitibi-Témiscamingue.

The Cégep is actively involved in promoting technical programs to women and promotes or relies on various women-focused programs sponsored by the Government of Quebec and other organizations in the province. *Filles en Techno* (“Girls in Technology”) provides bursaries or scholarships incentives to young women interested in programs leading to careers in which they are not well represented. *Chapeau Les Filles*, a very popular program in Quebec, is another scholarship/bursary program that targets women interested in science and technology paths. HydroQuebec and Alcoa jointly created *Les Filles et les Sciences* (“Girls and Science”), a program that organizes visits for girls and young women to hydroelectric worksites and other events to expose women at an early age to possible career choices in technical occupations.

ALEJANDRA VILLARZU,⁷ whose talk focused on public policy mechanisms, noted that in Chile as elsewhere in Latin America gender equality is a relatively new priority within government ministries responsible for technical education and training. Nevertheless, Chile’s Ministry of Education has taken some significant strides towards integrating the issue within its mandate, guided by a newly created commission on gender equity within the ministry. She noted the low rate of participation of “non-traditional,” technical occupations and the tendency of Chile’s education and training system to reinforce the disincentives and barriers to women in these types of programs, and a tendency to steer women to other occupations (e.g., administrative). Compared to men, there is a significant attrition rate for women as they pass from secondary to tertiary technical education, and as they make the transition to job market.

⁷ Click [here](#) for a copy of this speaker’s presentation and [here](#) for the video of the presentation.



Implementing long-lasting change may require changes in culture and attitude as much as it does changes in programs and policies. A significant change of orientation within a government ministry requires a process of questioning fundamental assumptions about how education and training are delivered, understanding how teachers and students form attitudes and behaviours, and discussing changes in values, beliefs about work.

From there, Ms. Villarzu recommended a number of measures that could be taken within technical and professional education to integrate gender equity. These include:

- Promote greater articulation between education institutions and the workforce to gradually reduce the gender biases in the labour market;
- Promote the incorporation of women in companies and good labour and employment practices by breaking occupational stereotypes;
- Awareness training for educational leaders and teachers;
- More flexibility to allow for later entry into technical or vocational educational streams;
- Support cross-cutting skill sets that support successful career trajectories;
- Career guidance strategies that mitigate traditional segmentation into male and female occupations.

As a teacher and a pedagogical instructor, **JORGE PASCUAL CONFESOR**⁸ of the CONALEP 021 of Campeche, Mexico also analyzed gender inequalities from the point of view of a technical training institution. The region he represents has faced significant economic changes with the discovery of local petroleum reserves, changes which required a major response from the education and training system to allow the local population to take advantage of new opportunities in this emerging sector. At the same time, it became necessary to think about how to improve equality of access for women to these new opportunities.

Gender inequities within technical and professional education are driven or reinforced by a number of systemic or institutional factors, which include:

- Lack of policies to promote women to decision-making positions;
- Very few teaching staff in non-traditional technical programs are women;
- Career and guidance counsellors are not encouraged or directed to encourage women to think about scientific and technological programs;
- Families reproduce gender stereotypes and do not support girls or young women's interest in career options that are considered traditionally masculine;
- Discrimination and harassment against women;
- Lack of gender awareness and of professional ethics and values regarding women among teaching and administrative staff.

Mr. Confesor noted inequalities within his own institution, such as very unequal rates of female participation in programs such as electronics and industrial electromechanical technology, as well as imbalances in the number of women in senior administrative positions. Beyond these factors, he noted that these types of institutional barriers are merely one part of the problem, as young women face barriers within the family and then in the transition to employment.

Mr. Confesor discussed several measures that can help to bring about a change in culture and mindset in education and training institutions, and workplaces:

- Develop an institution-wide gender equality strategy;
- Review recruitment and hiring policies;
- Provide staff with training and professional development related to gender equality;
- Equal opportunities and affirmative action for women who opt for traditionally male programs of study (including bursaries, childcare);
- Reflection and analysis on work-life balance and the tasks women perform as caregivers that can prevent them from working in the extractive sector;

⁸ Click [here](#) for a copy of this speaker's presentation and [here](#) for the video of the presentation.

- Institutional anti-harassment and -assault policies;
- Promote inclusiveness and respect in the workplace;
- Raising awareness among staff about the advantages of working within a gender equality perspective.

CAROLINA VERA TORRES⁹ of Peru's Ministry of Education started her presentation by remembering the names of four women studying or working in mining—Clorinda Laura Bonifacio, Elisabeth Daniela Torres, Magdalena Suana Mamani and Roxana Marivel—who were victims of femicide since the start of 2019. These names were shared as a reminder that the gender issues that must be addressed touch on questions as fundamental as life and survival. Many women who are victims of violence are students.

Peru ranks 3rd among countries with the highest level of violent crime against women. 149 femicides were reported in 2018, and more than 200 femicides¹⁰ were committed in the first few months of 2019. Two-thirds of victims were 18-29 years of age, and the majority of the perpetrators of violence were in this age range too. Given these facts, the approaches that educational institutions take to integrating gender equality must consider the impacts of gender inequality as comprehensively as possible.

With respect to employment, in Peru, as elsewhere, some of the best paying occupations with the highest employer demand—e.g., electrical, civil construction, metalworking—are overwhelmingly dominated by men. Yet, governments and institutions understand more and more that greater inclusion in the labour market has an accelerating effect on economic growth, that decent work and wages are essential for family well-being, and that investing in raising girls' and women's education levels is not only essential to their social and economic development, but for society's as a whole.

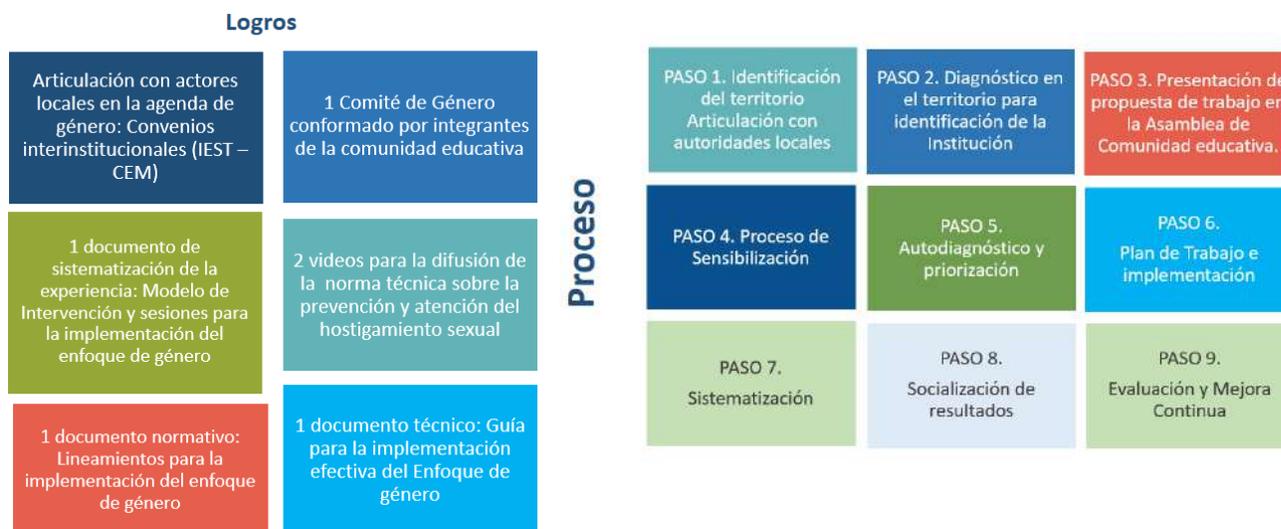
How does one begin to integrate a gender focus in technical education? The recent mobilization of civil society and individuals to end violence against women has certainly helped to focus attention on integrating gender equality and women's rights across government. This is reflected in a new policy framework in Peru to address gender equality and women's rights. The Ministry of Education has applied this framework as a cross-cutting priority across the education system at all levels. It has also established a Student Well-Being and Employability Unit that will act as a vehicle for implementing a gender focus and other cross-cutting priorities (environment, human rights). And for the first time, Peru has implemented measures, specific to each level of education including technical education, to prevent and punish sexual violence within education institutions.¹¹

Within this framework, Peru piloted the first-ever gender equality program working with a tertiary technical education institution. The project integrated different levels of government and linked up with various local actors capable of providing services or working on different aspects of gender with the institution; through the process (see highlight), the institution was able to develop a gender equality strategy, and this whole process then became a model for adoption by other technical and professional education institutions.

⁹ Click [here](#) for a copy of this speaker's presentation and [here](#) for the video of the presentation.

¹⁰ Femicide is generally understood to involve intentional murder of women because they are women, but broader definitions include any killings of women or girls ([WHO definition](#)).

¹¹ See www.tudocente.com/disposiciones-para-la-prevencion-atencion-y-sancion-del-hostigamiento-sexual-en-centros-de-educacion-tecnico-productiva-e-institutos-y-escuelas-de-educacion-superior/.



The experience yielded several lessons for future applications of the model:

- Implementation of mechanisms that bring together faculty, students and administrators to discuss and review;
- Creation of management tools to work with gender equality within the institution;
- An approach that also addresses the concept of “masculinities”;¹²
- Integration of community perspectives and interventions from or articulation with local civil society organizations;
- Attention to integrating an “emancipatory” framework or viewpoint that seeks to strengthen and empower the community and build an institutional culture.

Carolina Vera Torres pointed out key challenges that remain to make the model resilient. Heads of technical education institutions must be supported to be a strong voice for equal rights and for the prevention of gender-based violence. Institutions must create clear and visible mechanisms for handling sexual harassment cases. Finally, she noted the need to support a network of student advocacy committees and gender working groups at the regional and national level to exchange knowledge and recognize and celebrate exemplary and successful practices.

¹²

The concept of masculinities refers to the characteristics, behaviours, attitudes, beliefs and values that societies impose on men to comply with the model of “being a man” (being strong, not showing emotions, being authoritarian, being the head of household among others). This construction of diverse identities varies according to the context, ethnic group, culture, etc., and has an impact in all areas of society, both private and public, in terms of work, sexuality, reproduction, treatment and violence. The result of these identities becomes the privileged position that men have vis-à-vis women, perpetuating asymmetric relations and discrimination. Talking about new masculinities implies reflecting on these constructions as gender-related patterns that men and women comply with and incorporating men into the construction of a more equitable society.

ANDREA JULIANA CORREA GONZALEZ¹³ is an Equity Builder and Advisor with the Women's Secretariat of the Government of Antioquia, Colombia. She discussed various gender equity promotion strategies developed by the Government of Antioquia. She emphasized a lifelong learning approach to teaching gender equity.

Andrea noted that more than half of Colombian women live on less than a minimum wage. Young women are far more likely to be victims of sexual violence and early pregnancy is commonplace. It is estimated, for Colombia, that women spend an average of 6 hours per day—almost a full workday in itself—on responsibilities related to the home and family, compared to a maximum of 1.5 hours for men on similar tasks. *Colombia's Gender Gap Index* worsened over the last few years, placing Colombia in 40th place worldwide. While it has made the least progress in the area of women's political representation, Colombia completely closed its gap for Health and Survival.¹⁴

Antioquia's Women's Secretariat adopted a non-accusatory discourse in its public disseminating of the gender equality strategy. This represented a significant innovation, according to Andrea, as it brought many men—from local government, the education sector and private sector companies—into the dialogue through training. This approach was a part of the outreach strategy that successfully reached more than a hundred municipalities in the region of Antioquia.

Antioquia's gender strategy also includes a children's equality and rights strategy, which allows them to promote gender equality and work on attitude formation in early childhood.

Antioquia is also developing a gender equality strategy to be applied to all levels of its education system. Gender equity is being worked into curricula and pedagogical standards for teachers. Education institutions are also required to develop protocols to address gender-based violence. Physical infrastructure of education and training institutions is also a variable that the strategy looks at with a view to ensuring that training facilities are welcoming to women and men.



Antioquia has also taken a close look at how technology can help to close gender gaps more rapidly. Mujeresantioquia.gov.co is a website created by the Antioquia's government which centralizes resources for women within the department of Antioquia and functions as a virtual community.

¹³ Click [here](#) for a copy of this speaker's presentation and [here](#) for the video of the presentation.

¹⁴ See URLs www.cfr.org/interactive/womens-participation-in-global-economy/ and <http://reports.weforum.org/global-gender-gap-report-2018>.

To accelerate and enhance gender equality education, the Government of Antioquia has also created a videogame that helps to evaluate the gender equality competencies of public servants. Information technology is used as a meeting point for women, and the overall approach is based on women who are adept with new technologies transferring knowledge to other women. Also, in the development phase is *SUIM City*, a creativity and innovation laboratory that will support women to develop their technological skills.



“Technology can play a role in accelerating progress on gender equality. The Govt. of Antioquia uses numerous approaches, including a videogame that helps public servants to assess their gender equality knowledge and competencies.”

Presented by **Andrea Juliana Correa Gonzalez**, Women’s Secretariat of the Government of Antioquia, Colombia.

B. Participants’ Discussion and Recommendations

The following section presents the results of the discussion groups on the theme of “Best practices to promote gender equality and women’s access to and inclusion in technical education and training, and employability.” Participants at the Gender Forum were assigned into discussion groups in order to reflect on the expert insights that were shared during the panel session with the objective of identifying best practices that could be adopted by Pacific Alliance countries to reinforce or promote gender equality.

The discussion groups covered four aspects within the gender equality in technical education and training theme:

- i. Institutional policies to promote and support gender equality
- ii. Support services within education and training institutions that support better access and success for women in extractive sector training programs
- iii. Challenges and best practices in integrating gender equality at the pedagogical and operational level
- iv. Management and teacher training from a gender equality perspective

i. Institutional policies to promote and support gender equality

The group discussed sexual, gender-based violence as a fundamental problem that must be addressed. A lack of women’s economic independence or autonomy was tied to a higher incidence of violence against them, and a culture of impunity with respect to violence persists in workplaces that have been historically male-dominated. While participants were favourable towards “seal of quality” certification approaches for workplaces meeting certain gender equality standards, they felt that because these programs were voluntary, they would not lead to the widespread changes needed to close employment gaps between men and women.

Effective gender policies need to begin with raising awareness about the need to eliminate *machismo* (chauvinistic attitudes); therefore, policies need to generate or support fundamental cultural changes. Respecting this overall principle, the group identified **eight specific practices**, mostly directed towards Ministries of Education in each of the Pacific Alliance countries:

1. Create a Ministry for Gender Equality in each Pacific Alliance country;
2. Take a comprehensive rights-based approach to policy or program development so that issues such as gender, ethnicity or sexual orientation are not considered in isolation.
3. Aim for gender parity within organizations;
4. Establish sound monitoring and evaluation practices to ensure that gender equality policies or programs are implemented correctly, and that appropriate follow-up is taking place during implementation;
5. Integrate empathy and human rights education at the primary and secondary levels
6. Start educating early and throughout primary and secondary school level about creating a gender-equitable division of labour in the home, regardless of family composition;
7. Create public-private alliances to support the adoption of gender equity standards in the private sector;
8. Ensure that human rights are a cross-cutting priority across government ministries in each Pacific Alliance country.

ii. Support services within education and training institutions that support better access and success for women in extractive sector training programs

Many of the groups' recommendations addressed the need to stimulate women's interest in education and training options leading to work in the extractive sector and considered measures to help overcome institutional barriers that diminish women's access to appropriate training options.

1. Participants endorsed the *Chapeau Les Filles* model presented by Stéphane Labrecque of the Cégep Abitibi-Témiscamingue in Canada. The program exemplified the value of reaching girls and young women early on in their decision-making process regarding educational and career options. The use of scholarships/bursaries is a useful way to target increased participation from women;
2. Career orientation, guidance and promotion are essential to attracting women to the extractive sector. Such programs or initiatives should address family biases about what types of educational programs are appropriate for women and should be reinforced by using role models (women who already work successfully in the extractive sector). However, young women should also be provided with information about wage gaps for women;
3. Educational institutions should ensure that the recruitment and selection process is bias-free. For example, it may be better not to rely on interviews where subjective biases may work against women applying for admission;
4. Safe premises and facilities are essential to making educational institutions accessible to women;
5. Psychological support services have an important role to play in ensuring retention and successful completion for women in male-dominated environment. Such supports should extend to the woman's family/home life.

iii. Challenges and best practices integrating gender equality at the pedagogical and operational level

Although the group primarily addressed gender equality with respect to pedagogy and the operation of education and training institutions, participants pointed out that support to increase women's access to technical education for the extractive sector (e.g., career awareness campaigns) need to be in place early on, such as during the transition from primary to secondary school. In this same transitional period, psycho-emotional work needs to be done with both girls and boys.

The group favoured establishing alliances between government, industry and universities in developing non-sexist educational programs. These alliances should also work to raise awareness about the extractive industry as a good development opportunity for women. The work of such alliances should work at all times to meet four underlying challenges: (1) attracting women to STEM¹⁵ programs, (2) ensuring good retention of women in technical programs in which they are underrepresented, (3) creating pathways to employment upon graduation and (4) ongoing job-relevant skills acquisition for women through specialization and post-graduate programs.

Finally, stakeholders agreed that technical and professional education must define gender equality requirements, standards and quality indicators as part of the process of the accreditation of institutions. This requires a thorough study of different quality assurance models and approaches to identify gaps in current quality assurance systems in the education and training sector. Program profiles, internal regulations, curriculum design and other accreditation elements should come under scrutiny to verify how they integrate gender equality.

iv. Management and teacher training from a gender equality perspective

The group of participants discussing this sub-theme considered approaches to training managers and teachers in institutions to integrate gender equality. The group noted, however, the importance of positive influences and role models early in a child's life to instill values, and the importance of not assuming that attitudes and behaviour can change at the relatively late stage of technical and professional education. The group also highlighted the experience in Quebec, Canada related by Stéphane Labrecque of Cégep Abitibi-Témiscamingue, whereby young women entering mining programs could relate to the experience of their parents and other family members who were already working in the mining sector and acquire useful career information through such connections.

The group made a few recommendations related to the professional development of managers and teachers in technical education:

- Better support is required to train teachers to promote and integrate gender equality in the classroom, as effectively integrating gender equality within education and training institutions requires daily, front-line interventions to address problems and issues that arise;
- Gender equality should be a part of the performance metrics in establishing quality standards teaching and should be a part of teachers' performance evaluations;
- It is important to facilitate the entry of more women into teaching positions, as they are a vital role model for younger women studying for technical occupations;

¹⁵ Science, Technology, Engineering, Art and Mathematics.



NASLY SALCEDO, Asociación Colombiana de la Minería, Colombia



AMPARO CORNEJO, Teck Resources, Chile



GRACIELA ARRIETA, Women in Mining, Peru



ROSARIO MARGARITA UZCANZA, Minera Gorrion SA de CV, Mexico

V. Context of gender equality in the private sector workplace and women's labour force participation in the extractive sector of the Pacific Alliance region

This session focused on women's experience in the extractive sector workforce, the barriers to inclusion that they face in getting and holding on to jobs in the sector and developing their careers, and the initiatives that the private sector is putting in place to address these barriers. The discussion took a close look at issues such as unwelcoming workplaces, reconciling work-life balance, harassment and sexual violence on the jobsite, wage equity and career advancement prospects for women. A commitment to deep and sustained change in workplace or organizational cultures emerged as a main theme and an essential support for the specific programs and practices that the panelists spoke about.

A. Experts' Perspectives from the Pacific Alliance Region and Canada

The second panel session, which examined gender equality in the workplace and issues related to women's labour force participation, brought together a group of experts from the private sector, associations and non-government organizations, all within the mining sector. The panelists were:

GRACIELA ARRIETA, Director, Women in Mining, Peru

ROSARIO MARGARITA UZCANZA, Director of Social Responsibility and Community Outreach, Minera Gorrion SA de CV, Mexico

NASLY SALCEDO, Director of Communications, Asociación Colombiana de la Minería

AMPARO CORNEJO, Vice President, Sustainability and Corporate Affairs, Teck Resources, Chile

JENNIFER WRIGHT, SENIOR DIRECTOR, Mining Industry Human Resources Council (MIHR), Canada

GRACIELA ARRIETA,¹⁶ the Director of [Women in Mining Peru](#) identified several stereotypes that are attached to women working in the mining sector. Cultural beliefs can lead people to view women as harbingers of bad luck in mines. Mining is practiced in remote, high-altitude regions, and many believe that women are therefore uninterested or less physically capable of working in such environments. Mining is viewed as a physically demanding and risky activity, rightly or wrongly, and women are thought not to possess the abilities to cope with such work. And, mining as an occupation is thought to be incompatible with the requirements of maternity.

Ms. Arrieta noted that despite a large increase in mining employment between 2010 and 2016, women's share of employment actually declined from 6.4% to 5.4%. Women's employment in mining is overwhelmingly focused in administrative positions. Over this period, female employment in plant (production) positions actually declined. Despite the proportion of women occupying leadership positions being very low, she noted that a few women have distinguished themselves as mining leaders in both the private and public sectors. Indeed, the Ministry responsible for mining and energy in Peru has seen several women as its head.

Nevertheless, there has been progress on several fronts with respect to women's inclusion in the labour market. **Government policy** has put in place measures to prohibit wage discrimination and other labour legislation protections have been provided for women around issues such as **maternity leave and breastfeeding**. In the mining sector, government norms with respect to conducting **environmental impact assessments** now require the inclusion of gender as an area of impact to be considered. The Ministry for Women has created a program

¹⁶ Click [here](#) for a copy of this speaker's presentation and [here](#) for the video of the presentation.

to award a ***seal of quality to companies that have met certain standards*** with respect to preventing violence against women and eliminating discrimination against them.



Some **private sector** companies have adopted a number of practices to address gender equality. Several mining companies in Peru have set up **“inclusion and diversity” committees** that have helped to raise the profile of gender equality. Some are starting to **publicly disclose the gender gap** within their workplaces in terms of women’s employment. Recruitment processes in some workplaces now use **“blind c.v.”** techniques which makes it more difficult to discriminate. Women’s **mentorship and sponsorship programs** are being promoted in some workplaces. One company has started to offer a childcare subsidy for employees’ children up to the age of two.

ROSARIO MARGARITA UZCANZA,¹⁷ of the private sector company **Minera Gorrion SA de CV** in Mexico noted a large gap in overall labour market participation between men (77.5%) and women (43.7%), and while the gap has been closing over the last 13 years this was largely due to a reduction in the male participation rate. In 2018, women made up about only 10% of the

mining workforce in Mexico.

Women in Mining (WIM) conducts surveys of its members across the globe. Among WIM members in Mexico, more than half work in large mining companies. Data from this survey indicate that 45% of WIM members are in workplaces that have no gender equality policy; of these, almost 60% are associated with Mexican mining companies, 14% with Canadian companies, and 14% with North American companies.

In 2009, Mexico’s Secretariat of Labour developed employment equity standards which established **certification standards for employment equity** practices in workplaces. An **implementation guide** was developed in 2015 to provide practical guidance to implementing employment equity, and the National Institute for Women continues to offer training for private sector representatives to get certification. More recently, in 2018 the existing Law of Equality between Men and Women was updated to involve more government departments in supporting implementation of the law’s provisions.

The certification process requires that several actions be taken within the workplace to address gender and employment equity. In the case of Minera Gorrion SA, according to Rosario, various organizations had to be involved to provide training on different aspects of equity implementation. Monitoring systems for gender-based violence had to be put in place.

Clear procedures had to be developed to allow employees to bring forward cases of harassment or violence and for disciplinary action to be taken.

¹⁷ Click [here](#) for a copy of this speaker’s presentation and [here](#) for the video of the presentation.

Rosario underlined the importance of conducting good community impact assessments before any mining activity begins. Such assessments must include a focus on gender and study the social impacts on vulnerable groups of women within the community as well as traditional or historical gender roles within the community.

NASLY SALCEDO¹⁸ of the **Asociación Colombiana de la Minería** (ACM) spoke about ACM's gender equality promotion initiatives. The Association represents more than 60 Colombian companies operating in a highly diversified mining sector extracting different minerals and from all sizes. In promoting gender equality with these and other companies, ACM's calling card is the proof that there is a positive relationship between improved gender equality in the workplace and competitiveness and productivity. Employee turnover is reduced, employees enjoy a greater overall sense of belonging, and this translates into a stronger bottom line.

ACM emphasizes the importance of measuring progress with respect to gender equality. Recently, it developed a voluntary evaluation and ranking system to allow companies to benchmark gender equality. In 2018, five of Colombia's largest mining companies participated in the ranking, and the goal for 2019 is to get twenty companies participating in the ranking. Ms. Salcedo noted that among the 5 largest companies that participated in the 2018 rankings, there was an overall rate of 28% female participation in leadership position—a strong indicator by most standards. The ranking is also valuable as it provides companies with benchmarks for specific components that are important with respect to advancing gender equality in the workplace, such as organizational culture and talent management practices.

Click [here](#) to see a video featuring women in mining who have been recognized through the Asociación Colombiana de la Minería's Galardón Huellas program.

ACM collaborates frequently with the Ministry of Energy on issues related to employment equity. In March 8, 2019—International Women's Day—the Ministry launched a **declaration of ten principles** for the integration of gender equity in the mining and energy sectors in Colombia. All mining sector companies have signed onto the declaration which addresses issues such as transforming organizational cultures, elimination of biases in hiring and promotion, collaboration with the higher education sector, and fostering women's leadership and access to decision making positions.

ACM has also created the **Galardón Huellas** ("trailblazer award") program to recognize women who have distinguished themselves professionally within the sector and who serve as strong role models for girls and young women. The program not only recognizes women working directly in the mining sector, but also women who have contributed to community initiatives in mining communities.

Finally, ACM is leading the effort to launch the *Women in Mining* program in Colombia.

The invited panelist from Chile was **AMPARO CORNEJO**,¹⁹ Vice President of Sustainability and Corporate Affairs for **Teck Resources Limited**, a Canadian mining company with operations in Chile and Peru.

¹⁸ Click [here](#) for a copy of this speaker's presentation and [here](#) for the video of the presentation.

¹⁹ Click [here](#) a copy of this speaker's presentation and [here](#) for the video of the presentation.

Companies like Teck Resources, according to Amparo, are well aware of the business case for gender equality in employment in the extractive sector. Evidence in Chile suggests that increases in women’s labour force participation has a direct, positive, effect on GDP, and the World Economic Forum data links workplace diversity with strong profitability, sales and product development. And Teck Resources believes that the inclusion of women has a definite, positive transformative impact on the workplace culture within the company.

The company applies this same principle to its work to support women’s inclusion in the community. Teck participates in Chile’s Mesa Nacional Mujer y Minería (National Roundtable on Women and Mining), is a signatory to the *Decálogo de la Industria Minera por la Incorporación de Mujeres y la Conciliación de la Vida Laboral, Familiar y Personal*.²⁰



Teck is a co-sponsor, with UN Women Chile of the *Originarias* program. In its own words, the program “seeks to contribute to the empowerment and economic and social participation of indigenous women and to consolidate their tangible progress made on participation and equitable representation” in Northern Chile. The program recognizes the fact that women, particularly indigenous women, tend suffer the negative impacts of mining activity

more than any other group. It uses a three-stage process to develop and deliver training to these women to strengthen leadership ability and to increase their “economic empowerment.”²¹

Within the company itself, the “cultural change” process is guided by a formal program to achieve gender-responsive cultural change. Men and women in the company come together to be a part of different working groups that have been responsible for implementing programs or measures related to mentoring, sexual harassment, wage equity, equity in recruitment and retention, and others. This work includes the creation of a compliance mechanism to ensure that policies and programs in these areas have the necessary mechanisms (e.g., procedures for handling sexual harassment complaints). Teck believes that it is these kinds of initiatives that have allowed it to achieve a female workforce participation rate double that of the national average for the Chilean mining sector (16.4% vs. 8.2%).

Click [here](#) to see Teck Resources Chile’s video challenging stereotypes about women and their capacities as workers in the mining sector.

²⁰ Ten-point Declaration on the Integration of Women in the Mining Industry and the Reconciliation of Working, Family and Personal Life.

²¹ See <http://originarias.org/en/programa-originarias/el-programa/>

Canada's **Mining Industry Human Resources Council (MiHR)** was represented at the Gender Forum by **JENNIFER WRIGHT**,²² the organizations Senior Director of Employment & Diversity Initiatives, who talked about the work that this Canadian sectoral skills council has done to promote women's inclusion in mining. MiHR works with mining companies, labour unions, government, the education and sector and civil society to meet the sector's human resources.



The image shows a presentation slide titled "Business Case for Gender Equity". On the left side of the slide is a stylized yellow graphic consisting of a circle and a vertical bar. The slide contains the following bullet points:

- **Gender diversity adds value.** For example:
 - Companies with *mixed gender* Boards outperform those with all-male Boards
 - + Better governance
 - + Better financial results
 - Specifically in the **global mining industry**:
 - + Dividend yield 1.5 vs. 0.75
 - + ROCE 12.6 vs. 12.2
 - + Ratio of Enterprise Value to Reserves 1.0 to 0.7 and improving more quickly
- Workplaces with a gender balance support **safety**
- Inclusive company cultures attract and retain the best **talent** – 12% more discretionary effort; 19% better 'stay' intentions – adding significantly to the bottom line

Women are underrepresented in the Canadian mining industry, and labour market forecasts (an important area of activity for MiHR) indicate that the industry will need to hire up to 97,450 workers over the next ten years to cope with an increased rate of retirement. Women are underrepresented in the mining sector, including in the occupations that are expected to be in short supply, such as in leadership and technical occupations or trades, and other STEM²³ related occupations. Since 1987, women's participation in the mining workforce has increased slowly, and still sits below 20%. As in the Pacific Alliance countries, women are overwhelmingly in administrative and support positions.

As a part of its overall investment in producing labour market information relevant to the mining sector, MiHR has developed research related to gender diversity and women's inclusions (it also conducts research on indigenous and immigrant inclusion). The research applies a gender lens to themes such as the state of workplace cultures in the sector, career development pathways, and diversity and inclusion strategies being adopted by companies in the sector. The report contains detailed analysis related to access and inclusions barriers and gaps between men and women with respect to perceptions about the workplace and working conditions.²⁴

Using this data, Jennifer spoke about and drew attention to challenges women face such as working in very remote geographic areas and adapting to unwelcoming workplace cultures. Women are also required to invest more time and energy than men in building the social and professional networks needed for career advancement.

In response to these challenges, MiHR developed the **Gender Equity in Mining (GEM) Works** program. The program provides a suite of resources and includes training by MiHR staff for senior leaders and management to implement organizational change, as well as additional e-learning resources.

²² Click [here](#) for the video of the presentation.

²³ Science, Technology, Engineering and Mathematics.

²⁴ See MIHR (2016), *Exploring Gender Inclusion*. Available at URL https://www.mihr.ca/pdf/MiHR_Gender_Report_EN_WEB.pdf

The GEM Toolbox provides various materials to guide *mining* companies—the tools are developed very specifically for mining companies—to update programs and policies to make workplaces more inclusive and eliminate gender barriers. The program can be customized to the needs of specific companies, provides ongoing support and follow-up as well.

B. Plenary Discussion

One participant commented that ***the mining industry suffers from a poor image/reputation*** that makes it difficult to attract young people to programs leading to work in the sector. A failure to solve this issue could potentially frustrate efforts to bring women into the sector, even if gender barriers are addressed. In Colombia, Nasly Salcedo explained, the *Lo Que Nos Une* campaign currently underway is attempting to communicate the benefits associated with mining to communities and the benefits associated with jobs in the sector. In Peru, *Minería de Todos* holds public dialogues in mining regions across Peru meant to address public questions and concerns about the mining industry and its impact on communities. The dialogue, according to Graciela Arrieta, does not shy away from discussing difficult questions, such as the situation in informal mining. *Mexico Minero*, a non-government organization promoting sustainable mining, manages numerous projects and campaigns to promote sustainable mining. As a part of its work Mexico Minero is involved in managing initiatives to improve the mining industry's relationship with communities. This plays an important role in helping people to understand the mining industry.

Another participant mentioned projects for the mining industry that suggest that ***employment in mining operations is likely to decline with the introduction of automation***. Future opportunities for women will most likely be targeted in specific occupations, such as industrial maintenance and other occupations directly related the maintenance of automated machinery. Efforts to promote inclusion must be very focused on future occupational demand.

C. Participants' Discussion and Recommendations

The following section presents the results of the discussion groups on the theme of “gender equality in the private sector workplace context and women’s labour force participation in the extractive sector in the Pacific Alliance region.” Participants at the Gender Forum were assigned into discussion groups in order to reflect on the expert insights that were shared during the panel session; the objective was to identify best practices that would be of interest in the future to the Pacific Alliance countries to reinforce or promote gender equality. The discussion groups covered four aspects of the theme of gender equality in technical education and training:

- i. Challenges and best practices in the design and implementation of public and company policies to promote women’s inclusion and eliminate barriers and biases
- ii. Internal services and support and affirmative action measures to increase women’s representation in executive positions and their career advancement
- iii. The impact of gender-based inequalities on productivity, wage equity and promotion and recruitment strategies in the extractive sector.
- iv. On the job training or professional development within the company

i. Challenges and best practices in the design and implementation of public policies and company policies to promote women’s inclusion and eliminate barriers and biases

Policies and measures to help women reconcile their working, family and personal lives were foremost in the minds of participants who contributed to the discussion on this topic. Such policies or measures, ***which should seek to empower women***, must be based on a solid analysis of the diverse roles that women play and address these as specifically as possible.

Participants also believed that the solution to these issues must also rest on **efforts by men to change their perceptions of roles and responsibilities within the household** and family; there is a potential role for companies and governments to support this.

Public policy should also be more responsive to the state of the current care system (e.g., daycare); while a great many policies and programs are in place already in the Pacific Alliance, many of these suffer from critical gaps or coverage, and ineffective implementation.

Addressing impacts in mining or mining-affected communities should be a part of any government policy that is going to address gender issues in the mining industry. **Reliable community impact studies** are needed, and specific interventions should be based on their findings and should consider gaps in the social support networks that women may need in order to participate in the mining sector on an equal basis. Such studies should be sensitive to the conditions surrounding mining work for women in poor and very remote communities, and the need for policies and programs to mitigate the negative impacts on such women (one participant mentioned women suffering spontaneous abortions on the worksite as a result of inadequate provisions to reconcile work-life imbalances) . Efforts to support “community mother” programs and to eliminate child labour would be derived from broader community-based policymaking. Communities must be adequately trained and prepared to participate in these studies.

Gender equality policies should be understood by all actors as **rights-based policies**. A rights-based perspective should also ground efforts to educate communities about gender equality and should focus on **helping people to understand their civil rights** and decision-making autonomy. With respect to the overall legal or regulatory framework, some participants pointed out that many foreign extractive companies do not follow the laws in the countries in which their operations are based to the same extent that they follow the laws in their headquarter countries.

ii. Internal services and support and affirmative action measures to increase women’s representation in executive positions and support career advancement

With respect to **affirmative action measures**, the Gender Forum participants involved in this discussion favoured creating **gender quotas for executive positions in companies**, creating **parity policies** and rotating executive positions. Training or professional development programs were also recommended as a way to support women to move into such positions; this could include **transversal or essential skills training – tackling issues such as time management, assertiveness, self-esteem, and public speaking**. Participants also recommended solidarity measures to help develop sisterhood networks to promote mutual support.

Workplaces could sponsor **speaker series or discussion groups** for employees to discuss issues related to gender equality. One goal of such discussion groups would be to improve understanding about male privilege both within and without the workplace. Advancing non-sexist or gender-neutral company communications policies were also seen as part of creating a supportive and inclusive environment.

In more general terms, participants believed that more fundamental change was needed in society to support gender equality. This included working with children from an early age to avoid gender segregation or stereotyping with respect to career choices early in life.

iii. The impact of gender-based inequalities on productivity; wage equity and promotion and recruitment strategies in the extractive sector.

This group reflected on evidence presented during the panels concerning the **relationship between greater workplace diversity, inclusion and business bottom-line impacts** such as increased productivity, competitiveness and profitability. This is a strong message that should be part of any campaigns to promote gender equity in workplaces and is even stronger if such messages are based on solid research and good evidence. This kind of messaging is also a good complement to communications and awareness campaigns promoting women's inclusion in occupations or positions that have been considered the exclusive domain of men

The participants echoed the importance of implementing measures that enable women to strike a better balance between their working, family and personal lives. This can include the **equal promotion of parental leave** to both fathers and mothers and promoting acceptance of the idea that fathers too can avail themselves of this benefit.

Achieving **pay equity** was also considered important, and the participants suggested that companies should **make their financial data more transparent**, especially as wages and salaries disaggregated by gender are concerned.

More must be done to create **transparent and bias-free recruitment** policies and processes in extractive sector companies. Participants suggested that blind recruiting procedures could be adopted to prevent recruiters from knowing the gender of the person they are assessing as a potential employee.

iv. On the job training or professional development within the company

Participants examining this theme discussed training related to the promotion of gender equality as well as women's participation in on-the-job training and professional development in general. The participants also discussed approaches to lowering the barriers to participation that women face.

Some time was spent discussing the barriers that women sometimes face with respect to ongoing professional training and development. Time and money are of course issues for everyone, but because of the multiple roles that women must play, **opportunities may not be equally accessible to women**. Offering employees more **flexible training options** would be needed to overcome this barrier. For training costs that trainees have to bear, one should consider the possibility that women may face financial barriers related to assuming costs for spending related to the family and home; measures to mitigate such inequalities could include **training funds focused on women**. **Flexible delivery, e.g., e-learning at home**, may also help to redress some of the barriers to training. However, the group emphasized that **real changes in the equality of access to such things as training ultimately requires a fundamental change in family relationships** (e.g. more equal division of domestic labour, changing men's attitudes with respect to women's role in the family and household).

Professional development for women should also enable them to overcome persistent barriers in the workplace and to break through traditionally male-dominated spaces. **Leadership training for women** is one such example. Some participants felt that the content of leadership training should evolve as well to **introduce leadership concepts that are not solely based on models derived from masculine experiences**.

The group also considered it is important to integrate gender equality training as part of professional development activity for all employees of extractive sector companies (as well as training on other equity issues, e.g., disability).

Finally, with respect to any technical and professional training, participants generally endorsed the competency-based training model and all the pedagogical methods involved in that approach. Some argued that there is a need to consider feminine perspectives in the construction of competencies and competency-based pedagogies.



JOSÉ REYES MORI, Ministry for Women and Vulnerable Populations, Peru



ANA LUCIA FERNANDEZ DE SOTO, Ministry of Labour, Colombia



VIVIANA PAREDES, National Service for Women and Gender Equity, Government of Chile



ROSA MARIA AVILÉS, Secretariat of Energy, Mexico

VI. Promoting women's leadership and empowerment in the extractive sector and examining men's roles in building inclusive and equitable societies

The final major theme of the Forum addressed the question of **leadership** and was broken down into two distinct sub-themes. The first looked at what was being done in the extractive sector to increase the presence of women in leadership positions within extractive sector companies, and what programs or policies have been developed to ensure a more representative managerial and executive workforce, and what specific programs have been developed to train, mentor and otherwise encourage and prepare women to seek out leadership positions. The second sub-theme looked at the **leadership role men must take in changing male attitudes with respect to gender relations** and men's responsibility for changing society's understanding of what constitutes masculinity. This second area of discussion looked closely at the family unit and the division of labour within the household, as well as the differences in work-life balance for men and women.

A. Experts' Perspectives from the Pacific Alliance Region and Canada

The third panel session of the Gender Forum focused on how to develop and promote women's leadership within the extractive sector, and also looked at the roles that men can play in helping to build gender equality and inclusiveness. The invited panelists were:

VIVIANA PAREDES, National Director, National Service for Women and Gender Equity, Government of Chile

ANA LUCIA FERNANDEZ DE SOTO, Department Head, Internal Working Group for Victims and Gender-focused Employment Equity, Ministry of Labour, Colombia

ROSA MARIA AVILÉS, Director General for Social Impact and *Ocupación Superficial*, Secretariat of Energy, Mexico

JOSÉ REYES MORI, Coordinator, "Men for Equality" Strategy, Ministry for Women and Vulnerable Populations, Peru

VIVIANA PAREDES²⁵ situated her remarks by reviewing the Government of Chile's **gender equity strategy**, which consists of four pillars: equality of rights and dignity for women, zero tolerance for violence against women, women's economic autonomy and promoting women's leadership.

Viviana remarked that the increasing rate of participation of women in the labour market signifies profound changes for the family household, and that social dialogue is needed to develop better work-life balance for women. Three aspects need attention: reconciliation of work, family and personal responsibilities, joint responsibility and public policies to support these. *Joint responsibility*—i.e., a fairer division of labour within the household—must be addressed by public policies and awareness campaigns such as the **expansion of parental leave for men**. Although Chile remains well below the OECD average for male parental leave, use of such provisions in Chile has begun to increase for men.

Chile adopted a ministerial directive (**Norma 3262**) for gender equality and reconciliation of work, family and personal life. The law permitted the creation of numerous types of programs, and it is seen as a cross-cutting policy applicable across all areas of government.

With respect to the fourth pillar of the strategy—promoting women's leadership—Chile aims to increase the participation of women in leadership positions in the public and private sectors. **Women occupy 42% of executive positions in public agencies and the goal is to achieve similar results in the private sector**, where 49% of companies have no female executives.

²⁵ Click [here](#) for the video of the presentation.

In January of 2018, a **national registry of women eligible and qualified for seats on boards of directors** of civil society organizations.

Finally, through the *Asia Pacific Economic Cooperation (APEC)* Forum, Chile and Canada are collaborating on a joint project to share gender-focused best practices for women's inclusion in the mining sector, through a 2-day international workshop that will develop recommendations on best practices. **Women and mining are a main theme** for APEC in 2019.

ANA LUCIA FERNANDEZ DE SOTO²⁶ of Colombia's Ministry of Labour spoke about "**shared responsibility**" *between men and women (coresponsabilidad)* as an underlying for all public policy related to gender equality. This can involve, for example, recognizing the need to rebalance the division of labour or responsibility between men and women with respect to family life, and to consider how specific policies and programs might advance this goal.

Click [here](#) to hear Luz Imelda Ochoa Bohórques, Secretary of Women for the Government of Antioquia, Colombia talk about Antioquia's mantras of gender equality, and the importance of rights-based approaches in advancing gender equality.



Ana Lucia presented Colombia's **Sello de Equidad Laboral Equipares** (*Equipares* Employment Equity Seal of Quality). Similar to seal programs in Mexico and Chile, the program invites companies to adopt the Equipares seal by complying with its standards.

The program provides a suite of tools that enable companies to conduct an internal diagnostic and develop specific measures to meet the seal's standards. Companies in the program are supported to develop a customized action plan which addresses **eight dimensions**:

1. Recruitment and hiring, i.e., elimination of biases in existing procedures;
2. Promotion and Career Development, including removing gender stereotypes associated with specific jobs or functions);
3. Training;
4. Remuneration and salaries;
5. Workplace environment, health and quality of life, e.g., removing gender-based biases or misconceptions in health awareness campaigns;
6. Work-related and sexual harassment in the workplace;
7. Non-sexist communication and inclusive language;
8. Shared responsibility (*coresponsabilidad*) and conciliation of work, family and personal life.

In Colombia's mining companies, as elsewhere, women make up a smaller and smaller proportion of the workforce as one climbs the organizational hierarchy. Among the mining companies participating in the *Equipares* seal program, women make up only 22% of senior positions within companies, even though women make up close to half of the overall workforce for these companies.

²⁶ Click [here](#) for the video of the presentation.

While there are areas that require further work, the *Equipares* program has delivered some interesting results. For participating extractive sector companies, the rate of female applicants for job opening doubled to reach 50% from 2014 to 2018. 30% of management positions are occupied by women, compared to 22% prior to the companies joining *Equipares*. In 2018, half of the companies' hires were women, representing a 27% increase.

Through the program, one oil and gas company managed to narrow its wage gap to under 4%, a significant achievement for a sector where the wage gap between men and women is significant. Other companies have managed to close the gap to close to zero.

ROSA MARIA AVILÉS²⁷ of Mexico's Secretariat of Energy called for strategies that enable women to increase their capacities and autonomy in all aspects of their lives.

She cited the work of the Mexican feminist thinker, Marcela Lagarde, who argued that **women's empowerment only occurs when it is internalized** by women and experienced subjectively, and when women control their bodies, resources, capacities, wealth, opportunities and the environment in which they live.

In Mexico's energy sector, as in other countries' extractive sectors, women make up a small proportion of the workforce (15%), and half of them work in administrative support positions. Women's access to certain technical jobs and management positions have been hard won. Often, advocates for women's inclusion find themselves **struggling against discriminatory attitudes not only from management but also from labour unions**.

The extractive industry has had negative displacement impacts on people living with operations close to their homes. Indigenous women have fared even worse as they tend to be more often **coerced into prostitution in mining communities**, while at the same time receiving fewer of the benefits associated with mining. While **women make up the majority of consumers** of the products of the energy sector, women have little decision-making power; this is an important consideration in countries like Mexico where the "democratization of energy" is becoming a part of the policy dialogue.



²⁷ Click [here](#) for a copy of this speaker's presentation and [here](#) for the video of the presentation.

The strategy to include women in the energy sector rests on three elements: (i) change decisionmakers' views and promote women to senior leadership positions, (ii) provide women with access to gender-sensitive technical training and (iii) raise the awareness of community leaders about the role of energy in contributing to community well-being. Public policy plays a central role in helping to bring about these changes.

JOSÉ REYES MORI²⁸ of Peru's Ministry for Women and Vulnerable Populations, presented the Ministry's *Hombres por la Igualdad* (Men for Equality).

Mr. Mori emphasized the importance of violence prevention as part of any gender equality-focused intervention, and the need to work directly with men in violence prevention and reduction strategies. Men are an important point of focus not only because they are the major perpetrators of violence, but also because most men do not perpetrate gender-based violence and can be key agents of change or allies in prevention and in the promotion of gender equality. He also argued that ***machismo—macho culture—imposes significant visible and hidden costs on both women and women.*** At the same time, however, it is important to recognize that masculinity is not a single type; rather, there is a spectrum of masculinities.

Hombres por la Igualdad is a community based, gender-based violence prevention program, aimed at 18 to 59 year-old men, which seeks to change men's attitudes and beliefs. The program uses a training methodology that provides awareness training to male community leaders who then form community groups (*colectivos*) to carry out community activism initiatives related to gender violence. The program also helps to coordinate ***Entre Patas*** ("among friends") reflection spaces, where men can voluntarily seek out the help of a Ministry professional to find non-violent solutions to family and marital problems.



²⁸ Click [here](#) for a copy of this speaker's presentation and [here](#) for the video of the presentation.



The collectives then begin to replicate the awareness training they have received to other groups of men in the community. Follow-ups are done with men at their homes to monitor progress. Such activities are also supported by community social marketing initiatives.

So far, 20 collectives have been formed across Peru since the program began in 2018, and 375 community leaders have been trained as members of these collectives. These collectives have involved more than 1,500 men in various awareness raising and prevention training activities; this in turn has allowed the program to reach out to some 60,000 men across the country.

One key element of success, according to Mr. Mori, was to explain to men the benefits that changes in attitudes brought not only to women but to themselves as well. A survey that was conducted in Peru on men's values and attitudes showed that men place a high value on the same things—being a good father, having a good relationship with one's partner—whether they were prone to committing gender-based violence, or not. This represented a pathway towards instilling positive interpretations of these values.

B. Participants' Discussion and Recommendations

The following section presents the results of the discussion groups on the theme of ***promoting women's leadership and empowerment in the extractive sector and examining men's roles in building inclusive and equitable societies.***

Participants at the Gender Forum were assigned into discussion groups in order to reflect on the above theme. The principal objective of these discussions was to identify best practices that would be of interest in the future to the Pacific Alliance to reinforce or promote gender equality. The discussion groups covered four key aspects of this theme:

- i. Women's definitions of "leadership," learning from experience;
- ii. Challenges facing women in leadership position in the extractive sector, the role of communications, and gender stereotypes with respect to female occupations and leadership roles;
- iii. The public-private dialogue and mechanisms for women's empowerment; the role of industry associations, and local women's organizations—best practices and challenges;
- iv. The role of men as agents of change for gender equality, redefining masculinities in the fight against the discrimination that both men and women suffer in patriarchal societies.

i. Women's definitions of "leadership," learning from experience

Participants were invited not only to discuss best practices in supporting women's leadership but also to consider a range of different definitions or understanding of the concept of women's leadership. Within the extractive sector, women—like all leaders—are disciplined, responsible and committed to the company's mission; they are visionaries, highly organized and focused on business and operational excellence. Participants identified other characteristics which they considered important to the idea of women's leadership, and noted that:

- Women's leadership is ***collaborative and transversal***, and creates new spaces and networks at work;
- A woman can ***bring social conscience to leadership***, which affords her empathy in her relationships with workers, an attitude of care for the environment, and a commitment to safety and security in the workplace;

- A leader is an **active listener and a strong communicator**, capable of analyzing and resolving conflict through dialogues in the workplace but also in the **community affected by mining**.

These qualities come into play when a leader is fully aware of her own capabilities and when she can strike a good work-life balance through shared responsibility at home. Special attention must be paid to seeing to it that leadership qualities are developed from a very early age, by **helping girls to develop self-esteem, assertiveness and resiliency, for life**.

ii. Challenges facing women in leadership positions in the extractive sector, the role of communications, and gender stereotypes with respect to female occupations and leadership roles

With respect to including and supporting women's leadership in the extractives sector, participants examined three levels at which changes needed to be made. On the **personal** level, women should become aware of and question the way they communicate and relate to one another. Empowerment is achieved by recognizing one's abilities and achievements. And it is important to hold onto one's identity as one values differences in others.

With respect to the **extractive sector**, it is important to educate women working in the sector or entering the sector about ideas such as feminism, sisterhood, and the role of agents of change at all levels of the industry and the communities that surround it. Education is also needed to bring about attitudinal change in men. Dispelling myths about "feminism" can be a good starting point.

In the **broader political and social environment**, people must challenge the **absence or unequal representation of women** at conferences, political meetings, academic events, trade shows and other places where people are convened to talk about the extractive sector. The dialogue around gender equality and women's inclusion must also consider **the involvement of individuals or representatives from other groups, such as the LGBTI community, and members of ethnic minority groups**; stakeholders, including the media, need to be more aware of the differences that exist between women of different groups as well.

The group also discussed the **role of the media** and felt that the media do not contribute positively to deconstructing stereotypes and patriarchal discourse, nor do they help to address the stigma or misconceptions about the idea of "feminism." They are, furthermore, not doing enough to introduce important concepts such as new ways of thinking about masculinity.

iii. The public-private dialogue and mechanisms for women's empowerment; the role of industry associations, and local women's organizations—best practices and challenges

Various **challenges and needs** were identified, including measures to close several information and knowledge gaps. Participants felt that the experience of other countries that have made significant strides in women's inclusion deserved closer study; similarly, individual companies that have seen good results from implementing gender strategies deserve a closer look. International and multilateral organizations may also be good sources for **performance indicators** for gender equality in the extractive sector. Governments could support research universities to generate studies regarding women's participation in the extractive sector as a part of the academic resources devoted to developing programs and research for the sector.

Participants also noted that there is a need for a strategy focused not only on companies directly involved in mining but also companies that are part of the **supply chain**. For companies in either segment of the extractive sector, more needs to be developed in terms of social impact and development plans, particularly in the case of multinational companies.

With respect to funding private-public initiatives, some participants felt that a part of government revenues derived from **mining royalties** could be set aside to help implement gender equality and women's inclusion strategies.

With respect to **best practices** concerning the public-private dialogue to advance gender equality, participants favoured **tripartite approaches**—collaboration between business, labour and government—in order to address issues such as women's inclusion in the extractive sector.

Gender Equality certification schemes (as found in Chile, Colombia and Mexico) should be more widely adopted in the extractive sector. Participants pointed out that such programs should be promoted not only to large mining companies, but to all mining companies and to those companies operating within mining supply chains. Participating in such programs, however, may impose costs that small companies cannot shoulder; some collaboration from government or other sources may be required to help smaller companies conduct the necessary diagnostics and implement a strategy. There may be a role for partnering large firms with smaller firms in implementing such initiatives as a means of lowering the up-front entry costs for smaller firms while allowing larger companies to ensure that the smaller actors within their supply chain can ensure they are compliant with the main company's requirements (e.g., with respect to gender equality, sustainability, health and safety).

There are good **models of strategic alliances within the Pacific Alliance** region, including some that have been effective at working and addressing issues at the community level. In Peru, the work led by the **Grupo de Dialogo Minería y Desarrollo Sostenible** to develop the Women's Agenda in the Context of Mining (**Agenda Mujer en Contexto de Minería**) was identified as an effective model for promoting responsible dialogue.

iv. The role of men as agents of change for gender equality, redefining masculinities in the fight against the discrimination that both men and women suffer in patriarchal societies

Education and training aimed at changing men's perceptions and attitudes was the main topic of discussion for this theme. Participants reiterated the need to take a **rights-based approach**, with freedom from gender-based violence as a pillar for all educational and awareness-raising efforts. Such initiatives need to be broadly-based and part of an integrated program that avoids isolated, "one-off" interventions in favor of systematic educational approaches that work with teachers, students, community groups and other actors.

Gender equality initiatives seeking to change men's attitudes and beliefs **must be active within schools and the formal education system**. Working with **teachers** to help them understand their role in reinforcing or overcoming inequalities is perhaps the most important aspect of such interventions.

Awareness campaigns and other educational initiatives that seek to change men's attitudes and beliefs should develop approaches that are appropriate to specific groups or communities of men, given the specific contexts in which they live. For example, men in rural areas and urban areas, or men from indigenous communities, may respond best to different training content and strategies.

These initiatives should also provide some resources to working with families, as opposed to only working directly with men. It may also be useful to ***talk about desired concepts of masculinity with women too***. Community-level action is also needed to implement and guarantee the success of such programs.

Finally, participants felt it was important not to pathologize men's behaviour; some observed that gender-based violence is at times treated as a form of psychological illness. Rather, it is important to discuss and ***help people understand gender-based violence as a cultural phenomenon***.



VII. Conclusions

Main Themes Emerging from the Forum

BRIGID SHEA, CICA Senior Program Officer of the Pacific Alliance EFE Program, offered the Forum a synthesis of key themes and messages that emerged from the forum and that represented important orientations for Pacific Alliance countries in their continued efforts to promote gender equality and women's inclusion in the extractive sector:

1. Gender equality should address not only human rights but also economics and development;
2. Technical, technological and professional training is a key factor in allowing women to access better work opportunities and is a driver of community development;
3. Fundamental changes in training and education systems and in women's employment require the joint commitment of many different actors, including governments, companies, industry groups, and labour unions;
4. It is essential to promote pan-governmental and inter-ministerial alliances (e.g., involving education, mining and energy, economic development) to develop better articulated and coordinated strategies and to ensure that gender equality is a transversal or cross-cutting strategy covering all institutions of the state and society; in so doing, stakeholders must take into consideration how gender and gender equality intersect with other identities such as ethnicity, indigenous heritage, disability and geography (rural vs. urban);
5. The greater participation of women in jobs in the extractive sector produces positive impacts on productivity and competitiveness, and also brings about positive changes to workplace culture.
6. Women are demanding that society re-examine their role within the family and household and within the household, including the care they provide to children, the elderly and persons with disabilities. Understanding and addressing these multiple roles is essential to overcoming obstacles to women's participation in the labour market, and should be part of a general re-valuing of what has traditionally been considered women's work (e.g., a better accounting of the contribution to GDP of labour related to the family and the household);
7. Support services should be developed to remove the unequal burden associated with domestic work and providing access to childcare and other types of care to optimize women's participation in training and the labour market. Here again it is also important to recognize the economic value of work in the household and how women make a significant and disproportionate contribution to economic development and social well-being;
8. Men must be involved as agents of change in promoting gender equality and bringing about lasting change to a patriarchal culture;
9. Governments and other actors should focus on implementing *already* existing legislation and policies pertaining to gender equality and women's inclusion in order to achieve the necessary social and economic impacts;
10. All governments and other actors must commit to zero tolerance regarding femicide and any other type of gender-based violence.

Observations and Recommendations for the Development of Future Initiatives

The expert panel presentations and the subsequent discussion of the current challenges, best practices, programs and initiatives yielded several principles, practical insights and “lessons learned” about how such practices should be implemented in the future. Most of these are aligned with the ten themes described in the previous section. Some of these implementation insights were mentioned by expert panelists invited to the *Forum on Gender Equality in the Extractive Sector*, while others emerged recurrently within the discussion groups.

Preventing Gender-based Violence. Violence prevention is, of course, a major priority within the overall gender equality strategies of the Pacific Alliance countries. At the program level, violence prevention can and should be integrated as a design principle even in programs focused on specific interventions with respect to education and training or access to employment. Preventing gender-based violence should always be considered at the design stage even if a specific intervention does not appear at first glance to involve issues related to violence or harassment at first glance.

Work-life Balance. Together with preventing gender-based violence (above), work-life balance was the dominant recurring theme of the Forum. No gender equality initiative, whether it is related to education and training or to employment in the extractive sector, is complete if it is not based on a careful examination of women’s multiple roles and obligations²⁹ with respect to work, family, community and personal life, and the impacts that any intervention will have on these roles. Experts repeatedly called for initiatives which work with men and women to rethink the distribution of such roles and obligations between men and women (*coresponsabilidad*), with a view to establishing a more equitable balance with respect to family and household labour. This issue should be incorporated as a design principle or diagnostic question at the program design stage and should be considered fundamental to the development of any government or corporate program or practice.

Culture Change and “Masculinities.” Fundamental and lasting changes in beliefs and attitudes—*particularly men’s attitudes about gender roles and male privilege*—have come to the fore as a priority for interventions aiming to promote and advocate for gender equality and women’s inclusion frequently refer to the need for changing underlying cultural norms, whether the “culture” in question is that of a workplace, organization or a whole society. Experts and participants were emphatic that this was not only an important approach, but one that was indispensable to seeing permanent, long-term change with respect to gender equality.

Here again, integrating these objectives into gender equality programs or strategies is challenging because of the scope of change envisioned, and the length of time that may be required to see it through. Nevertheless, several experts and forum participants pointed out that the increasing representation of women in workplaces in the extractive sector is enough to initiate a change in workplace cultures to some extent. This suggests that certain interventions, e.g., hiring equity, quotas, can create positive feedback loops that can continuously reinforce the goal of culture change.³⁰

²⁹ See, for example, discussions related to women’s “triple role,” e.g., <https://eige.europa.eu/thesaurus/terms/1442>.

³⁰ Interestingly, the emphasis on fostering cultural change is well in line with current thinking in international development work with respect to “gender norms,” a rapidly growing field of interest. See, for example, <https://oecd-development-matters.org/2019/03/05/are-gender-norms-the-new-magic-bullet-in-development/#more-9966>.

To the extent that there may be local civil society organizations working on changing men's attitudes and beliefs, it may be possible for new programs to link up with these community resources to develop complementary activities.

Direct and Indirect Employment. Many employment- or training-related initiatives with a gender equality component are focused on the primary (and sometimes large-scale) extractive sector (the Forum mostly examined mining). Program design should consider the larger supply chain sector supporting primary extractive operations, as it is often here that employment is concentrated and where one finds the lowest capacity to implement gender equality and women's access to employment, given the relatively small size of upstream and downstream firms.

Human Rights Framework. All experts and stakeholders at the forum strongly advocated that all interventions related to gender equality and promoting the inclusion of women in the extractive sector labour market should be built up from a human rights framework. A human rights approach also recognizes the intersection of other groups' rights such as indigenous women, women from other ethnic minority groups, women with disabilities, women from rural (and often poor) areas, etc.

Certification and "Seals of Quality." Government or industry sponsored gender equality certification ("seals of quality") programs appear to be very popular with both governments and industry, and exist in most of the Pacific Alliance countries, or are under development. There are good opportunities for knowledge sharing among the Pacific Alliance countries, and with other partner nations such as Canada, to improve these types of programs.

Impact of Gender Equality on Business Results. There is a growing evidence base about the positive relationship between implementing employment equity, women's leadership and gender equality and business impacts such as productivity, innovation and competitiveness. This is proving to be a powerful awareness and communications tool in bringing aboard the private sector. Future initiatives should think about building in a study component to track this relationship to add to the growing evidence base. Qualitative changes in workplace culture and organization are also associated with the implementation of gender equality measures in the workplace and should also be documented carefully in future interventions.

Working at the Community Level. Most of the expert panelists and many of the forum participants tied interventions at the workplace level to the need to invest in relationships and programs at the community level as well. In the case of extractive industries, which have both strong negative and positive impacts, and which disproportionately burden women with negative impacts, it is important to consider the role of the community in helping to design, contribute to and evaluate gender equality programs for the extractive sector. Civil society organizations representing women in the community are key partners in any interventions, even if the primary focus of those interventions are extractive sector workplaces. The involvement and support of male and female community leaders is essential to doing norms-based work (changing attitudes, behaviours and underlying beliefs).

Finally, it should be highlighted that most of these strategies or principles are, in the context of program or policy design, interdependent and in some cases difficult to separate. Consider, for example, the strong connections between three of the issues raised above, work-life balance, preventing gender violence and bringing about changes in cultures.

Within the context of a single intervention, it can be difficult to cover all bases. It is therefore significant that governments in the Pacific Alliance region have enacted or are enacting not only specific programs or policies but also *policy strategies* to address gender equality that addresses fundamental inequities with respect to women's participation in working life. Various public policies in the Pacific Alliance region are addressing gender violence, work-life balance and employment equity directly. Recognizing the complex and cross-cutting nature of gender inequalities, several governments in the region have also established ministries, agencies and cross-cutting strategic policies related to gender equality which have the potential to mobilize actors across government (e.g., employment and labour, education and training, social protection, health) with a degree of coordination that was in some cases previously absent. As many participants at the Forum pointed out, the challenge will be to ensure that the specific measures being developed and implemented are equal to the vision and ambition of recent policy reforms affecting the lives of women in the Pacific Alliance.

Next Steps: Sustaining Dialogue and Promoting Adoption of Good Practices

BRIGID SHEA of the CICan Pacific Alliance Education for Employment (EFE) Program team provided a brief review of the follow-up actions and steps that would take place following the conclusion of the Forum. In addition to publishing the present report, the CICan Pacific Alliance EFE team will assess the feasibility of developing an online communications platform where participants at the Forum, representing a diverse cross-section of key experts and decision makers from the private and public sectors and civil society, will be able to access the present report and different communications products that emerged from the Forum (photos, videos, interviews, etc.) as well as access general information about the Pacific Alliance EFE Program and where information, results and conclusions from the future thematic forums will also be stored.

The Pacific Alliance EFE Program will be organizing four additional thematic forums, similar in approach to the Forum on Gender Equality, addressing the other challenges facing the extractive sector issues such as the relationship with indigenous communities and indigenous education, the environment, technical education and training, and health and safety.

Finally, as the Pacific Alliance EFE Program is a collaboration between CICan and the governments of the Pacific Alliance, CICan will seek out further opportunities to socialize the results of the Forum on Gender Equality with the various relevant Pacific Alliance technical groups that exist such as education, mining development, and gender, to ensure that the insights from the Forum can contribute to the dialogue between the Pacific Alliance nations on issues of common interest to the region.

Appendices

Appendix A. Forum's Agenda

[Link](#)

Appendix B. List of Panelists

[Link](#)

Appendix C. List of Participants

[Link](#)



PACIFIC ALLIANCE
EFE PROGRAM

SUSTAINABLE DEVELOPMENT AND SKILLS FOR EMPLOYMENT IN THE
EXTRACTIVE SECTOR OF THE PACIFIC ALLIANCE



Colleges and Institutes Canada
Collèges et instituts Canada

Canada



Alianza del
Pacífico