

# IMPACTFUL WOMEN

Examining Opportunities and Constraints for Women in Mining Organizations Worldwide



Prepared by ENSOME, in collaboration with Copenhagen Social

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# **IMPACTFUL WOMEN**

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Constraints for Women in Mining  
Organizations Worldwide

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# Acronyms and Abbreviations

<b>ACEMP</b>	Africa Centre for Energy and Mineral Policy
<b>AFEMET</b>	Association des Femmes du Secteur Minier ou en Entreprise du Togo
<b>AFEMIB</b>	Association des Femmes du Secteur Minier du Burkina
<b>AFEMIC</b>	Association des Femmes du Secteur Minier du Cameroun
<b>AFESMIB</b>	Association des Femmes du Secteur Minier du Bénin
<b>AFESMICA</b>	Association des Femmes du Secteur Minier de Centrafrique
<b>AFSIEN</b>	Association des Femmes du Secteur des Industries Extractives du Niger
<b>AWEIK</b>	Association of Women in Energy and Extractives in Kenya
<b>AWIMA</b>	Association of Women in Mining in Africa
<b>AZWIM</b>	Association for Zambian Women in Mining
<b>COVID-19</b>	Coronavirus Disease 2019
<b>DIWATA</b>	Women in Resource Development
<b>DRC</b>	Democratic Republic of Congo
<b>FEMICI</b>	Réseau des Femmes du Secteur Minier de Côte d'Ivoire
<b>GBV</b>	Gender-Based Violence
<b>GWMO</b>	Guyana Women Miners Organization
<b>Hrs</b>	Hours
<b>IWiM</b>	International Women in Mining
<b>MAWIMA</b>	Women in Mining Malawi
<b>NGO</b>	Non-Governmental Organization
<b>USA</b>	United States of America
<b>WIAMO Rwanda</b>	Rwanda Women In/And Mining Organization
<b>WIM</b>	Women in Mining
<b>WIM Bolivia</b>	Women in Mining Bolivia
<b>WIM Canada</b>	Women in Mining Canada

<b>WIM Chile</b>	Women in Mining Chile
<b>WIM Colombia</b>	Women in Mining Colombia
<b>WIM Finland</b>	Women in Mining Finland
<b>WIM Ghana</b>	Women in Mining Ghana
<b>WIM Guinée</b>	Women in Mining Guinée
<b>WIM Mongolia</b>	Women in Mining Mongolia
<b>WIM Peru</b>	Women in Mining Peru
<b>WIM DRC</b>	Women in Mining DRC
<b>WIM Sénégal</b>	Women in Mining Senegal
<b>WIM USA</b>	Women in Mining USA
<b>WIMAN</b>	Women in Mining Association of Namibia
<b>WIMAR SG</b>	Women in Mining and Resources Singapore
<b>WIMARQ</b>	Women in Mining and Resources Queensland
<b>WiME Indonesia</b>	Women in Mining & Energy Indonesia
<b>WIMIN</b>	Women in Mining Nigeria
<b>WIMSA</b>	Women in Mining South Africa



# Foreword

When it comes to gender equality, the mining sector has a tremendously wide gap to close. Disparities between women and men persist in all levels of leadership, economic opportunities, and the enjoyment of the socio-economic benefits the sector provides. The female labor force participation rate in industrial mining sector is persistently low across the world with women typically receiving on average 40 percent less than their male counterparts. In artisanal and small-scale mining, women remain in jobs that are paid and valued less than the jobs men tend to do. Further, women's participation in decision-making is minimal. Data from 2015 shows that female representation on the boards of the top 500 global listed companies is just five percent.

WIM (Women in Mining) organizations can, and do, play a pivotal role in helping narrow these gaps: they connect women with mentors; they share information about job vacancies; or they provide trainings on a number of topics to build capacity and they engage with their local communities. Members of WIM organizations also inspire women in other countries to join or establish their own WIM organizations, scaling up the impact of WIM organizations globally. Particularly in the climate of an increased private sector commitment to diversity and inclusion, WIM organizations are an existing resource that can be used to influence transformative change.

Despite their accomplishments to date, several obstacles prevent WIM organizations from reaching new heights. As our research here shows, the volunteer-run model of most WIM organizations, coupled with severe budget constraints and women's time poverty, impedes their scale of impacts. The COVID-19 pandemic has only further amplified these constraints. Research from other associative sectors suggest that overcoming these organizational obstacles could facilitate greater impact by WIM organizations.

“ By highlighting and exploring some of the most significant opportunities and challenges facing WIM organizations, *Impactful Women: Examining Opportunities and Constraints for Women in Mining Organizations Worldwide* is an important step in the development of data-driven solutions for the benefit of all women in mining. ”

— Demetrios Papathanasiou, Global Director for Energy and Extractives, The World Bank



Missouri University of Science and Technology Women's Mucking (Intercollegiate Mining Games) team performs the "good-luck headbutt", by gathering together and knocking their hard hats together before competing in the handsteel event. The ladies went on the take 1st place in that event, and 1st place over all at the 38th Annual Mining Games in Butte Montana. The women won because of months of hard training and dedicated teamwork. Submitted by: Nichole Wescott, USA

IWiM Photo Competition 2007, all rights reserved



*Impactful Women: Examining Opportunities and Constraints for Women in Mining Organizations Worldwide*, shines a light on the inner-workings of WIM organizations in over two-dozen countries using data compiled from quantitative surveys as well as qualitative interviews. The findings presented in this report provide governments, donors, international organizations, industry leaders and other stakeholders with a rich data-set to build and leverage capacity building efforts for women-led mining organizations across the globe.

**“ WIM organizations are now successfully supporting and representing women in every leading mining jurisdiction and many emerging economies. This was achieved through hard work, perseverance and a shared sense of purpose, proving how much can be achieved – often with little – when women come together to achieve for the common good. ”**

— *Barbara Dischinger, Director, IWIM*

The research supports the World Bank’s commitment to gender equality, namely through the operationalization of its FY2016-2023 Gender Strategy on Gender Equality, Poverty Reduction and Inclusive Growth. From the perspective of IWIM, the purpose and value of this research is to enable and optimize collaboration among and with WIM organizations.

The findings from this report, and their accompanying data sets, are for any stakeholder’s use. Other types of women’s organizations may also find the data useful, as they show that volunteer-run women’s organizations are difficult to scale-up when their member base have caregiving and employment responsibilities. The findings are also useful for other types of professional women’s organizations that may face similar operational challenges to WIM organizations. Most clearly, the data reveal that WIM organizations—despite unique local contexts and challenges—face similar constraints and can therefore benefit from greater peer-to-peer learning. With sufficient data, a range of partners can better identify entry points to support and engage with WIM organizations; and mutually increase impact in achieving gender equality in the mining sector. By highlighting and exploring some of the most significant opportunities and challenges facing WIM organizations, *Impactful Women: Examining Opportunities and Constraints for Women in Mining Organizations Worldwide* is an important step in the development of data-driven solutions for the benefit of all women in mining.

# Executive Summary

In every mining region across the globe, there are a multitude of entities primarily focused on progressing the interests of women in mining. At the national level, the most notable interest group is that of Women in Mining (WIM) organizations. Although WIM organizations share a common vision, their objectives and forms vary. WIM organizations generally evolve organically and are structured, managed, and financed in accordance with their membership composition, location, context, and purpose. Most are independent but welcome coordination and joint initiatives while others are organized under the umbrella of an industry association or a business. In a single country, several WIM organizations may exist that are or aren't linked to one another, or there may be only one WIM organization in the whole country, both instances occur. As our research findings show, regardless of the form, the number of WIM organizations has been steadily increasing over the last decade.

WIM organizations take a very inclusive view of the definition of “women in mining,” encompassing all women working in, around, or with the mining sector. This may include professionals in the industrial or large-scale mining (LSM) sector, owners and operators of artisanal and small-scale mining (ASM) operations, professionals supporting sectors including technical and professional services, regulators and government officials, academics or representatives of civil society organizations and movements, particularly those impacted by mining.

Despite their existence in some jurisdictions for several decades now, little information on the inner-workings of WIM organizations exists. More widely, the reality of women in mining remains under-studied and often misunderstood: addressing this global data gap about women in mining, and the organizations representing and supporting them, is essential to shape solutions based on sound information and the voices of women on the ground. The World Bank and International Women in Mining (IWIM), both concerned with gender equality in extractives, have partnered on pioneering research to that end.

This research assesses WIM organizations' structures and purpose, their operations, and the opportunities arising for them in a climate of increased commitment to diversity and inclusion. A total of 33 WIM organizations participated in the mixed-methods study.

One of the main findings of the research is that globally, members of WIM organizations view the lack of women's participation in decision-making, women's limited access to leadership positions, and inadequate workplace safety—including gender-based violence and sexual harassment—as the most critical challenges facing women in the mining sector. The data also indicate that while WIM organizations are making efforts to address these challenges, they face a number



Gilda Homo Munguambe, Project officer, facilitating a community training on a rural area affected by mining in Mozambique. The aim of the program is to organize and empower the community to monitor the impacts of mining activity. This picture demonstrates the power of leadership to influence and help many women, men and youth in demanding their rights with knowledge about the extractive industry.

IWiM Photo Competition 2007, all rights reserved

of operational challenges that hinder their capacity to advance their goals. These operational challenges, which may also be relevant for other types of women's professional groups, include their limited access to funding, the complexity of managing volunteer-reliant organizations, and the need for increased and improved communication. Overall, research findings point to the instrumental role played by individual, female leadership in founding and sustaining WIM organizations and affirm that their primary purpose is to make women's voices heard—both within the industry and at political level.

Notably, the successes of WIM organizations to date hinge on outreach and recognition: these are the foundation for WIM organizations to seize new opportunities arising primarily from wider, innovative collaboration options, to achieve effective outcomes for women in mining. Increased collaboration and cohesion among WIM organizations in particular is essential to realize the common vision of transformative change in mining.

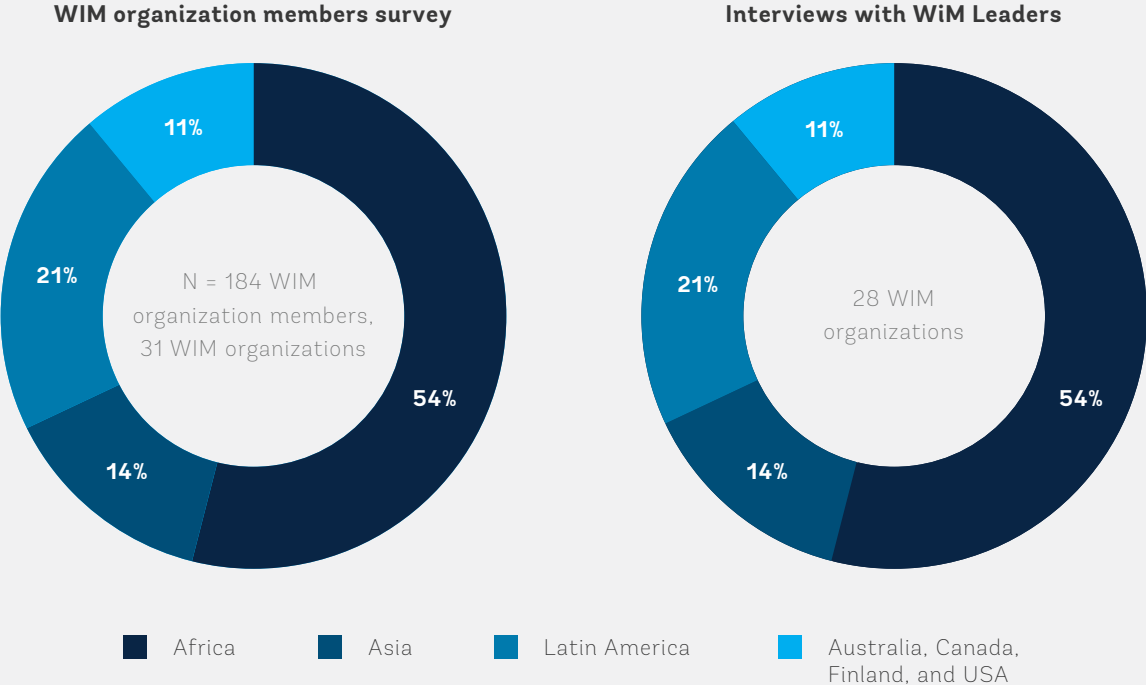
# Methodology

The research used a mixed methods approach, including a desktop study, a quantitative survey, and individual qualitative interviews. The quantitative survey was administered to members and volunteers of WIM organizations. Qualitative one-hour interviews were conducted with leaders of WIM organizations.

The non-probabilistic<sup>1</sup> sample of WIM organizations targeted was derived from an initial list of 64 organizations, to which the following selection criteria were applied, as agreed by the World Bank and IWim:

- Organizations operating for at least one year by January 2020 with a preference for incorporated or registered organizations
- National or highest representability WIM organization in countries where several exist
- Organizations located in Spanish-, English-, or French-speaking countries

**FIGURE 1: WIM ORGANIZATIONS | SAMPLE DISTRIBUTION**



<sup>1</sup> Non-probabilistic samples are of great value, as they manage to obtain the cases (people, objects, contexts, situations) that interest the researcher and that come to offer a great richness for the collection and analysis of the data. This analysis focuses primarily on describing researched characteristics, showing possible relationships or trends. Hernández Sampieri et al. (2014)

**The sample targeted 36 national WIM organizations and 2 regional WIM organizations. 33 of these, including one regional organization and mostly from Africa, Asia, and Latin America, participated in the study.**

One hundred and eighty-four<sup>2</sup> members and volunteers from 31 WIM organizations responded to the survey. Ninety-five percent of WIM organization members surveyed were women, 5 percent were men. Female leaders of 28 WIM organizations (27 nationals and one regional) participated in qualitative interviews in English, Spanish, and French.

The sample of WIM organizations does not aim to provide a comprehensive overview of the WIM movement, nor does it fully capture the experience and influence of many established organizations in leading mining jurisdictions.

Women in mining are global and varied, existing in every cultural, social and political context and embracing the entire mining sector, from automated mega-mines to artisanal operations and every service, supply, regulatory or corporate function.

Information included in several reports (oriented to other objectives<sup>3</sup> provided insights to the research team to develop main tools<sup>4</sup> for this study and a preliminary understanding on the main barriers and challenges that women organizations face.

<sup>2</sup> A representative from IWIM asked WIM organizations sampled to share the online survey link with 15 members and volunteers. The survey remained online for 6 weeks (from October 19 to November 25, 2020), however not all WIM organizations completed 15 surveys.

<sup>3</sup> Not targeted to analyze WIM organizational structures and effectiveness, and specially focused on ASM.

<sup>4</sup> A semi structured Interview guide and a structured survey.





Martabe Gold Mine, Batangtoru, North Sumatra, Indonesia, 2017.

The Resource Development team comprises more than 50% female who have overcome cultural sensitivities to achieve gender diversity in their workplace. Developed individually and as a team, they have become exemplary professionals in the mining industry.

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WIM ORGANIZATIONS

# Structure and Purpose

# Founding a WIM Organization

## The emergence of WIM organizations is accelerating

The oldest organization in the sample is Women in Mining USA, dating back to 1972. Other organizations were set up between 2000 and 2020, with most of them after 2010 particularly in emerging economies.

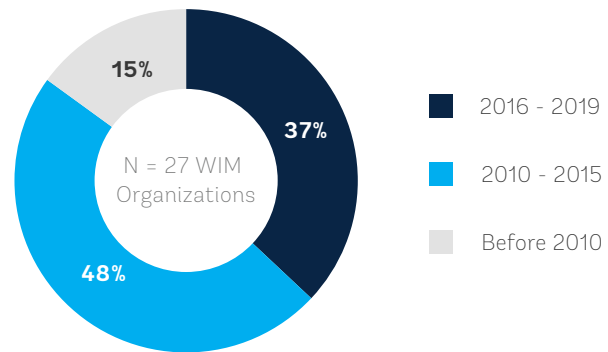
The creation of WIM organizations is often inspired by the success and experience of peer organizations in other countries, facilitated by increased visibility and connections through social media and meetings among WIM leaders at events or through industry initiatives; this coincides with women's willingness to take an active role in shaping the mining sector in which they work, form support networks, and/or advocate for

gender equality in their national or local context. This combination of factors may explain the recent increase in the number of WIM organizations globally.

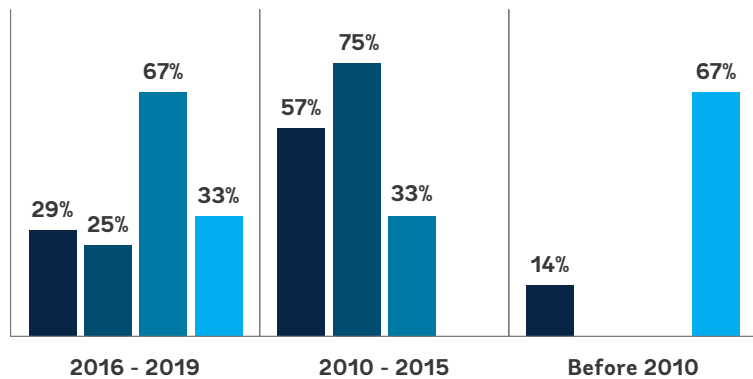
Common to most of the interviewed organizations is the presence of one champion woman who led the process and showed leadership during the creation of the organization. In some cases, women from relevant ministries or women coming from WIM organizations in other countries were involved, though most often WIM organizations were founded on the initiative of women in high positions in the mining industry.

**FIGURE 2: WIM ORGANIZATIONS | FOUNDATION DATE**

**85%**  
of the interviewed national  
WIM organizations were  
founded since 2010



- Africa, N = 14
- Asia, N = 4
- Latin America, N = 6
- Australia, Canada, Finland, and USA, N = 3



Source: ENSOME-COPENHAGEN SOCIAL | WIM Organization Members Survey, 2020

### Interviews showed that foundation of WIM organizations generally conforms to one of three scenarios:

- One or several women create the organization to meet their need for representation in the mining industry
- One or several women create the organization to make a change in the industry by increasing women's representation and advocacy
- Industry or government institutions create the organization on behalf of women in mining.

Of the WIM leaders interviewed, 13 of the 27 cited as the main reason for founding WIM organizations their intention to make women's voices heard—both within the industry and at the political level. Low representation of women in influential positions in the mining industry creates a need for women to join forces to advocate for gender equality and equal participation, with many founders of WIM organizations stirred into action by slow or limited progress. In IWIM's experience, these motivations also encompass networking, for women to support and learn from one another and to harness collective inspiration to boost their individual initiative.

### Other reasons included:

- Creating visibility of women and increasing their participation in mining (29%)
- Improving and supporting access to leadership positions (19%)
- Improving health and safety for women in the industry (11%)
- Improving conditions for local mining communities (11%)

The overwhelming majority of the 27 WIM organizations interviewed were formally registered in their countries, demonstrating a significant evolution on this point from previous analyses. Only WIM Bolivia, founded in 2019, had yet to register.

## WIM organizations demonstrate a strong governance track-record

Eighty-two percent of WIM organizations elect their executive functions through a general assembly, with the remaining percentage voting through a board or having no elections whatsoever. In most cases, elections take place every two or three years, with the exception of two WIM organizations in Africa that hold elections every five years.

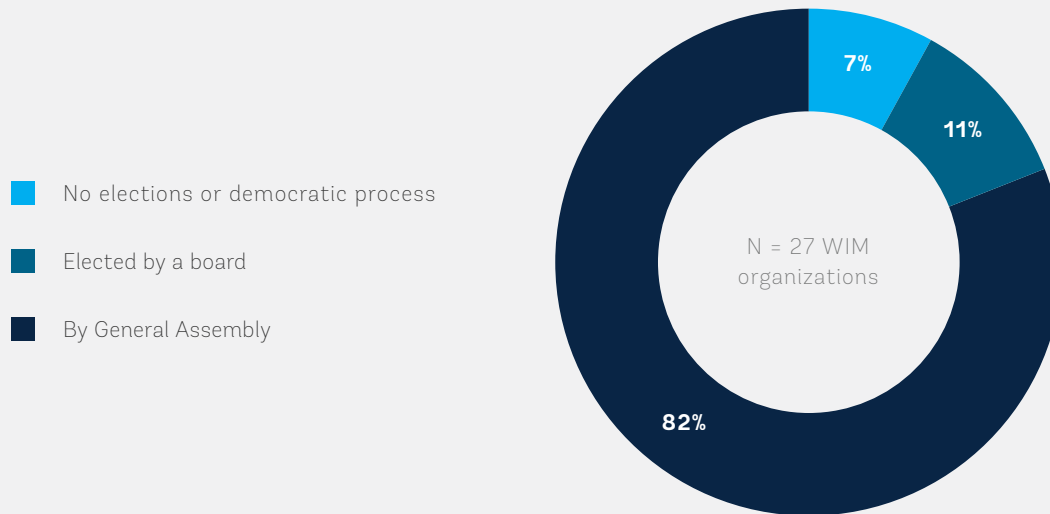
The number of people in the elected committees vary from three (minimum) to 24 (maximum), with an average of 10 people. All WIM organizations which democratically elect their executives have bylaws. Most WIM organization executive committees have

leadership experience from the professional work of their members or through the previous participation as leaders in other organizations.

WIM leaders interviewed indicated very similar objectives for their organizations. The mandate of these WIM organizations can be divided under three main areas: promoting women's participation in the sector, collaboration for capacity building, and advocating for improved conditions in the sector.<sup>5</sup>

<sup>5</sup> The topics cited are extensive: inclusion of women at highest political levels, environmental degradation, health and safety, access to finance, land and mineral rights, responsible mining and elimination of child labor, ending of violence against women, gender diversity in mining, promotion of the mining sector among girls in the education system, female entrepreneurship related to the sector, life-work balance, and empowerment of women in vulnerable conditions.

**FIGURE 3: WIM ORGANIZATIONS | EXECUTIVE COMMITTEE GOVERNANCE**



Source: ENSOME-COPENHAGEN SOCIAL | WIM Organization Members Survey, 2020

**Consequently, most WIM organizations have multi-year plans with common goals such as:**

- Attract funding
- Grow the membership base of the organization
- Establish WIM sub organizations with local presence
- Increase visibility through e.g., mining sector magazines and communication platforms
- Advocate for improved public policies on mining and gender
- Advocate in education institutions for the participation of more girls in the mining sector
- Increase outreach to communities and artisanal women miners
- Strengthen partnerships with technical and financial institutions
- Strengthen cooperation among WIM organizations
- Promote women in leadership positions and female entrepreneurship
- Professionalize the WIM organization

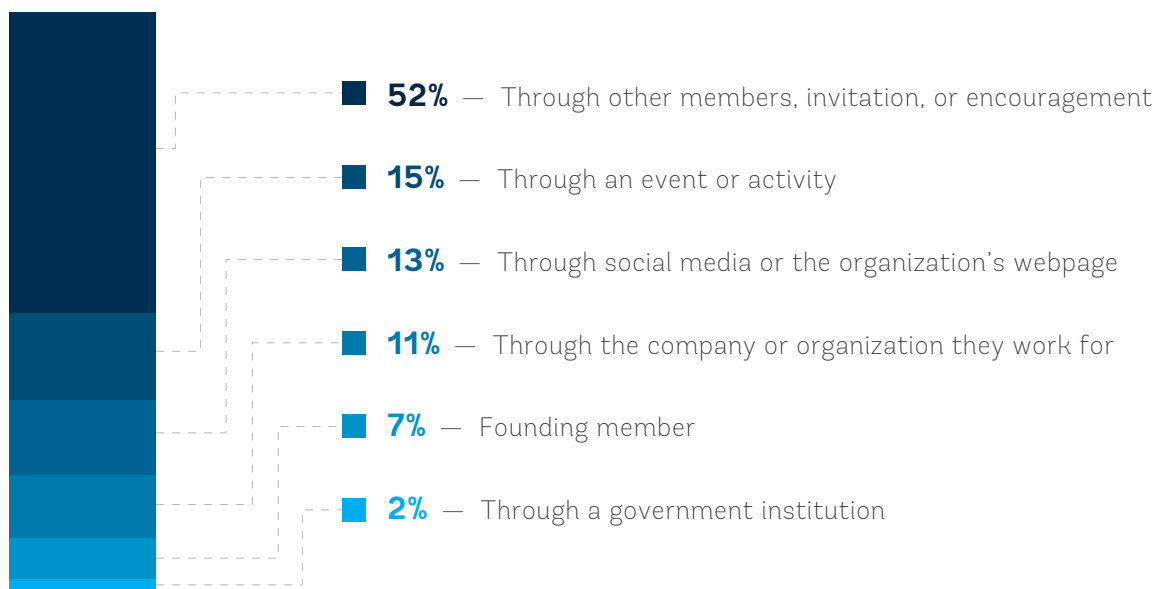
# Joining a WIM Organization

## A majority of WIM organization members join at a member's invitation

This shows the strong social network influence at the heart of WIM organizations. It also confirms why none of the WIM organizations demonstrate particularly strategic recruitment processes. In effect, WIM organizations' growth appears to be quite organic. Overall, WIM organizations share information on their social media platforms, aiming to attract other women. Most women become members by person-to-person contact.

The organizations reach out to the private sector, governmental associations and ministries as a means to create awareness, which offers significant opportunities for valuable collaborations in support of WIM organization's agenda and impact.

**FIGURE 4:** WIM ORGANIZATION MEMBERSHIP | RECRUITMENT

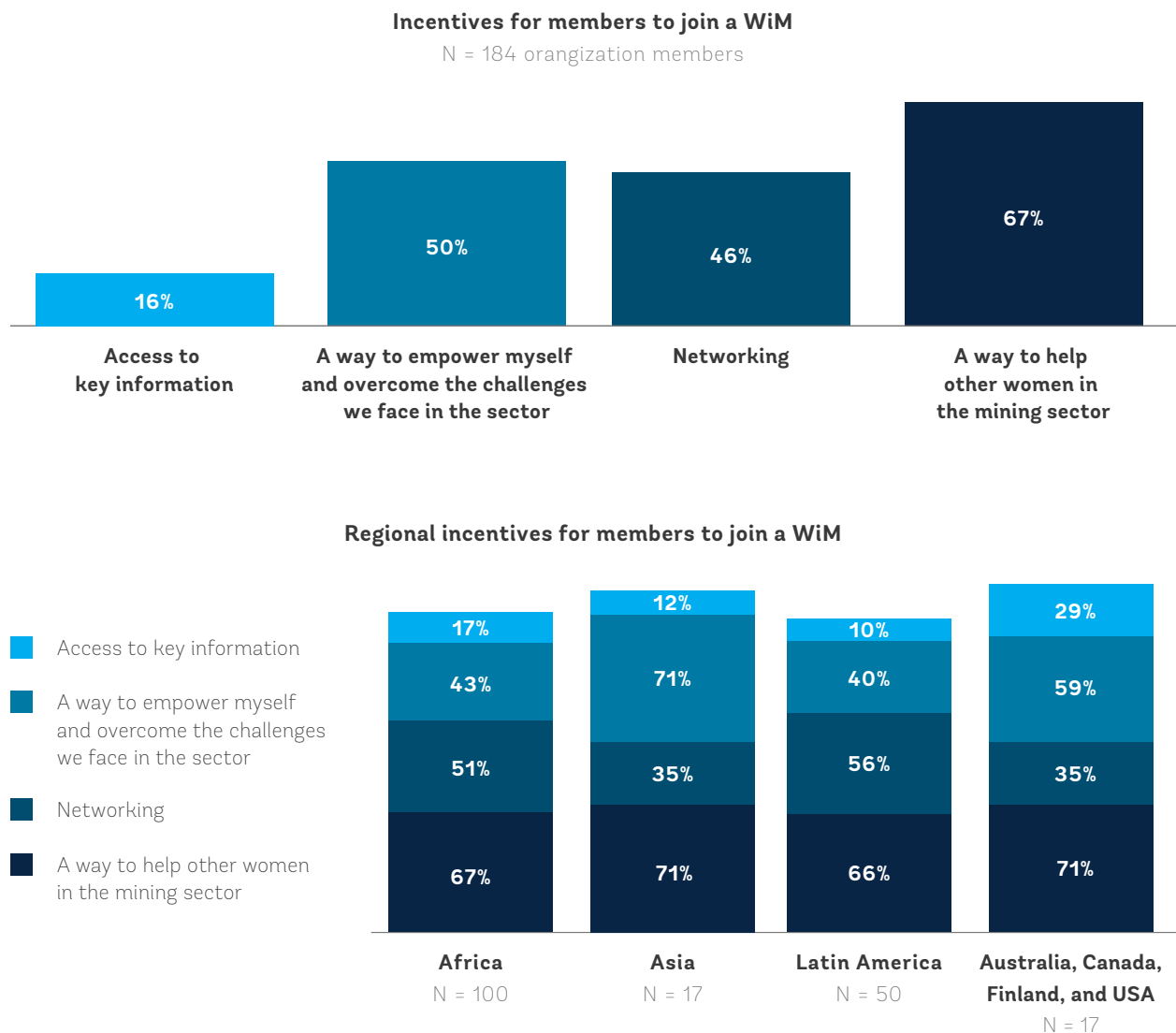


Source: ENSOME-COPENHAGEN SOCIAL | WIM Organization Members Survey, 2020

## Women join a WIM organization to help themselves and other women

These two complementary reasons drive WIM organization membership. Sixty-seven percent of WIM organization members surveyed were motivated to join the organization to “help other women in the mining sector”<sup>6</sup> with “networking” and “empowering themselves” also key incentives as more than 45 percent of WIM organization members selected both categories.

**FIGURE 5:** WIM ORGANIZATION MEMBERSHIP | INCENTIVES FOR JOINING



Source: ENSOME-COPENHAGEN SOCIAL | WIM Organization Members Survey, 2020

<sup>6</sup> “81% of women members were motivated by wanting to help other women in the mining sector, as they recognize that their workplaces lack of gender balance compared with a 60% of men that have selected the same category”



HSE women representatives leading a 5k- Health Day walk in a copper mine located in Cusco, Peru at 4,100 masl.  
IWIM Photo Competition 2007, all rights reserved

**WIM organization members surveyed identified other membership benefits, including the following:**

- **76 percent** of WIM organization members surveyed consider “access to events or workshops related to the sector” a benefit.
- **61 percent** mentioned that “access to training opportunities” is a benefit, with special focus from WIM organizations members in Africa (74 percent) and Asia (65 percent).
- **59 percent** selected “access to networking” as a benefit, with 82 percent of WIM organization members in Asia selecting it in comparison to only 58 percent in Africa and 50 percent in Latin America; although the research does not explore the causes of these differences, they may in fact relate to cultural perceptions around the term and concept of networking, and/or the industrial focus of various WIM organizations, with different needs for professional women in LSM and female entrepreneurs or operators in ASM: this aspect could be the topic of further investigations.
- **46 percent** chose “information or link to job opportunities” as a benefit.



# Members of WIM Organizations

**Of the participating WIM organizations, it was possible to collect membership data from 23 national WIM organizations.**

Analysis showed that these WIM organizations on average have 391 members, ranging between nine (minimum) and 3,000 (maximum) members. Though mostly women, some WIM organizations have incorporated men into their membership. Out of nine WIM organizations that stated having male membership, their participation varied from one percent to 55 percent, with an average of 15 percent.<sup>7</sup>

## Just under half of WIM organization members are employed in LSM

Members of WIM organizations belong to one or more subsectors within the mining industry.

Forty-seven percent of WIM organization members surveyed are involved in large-scale mining and just 17 percent participate in artisanal mining (especially in Africa). Twenty-five percent of WIM organization members in Africa work in government institutions, compared with other regions where the average ranges between 8 percent and 12 percent in this category.

WIM organization membership is linked to the institutional context: with many WIM organizations in Africa directly or informally mandated by public authorities, it stands to reason that there would be more significant involvement of government institutions in their membership.

It is also highly reflective of the professional context in which WIM organizations are founded and operate. WIM organizations close to large-scale industrial operations will generally bring together women heavily involved in these, including as suppliers and service providers. In corporate centers, WIM organization membership will reflect this with professional services and corporate and finance functions generally linked to headquarters.

It is therefore acknowledged that the data presented herein corresponds to the WIM organizations examined, but not the entire mining sector nor all WIM organizations worldwide.

<sup>7</sup> It should be noted that most of the organizations had very few men among their members, and that few organizations with high male participation are distorting the average percentage. This is for example the case with the WIM organization in Rwanda which is not member-based but advocacy-based, consisting of nine people three of which are male. Another case is the WIM organization in Nigeria which started out with more than 70 percent of their members being women, but in 2020 had 55 percent male members. WIM RDC and WIM Colombia have a male membership of 15 percent, whereas the rest of the organizations have 1-5 percent male members.

**FIGURE 6:** WIM ORGANIZATION MEMBERSHIP | PROFESSIONAL SECTORS

N = 184 WIM organization members

WIM ORGANIZATIONS	GLOBAL	AFRICA	ASIA	LATIN AMERICA	AUSTRALIA, CANADA, FINLAND, & USA
Artisanal mining	17%	29%	0%	4%	0%
Small-Scale mining	15%	16%	6%	14%	18%
<b>Large-Scale mining (LSM)</b>	<b>47%</b>	<b>43%</b>	<b>53%</b>	<b>52%</b>	<b>53%</b>
NGO related to the sector	20%	26%	24%	12%	6%
Government institution	18%	25%	12%	8%	12%
Education/Academia/Teaching	11%	11%	6%	10%	18%
Service providers (legal, procurement, engineering, IT etc.)	22%	21%	18%	24%	29%

Source: ENSOME-COPENHAGEN SOCIAL | WIM Organization Members Survey, 2020

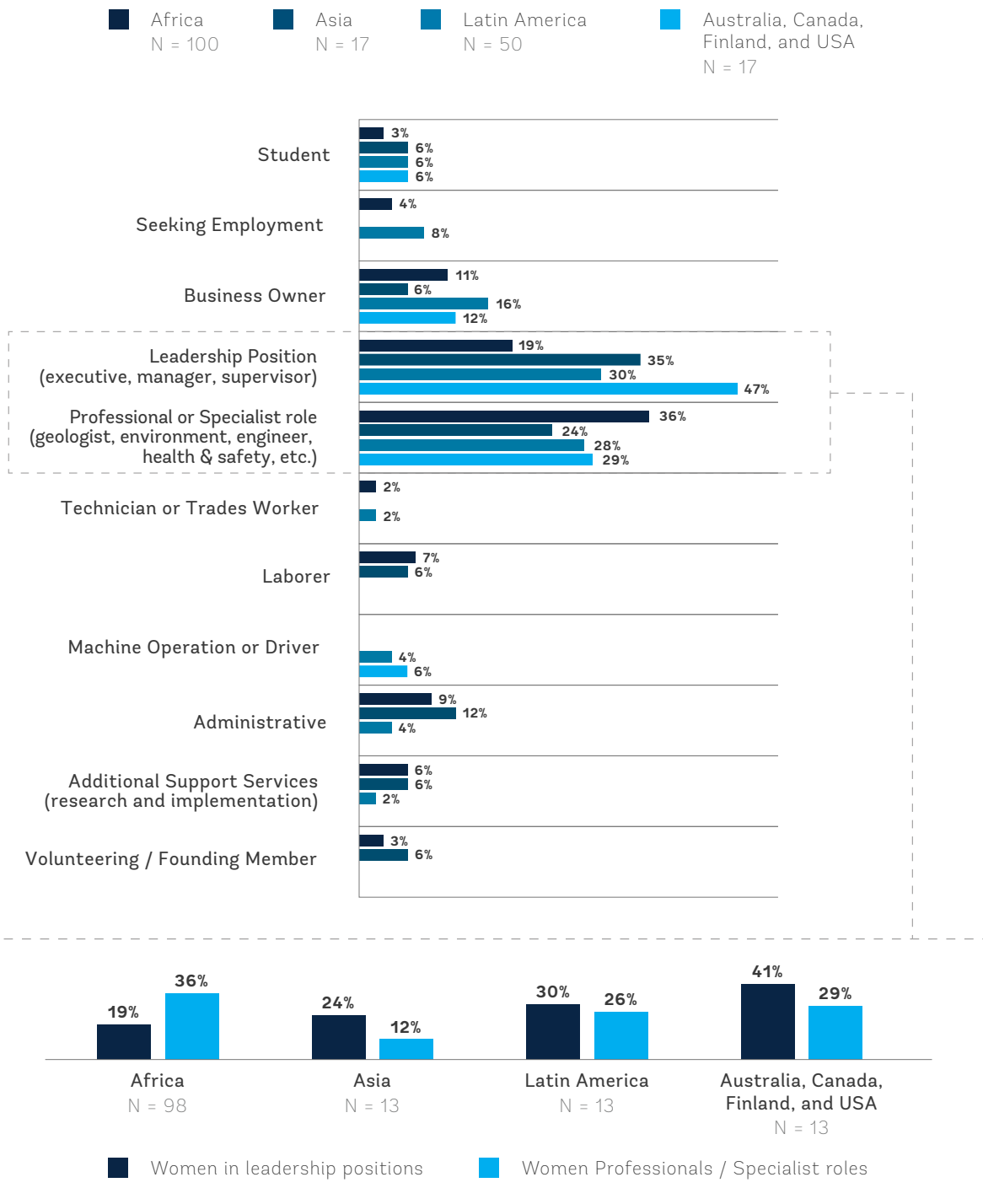
Thirty-two percent of WIM organization members surveyed are professionals or specialists in areas such as geology, environment, engineering, health and safety, and 26 percent hold a leadership position in the sector (executive, manager, supervisor).

WIM organization members surveyed from Africa are less represented in leadership positions (19 percent) than those in Asia (24 percent), Latin America (30 percent) and countries such as Canada, Australia, USA, and Finland (41 percent). However, in the sample surveyed WIM organizations in Africa rank highest in the professional/specialist role category with 36 percent.

It should be noted that members of WIM organizations focusing on ASM tend not to participate in surveys and consultations such as this one, and may be under-represented.

In terms of level of seniority, 70 percent of WIM organization members surveyed have been involved in the mining sector for more than five years, 23 percent have been involved between one and five years and only seven percent have less than one year's experience in the sector. Countries such as Australia, Canada, Finland, and USA have a higher proportion of WIM organization members surveyed involved in the mining sector for more than five years (88 percent), followed by Latin America (72 percent), Africa (67 percent), and Asia (59 percent).

**FIGURE 7: WIM ORGANIZATION MEMBERSHIP | POSITION AND SENIORITY**



Source: ENSOME-COPENHAGEN SOCIAL | WIM Organization Members Survey, 2020

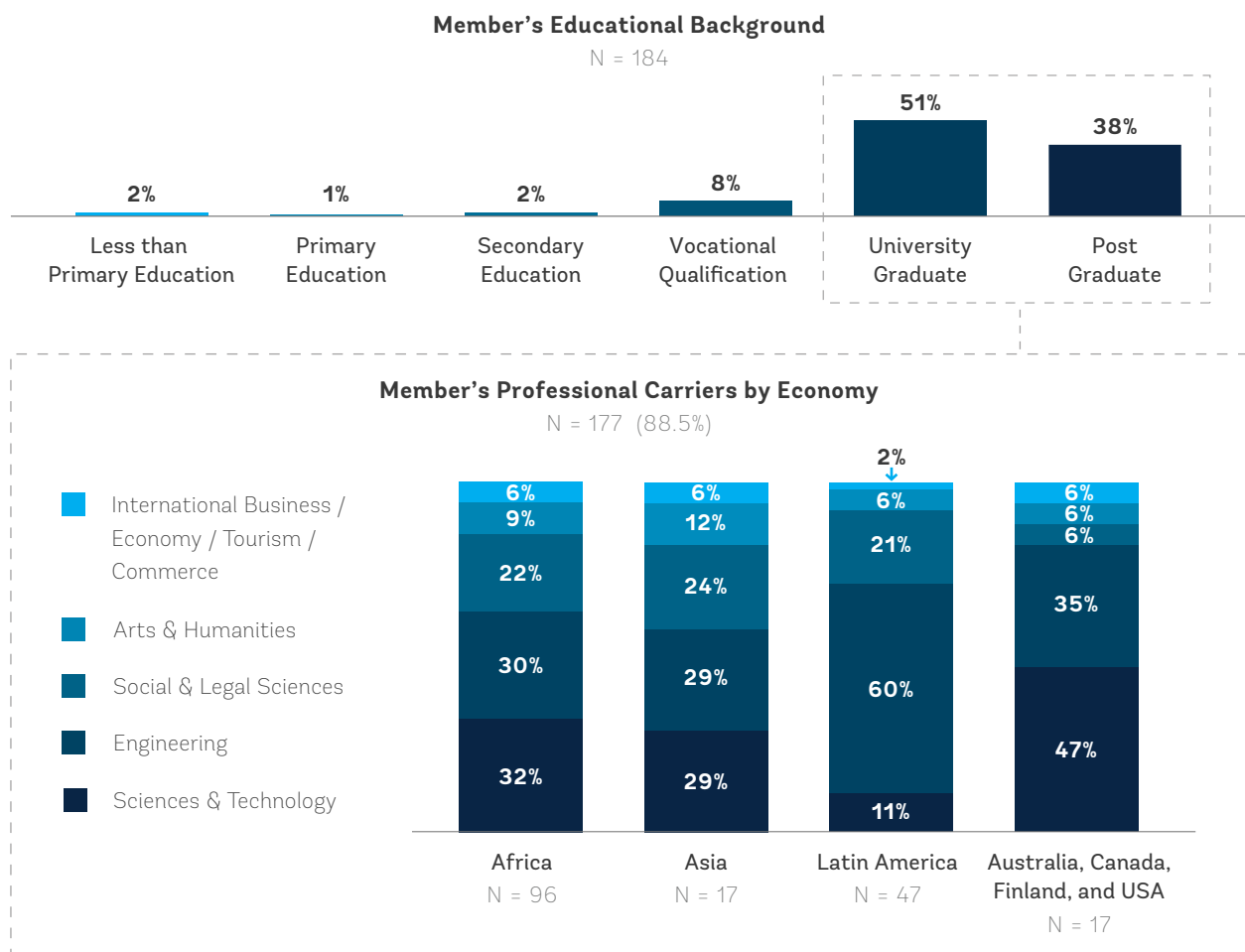
## A significant majority of WIM organization members have received university or post graduate education

Fifty-one percent of WIM organization members surveyed have a university degree, and 38 percent have also a post-graduate certificate.

Approximately eight percent are included in the “vocational qualification” category, all members of WIM organizations established in Australia, USA, and Finland. Only a small proportion of members has a degree in core mining skills or STEM apart from those in Australia, USA, and Finland. This may reflect

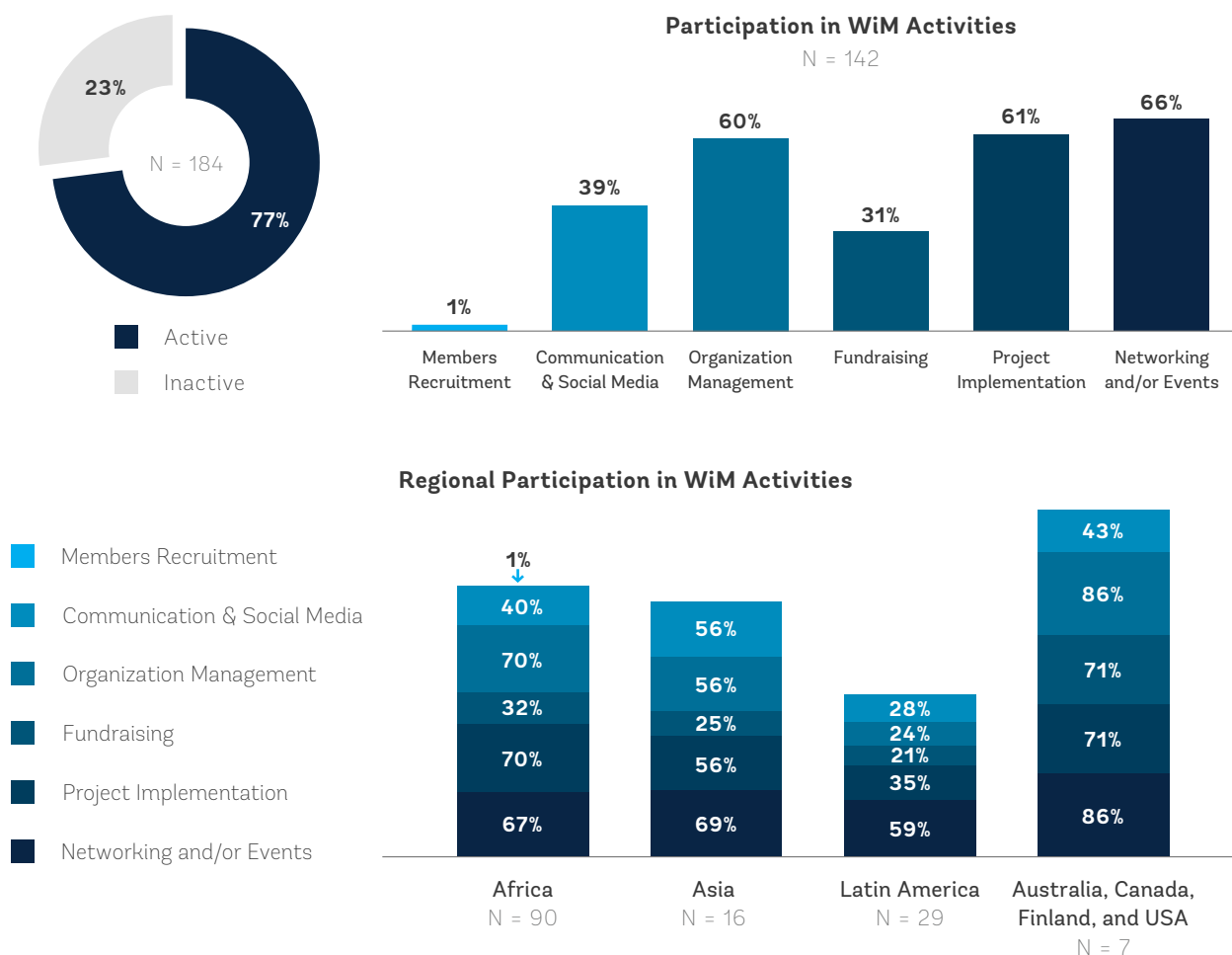
that vocational education in these countries is highly profiled and that women from this group have higher attainments in technical vocational education that are used in the mining sector. Another aspect could be that these women are working in highly industrialized mining companies with a strong degree of people with vocational qualification. Finally, there is a possibility that quality vocational education is simply not offered in the other countries considered, particularly in emerging economies.

**FIGURE 8:** WIM ORGANIZATION MEMBERSHIP | EDUCATION BACKGROUND



Source: ENSOME-COPENHAGEN SOCIAL | WIM Organization Members Survey, 2020

**FIGURE 9: WIM ORGANIZATION MEMBERSHIP | ACTIVE INVOLVEMENT**



Source: ENSOME-COPENHAGEN SOCIAL | WIM Organization Members Survey, 2020

## Surveyed members are predominantly active in their WIM organization

Seventy-seven percent of WIM organization members surveyed volunteer for their WIM organization, with their main activities being networking and events, project implementation and organizational management. Notable differences between countries, particularly concerning involvement in project implementation, may be due to the maturity of the various organizations (projects requiring recognition and commitment from partners, which often take years to achieve),

their level of activity in the COVID-19 context and individual motivation of volunteers. Just 31 percent of WIM organization volunteers surveyed are involved in fundraising activities, with a significant difference between countries such as Australia, Canada, Finland, and USA, where this activity rates highly, and WIM organizations in Africa, Asia, and Latin America. Member recruitment is generally left to all members' ambassadorship and initiative, as explained above.

## WIM organization volunteers struggle to be as available as they would like

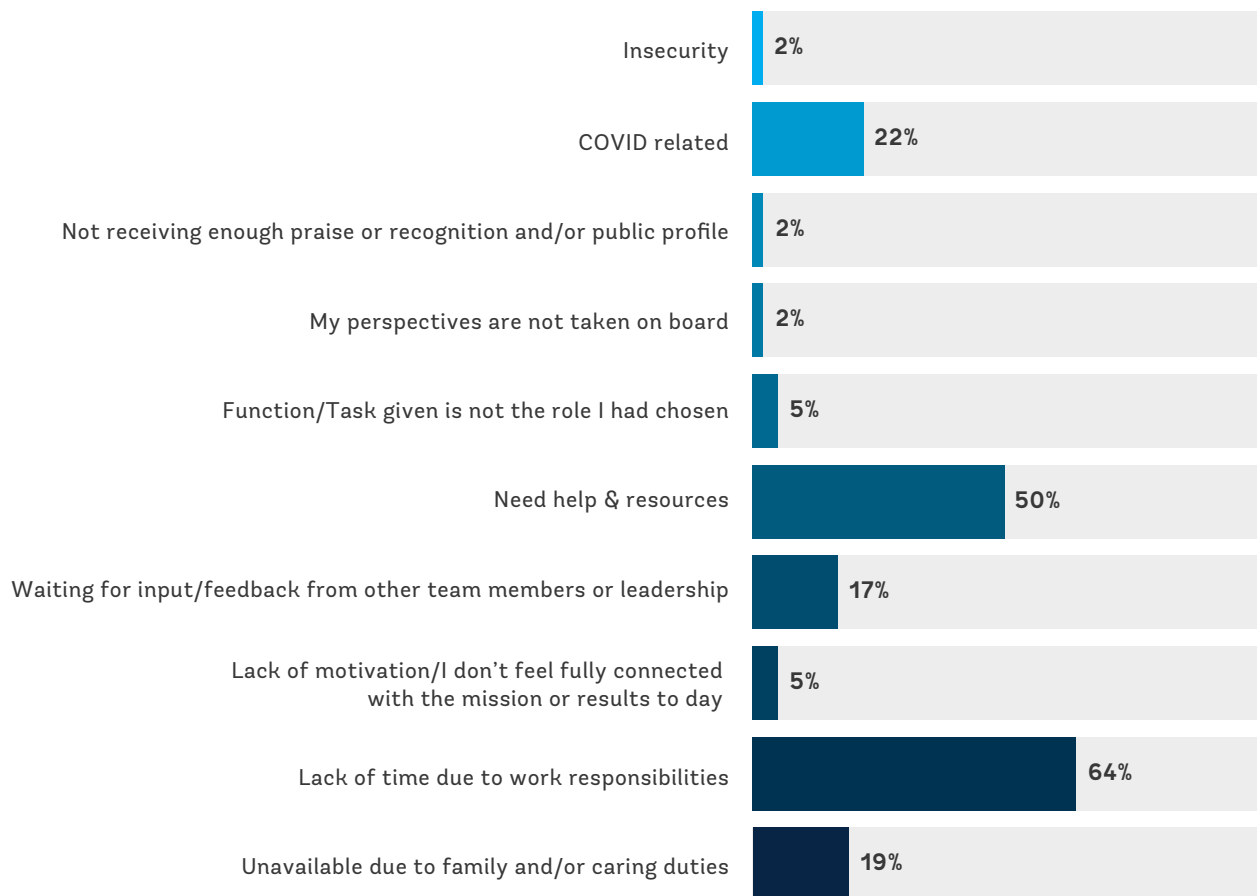
WIM organization members volunteer to contribute their skills and experience to their WIM organization with the intention to facilitate change in the mining sector, but also to learn new skills and network in more than 45 percent of cases.

Sixty-two percent (88/142) of WIM organization volunteers surveyed consider that there are barriers that prevent them from getting more involved in their organization's work. This, combined with the overwhelming reliance on volunteering for WIM

organizations to achieve their purpose, is integral to organizations' operational, growth and recognition challenges and poses a threat to goal setting, initiative delivery and effectiveness of outcomes.

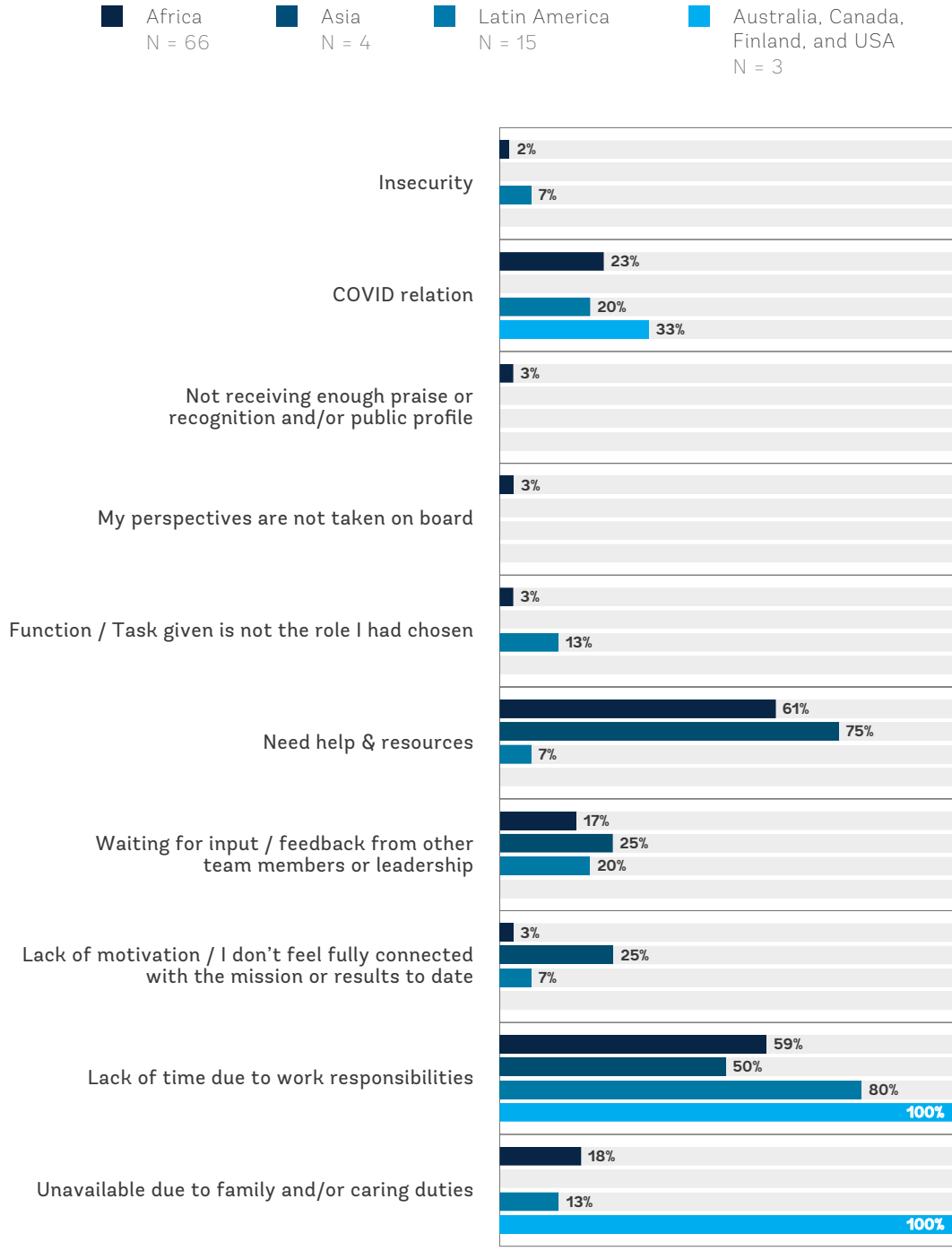
Lack of time due to work responsibilities is the main barrier to volunteering, with 46 percent of volunteers being available to their WIM organization between one and three hours per week at most.

**FIGURE 10:** WIM ORGANIZATION MEMBERSHIP | BARRIERS TO VOLUNTEERING



N = 88 WIM organization volunteers

**FIGURE 10: CONTINUED**



Source: ENSOME-COPENHAGEN SOCIAL | WIM Organization Members Survey, 2020



# Focusing on WIM Challenges

To fully appreciate the roles of WIM organizations play in supporting women working in the mining industry, the research established an understanding of the challenges facing women in the sector by requesting WIM organization members to identify three key challenges (in order of relevance) women face in mining.

## The primary challenge for WIM is participation in decision making

Forty-two percent of WIM organization members surveyed mentioned “improve access and participation in decision making” as the primary challenge faced by women in the sector, while 28 percent mentioned “access to leadership positions.”

The issue of access and participation in decision-making ranked highest in Africa (55 percent) and Asia (41 percent), with only 24 percent ranking it first in Latin America and Australia, Canada, Finland, and USA. Access to leadership ranked highest in Asia (47 percent) and Latin America (34 percent), with less than 25 percent ranking it first in other regions.

## The second challenge for WIM is access to leadership positions

Unsurprisingly considering the ranking above, “access to leadership” positions ranked highest (32 percent) as the second most pressing challenge to women’s career in mining, scoring highest in Asia (53 percent) and Africa (33 percent), while 20 percent selected “equal access to job opportunities” as the second main challenge they face.

Significantly, “workplace safety including gender-based violence (GBV)” scored highly as secondary challenge in Asia (29 percent) and slightly less so in Africa (15 percent) and Latin America (12 percent).

## The third challenge for WIM is workplace safety including GBV

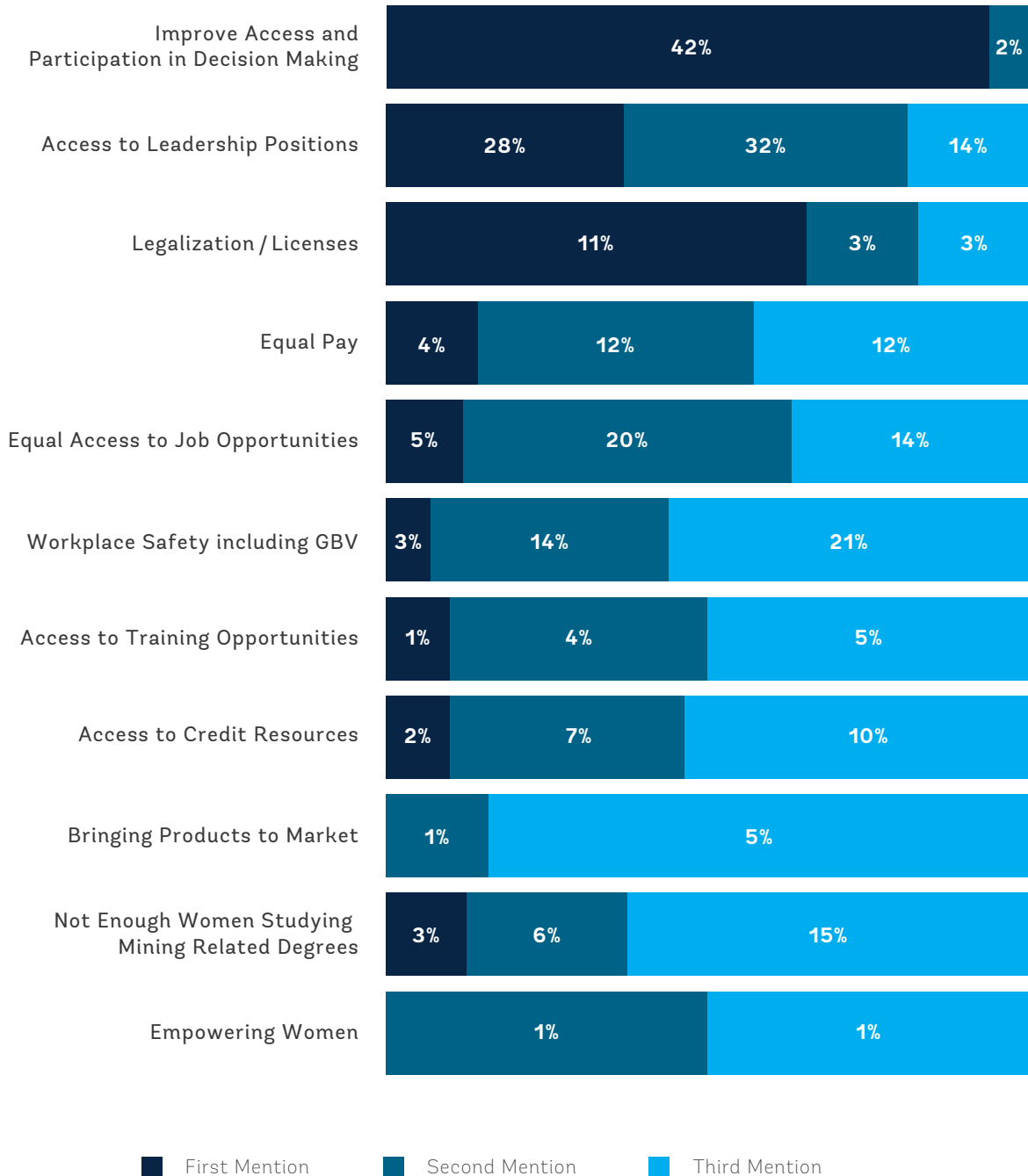
Although almost every category appears in the selection of third most significant challenge facing women in mining, workplace safety including GBV is the highest ranked globally (21 percent), with Africa (24 percent) and Latin America (22 percent) leading the ranking here. Again, this aligns with rankings for second challenge.

## WIM organizations are addressing WIM challenges

According to survey results, one of the main ways to address women’s challenges in the mining sector is by promoting members’ engagement in WIM organizations’ own decision making and policy positions. Promoting networking and job opportunities and facilitating access to information on rights and opportunities for women in the mining sector, are effective ways to address such challenges, including workplace safety concerns and GBV.

**FIGURE 11: WOMEN IN MINING | CHALLENGES**

N = 184 WIM organization members



Source: ENSOME-COPENHAGEN SOCIAL | WIM Organization Members Survey, 2020

**FIGURE 12:** WOMEN IN MINING | ADDRESSING MAIN CHALLENGES

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**1. Access and participation in decision-making** N = 78

- Promote member's engagement in the WIM organization's decision making, policy development
- Strengthen organizational leadership and apply ethical principles
- Promote opportunities for advancement of women in the mining sector
- Promote networking and job opportunities
- Promote public and private partnerships and implement effective programs

**2. Access to leadership positions** N = 58

- Promoting networking and job opportunities
- Promoting member's engagement in the organizations decision making, policy development
- Facilitating access to key information on rights and opportunities for women in the mining sector

**3. Workplace safety including GBV** N = 39

- Facilitate access to key information on rights and opportunities for women in the mining sector

*Source: ENSOME-COPENHAGEN SOCIAL | WIM Organization Members Survey, 2020*

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## WIM organizations identified ways to further support women in the mining sector

WIM organization members were asked to provide recommendations as to how their organization could better address the challenges facing women in mining in their geography. Responses are influenced by the context and challenges identified as most pressing, but also by the perception of WIM organizations' role among members and by other stakeholders.

**FIGURE 13:** WOMEN IN MINING | RECOMMENDATIONS

N = 184 WIM organization members

	GLOBAL	AFRICA	ASIA	LATIN AMERICA	AUSTRALIA, CANADA, FINLAND, & USA
Promoting member's engagement in the organizations decision making, policy	53%	<b>60%</b>	59%	46%	24%
Promoting networking	43%	44%	<b>47%</b>	44%	35%
Promoting strategic partnerships with government	55%	63%	<b>65%</b>	44%	35%
Promoting strategic partnership with private sector	54%	<b>62%</b>	65%	44%	29%
Promoting strategic partnership with academic institutions	51%	<b>56%</b>	41%	48%	35%
Promoting job opportunities for women in the mining sector	61%	62%	35%	<b>76%</b>	41%
Promoting opportunities for advancement of women in the mining sector	53%	<b>58%</b>	35%	42%	29%
Facilitating access to key information on rights and opportunities for women in the mining sector	49%	<b>58%</b>	35%	42%	29%
Implementing effective programs and projects (fundraising)	53%	<b>57%</b>	47%	52%	35%
Strengthening organizational leadership and applying ethical principles	47%	<b>54%</b>	41%	38%	35%

Source: ENSOME-COPENHAGEN SOCIAL | WIM Organization Members Survey, 2020

WIM ORGANIZATIONS

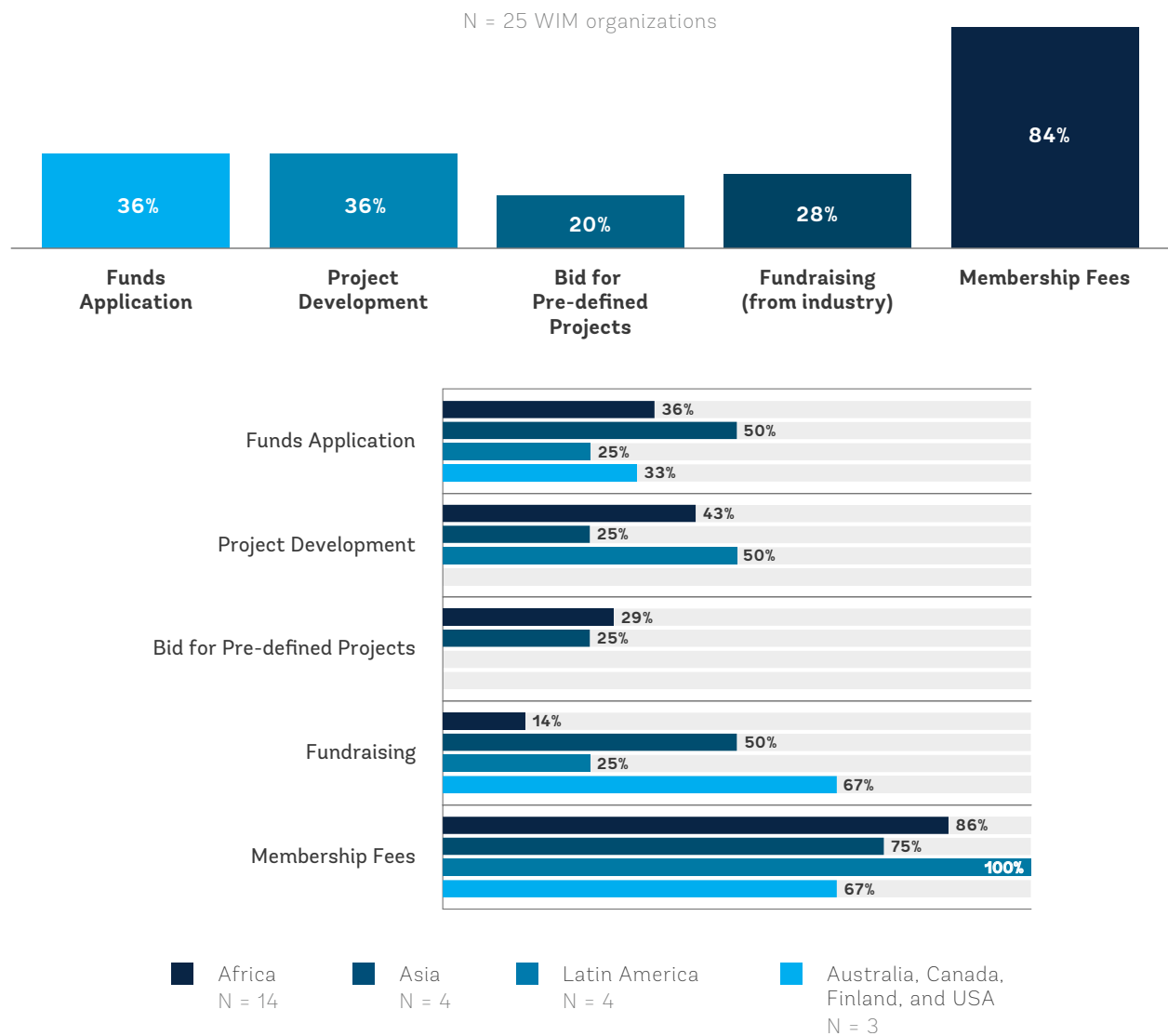
# Operations

# Funding

Eighty-four percent of the 27 WIM organizations interviewed charge membership fees, including all WIM organizations interviewed in Latin America, 86 percent of those in Africa, and 75 percent of those in Asia.

WIM leaders interviewed indicated that private funding received is generally earmarked for specific activities and cannot be used for general organization administration. It is important in this regard to note that funding strategies vary by region and type of funding partner, significantly impacting funds application.

**FIGURE 14:** WIM ORGANIZATIONS | FUNDING SOURCES



Source: ENSOME-COPENHAGEN SOCIAL | WIM Organization Members Survey, 2020

# Projects and Initiatives

**Project implementation is usually executed by volunteers and supervised by a member of the executive team.**

Larger WIM organizations have set up a number of thematic committees, responsible for developing and implementing activities and projects within their field. Few WIM organizations have the means to hire project managers or specialists to provide input to activities and member support. Only five of the 27 WIM leaders interviewed stated that their WIM organization had not yet initiated any projects.

- Training and capacity building activities are undertaken by 13 of the WIM organizations examined: members have access to a variety of training programs, often provided in cooperation with relevant training institutions, relating to mining, processing, administration and/or ASM formalization and responsible practices.
- Community awareness programs are another focus for seven of the WIM organizations examined, primarily in Africa and Asia: these focus on environmental impact mitigation, gender equality, community leadership and digitalization and may be delivered in collaboration with mining companies, public authorities, or NGOs.
- Student outreach initiatives are undertaken by six of the WIM organizations examined: they include academic programs where WIM volunteers present the mining sector as a career option for young girls, as well as direct assistance programs allowing girls in remote areas to access technical training or scholarships to girls in mining-related studies.
- Data, research, and thought leadership initiatives are undertaken by six of the WIM organizations examined: these concern women in mining's working and living conditions, and are conducted in partnership with NGOs, public authorities or research institutions; in several cases WIM organizations issue publications (books) generating sales proceeds.
- Mentorship programs are conducted by five of the WIM organizations examined: women at various levels of seniority are mentored, primarily or exclusively by other women at more senior levels or with more sector experience; many more WIM organizations are planning to implement mentoring programs in the coming years and coordinating to learn from one another, share experiences, and fast-track these initiatives.



# Communications

**Outreach, visibility, and connections are essential to WIM organization's purpose. As such communications are a strategic function, both supporting other initiatives and realizing key objectives in and of themselves.**

**WIM organizations use a variety of tools to that end:**

- Online communication services (80 percent) including WhatsApp and Zoom
- E-mail (80 percent)
- Social media networks (71 percent)
- Face to face meetings and gatherings (64 percent), which remain important

Though some indicated the use of online forums where the organization can transmit information and receive questions or responses from members, most WIM organizations organize gatherings where they inform members of new activities, progress on initiatives, and organizational management updates.

In countries where use of online communication tools is difficult, WIM organizations have found other ways to contact their members. Some organizations are disseminating information through collaborations with national radio and/or television programs: examples include AFESMIB in Benin and AFESMICA in Central African Republic. This is common practice in Francophone Africa, where industry organizations including mining chambers regularly appear on radio and television to inform the population and dispel misconceptions about their industry.

Seventy-six percent of WIM organization members surveyed express the wish to receive more information from their organization, primarily on employment opportunities, sponsorship, initiatives of the organization, and members' concerns and challenges in the sector.

Though most WIM organizations do not have a formal member feedback mechanism, WIM leaders interviewed indicated that they have an "open

door" policy, and members are always welcome to express concerns, suggestions, or proposals. Members may also use the organization's common means of communication to raise concerns. Two WIM organizations in Latin America have more formal feedback mechanisms in place. WIM Chile has an ethics committee which can be used to raise issues, make proposals or suggestions which are then brought to the organization's board. WIM Peru has a direct telephone line, attended by a remunerated assistant that receives five to eight calls per day from members.

According to WIM leaders, their organizations communicate directly with stakeholders via e-mail, WhatsApp, and phone calls, whereas few organizations use Twitter. The majority of WIM organizations mentioned that most people in the industry know each other, and direct communication is more common. COVID-19 affected meetings with external stakeholders which shifted online.



Rodalee Ofiaga, Philex Padcal Mine, Benguet, Philippines – October 2010

Briefing during the Mine Tour for one of the Mining 101 seminars for Non-Mining Professionals. For most participants, it is their first time in an underground mine. By taking them underground, they see for themselves that responsible mining is truly possible.

# Challenges

Three key challenges emerged from the qualitative interviews with WIM leaders: access to funding, management of volunteers, and communications. The COVID-19 pandemic posed particular challenges for WIM organizations, such as by limiting opportunities for in-person networking, and are discussed in a separate section hereunder.

## WIM organizations struggle most with fundraising

Half of the WIM organizations interviewed consider lack of funding the main challenge for WIM organizations; this does tend to confirm previous analyses of WIM organizations' challenges.

This impacts WIM organizations' ability to hire or contract strategic functions and invest in their operations, organization, and visibility. Although much can and is being accomplished by WIM organizations leveraging positive support, both financial and in kind, from individuals, partners, and sponsors, availability of funding is essential for growth.

To date, no revenue model has proven fully reliable for WIM organizations juggling a mix of income sources and constraints. Membership growth, intrinsic to WIM organizations' mandate and outreach, requires striking a balance between funding needs and membership affordability. Sponsorship arrangements with private partners require management capacity to achieve suitable levels of transparency, and generally have fairly limited terms. Commercial revenue from events, initiatives or publications may be viable provided they are correctly managed but requires a certain level of organizational maturity and credibility to be achieved.

## Relying solely or primarily on volunteers has its limits

Many board members, executive team members, and representatives of WIM organization work fulltime, limiting their availability for voluntary positions.

Almost half of the WIM organizations interviewed cite the ability to recruit, retain, and manage volunteers as a key challenge for WIM organizations. Despite significant interest in WIM organization membership and the WIM

agenda, volunteer commitment is difficult to generate and maintain. As detailed above, WIM organization volunteers struggle to be as available as they would like and encounter barriers preventing them from getting more involved in their organization's work, with lack of time due to work responsibilities as the primary obstacle.

One of the avenues explored by some WIM organizations to address both challenges at once is the delegation of organizational functions (e.g., corporate, finance, or communications) to sponsor-employed volunteers; for sponsors and WIM organizations, this is a contribution in kind; for the volunteers, it allows allocation of some work time to their WIM commitment.

## Communications are both strategic and difficult to sustain

Communication and information sharing remain a challenge for WIM organizations, according to their leaders and the majority of members surveyed; this is due primarily to a lack of organizational resources, with many WIM leaders indicating a need for full-time administrative and communication support.

WIM organizations generally do not have a structured communication plan to share information with members and stakeholders, managing ad hoc communication bursts and an irregular flow of information. As a result, 79 percent of WIM organization members surveyed express their wish to receive more information from their WIM organization and lack of information about employment opportunities and events are cited as hindering member recruitment and engagement in several WIM organizations. Similarly, visibility and transparency are essential to fruitful relationships with external stakeholders, including public authorities, mining companies, and NGOs, with which WIM organizations sometimes struggle to maintain a connection.





"Antes no dejaban trabajar a la mujer en interior mina. Había varias mujeres trabajando en el desmonte, pero no era permitido dentro de la mina. Ahora trabajan muchas mujeres en interior de la mina. Cada año está aumentando" says Fortunata Jorge Callata, who lives by mining tin in Cerro Chorolque, a dormant volcano in southern Bolivia - one of the highest mining camps in the world. (2005). Submitted by: Peter Lowe

IWiM Photo Competition 2017, all rights reserved





"Manganese ladies coming together to lead change". Submitted by Ruth Meng, Mining Engineer, Tarkwa, Ghana

IWiM Photo Competition 2017, all rights reserved

## Successes

WIM organizations, including the 27 which participated in this study, have shown incredible dynamism over the last 10 to 15 years: to measure the effects of this increasing level of activity and visibility, it was integral to this research to understand how their founders, leaders and members assess progress for WIM organizations and the industry they set out to transform.

It is also important to acknowledge, publicize, and celebrate WIM organization' successes: this is both part of the WIM agenda focused on improving the position of women and the recognition of their outstanding contribution to the mining sector, and necessary to establish and maintain organizations' own credibility as change drivers and partners. Finally, it is inspirational to women in mining everywhere, and in many cases accelerates peers' decision to emulate well-received initiatives and/or WIM organizations in their country or region.

**The visibility of WIM organizations' successes, in a climate of increased commitment to diversity and inclusion, also leads to two note-worthy consequences:**

- The WIM "universe" may now be perceived as a competitive space, both in terms of prominence and access to resources for WIM organizations: this is a frequent topic of discussion and sometimes a cause of distance between WIM organizations.
- Stakeholder scrutiny of WIM organizations is increasing, creating new demands of WIM leaders in terms of transparency and of WIM organizations in terms of effectiveness of outcomes.

## Successes of WIM organizations hinge on outreach and recognition

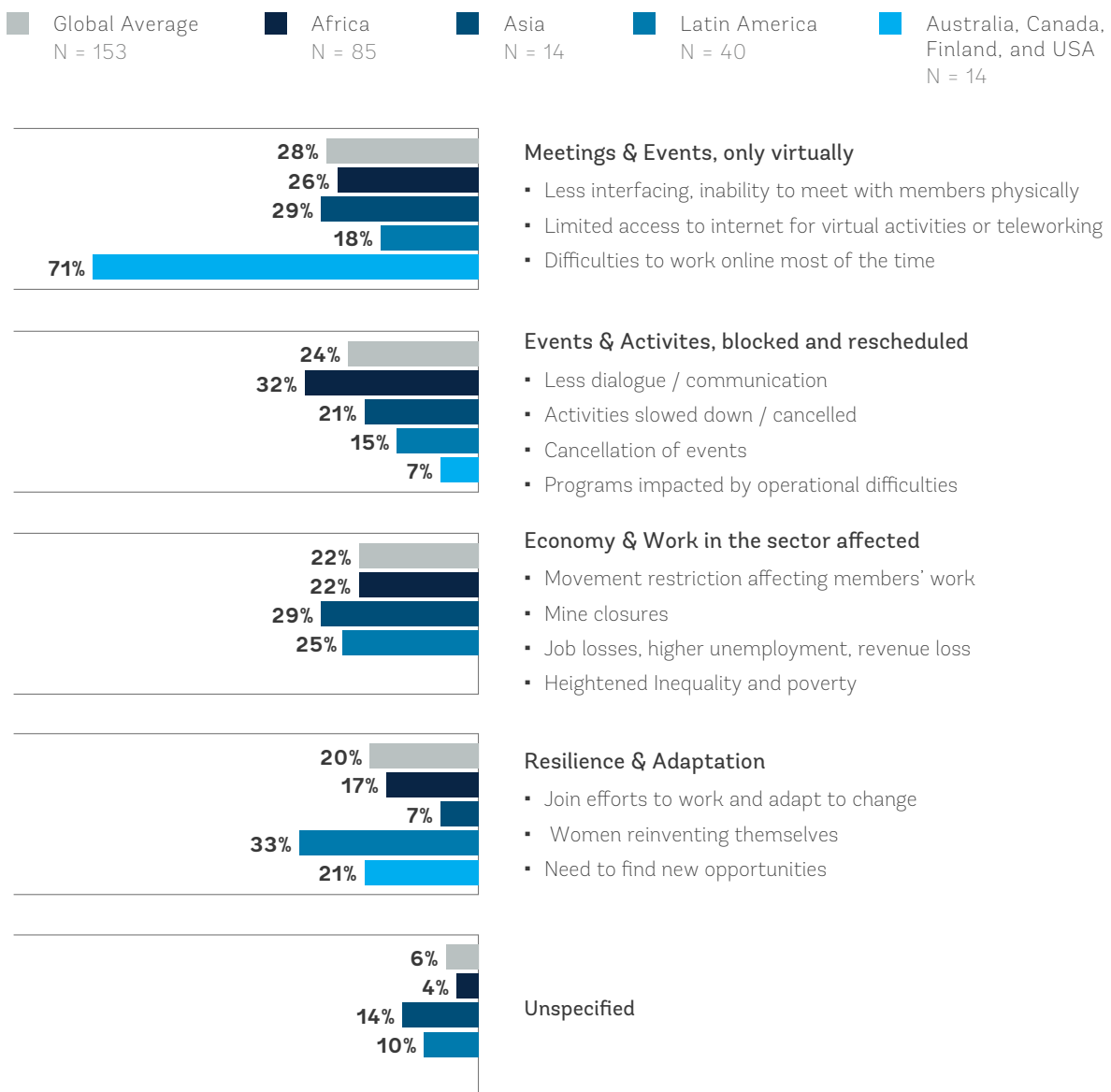
Success factors and positive outcomes cited by the 27 WIM organizations interviewed include:

- Creating visibility and representation of women in the sector, for nearly half of them (12/27): increasing awareness and recognition of the WIM organization's existence, agenda, and initiatives among all relevant stakeholders, in their geography and beyond, is essential to the achievement of strategic objectives as WIM organizations aim to position as the "go-to" partner on matters relating to the mining sector, gender equality, and employment.
- Bringing together women working in the sector is one of the common successes mentioned by WIM organizations (8/27): despite the lack of financial means to directly support women, significant technical knowledge, professional experience, and moral support are shared among members; WIM organizations' role facilitating this makes a difference for the individuals and for all women in mining.
- Another important success for WIM organizations (7/27) is achieving sufficient relevance to warrant their involvement in policy development: WIM organizations are involved in a variety of consultation including round table discussions organized by government authorities or industry, concerning mining policy in general and gender policy in particular; in Rwanda, WIAMO has successfully advocated for legislation on gender equality in mining resulting in a specific provision in the country's mining act.
- Formalizing and helping women to work legally in the sector is another success for WIM organizations (3/27): this also counts for education, mentioned by WIM organizations, assisting girls in remote areas to enroll in formal education, and providing support to girls enrolled for mining sector education.
- WIM organizations (2/27) mentioned that they have created lasting improvement through mentorship programs where professionals are connected to young women pursuing a career in the sector, or women with the ambition of becoming a leader in the industry.
- WIM organizations also mentioned their ability to establish lasting cooperation with other stakeholders as one of their successes, particularly with other WIM organizations. Among many examples of benefits to WIM organizations of their cooperation with different stakeholders, WIM Chile has become a recruitment conduit for the mining industry due to their large network among women in mining, proactively supporting attraction, and retention of women in the sector.

# Impact of COVID-19

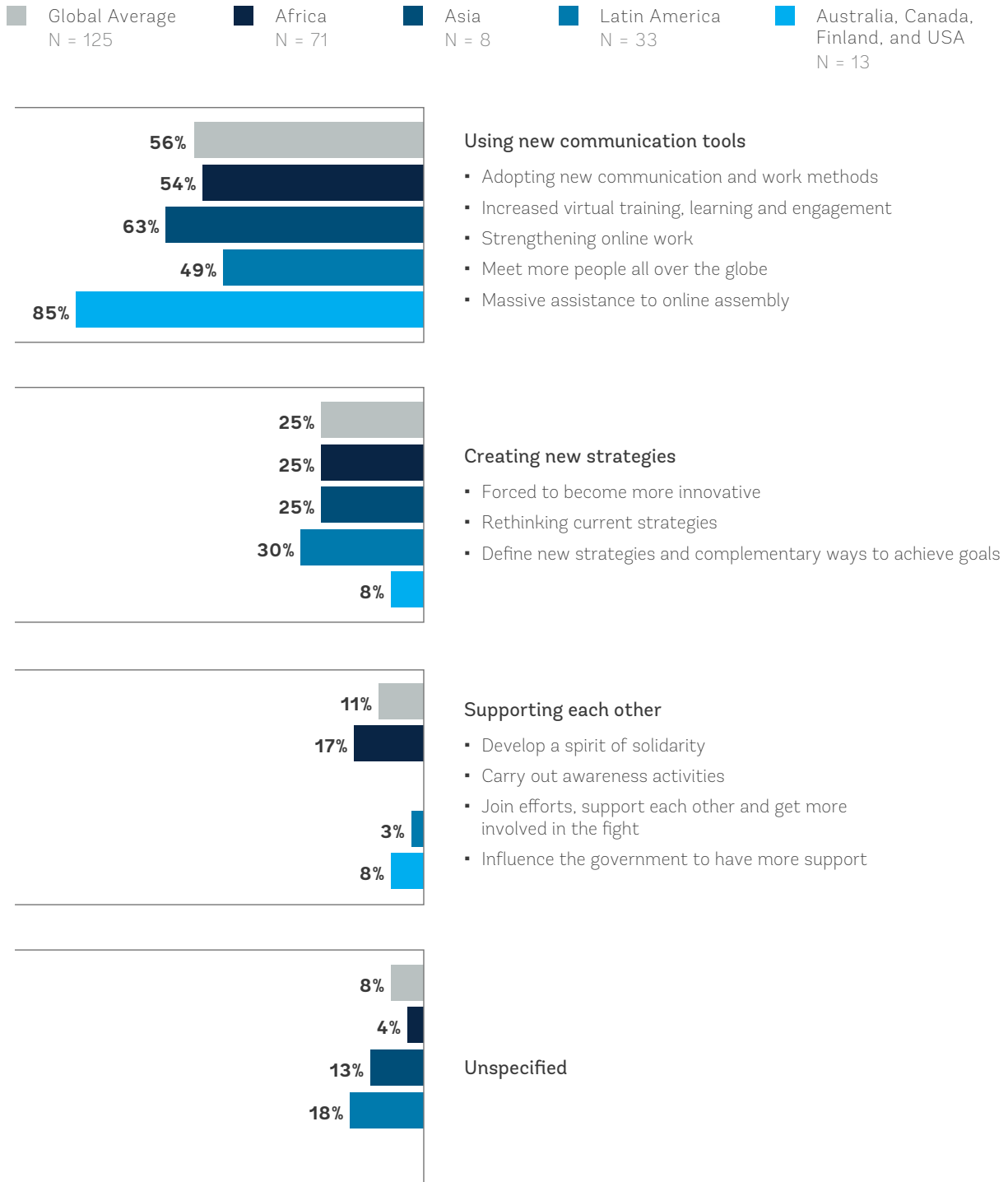
Eighty-three percent of WIM organization members believe that the pandemic is a significant challenge for WIM organizations, while 68 percent consider that it could lead to opportunities.

**FIGURE 15:** WIM ORGANIZATIONS | COVID-19 CHALLENGES



Source: ENSOME-COPENHAGEN SOCIAL | WIM Organization Members Survey, 2020

**FIGURE 16:** WIM ORGANIZATIONS | COVID-19 OPPORTUNITIES



Source: ENSOME-COPENHAGEN SOCIAL | WIM Organization Members Survey, 2020

WIM ORGANIZATIONS

# Opportunities



## Despite the challenges discussed above, WIM organization members and leaders are optimistic for their organization and more widely for the WIM movement.

Two main development trends were emphasized. First, the growing interest in workplace equality, diversity, and inclusion, in mining and across all sectors, offers WIM organizations an opportunity to play a role in enhancing recruitment and retention of women in the mining workforce, positioning them as credible partners for industry and confirming their status as change agents. Second, sustained focus by other organizations, including international organizations, policy shapers, and industry associations, on gender in extractives (whether as a lever for economic and social development or as a strategic requirement for mining operations) creates an opportunity for WIM organizations to speak with authority and credibility on the topic, and play a more significant policy role.

## Opportunities for WIM organizations arise primarily from collaborations

All WIM organizations cooperate with a variety of stakeholders to achieve their purpose, on longer-term collaborations often relating to funding and/or policy initiatives conducted with governmental or public authorities, but also shorter-term goals such as events often involving the mining industry.

### Of 27 WIM organizations interviewed:

- 19 are joining forces regionally and continentally, for example in West Africa (WIMOWA) and Africa (AWIMA)
- 16 are collaborating with national and international NGOs in environmental advocacy or protection of artisanal miners
- 15 are working with government organizations and/or relevant ministries including the ministry of mining
- 8 are cooperating with the private sector, particularly the mining industry, primarily around the organization of events
- 5 have joint initiatives with other industry organizations, including chambers of commerce and mining chambers or associations
- 5 are collaborating with other women's organizations, particularly in similar or relating industries
- 4 are collaborating with academic institutions
- 2 are cooperating with embassies, particularly Australia and Canada

## There are different models of collaboration among WIM organizations

In Latin America, in the absence (at the time of the research) of a regional WIM organization, national WIM organizations cooperate on a variety of initiatives in an organic manner. This was to some extent facilitated by IWIM's direct support in the foundation and growth of many of the Latin American WIM organizations. This may also partially explain the fact that in Latin America WIM organizations, mostly relatively new, collaborate primarily among themselves whereas WIM organizations in other regions have a more diverse combination of partners.

The particular role of regional and continental organizations in Africa is to be noted, as is the role of public authorities in their foundation and mandate definition.

In West Africa WIMOWA was created under the auspices of the West African Economic and Monetary Union, UEMOA by its French acronym. Similarly, the continental organization AWIMA was established during a forum organized by the African Union Commission.

There has also always been informal collaboration and information exchange among WIM organizations around specific initiatives, projects, or publications. This may be orchestrated by IWIM as global convener and/or at the initiative of one or more WIM organization. These are excellent opportunities to leverage the strengths and outreach of a leading organization to the benefit of more women in mining.



Maco, Compostela Valley, Philippines, 2017

A female civil engineer directs a young intern on precisely acquiring measurements on ground levelling and design to ensure a stable and secure tailings dam.

IWiM Photo Competition 2017, all rights reserved



# Conclusion

**The growing number of WIM organizations over the years has created an untapped resource that can be used to catalyze global transformative change in the mining sector.**

WIM organizations are clearly establishing themselves as experts, industry partners and role models for professional women's networks. With diversity and inclusion as a core business goal for many industry stakeholders, tapping into WIM networks is key not only to satisfy the demand for skills, but also to advance gender equality. Governments and other stakeholders can also benefit from the expertise and unique ability of WIM organizations to connect with women in the sector.

The data and research presented in this report can help shape strategies to build on the capacities of WIM organizations so that solutions are based on data and the voices of the women on the ground. Data on the common struggles faced by WIM organizations point to the need to better share tools, good practices and lessons learned across borders. This, in turn, could help reduce inefficiencies and allow WIM organizations to better achieve their objectives.

Despite their own operational challenges, WIM organizations throughout the world continue to aim towards addressing obstacles faced by women working in the mining industry in their respective geography. They empower women in the mining sector through capacity building initiatives, they promote outreach activities to strengthen professional network for women in mining to be connected to, they advocate for gender equality and women's voice and agency in the mining industry, and they collaborate among themselves for innovations. Today, efforts are already underway to translate the data and research into action, highlighting the power of data to deliver solutions based in evidence.

# Afterword

In March 2021, the World Bank hosted the Second Global Gender in Oil, Gas, and Mining Conference. The conference, under the theme, “Getting to Equal in a Changing World”, explored ways to enhance gender equality in the oil, gas and mining sectors. During the conference, the need for more and better gender-related data in the extractive sector was identified as one of the key priorities for partners, and the important role of WIM organizations in advancing the gender equality agenda in the extractives industry was widely discussed.

**At the end of the conference, the Extractives Unit of the World Bank made two pledges:**

1. The Extractives Unit of the World Bank is committed to improving gender related data on oil, gas, and mining.
2. The Extractives Unit of the World Bank is committed to focusing on a global program to build organizational capacities or women in mining organizations. The results of this research will form the basis of the program’s design.

In parallel with this research, in 2020 IWIM continued its support to WIM organizations and conversations with stakeholders globally. Many have long expressed the need for a conduit or coordinator to facilitate more consistent engagement with WIM organizations worldwide, which have themselves called for better coordination over the last few years. Following discussions among WIM organizations and with stakeholders including international organizations focusing on gender in extractives, IWIM launched the concept of a multilateral collaboration platform in June 2020.

A consultation via a Founding Committee comprised of leaders of 15 WIM organizations to define its specific purpose, preliminary strategy and possible organizational models culminated in the International WIM Alliance which was launched in March 2021 at the inaugural Global WIM Summit convened by IWIM. The Alliance assembles WIM organizations worldwide to leverage collective strength in pursuit of gender equality; its purpose is to empower WIM organizations to lead transformation in mining towards gender equality. To that end, it aims to promote a strong, unified global WIM voice; improve global recognition of women in mining; and increase support for WIM organizations.

The Alliance is constituted as a multi-lateral engagement platform among independent WIM organizations, implemented by a Secretariat hosted by IWIM under the guidance of a Steering Committee of WIM organization representatives.



**“ This is indeed a defining moment for women in mining and WIM organizations.**

We will leverage our collective strength, creativity, expertise and resilience to change our own roles and the entire mining industry for improved diversity, governance and sustainability. Our ambitions are limitless, our determination is robust and our collective achievements will be inspiring. ”

— *Barbara Dischinger, Director, IWIM*

The Cerro Rico, a Bolivian mine in Potosi: There are no geologists or engineers who work in the mines. The ore is being mined by artisanal miners, who have years of passed down knowledge about the geology and engineering of the mines. The conditions in the mine are pretty dismal. There is dust everywhere which hurt my throat and eyes after the 3-hour tour. I was crawling on my hands and knees through the tunnels connecting the different levels. There is limited air ventilation to the lower levels, so it makes the lower levels of the mine hot and stale.

When you enter the mine, it is splattered with lama blood. The miners sacrifice lamas every year to Pacha Mama for safety and fertility (more ore).  
Cassia Johnson Submitted by: Cassia Johnson, Canadian Geologist

IWiM Photo Competition 2017, all rights reserved



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## Annex 2: WIM Organizations

WIM ORGANIZATIONS	COUNTRY	REGION	INTERVIEW	SURVEY	# OF SURVEYS
1. Association of Women in Mining in Africa (AWIMA)	International Organization	Africa	Yes	Yes	0
2. Association des Femmes du Secteur des Industries Extractives du Niger (AFSIEN)	Niger	Africa	Yes	Yes	4
3. Association des Femmes du Secteur Minier de Centrafrique (AFESMICA)	Central African Republic	Africa	Yes	Yes	7
4. Association des Femmes du Secteur Minier du Benin (AFESMIB)	Benin	Africa	Yes	Yes	7
5. Association des Femmes du Secteur Minier du Cameroun (AFEMIC)	Cameroon	Africa	Yes	Yes	3
6. Association des Femmes du Secteur Minier ou en Entreprise du Togo (AFEMET)	Togo	Africa	No	Yes	9
7. Association of Women in Energy and Extractives (AWEIK)	Kenya	Africa	Yes	Yes	1
8. Association for Zambian Women in Mining (AZWIM)	Togo	Africa	No	Yes	9
9. Guyana Women Miners Organization (GWMO)	Guyana	Latin America	Yes	Yes	4
10. L'Association des Femmes du Secteur Minier du Burkina (AFEMIB)	Burkina Faso	Africa	Yes	Yes	6
11. Réseau des Femmes du Secteur Minier de Côte d'Ivoire (FEMICI)	Ivory Coast	Africa	Yes	Yes	6
12. Women in Mining Bolivia	Bolivia	Latin America	Yes	Yes	8
13. Women in Mining Mongolia	Mongolia	Asia	Yes	Yes	7
14. Women in Mining & Energy Indonesia	Indonesia	Asia	Yes	Yes	8
15. Women in Mining and Resources Singapore (WIMAR SG)	Singapore	Asia	Yes	No	0
16. Women in Mining Association of Namibia (WIMAN)	Namibia	Africa	Yes	Yes	5



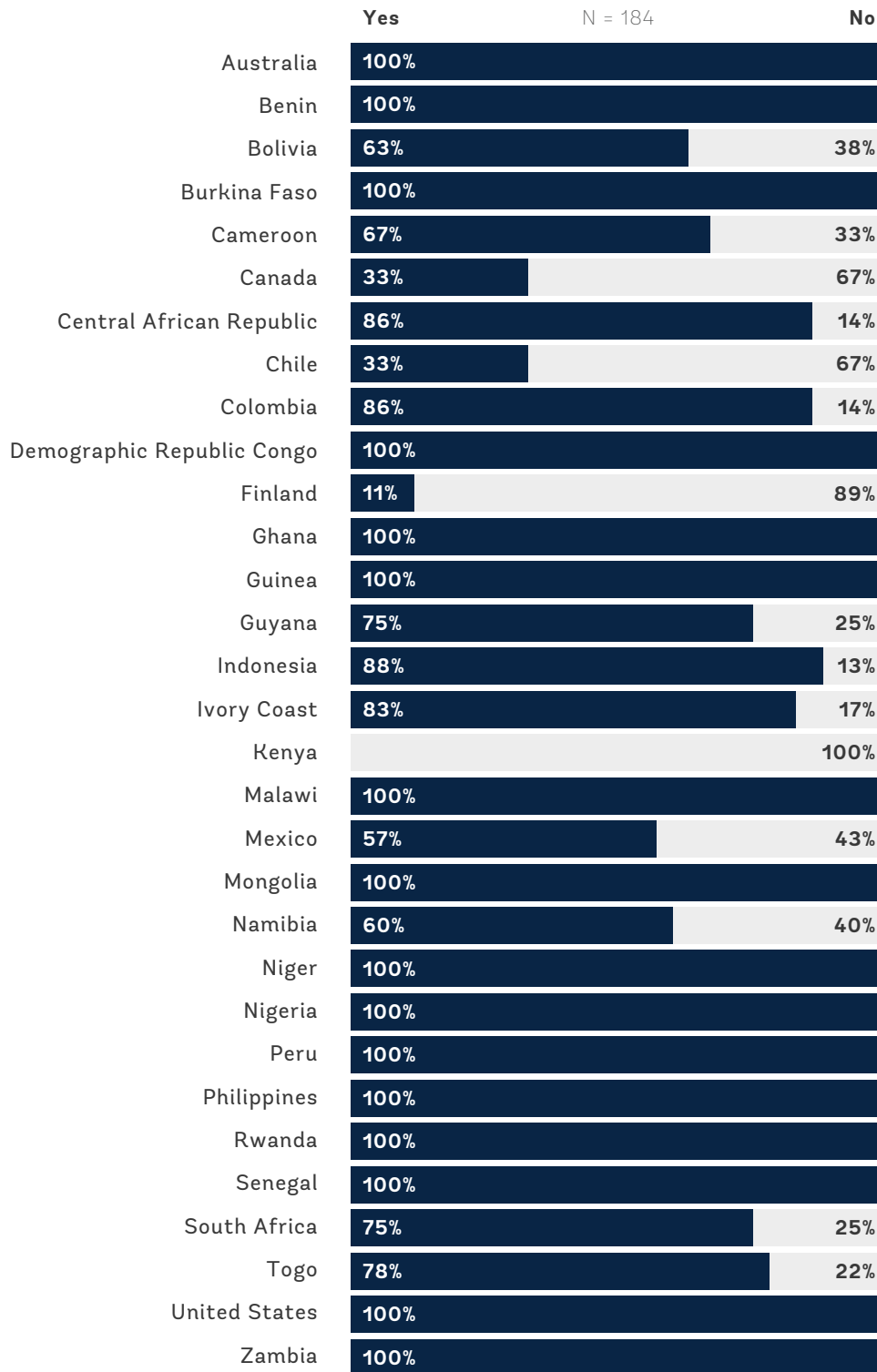
WIM ORGANIZATIONS	COUNTRY	REGION	INTERVIEW	SURVEY	# OF SURVEYS
17. Women in Mining Canada	Canada	Australia, Canada, Finland, and USA	No	Yes	3
18. Women in Mining Chile	Chile	Latin America	Yes	Yes	15
19. WIM Colombia	Colombia	Latin America	Yes	Yes	7
20. Women in Mining Finland	Finland	Australia, Canada, Finland, and USA	Yes	Yes	9
21. Women in Mining Ghana	Ghana	Africa	Yes	Yes	16
22. Women in Mining Guinee	Guinea	Africa	No	Yes	1
23. Women in Mining Malawi (MAWIMA)	Malawi	Africa	No	Yes	1
24. Mujeres WIM Mexico	Mexico	North America	Yes	Yes	14
25. Women in Mining Nigeria (WIMIN)	Nigeria	Africa	Yes	Yes	5
26. Women in Mining Peru	Peru	Latin America	Yes	Yes	2
27. Women in Mining and Resources Queensland (WIMARQ)	Australia	Australia, Canada, Finland, and USA	Yes	Yes	5
28. Women in Mining DRC	Demographic Republic Congo	Africa	Yes	Yes	4
29. Rwanda Women In/And Mining Organization (WIAMO)	Rwanda	Africa	Yes	Yes	1
30. Women in Mining Senegal	Senegal	Africa	Yes	Yes	15
31. Women in Mining South Africa (WIMSA)	South Africa	Africa	Yes	Yes	8
32. Women in Mining USA	United States	Australia, Canada, Finland, and USA	Yes	Yes	2
33. Women in Resource Development (DIWATA)	Philippines	Asia	Yes	Yes	2

**TOTAL: 28 31 184**

**33 WIM ORGANIZATIONS PARTICIPATED, INCLUDING:**

19 in Africa, 4 in Asia, 5 in Latin America, 1 in Europe, 1 in Australia, and 3 in North America

## Annex 3: Participation by Country



# Annex 4: Interview Guide

The interview focuses on gathering quantitative and qualitative information on the organizational profile, structure and outreach, as well as more qualitative information on the journey the organization has embarked on and sharing of successes, challenges and suggestions for how organizations could learn from each other and how organizations could be strengthened for their further development.

## A. Basic Information

1. Name and position of the person interviewed: \_\_\_\_\_  
\_\_\_\_\_
2. Gender: (mark with an "x")     Woman     Man     Non-binary/third gender
3. Country: \_\_\_\_\_
4. Name of the organization: \_\_\_\_\_

## B. Organizational profile

5. Date the organization was formed: (Please include just the year) \_\_\_\_\_
6. What is the legal status of the organizations? (mark with an "x")     Formal     Informal
7. On who's initiative was the organization established?  
\_\_\_\_\_
8. What was the reasons behind establishing the organization?  
\_\_\_\_\_
9. Objectives and mandates of the organization?  
\_\_\_\_\_

## C. Governance structure

10. Governance structure of the organization (mark with an "x")

- Management team
- Board
- Advisory council

11. How are decisions made within the organization? \_\_\_\_\_

\_\_\_\_\_

12. What are the strength and weaknesses of the existing governance structure? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

13. How is executive committee elected? \_\_\_\_\_

14. How many people in positions of elected power? \_\_\_\_\_

15. How often are elections held? \_\_\_\_\_

16. How often do the executive committee meet?

- Monthly
- Quarterly
- Bi-annually
- Annually
- Other

17. Have bylaws been established? (mark with an "x")  Yes  No

18. Is the organization registered in the country? (mark with an "x")  Yes  No

19. If no formal structure is in place how do you select volunteers and how many volunteers do you currently have?

\_\_\_\_\_

20. What is the organizations management former experience in leadership?

- No experience
- Limited experience from other organizations
- Extensive experience from other organizations

## D. Management of memberships

21. Number of memberships? (2018, 2019, 2020) (Indicate estimated number of members per year, and % of women, considering that several organizations include men as members)

2018      \_\_\_\_\_ members      \_\_\_\_\_ % women

2019      \_\_\_\_\_ members      \_\_\_\_\_ % women

2020      \_\_\_\_\_ members      \_\_\_\_\_ % women

22. What are the members' professional training?

Sciences and Technology

Social and Legal Sciences

Engineering/Architecture

Arts and Humanities

23. What are the incentives for members to join?

Access to key information related to the sector

Access to events or workshops related to the sector

Access to Networking, Information or link to

Access to training opportunities and or/ advisory

Job opportunities

Opportunity to help other women

24. How does the organization recruit its members? \_\_\_\_\_

25. What are the initiatives to enhance the membership base? \_\_\_\_\_

\_\_\_\_\_

## E. Projects and funding

26. How does the organization obtain its funding? (mark with an "x")

Funds application

Fundraising

Project development

Membership fees

Bid for pre-defined projects

27. What are the main sources of funding? (Please indicate 3 main sources, in a scale of 1-3),  
1 = main source, 2 = second relevant source, 3 = 3rd relevant source.

\_\_\_\_\_ Public

\_\_\_\_\_ Project based

\_\_\_\_\_ Private

\_\_\_\_\_ Grants

\_\_\_\_\_ Memberships

\_\_\_\_\_ Other

28. What types of project has the organization embarked on? \_\_\_\_\_  
\_\_\_\_\_

29. How are projects implemented?

- Organization Project Management     Members Led

## Communication

30. How does the organization communicate with its members?

- Web     Newsletters     Social Media     Meetings

31. How does the organization communicate with other stakeholders? \_\_\_\_\_

32. What are the mechanisms in place for members to raise their issues or suggestions? \_\_\_\_\_  
\_\_\_\_\_

## Challenges and achievements

33. What does the organization consider its greatest successes? \_\_\_\_\_  
\_\_\_\_\_

34. What was the key factors enabling this success? \_\_\_\_\_  
\_\_\_\_\_

35. What are the key challenges the organization face? \_\_\_\_\_  
\_\_\_\_\_

36. In what ways can these challenges be addressed? \_\_\_\_\_  
\_\_\_\_\_

37. What are the main obstacles faced by members to access and participate actively in the organization? \_\_\_\_\_  
\_\_\_\_\_

38. What are the existing opportunities that the organizations could benefit from? \_\_\_\_\_

\_\_\_\_\_

39. What is the goal for the coming years? \_\_\_\_\_

\_\_\_\_\_

41. What are the main risks affecting the sustainability and growth of the organization? \_\_\_\_\_

\_\_\_\_\_

## Cooperation with other organizations/institutions

42. What type of organizations do you cooperate with?

Governmental     CSO     Community based organizations     Other WIM organizations

43. Are these fruitful long-term cooperation relationships or for short periods on specific topics? \_\_\_\_\_

\_\_\_\_\_

44. What have enabled the cooperation being established?

Networks     Workshops     Forums     Conferences     Other

45. How does the organization coordinate with other complementary organizations/ institutions? \_\_\_\_\_

\_\_\_\_\_

46. How does the organization communicate and/or cooperate with the mining industry? \_\_\_\_\_

\_\_\_\_\_

## Recommendations

47. Recommendations: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

# Annex 5: Online Survey

## IMPACTFUL WOMEN

### Examining Opportunities and Constraints for Women in Mining Organizations Worldwide

The World Bank, in strategic partnership with International Women in Mining (IWIM) seeks to understand the opportunities and constraints facing women-led organizations in the mining sector globally. The research aims to target 37 national women organizations working in 37 mining jurisdictions around the world with an online quantitative survey and follow-up individual qualitative interviews to identify the opportunities and constraints facing their organizations' capacity to achieve gender equality in the sector.

Results of the research project will be presented in a report with a dissemination strategy that may include presentations at international mining conferences like Mining Indaba, the Prospectors and Developers Association of Canada annual conference, the second World Bank Global Gender Conference (2020), IWIM's Flagship Summit, and other women-focused events. Results / raw data will also be made available to any participant to this survey upon request.

## OBJECTIVES

The ultimate objective of this project is to enhance the impact of WIM organizations and other types of associative professional interest groups which are championing gender diversity within the mining industry. By providing analysis of the structures and focuses of WIM organizations, as well as challenges and opportunities facing WIM organizations, this research project could help guide future engagement with WIM organizations by governments and intergovernmental organizations, multilateral institutions, businesses, not-for-profit organizations and other groups and individuals interested in taking impactful action to promote women's participation in mining around the world. The research output will be utilized to implement and monitor specific actions to increase the voice and agency of women professionals in the mining industry.

Understanding WIM organization structures, successes and challenges will provide important lessons when designing impactful and sustainable policies and programs that enhance women's workforce participation in the mining sector. It could also provide the framework for creating a best practice guide for the future.

WIM organizations can also benefit from this research, as to what has worked well for other WIM organizations, whether to make changes to their structure, focus etc.

This survey is directed to the members and volunteers of WIM organizations with the purpose of collecting information on the incentives of members to join the organizations, the level of engagement of members (volunteers and non-volunteers), and the benefits and challenges that members face, as well as suggestions for improving their conditions.

Thank you for taking the time to answer this survey which will take between 9-14 minutes. Your answers will be anonymous.

**We appreciate it!**



## Section I. Basic Information

### 1. Country:

- |   |  |                                      |   |
|---|--|--------------------------------------|---|
| <input type="checkbox"/> Australia                | <input type="checkbox"/> Côte d'Ivoire             | <input type="checkbox"/> Mali        | <input type="checkbox"/> Senegal        |
| <input type="checkbox"/> Benin                    | <input type="checkbox"/> Democratic Republic Congo | <input type="checkbox"/> Mexico      | <input type="checkbox"/> Singapore      |
| <input type="checkbox"/> Bolivia                  | <input type="checkbox"/> Finland                   | <input type="checkbox"/> Mongolia    | <input type="checkbox"/> South Africa   |
| <input type="checkbox"/> Burkina Faso             | <input type="checkbox"/> Ghana                     | <input type="checkbox"/> Namibia     | <input type="checkbox"/> Sweden         |
| <input type="checkbox"/> Cameroon                 | <input type="checkbox"/> Guinea                    | <input type="checkbox"/> Niger       | <input type="checkbox"/> Tanzania       |
| <input type="checkbox"/> Canada                   | <input type="checkbox"/> Guyana                    | <input type="checkbox"/> Nigeria     | <input type="checkbox"/> Togo           |
| <input type="checkbox"/> Central African Republic | <input type="checkbox"/> Indonesia                 | <input type="checkbox"/> Peru        | <input type="checkbox"/> United Kingdom |
| <input type="checkbox"/> Chile                    | <input type="checkbox"/> Kenya                     | <input type="checkbox"/> Philippines | <input type="checkbox"/> United States  |
| <input type="checkbox"/> Colombia                 | <input type="checkbox"/> Malawi                    | <input type="checkbox"/> Rwanda      | <input type="checkbox"/> Zambia         |

### 2. Name of the organization:

- |   |   |
|---|---|
| <input type="checkbox"/> Association des Femmes du Secteur des Industries Extractives du Niger (AFSIEN) | <input type="checkbox"/> Women in Mining (UK)                               |
| <input type="checkbox"/> Association des Femmes du Secteur Minier de Centrafrique (AFESMICA)            | <input type="checkbox"/> Women in Mining and Resources Singapore (WIMAR SG) |
| <input type="checkbox"/> Association des Femmes du Secteur Minier du Benin (AFESMIB)                    | <input type="checkbox"/> Women in Mining Association of Namibia (WIMAN)     |
| <input type="checkbox"/> Association des Femmes du secteur minier du Cameroun (AFEMIC)                  | <input type="checkbox"/> Women in Mining Canada                             |
| <input type="checkbox"/> Association des Femmes du secteur Minier ou en Entreprise du Togo (AFEMET)     | <input type="checkbox"/> Women in Mining Chile                              |
| <input type="checkbox"/> Association of Women in Energy and Extractives (AWEIK)                         | <input type="checkbox"/> Women in Mining Colombia                           |
| <input type="checkbox"/> Association of Zambian Women in Mining (AZ WIM)                                | <input type="checkbox"/> Women in Mining Finland                            |
| <input type="checkbox"/> Fédération des Femmes Minières du Mali (FEMIMA)                                | <input type="checkbox"/> Women in Mining Ghana                              |
| <input type="checkbox"/> Guyana Women Miners Organization (GWMO)  | <input type="checkbox"/> Women in Mining Guinea                             |
| <input type="checkbox"/> L'Association des Femmes du secteur minier du Burkina (AFEMIB)                 | <input type="checkbox"/> Women in Mining Malawi (MAWIMA)                    |
| <input type="checkbox"/> Women in Mining Mexico   | <input type="checkbox"/> Women in Mining Nigeria (WIMIN)                    |
| <input type="checkbox"/> Réseau des Femmes du Secteur Minier de Côte d'Ivoire (FEMICI)                  | <input type="checkbox"/> Women in Mining Peru                               |
| <input type="checkbox"/> Tanzania Women Miners Association (TAWOMA)                                     | <input type="checkbox"/> Women in Mining Queensland (WIMARQ)                |
| <input type="checkbox"/> WIM Bolivia  | <input type="checkbox"/> Women in Mining RDC                                |
| <input type="checkbox"/> WIM Mongolia   | <input type="checkbox"/> Women in Mining Rwanda (WIAMO Rwanda)              |
| <input type="checkbox"/> Women in Mining & Energy Indonesia   | <input type="checkbox"/> Women in Mining Senegal                            |
|   | <input type="checkbox"/> Women in Mining South Africa (WIMSA)               |
|   | <input type="checkbox"/> Women in Mining Sweden - SVEMIN                    |
|   | <input type="checkbox"/> Women in Mining USA                                |
|   | <input type="checkbox"/> Women in Resource Development (DIWATA)             |

### 3. Gender: Woman Man Non-binary/third gender

## Section II. Membership

4. When did you join the WIM Organization as a member?

- |   |                               |                               |
|---|-------------------------------|-------------------------------|
| <input type="checkbox"/> 2010 or before | <input type="checkbox"/> 2014 | <input type="checkbox"/> 2018 |
| <input type="checkbox"/> 2011           | <input type="checkbox"/> 2015 | <input type="checkbox"/> 2019 |
| <input type="checkbox"/> 2012           | <input type="checkbox"/> 2016 | <input type="checkbox"/> 2020 |
| <input type="checkbox"/> 2013           | <input type="checkbox"/> 2017 |                               |

5. What was your incentive to join? (Multiple choice)

- |  |  |
|--|--|
| <input type="checkbox"/> A way to help other women in the mining sector                            | <input type="checkbox"/> Access to key information |
| <input type="checkbox"/> A way to empower myself and overcome the challenges we face in the sector | <input type="checkbox"/> Other                     |
| <input type="checkbox"/> Networking  |  |

6. How did you hear about the WIM organization in your country?

- |   |  |
|---|--|
| <input type="checkbox"/> Through other members                            | <input type="checkbox"/> Through a government institution            |
| <input type="checkbox"/> Through social Media or the organization webpage | <input type="checkbox"/> Through the company/organization I work for |
| <input type="checkbox"/> Through an event / activity                      | <input type="checkbox"/> Other                                       |

## Section III. Profession and sector

7. What is your educational background?

- |   |  |
|---|--|
| <input type="checkbox"/> Less than primary education (Jump to Q9) | <input type="checkbox"/> Vocational qualification        |
| <input type="checkbox"/> Primary education (Jump to Q9)           | <input type="checkbox"/> University graduate (2-4 years) |
| <input type="checkbox"/> Secondary education (Jump to Q9)         | <input type="checkbox"/> Post graduate (5+ years)        |

8. Which of the following categories is most linked to your career or professional training?

- |  |  |
|--|--|
| <input type="checkbox"/> Sciences and technology   | <input type="checkbox"/> Arts and Humanities |
| <input type="checkbox"/> Engineering               | <input type="checkbox"/> Other               |
| <input type="checkbox"/> Social and Legal Sciences |  |

9. How many years have you been involved/employed in mining?

- |  |                                  |
|--|----------------------------------|
| <input type="checkbox"/> Less than 1     | <input type="checkbox"/> 10-20   |
| <input type="checkbox"/> Between 1 and 5 | <input type="checkbox"/> Over 20 |
| <input type="checkbox"/> 5-10            |                                  |

**10. In which sector/sub sector are you involved? (Multiple choice)**

- |  |   |
|--|---|
| <input type="checkbox"/> Artisanal mining          | <input type="checkbox"/> Education/Academia/Teaching                                  |
| <input type="checkbox"/> Small-Scale mining        | <input type="checkbox"/> Service providers (legal, procurement, engineering, IT etc.) |
| <input type="checkbox"/> Large-Scale mining        | <input type="checkbox"/> Other if not represented                                     |
| <input type="checkbox"/> NGO related to the sector |   |
| <input type="checkbox"/> Government institution    |   |

**11. What's your position in the sector/sub sector?**

- |   |  |
|---|--|
| <input type="checkbox"/> Student  | <input type="checkbox"/> Technician or trades worker |
| <input type="checkbox"/> Seeking employment   | <input type="checkbox"/> Laborer                     |
| <input type="checkbox"/> Business owner   | <input type="checkbox"/> Machine operator or driver  |
| <input type="checkbox"/> Leadership position<br>(Executive, Manager, Supervisor)                                    | <input type="checkbox"/> Administrative              |
| <input type="checkbox"/> Professional or specialist role (geologist, environment, engineer, health and safety etc.) | <input type="checkbox"/> Additional support services |
|   | <input type="checkbox"/> Other                       |

**12. What is the percentage of women at your workplace?**

- |                                 |  |                                       |
|---------------------------------|--|---------------------------------------|
| <input type="checkbox"/> 0-10%  | <input type="checkbox"/> 30-40%        | <input type="checkbox"/> I don't know |
| <input type="checkbox"/> 10-20% | <input type="checkbox"/> 40-50%        |                                       |
| <input type="checkbox"/> 20-30% | <input type="checkbox"/> More than 50% |                                       |

**12. Are other female co-workers members of the WIM organization you belong to?**

- Yes
- No (Jump to section IV)

**13. If yes, What is the participation estimate?**

- 100% of my female co-workers
- More than 50% of my female co-workers
- Less than 50% of my female co-workers
- I Don't know

## Section IV. Engagement & participation

14. Do you participate in the running of the WIM organization as a volunteer?

- Yes (Jump to 14.1)
- No (jump to 14.4B, then 15)

14.1. As a volunteer, what kind of activities do you engage in? (Multiple choice)

- Networking and/or events
- Project implementation
- Fundraising
- Organization management
- Communication and social media
- Other

14.2. How many hours do you volunteer per week?

- 1-3 hours per week
- 3-5 hours per week
- 5-10 hours per week
- more than 10 hours per week

14.3. Why do you volunteer? (Multiple choice)

- Give back, contribute my skills
- Pro-actively help push industry change on things that are important to me
- Networking (for my career or my business)
- Increase my profile
- To further my career
- Learn new skills
- Camaraderie, bonding

14.4. Are there any barriers or challenges that prevent you from getting more involved in the work of the organization or to fully exercise your volunteer role/complete your tasks?

- Yes (Jump to 14.4.a)
- No (Go to 15)

14.4.a. What are the barriers or challenges you face to exercise your volunteer function? (Multiple choice)

- Unavailability due to family and/or caring duties
- Lack of time due to work responsibilities
- Lack of motivation/ I don't feel fully connected with the mission or results to date
- Waiting for input/feedback from other team members or leadership
- Need help & resources
- Function/Task given is not the role I had chosen
- My perspectives are not taken on board
- Not receiving enough praise or recognition and/or public profile
- COVID related
- Other

**14.4.b What are the barriers preventing you from getting more involved in the WIM organization you are a member of? (Multiple choice)**

- Unavailability due to family and/or caring duties
- Lack of time due to work responsibilities
- Lack of motivation/ I don't feel fully connected with the mission or results to date
- I don't know how to get more involved
- Time and place of meetings are not convenient
- I volunteer elsewhere
- Other

**15. In which areas do you see a need for further activities addressing the needs of members? (Multiple choice)**

- Governance (e.g. decision making, policy development, membership management)
- Fundraising
- Gender Advocacy and Human Rights (e.g. promoting and advocating rights of members in their place of work)
- Promotion of partnerships (with other organizations/companies)
- Training and capacity building
- Networking (connect with other organizations/ companies and networks and open those links to all members)
- Projects addressing key challenges of members
- Other

## Section V. Communication

**16. What are the channels of communication used for members of the organization? (Multiple choice)**

- Meetings (face to face)
- Social media networks (e.g. Facebook, LinkedIn, Twitter, etc.)
- Calling communication tools ( e.g. WhatssApp, Zoom, Google meeting, Microsoft Teams, etc)
- E-mail
- Blogs/ Newsletters
- Magazines
- Other

**17. Do these communication channels meet your needs?**

- Yes (Jump to 18)
- No (Jump to 17.1)

**17.1. What would be your preferred channel of communication? Select your 3 preferred options (in order of preference)**

- Meetings (face to face)
- Social media networks (e.g. Facebook, LinkedIn, Twitter, etc.)
- Calling communication tools ( e.g. WhatssApp, Zoom, Google meeting, Microsoft Teams, etc)
- E-mail
- Blogs/ Newsletters
- Magazines
- Other

**18. What are the topics on which you receive information from your WIM organization? (Multiple choice)**

- |  |   |
|--|---|
| <input type="checkbox"/> Membership status/ or membership fees   | <input type="checkbox"/> Events                               |
| <input type="checkbox"/> Sponsorships, projects and current work   | <input type="checkbox"/> Networking and partnerships          |
| <input type="checkbox"/> Follow up on our concerns in the sector   | <input type="checkbox"/> Achievements of the WIM organization |
| <input type="checkbox"/> Job opportunities in the sector   | <input type="checkbox"/> Other                                |
| <input type="checkbox"/> Accountability (provide account for the organization's activities and disclose the results in a transparent manner) |   |

**19. Is the communication two-way? (i.e. members have opportunities to communicate issues/concerns to the organization)**

- Yes  
 No

**20. Do you see the need for improved communication to members and need for more information?**

- Yes  
 No (jump to 22)

**21. On which topics would you like to receive more information? (Multiple choice)**

- |  |   |
|--|---|
| <input type="checkbox"/> Membership status/ or membership fees   | <input type="checkbox"/> Events                               |
| <input type="checkbox"/> Sponsorships, projects and current work   | <input type="checkbox"/> Networking and partnerships          |
| <input type="checkbox"/> Follow up on our concerns in the sector   | <input type="checkbox"/> Achievements of the WIM organization |
| <input type="checkbox"/> Job opportunities in the sector   | <input type="checkbox"/> Other                                |
| <input type="checkbox"/> Accountability (provide account for the organization's activities and disclose the results in a transparent manner) |   |

## **Section VI. Benefits and challenges**

**22. What are the benefits of WIM membership? (Select as many as are applicable)**

- Access to key information related to the sector  
 Access to Networking  
 Information or link to Job opportunities  
 Access to events or workshops related to the sector  
 Access to training opportunities and or/ advisory  
 Other

**23. What are the key challenges of women in mining in your local/regional/country or sector context? (Select 3 main challenges in order of relevance)**

- |  |   |
|--|---|
| <input type="checkbox"/> Improve access and participation in decision making             | <input type="checkbox"/> Access to training opportunities                 |
| <input type="checkbox"/> Access to leadership positions                                  | <input type="checkbox"/> Access to credit resources                       |
| <input type="checkbox"/> Legalization/licenses   | <input type="checkbox"/> Bringing products to market                      |
| <input type="checkbox"/> Equal pay   | <input type="checkbox"/> Not enough women studying mining related degrees |
| <input type="checkbox"/> Equal access to job opportunities                               | <input type="checkbox"/> Other: _____                                     |
| <input type="checkbox"/> Workplace safety including gender-based violence and harassment |   |

**24. How does your WIM organization address these challenges? (Multiple choice)**

- Promoting members engagement in the organizations decision making, policy development, project preparation and project management
- Promoting networking (connect with other organizations/companies and networks and open those links to all members)
- Promoting strategic partnerships with government
- Promoting strategic partnership with private sector
- Promoting strategic partnership with academic institutions
- Promoting job opportunities for women in the mining sector
- Promoting opportunities for advancement of women in the mining sector
- Facilitating access to key information on rights and opportunities for women in the mining sector
- Implementing effective programs and projects
- Strengthening organizational leadership and applying ethical principles
- Other: \_\_\_\_\_

**25. What could the WIM organization additionally do to help women in mining overcome these challenges? (Multiple choice)**

- Promoting members engagement in the organizations decision making, policy development, project preparation and project management
- Promoting networking (connect with other organizations/companies and networks and open those links to all members)
- Promoting strategic partnerships with government
- Promoting strategic partnership with private sector
- Promoting strategic partnership with academic institutions
- Promoting job opportunities for women in the mining sector
- Promoting opportunities for advancement of women in the mining sector
- Facilitating access to key information on rights and opportunities for women in the mining sector
- Implementing effective programs and projects
- Strengthening organizational leadership and applying ethical principles
- Other: \_\_\_\_\_

26. Does the current COVID-19 situation present a challenge for the WIM organization?

Yes (Jump to 27)

No

27. Please explain how: (max 40 characters) \_\_\_\_\_

28. Does the current COVID-19 situation present a challenge for the WIM organization?

Yes

No (End of survey)

29. Please explain how: (max 40 characters) \_\_\_\_\_

30. What could be initiated to manage additional challenges or enhance opportunities arising from the COVID-19 situation? (max 40 characters)

\_\_\_\_\_

**THANK YOU FOR COMPLETING THIS SURVEY**



# Annex 6: Research Team

## Main Team

- Heidi Horth — Lead Researcher / Copenhagen Social
- Carolina Estrada — Lead Researcher / ENSOME

## Collaborators

- Benito Martinez — Statistical specialist / ENSOME
- Diana Castillo — Researcher / ENSOME
- Yarah González — Researcher / ENSOME
- Edjenn Jaens — Social specialist and Online Survey Programmer / ENSOME
- Morganne Kroon — Researcher / Copenhagen Social

## World Bank Review Team

- Rachel Bernice Perks — Senior Mining Specialist / World Bank
- Katrin Anna Schulz — Private Sector Development Specialist / World Bank
- Kate Jinghua Zhou — Research Analyst / World Bank
- Helen Nguyen — Program Assistant / World Bank

## IWiM Review Team

- Ludivine Wouters — Director / IWiM
- Barbara Dischinger — Director / IWiM
- Chilenye Nwapi — Research Analyst / IWiM
- Esther Harris — Research Analyst / IWiM
- Muza Gondwe — Research Analyst / IWiM

