

Gender Inclusion

IMPLEMENTING CHANGE:
ACHIEVING BUSINESS RESULTS

COMPANY NAME

Agenda

- What is gender inclusion in mining?
- Why do it?
- How to do it
- What is next?

Business Issue

Gender inclusion in mining is about:

- Becoming a modern workplace
- Gaining important benefits
- Addressing some tough challenges

Context: Momentum

- **In society:**
Gender diversity increasingly 'on the agenda'
- **In the market:**
Gender plan reporting ("comply or explain") for women at senior levels of publicly traded companies in most Canadian jurisdictions
- **In the industry:**
Strong support for change across the industry
 - Women in Mining – National Action Plan to support employers in making needed changes
 - MiHR – Gender Champions & policy review toolkit

Reason: Competitive Advantage

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

Opportunity: Increase our share

Representation in Mining



And where are they?
Not equally in all aspects of mining...

- In support, HR and finance: women are at 50+%
- In trades and production: women are 4%

Availability in the Workforce



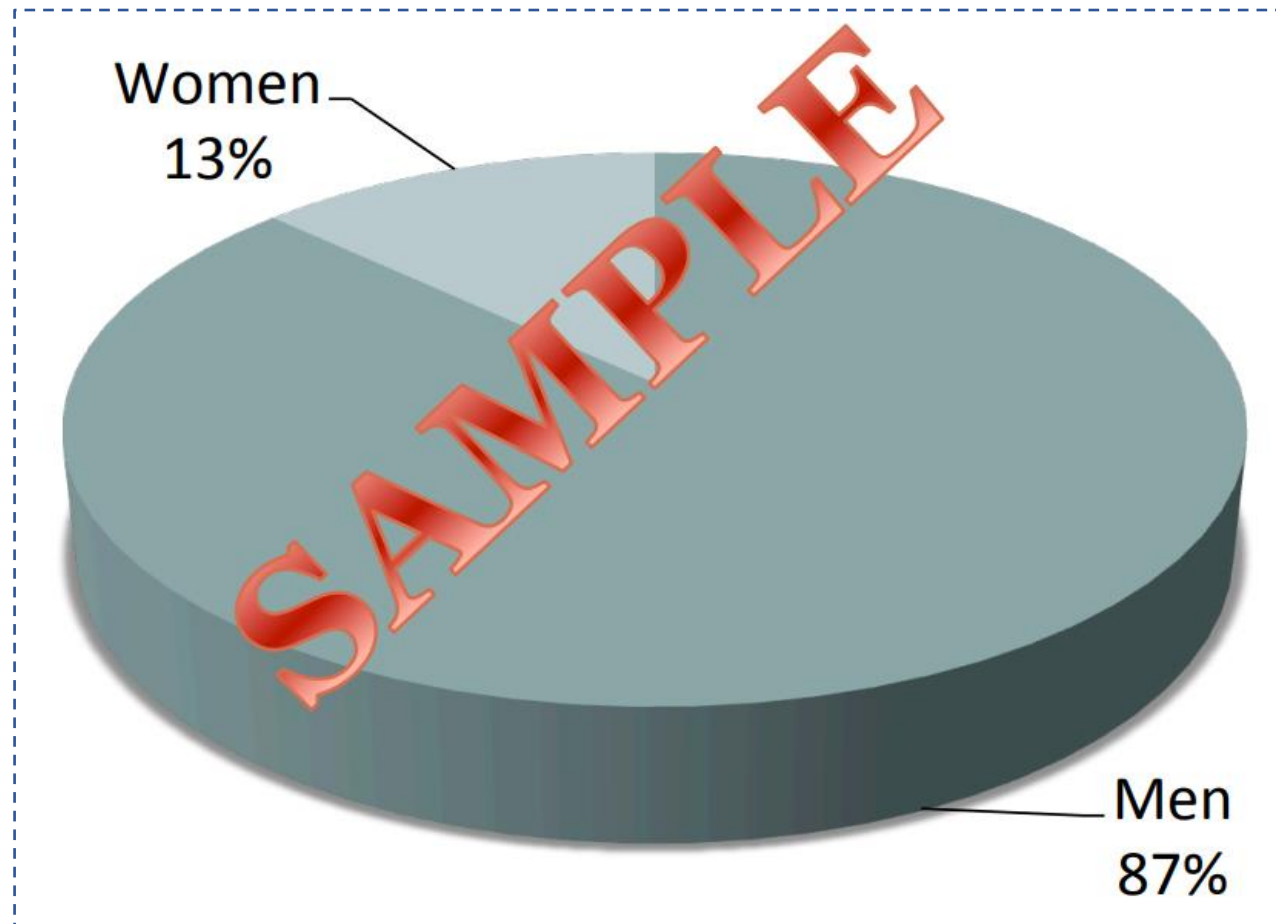
Is it realistic to expect more in mining?

- Forestry, oil & gas, utilities and manufacturing ALL do better at attracting and retaining women

Opportunity: For [Company Name]

- Insert company-specific data on representation, turnover, etc.
- Segment the data by occupational category or job level, as available
- See next slides for sample chart formats

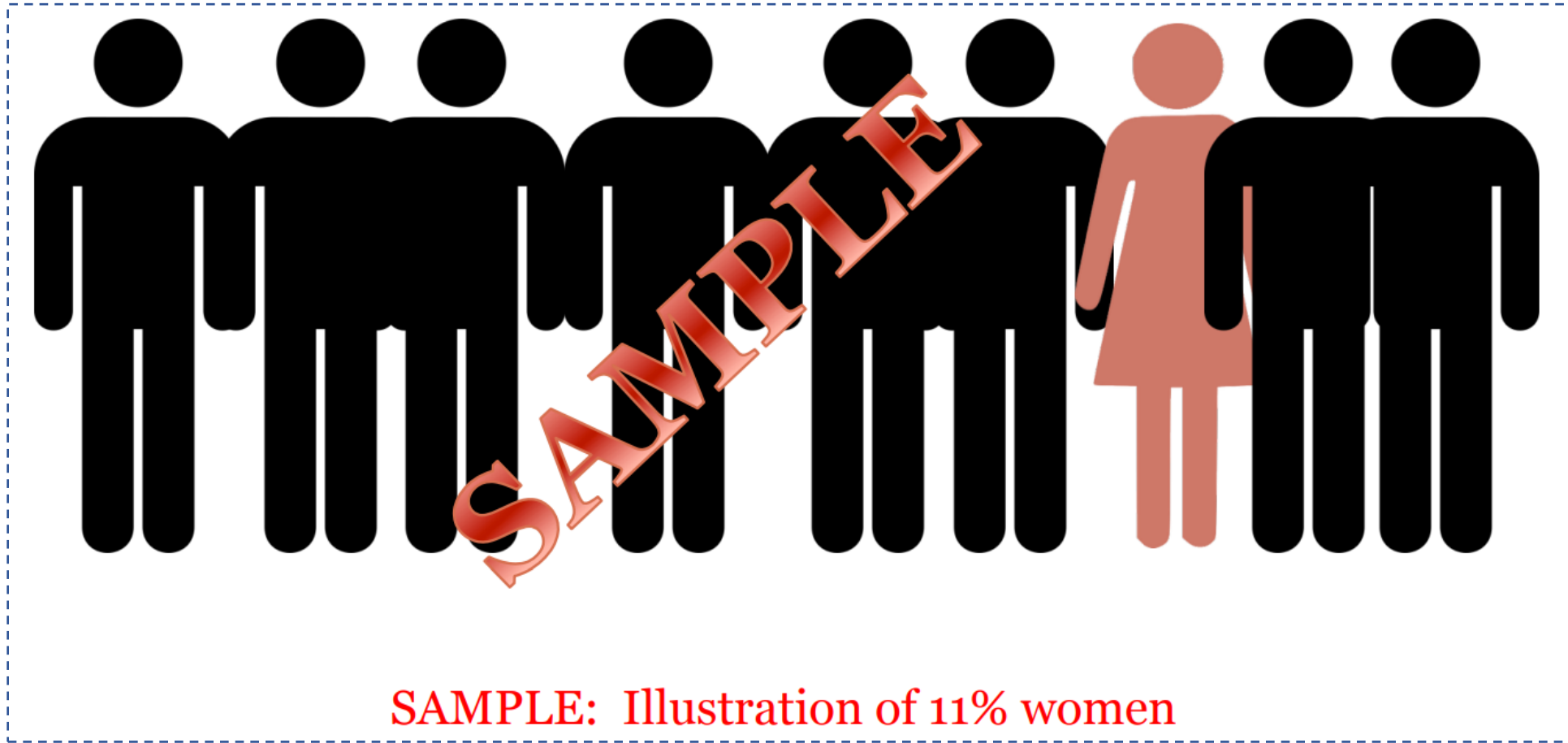
Opportunity: For [Company Name]



Opportunity: For [Company Name]

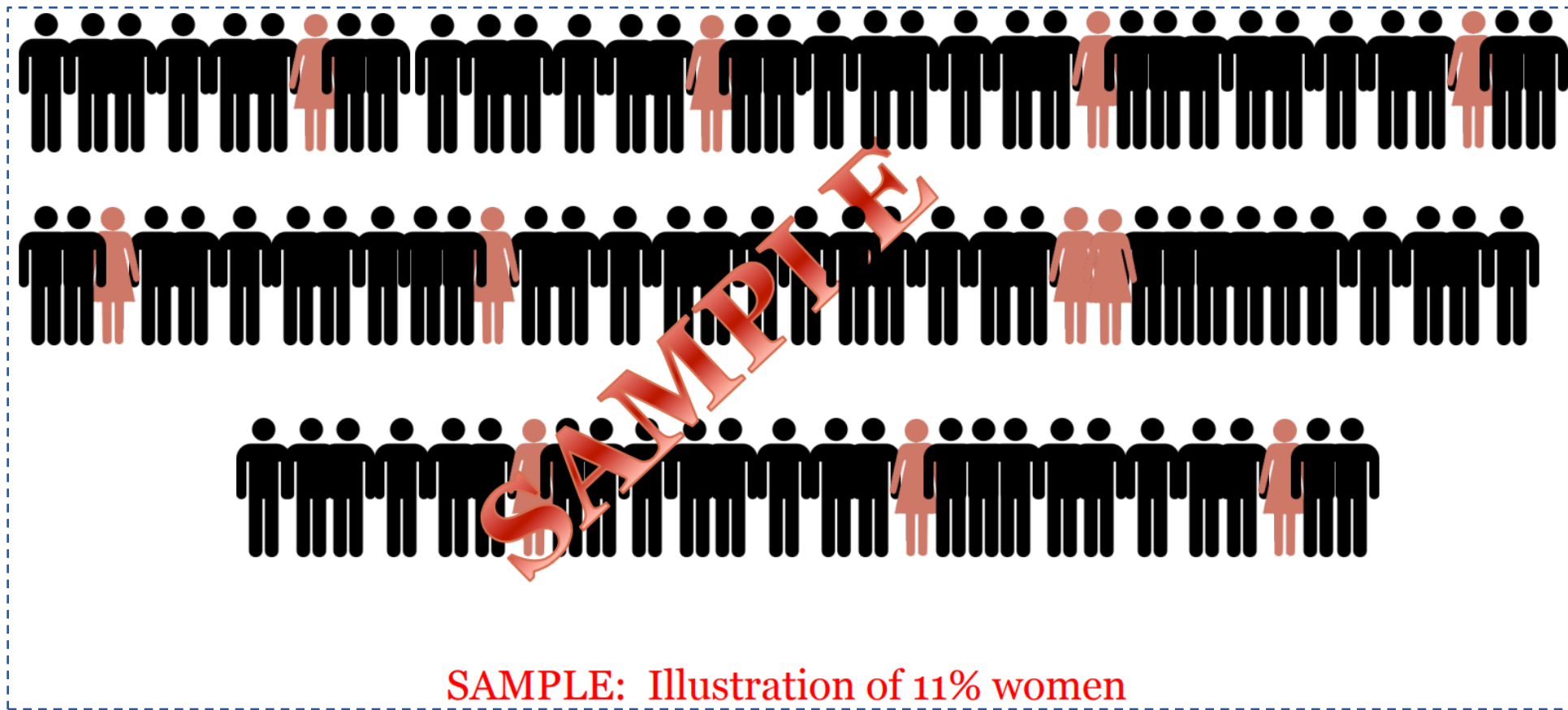


Opportunity: For [Company Name]

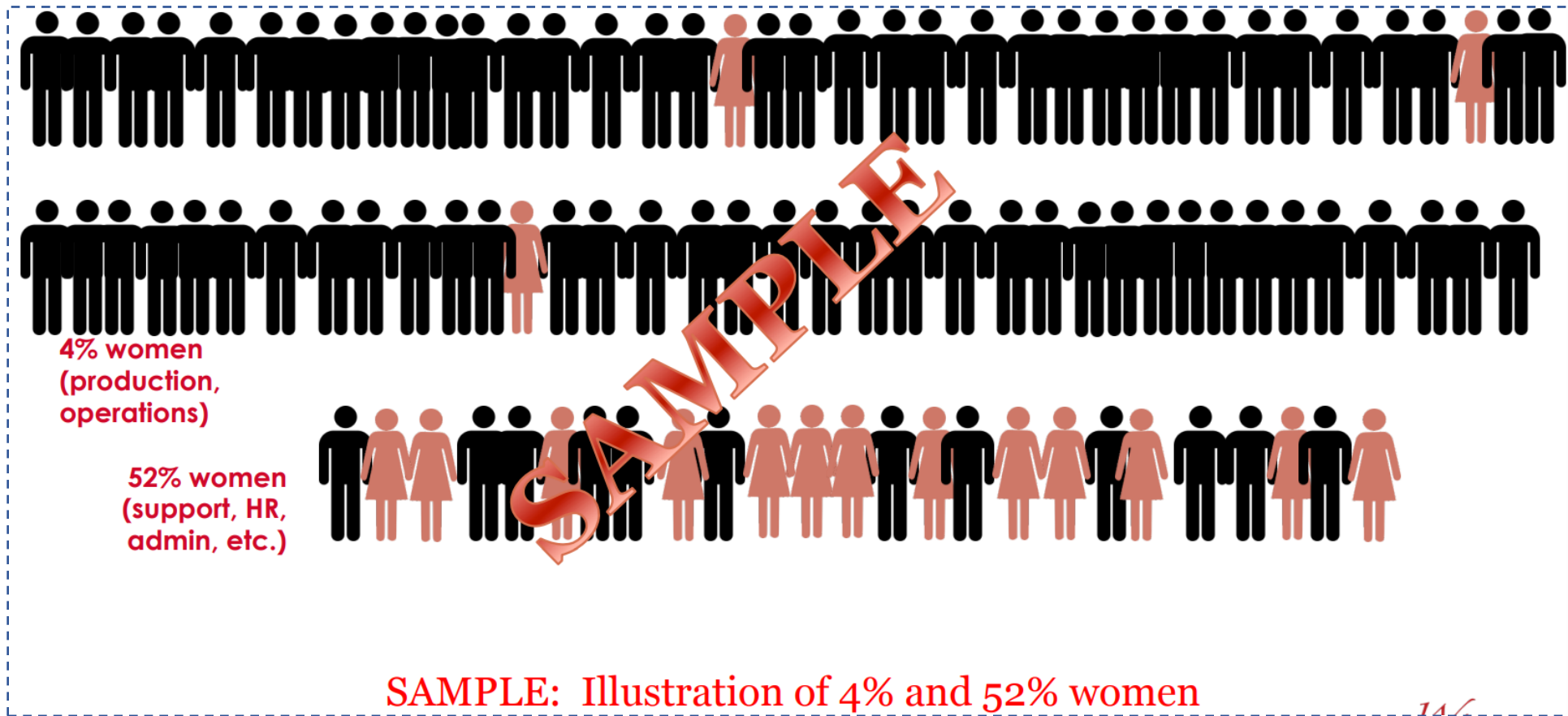


SAMPLE: Illustration of 11% women

Opportunity: For [Company Name]



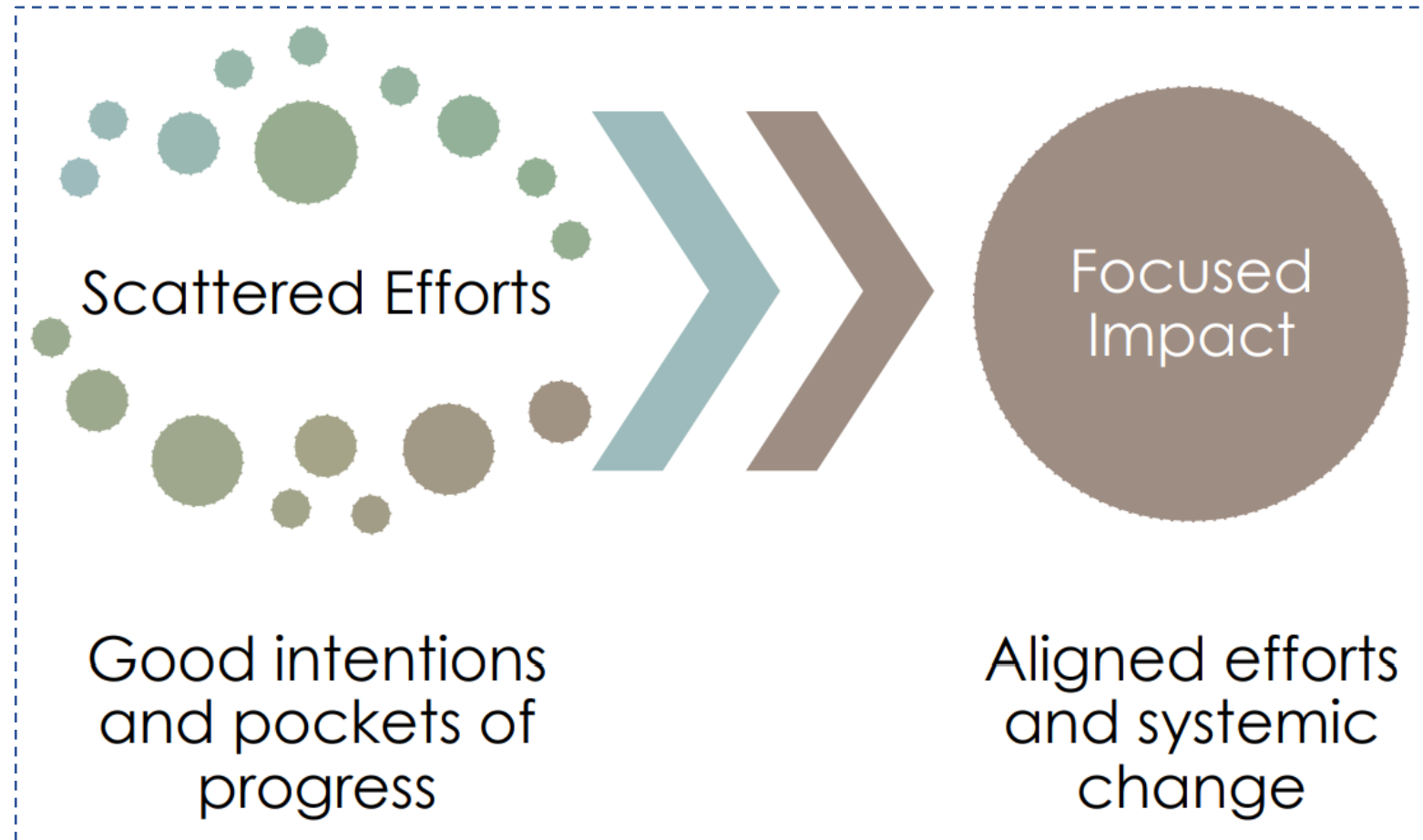
Opportunity: For [Company Name]



The Path Ahead



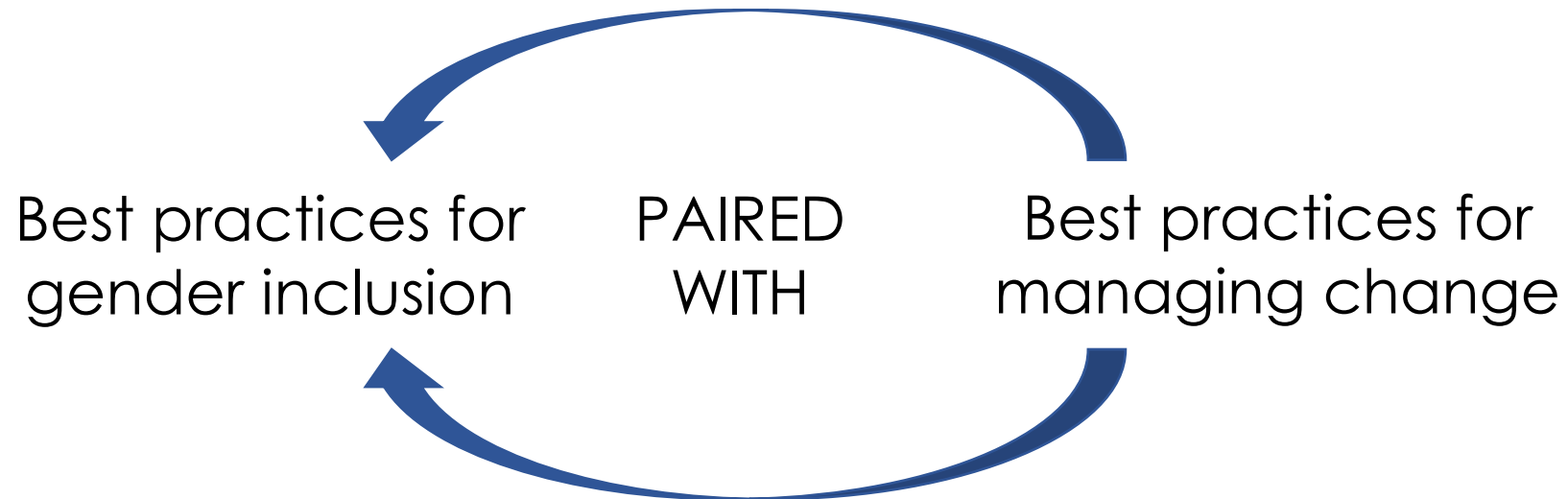
Change: Focused and Managed



Proposed Approach

Tight integration of WHAT with HOW

Using the National Action Plan, we can have:



Proposed Approach

Our prioritized 2016 actions for gender inclusion include:

[Empty dashed box for content]

... because this will help us to achieve:

[Empty dashed box for content]

Action Plan and Next Steps

Action	[detail – timing, accountability, or comment]
Confirm our commitment	
[insert]	
[Insert]	
[insert]	

Action Plan and Next Steps

A large, empty rectangular area defined by a dashed blue border, occupying the central portion of the slide. This area is intended for the user to write their action plan and next steps.

Conclusion

Questions?

Discussion?

Thank you