



UNLOCKING OPPORTUNITIES FOR WOMEN AND BUSINESS

A Toolkit of Actions and Strategies for Oil, Gas, and Mining Companies

INTRODUCTION AND EXECUTIVE SUMMARY



UMBRELLA FACILITY
FOR GENDER EQUALITY



ADMINISTERED BY
WORLD BANK GROUP



CommDev
Enhancing benefits to communities



IFC

**International
Finance Corporation**
WORLD BANK GROUP

Creating Markets, Creating Opportunities

IFC

2121 Pennsylvania Avenue, N.W.
Washington, D.C. 20433 U.S.A.

ifc.org

IFC—a sister organization of the World Bank and member of the World Bank Group—is the largest global development institution focused on the private sector in emerging markets. We work with more than 2,000 businesses worldwide, using our capital, expertise, and influence to create markets and opportunities in the toughest areas of the world. In FY17, we delivered a record \$19.3 billion in long-term financing for developing countries, leveraging the power of the private sector to help end poverty and boost shared prosperity. For more information, visit www.ifc.org.

All rights reserved

The Umbrella Facility for Gender Equality (UFGE) is a World Bank Group multi-donor trust fund expanding evidence, knowledge and data needed to identify and address key gaps between men and women to deliver better development solutions that boost prosperity and increase opportunity for all. The UFGE has received generous contributions from Australia, Canada, Denmark, Finland, Germany, Iceland, Netherlands, Norway, Spain, Sweden, Switzerland, United Kingdom, and the United States.

First printing, May 2018

The findings, interpretations, views, and conclusions expressed herein are those of the authors and do not necessarily reflect the views of the Executive Directors of the International Finance Corporation or of the International Bank for Reconstruction and Development (the World Bank) or the governments they represent.

Rights and Permissions

The material in this publication is copyrighted. IFC encourages use and distribution of its publications. Content from this document may be used freely and copied into other formats without prior permission provided that clear attribution is given to the original source and that content is not used for commercial purposes.

UNLOCKING OPPORTUNITIES FOR WOMEN AND BUSINESS:

A Toolkit of Actions and Strategies for Oil, Gas, and Mining Companies

INTRODUCTION AND EXECUTIVE SUMMARY



MAPAI
TRANSPORT

475 7165
475 7166



TABLE OF CONTENTS

ACKNOWLEDGEMENTS	4
FOREWORD	5
DEFINITIONS OF CONCEPTS USED IN THE TOOLKIT	7
EXECUTIVE SUMMARY	13
Why Use this Toolkit: The Business Case for Considering Gender in the Oil, Gas, and Mining Industries	15
What is in the Toolkit: Overview of Four Tool Suites	15
How to Use the Toolkit: Developing a Gender-Sensitive Company Ecosystem	19

ACKNOWLEDGEMENTS

This toolkit was developed by IFC's Infrastructure and Natural Resources gender team, led by Adriana Eftimie. Katherine Heller was the lead consultant and author of the toolkit; Sherry Goldberg authored Tool Suite 3: Women and Community Engagement. Key editorial support was provided by Jen Scott; research assistance was provided by Caitlin Fisher.

The team would like to thank the many colleagues and partners who provided invaluable insights during the development of this toolkit.

Within the World Bank Group, these include Diana Arango, Diana Baird, Bettina Boekle, Susan Halloran, Heather Kipnis, Henriette Kolb, Amy Luinstra, Gulen Metin, Rudaba Nasir, Walid Nasr, Carmen Niethammer, Rachel Perks, Loty Salazar, Sunrita Sarkar, Niraj Shah, John Strongman, Rania Suidan, and Robin Weisman. In particular, we would like to acknowledge the World Bank's Umbrella Facility for Gender Equality (UFGE) team. We thank them for their support in enabling this project.

Among external partners, the team thanks AngloAmerican, AngloGold, GIZ, GoldCorp, International Council on Mining and Metals (ICMM), Oxfam, Women's Bureau, and the U.S. Department of Labor, along with the following individuals: Luke Balleny, Marzette Bedford-Billnghurst, Nicky Black, Tiffany Boiman, Christine Brendel, Cristina Bruce, Tom Butler, Maria Calero, Roper Cleland, Nina Collins, Katherine Cook, Aidan Davy, Fernanda Diez, Maria Ezpeleta, Joan Farrelly, Emily Greenspan, Kaylash Naidoo, Anna Tudela, and Julian Whayman.

We also include special thanks to Amara Hunt, of The Humphrey Group, for her contributions to the development of tools 1.14 and 1.16.

Finally, we would like to extend our thanks to our editor, Ann Moline; our graphic designer, Rikki Campbell Ogden; and our printer, Brian Coache.

FOREWORD

As an investor in oil, gas, and mining projects around the world—and as a trusted advisor to companies operating in these sectors—we at IFC applaud and support the growing industry awareness about the importance of incorporating women’s perspectives, participation, and interests in project operations and community engagement. Increasingly, natural resource companies are acknowledging the value in improving the gender balance of their traditionally male-dominated workforces and in ensuring that project benefits are shared equally between men and women in affected communities.

The business case is strong and clear: a growing body of evidence shows that gender equality means increased productivity, improved operational efficiency, better access to finance, stronger community relations, reduced risk, and greater resilience to shocks.

Understanding the theoretical importance of opening more doors for women as employees, as managers and board directors, as contractors, and as valued community members is just the first step. Turning this understanding into action that will result in lasting change and positive impact is the next step—and an exciting challenge.

That’s where this toolkit comes in. It is designed as a practical resource to help oil, gas, and mining companies make tangible progress towards improved gender balance. It offers concrete guidance at several levels. Senior managers can use it to set strategic priorities for gender equality and allocation of resources, while operational teams can use it to design tactical approaches and actions to ensure implementation and uptake of these priorities.

This toolkit is intended to be a living document. We look forward to working with our clients to implement these tools and to draw on implementation experiences so that we can refine and update the tools based on real-world experiences. We encourage feedback and input in the hopes that this becomes part of a longer running conversation, with the joint IFC-industry goal of harnessing the full potential of the oil, gas, and mining industries to create a more gender-equitable world and more resilient companies.

IFC welcomes the opportunity to assist natural resource companies active in emerging markets as they seek to achieve their gender diversity goals.



Lance Crist

Global Head of Natural Resources at IFC

ABBREVIATIONS AND ACRONYMS

ARPEL	Regional Association of Oil, Gas, and Biofuels Sector Companies in Latin America and the Caribbean
ASM	Artisanal and Small-Scale Mining
(PNG) BCFW	Papua New Guinea Business Coalition for Women
BIAC	Business and Industry Advisory Committee to the OECD
CEO	Chief Executive Officer
EI	Extractive Industries
FIFO	Fly-In, Fly-Out
FSV	Family and Sexual Violence
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GRM	Grievance Redress Mechanism
HIV	Human Immunodeficiency Virus
HR	Human Resources
HREOC	Australian Human Rights and Equal Opportunity Commission
HQ	Headquarters
IFC	International Finance Corporation
IPV	Intimate Partner Violence
KDP	Kecamatan Development Project
KPIs	Key Performance Indicators
MOB	Men-Owned Business
NGOs	Non-Governmental Organizations
OECD	Organization for Economic Cooperation and Development
OGM	Oil, Gas, and Mining
PNG	Papua New Guinea
RFX	Summary acronym that includes Request for Information (RFI), Request for Proposal (RFP), Request for Quote (RFQ), and Request for Bid (RFB)
ROI	Return on Investment
RTMP	Rio Tinto Management Peru
SEC	US Securities and Exchange Commission
SH	Sexual Harassment
STEM	Science Technology Engineering and Mathematics
TOR	Terms of Reference
UNGC	United Nations Global Compact
WGEA	Australia's Workplace Gender Equality Agency
WEP	Women's Empowerment Principles
WOB	Women-Owned Business

DEFINITIONS OF CONCEPTS USED IN THE TOOLKIT

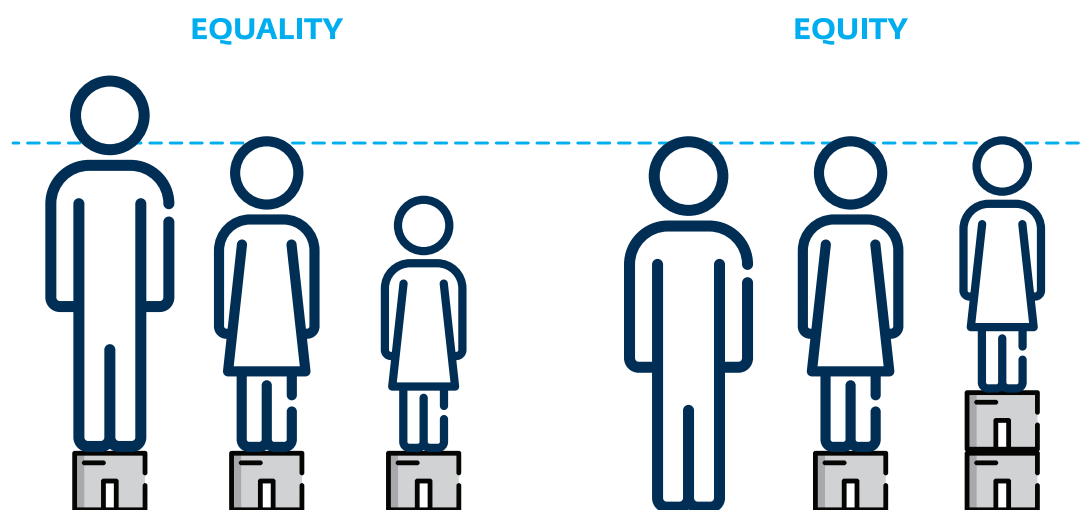
- **Code of Conduct:** A set of rules that an organization or individual chooses to adopt, outlining its standards and principles of behavior. In this toolkit, companies are encouraged to develop codes of conduct that clearly specify the companies' position on issues such as gender-based violence. While policies are often developed, implemented, and monitored separately, codes of conduct can be signed at an institutional or individual level. When individuals sign a corporate code of conduct, they assume personal responsibility for upholding the values and behaviors contained within the code.
- **Elite Capture:** A situation in which resources or benefits meant for the community are usurped by individuals or groups who are wealthier or more powerful.
- **Gender:** Gender refers to men's and women's social roles and characteristics. These can vary between cultures and communities and are not fixed, but are often taught or expected based on an individual's sex—or biological—characteristics (typically indicated by the genitalia an individual is born with and how they develop, biologically). Gender is different from sexual orientation (to whom one is attracted), and in some cases, an individual's gender does not ascribe strictly to their biological characteristics, such as with transgender individuals. In some instances, biological characteristics may not be strictly binary. Individuals who do not conform to traditional sex characteristics or gender identity often face stigma and discrimination. It is therefore important to note that "gender" in this toolkit does not describe a strictly binary classification. Rather, it is meant to be inclusive of a range of gender identities.¹
- **Gender-Based Violence (GBV):** Gender-based violence refers to violence driven by expectations and roles associated with gender. The term is not exclusive to violence against women and girls because such violence can also impact men and boys, particularly men who challenge or do not adhere to traditional "male" stereotypes.² GBV is not limited to physical violence either. It can include threats or acts that inflict physical or mental harm in public or private, on and off worksites. This toolkit primarily looks at GBV directed at women, as it remains the most pervasive form.

¹ World Health Organization, "Gender, Equity, and Human Rights," <http://www.who.int/gender-equity-rights/understanding/gender-definition/en/>.

² WAVE and UNFPA, "Strengthening Health System Responses to Gender-Based Violence in Eastern Europe and Central Asia," <http://www.health-genderviolence.org/training-programme-for-health-care-providers/facts-on-gbv/defining-gender-based-violence/21>.

- **Gender Diversity:** Gender diversity means representation of all genders. Diversity is often associated with inclusion, but the two are very different concepts. While diversity means male and female representation, it does not speak to the relative power, influence, and position of men and women.³
- **Gender Equity and Gender Equality:** While similar and related, these terms refer to different aspects of interacting with men and women. According to the United Nations Population Fund (UNFPA): “Gender equity is the process of being fair to women and men. To ensure fairness, strategies and measures must often be available to compensate for women’s historical and social disadvantages that prevent women and men from otherwise operating on a level playing field. Equity leads to equality. Gender equality requires equal enjoyment by women and men of socially-valued goods, opportunities, resources and rewards... Therefore a critical aspect of promoting gender equality is the empowerment of women, with a focus on identifying and redressing power imbalances and giving women more autonomy to manage their own lives. Gender equality does not mean that men and women become the same; only that access to opportunities and life changes is neither dependent on, nor constrained by, their sex.” A gender-equitable approach is not about giving women jobs over men, or relaxing standards for hiring women, but rather designing policies and programs to support men and women to enjoy a more equal outcome.⁴

FIGURE A How Gender Affects Resettlement Impacts



³ Women in Mining (WIM) Canada, *Welcoming to Women: An Action Plan for Canada’s Mining Employers*, Women in Mining Canada, November 2016, <http://wimcanada.org/wp-content/uploads/2017/01/WIM-NAP-book-full.pdf>.

⁴ “Frequently Asked Questions about Gender Equality,” UNFPA, <http://www.unfpa.org/resources/frequently-asked-questions-about-gender-equality>.

- **Gender Inclusive:** Gender inclusive means that not only is there a fair representation of men and women, but that both are equally encouraged to participate. For example, a company with a gender-diverse but non-inclusive workforce is less likely to benefit as much from the diversity as a company in which both men and women can share opinions, voice concerns, and participate in teams and leadership positions.⁵
- **Gender Mainstreaming:** According to the International Labour Organization (ILO), gender mainstreaming is the “process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels. It is a strategy for making the concerns and experiences of women as well as of men an integral part of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres, so that women and men benefit equally, and inequality is not perpetuated.”⁶
- **Intimate Partner Violence (IPV):** Intimate partner violence (sometimes referred to as domestic violence) refers to violence between intimate partners, family members, or members of the same household. It can be perpetrated against men or women, but commonly refers to violence by a spouse/partner or parents against the other partner or children. Domestic or intimate partner violence is not limited to physical violence and can include psychological, sexual, emotional, financial, or physical abuse. It also can include coercive or controlling behavior.⁷
- **Natural Resource Industries:** In this toolkit, the term “natural resource industries” refers to the oil, gas, and mining industries, including oil, gas, and mining companies as well as their contractors and subsidiaries, along with firms involved with the extraction of metals, minerals, and/or aggregates.
- **Practical Gender Needs:** These are what women and men need to help them with their survival and respective daily activities, based on their socially accepted roles and responsibilities.
- **Sexual Exploitation and Abuse (SEA):** The United Nations defines SEA as “any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another.”⁸ SEA can become an issue of concern for companies because it can occur within the workplace and because it may be perpetrated against community members.

⁵ Women in Mining (WIM) Canada, *Welcoming to Women: Action Plan for Canada's Mining Employers*, 7.

⁶ International Labour Organization, “Gender Equality Tool,” <http://www.ilo.org/public/english/bureau/gender/newsite2002/about/defin.htm>.

⁷ UK Government Home Office, “Domestic Abuse: Guidance and Support for the Armed Forces Community,” London: UK Government, March 6, 2016, <https://www.gov.uk/guidance/domestic-violence-and-abuse>.

⁸ United Nations Secretariat, “Secretary-General’s Bulletin: Special measures for protection from sexual exploitation and sexual abuse,” UNHCR, October 9, 2003, 1, <http://www.unhcr.org/protection/operations/405ac6614/secretary-generals-bulletin-special-measures-protection-sexual-exploitation.html>.

- **Sexual Harassment:** Sexual harassment in the workplace includes unwelcome verbal advances, requests for sexual favors, sexual comments, verbal or physical conduct of a sexual nature, or unwelcome invitations on dates, particularly when employees may feel that their employment depends on either complying with requests or tolerating the behavior.⁹ It also includes creating a hostile environment—for instance, through the display of sexually explicit or suggestive posters, websites, videos, screen savers and the like in the office.¹⁰ Sexual harassment may take a quid pro quo nature, in which employees or persons in a position of power request sexual favors in exchange for professional opportunities. It also could involve creating a hostile environment with physical, verbal, or visual harassment.¹¹
- **Social Accountability:** The World Bank defines social accountability as “an approach toward building accountability that relies on civic engagement, i.e., in which it is ordinary citizens and/or civil society organizations that participate directly or indirectly in exacting accountability. Social accountability refers to a broad range of actions and mechanisms that citizens, communities, independent media and civil society organizations can use to hold public officials, public servants, and companies accountable. These include, among others, participatory budgeting, participatory monitoring of corporate programs or public services, public expenditure tracking, investigative journalism, public commissions, and citizen advisory boards. These citizen-driven accountability measures complement and reinforce conventional mechanisms of accountability, including company-led monitoring and reporting, political checks and balances, accounting and auditing systems, administrative rules and legal procedures.”¹²
- **Social License to Operate:** Social license to operate is the “community’s perceptions of the acceptability of a company and its local operations.”¹³ Social license is something that can be granted by the community, but maintaining social license must be an ongoing process. Social license at the outset of a project does not mean social license throughout. Companies must work continuously with communities—including men, women, minorities, and the vulnerable—to ensure broad support.

“Sexual harassment isn’t a women’s issue—it’s a workplace health and safety issue.”

—Lisa Heap

Source: “Sexual Harassment isn’t a Women’s Issue - it’s a Workplace Health and Safety Issue.”

⁹ UN Women, “What is Sexual Harassment?” <http://www.un.org/womenwatch/osagi/pdf/whatishh.pdf>.

¹⁰ Amy Luinstra, *Sexual Harassment in the Workplace*, Washington, D.C.: IFC, 2015, 3.

¹¹ Civility Partners, “White Paper: The Cost of Bad Behavior in the Work Place,” San Diego: StopIt Solutions, January 2012, 3.

¹² World Bank, *Social Accountability: An Introduction to the Concept and Emerging Practice*, Washington, DC: World Bank, 2004, 2.

¹³ Thomas Boutilier and Ian Thomson, “Modelling and Measuring the Social License to Operate: Fruits of a Dialogue between Theory and Practice.” *Social License*, 2011, 2.

- **Strategic Gender Needs:** What women need to improve their quality of life as well as their societal status and equality in relation to that of men.
- **Time Poverty:** Working long hours and having no choice to do otherwise. An individual is time poor if he/she is working long hours and is also monetary poor or would fall into monetary poverty if he/she were to reduce his/her working hours below a given time poverty line.¹⁴ Women are often more time poor than men since much of women's time is spent doing unpaid work to run the household or care for family members. This limits their availability and ability to participate in more productive, marketable, or participatory activities, or even to pursue personal interests.
- **Women-Owned Businesses:** Companies that are at least 51 percent female-owned and in which women manage long-term operations, make long-term decisions for the company, and hold the highest officer position.¹⁵



¹⁴ World Bank definition, see: <https://elibrary.worldbank.org/doi/abs/10.1596/1813-9450-4961>

¹⁵ U.S. Small Business Administration, "What You Need to Know if You are a Women Owned Small Business," <https://www.sba.gov/contracting/government-contracting-programs/women-owned-small-businesses/what-you-need-know-if-you-are-women-owned-small-business>.



EXECUTIVE SUMMARY

“IFC believes that women have a crucial role in achieving sound economic growth and poverty reduction. They are an essential part of private sector development. IFC expects its clients to minimize gender-related risks from business activities and unintended gender differentiated impacts. Recognizing that women are often prevented from realizing their economic potential because of gender inequity, IFC is committed to creating opportunities for women through its investment and advisory activities.”

Source: IFC Sustainability Framework

In an environment of changing commodity prices, complex socio-environmental dynamics, and increasing interest in sustainability, oil, gas and mining (OGM) companies are striving to identify better, more responsible business practices that also contribute to a healthy bottom line. A growing body of evidence demonstrates that gender equity is a key determinant for firm performance. Gaining input from both men and women in host communities is critical to securing a company’s social license and in helping OGM companies operate responsibly. Increasingly, OGM companies are recognizing that equitable participation from men and women—as managers, employees, suppliers, and partners in community growth—will play a key role in realizing their goals for sustainable, responsible, and profitable business. Institutional investors and multilateral banks have also started to recognize gender as a factor in their investment decisions.

Working equitably with men and women—within the company, as suppliers, and in host communities—makes strong business sense. This toolkit presents detailed, step-by-step guidance for companies to work towards this goal in each of these areas. Some of these tools have been custom-written for this toolkit; others draw on the wealth of guidance that has been developed by the World Bank Group; some tools are adapted from publicly available materials for use in the gender-and-OGM context; and some were designed specifically for OGM companies. The toolkit is a modular, customizable guide that includes four tool suites focused on different issues:

TOOL SUITE 1: Increasing Gender Diversity from the Workforce to the Boardroom

TOOL SUITE 2: Women-Owned Businesses and the Supply Chain

TOOL SUITE 3: Women and Community Engagement

TOOL SUITE 4: Addressing Gender-Based Violence in the Workforce

The guidance is written specifically for relevant business units within OGM companies. Companies do not need to use all of the tools or all of the tool suites to develop a gender-sensitive approach; rather, the toolkit as a whole is intended as a menu of options for companies seeking to address particular gaps or issues in their gender approach.

As noted above, investors like the International Finance Corporation (IFC) and OGM companies themselves are placing greater emphasis on maximizing the potential benefits of working with both men and women. This toolkit will help companies respond to these priorities by strengthening their workforce and supply chain and by developing closer, more positive working relationships with communities.

Beyond the business case, a growing number of national governments recognize and require attention to gender equity. Multiple international accords and standards do the same. Gender is a major theme in the 2030 UN Sustainable Development Goals, which many companies have pledged to support through the UN Global Compact. The UN's Guiding Principles on Business and Human Rights, providing guidance on implementing the UN's Protect, Respect and Remedy framework, highlight gender as a key issue.¹⁶ Gender also is a cross-cutting theme in the World Bank Group's Gender Strategy (2016-2023) and IFC's Sustainability Framework and Performance Standards, meaning that for IFC investment clients, assessing and addressing gender is a key compliance issue. The Equator Principles, a risk-management framework for international financial institutions—which, combined, hold 70 percent of emerging market international project finance debt—also highlights gender as a key consideration.¹⁷

At the national level, more governments are pushing for greater gender equity. For example, in Canada, there is a commitment to establish a gender-equitable governing cabinet. In the United Kingdom, the government has mandated a new requirement for gender pay gap reporting.¹⁸ Such

“Gender diversity—including both men and women (as well as those with nonconforming gender identities)—has many benefits; but it needs to go hand-in-hand with inclusion—ensuring that everyone’s voice is heard, everyone is valued, and everyone is encouraged to participate. As noted in Women in Mining Canada’s Action Plan for Canada’s Mining Employers, ‘Diversity is being invited to the party. Inclusion is being asked to dance.’ Diversity alone will not help companies benefit from a diverse workforce; if there is not inclusion.”

Source: Action Plan for Canada's Mining Employers, Women in Mining Canada

¹⁶ UNHCR, “Guiding Principles on Business and Human Rights: Implementing the United Nations ‘Protect, Respect, and Remedy’ Framework,” http://www.ohchr.org/Documents/Publications/GuidingPrinciplesBusinessHR_EN.pdf.

¹⁷ “About the Equator Principles,” Equator Principles Association, <http://www.equator-principles.com/index.php/about-ep>, 2011.

¹⁸ UK Government, “Gender Pay Gap Reporting: Overview,” UK Government, December 1, 2017, <https://www.gov.uk/guidance/gender-pay-gap-reporting-overview>

efforts highlight a growing recognition that working towards gender equity is important not only for business growth, but also for economic and social progress.

WHY USE THIS TOOLKIT: THE BUSINESS CASE FOR CONSIDERING GENDER IN THE OIL, GAS, AND MINING INDUSTRIES

Traditionally, OGM industries have been a male-dominated sector. This toolkit draws on the growing body of evidence demonstrating the business value of gender-diversified workforces and supply chains, as well as more meaningful engagement with women in the community. Increased diversity in the company and in the community will contribute to improved workforce performance and innovation, more secure and lower-cost supply chains, and a more supportive company-community relationship that is less prone to protests and shut-downs.

WHAT IS IN THE TOOLKIT: OVERVIEW OF FOUR TOOL SUITES

This toolkit includes four tool suites, spanning the range of topics related to mainstreaming gender considerations into all aspects of an OGM company's operations.

Tool Suite 1: Increasing Gender Diversity from the Workforce to the Boardroom

Although women have historically been under-represented in the OGM workforce—from the field worksite, to senior management, to the boardroom—the research is demonstrating that across all sectors, gender diversity leads to gains in performance, innovation, and profitability.

Many countries are seeing a growing number of women entering the engineering and technology fields. For companies drawing from these countries, considering only male applicants overlooks a growing and influential talent pool.¹⁹ Encouraging both male and female applicants can double the potential talent pool. In addition, studies show that gender-diverse workforces improve innovation, communication, health, and safety among staff and teams, while reducing staff turnover and increasing revenue.

In some contexts, making a decision to hire local women instead of bringing in outside male labor also can improve the relationship between an OGM company and a community by enhancing the company's insights into community concerns and its ability to respond more holistically. It also helps the community develop a better grasp of the project, while increasing local employment and wealth generation within the community. Combined, all of this works to build a strong foundation for mutual understanding and respect, increasing the company's chance of achieving and maintaining social license to operate, which will in turn reduce the risk of production disruptions and protect the company's bottom line.

¹⁹ UNESCO, "Women still a minority in engineering and computer science," UNESCO, February 2, 2017, http://www.unesco.org/new/en/unesco/themes/gender-equality/resources/single-view-gender/news/women_still_a_minority_in_engineering_and_computer_science/.

Gender diversity in senior management has been shown to improve companies' financial performance, increase innovation, promote investor confidence, and improve compliance with international regulations and requirements. According to one study by the American Chamber of Commerce in France, from 2007-2009, companies with greater numbers of women in senior management “outperformed those with no women by 41 percent in terms of return on equity (22 percent vs. 15 percent), and by 56 percent in terms of operating results (17 percent vs. 11 percent).”²⁰ Companies with more gender balance in senior leadership are often associated with higher rankings on environmental, social, and governance risk management indicators.

In terms of representation on corporate boards, companies with greater gender equity on boards have shown at least a 53 percent higher return on equity compared to those at the bottom of the ranking.²¹ In a recent study, PwC found that “on average, for every £1 invested in [business related to mining], those with all male boards have a loss of 2 percent on their investment and those with two or more women make a return of 6 percent on their investment.”²² In addition, studies show that investor confidence rises with gender diversity. Increasingly, global investors are requiring companies to disclose their efforts to have gender-diverse boards.

For example, IFC's Performance Standard 2, which specifies required labor and working conditions for projects in which IFC invests, also outlines requirements for non-discrimination and equal opportunity employment for men and women. The standard addresses occupational health and safety and emphasizes the prevention of gender-based violence.

Tool Suite 1 presents a detailed business case for increasing gender balance on boards, in senior management, and in the workforce. It features 16 tools to help companies:

- Assess their gender-balance performance at all levels of their organization
- Increase gender balance in their workforce
- Monitor and evaluate progress towards gender diversity targets

Tool Suite 2: Women-Owned Businesses and the Supply Chain

According to recent research, companies that prioritize supplier diversity by taking steps such as increasing the number of women-owned and -operated businesses in the supply chain have a 133 percent greater return on procurement investments. Such businesses also spend 20 percent less on buying operations.²³ Diversity in the contracting pool can promote innovation, keep supply chain costs down, and reduce the risk of supply chain disruptions. In addition to enhancing profitability,

²⁰ American Chamber of Commerce in France (AmCham France) and Business and Industry Advisory Committee to the OECD (BIAC), *Putting all our Minds to Work: Harnessing the Gender Dividend*, Paris: BIAC, 2012, 8.

²¹ AmCham France and BIAC, *Putting all our Minds to Work: Harnessing the Gender Dividend*, 8.

²² PwC, “Mining for Talent 2014: A Review of Women on Boards in the Mining Industry,” London: PwC, 2014, 6.

²³ Patrick Connaughton and Laura Gibbons, “Beyond Compliance: Top Supplier Diversity Programs Aim to Broaden Value Proposition,” Atlanta: The Hackett Group, 2016.

supporting women-led businesses contributes to community stability and growth, as women are known to reinvest more of their wages directly into their families and communities as compared to men.²⁴

Tool Suite 2 presents a detailed business case for increasing the gender diversity of businesses that are part of an OGM company's supply chain. It features six tools to help companies:

- Evaluate their current supply chain
- Develop gender-sensitive criteria for qualified vendors to improve outreach to and development of women-owned businesses
- Monitor and sustain progress towards a more gender-diverse supply chain



Tool Suite 3: Women and Community Engagement

In 2016, multinational consulting firm EY named “social license to operate” as the fourth biggest business risk to companies in mining and metals.²⁵ The term is defined by Boutilier and Thomson as “the community’s perceptions of the acceptability of a company and its local operations.”²⁶

However, the evidence suggests that within this notion of “community acceptance,” the benefits and risks from OGM projects are disproportionately distributed between men and women in project-affected communities.²⁷ While OGM companies often have well-developed community engagement strategies meant to build positive relations with communities, many do not specifically seek to understand or accommodate the challenges women may face—or to consider the issues they

may face in voicing concerns or engaging with community engagement activities.

Companies that want to build broad-based and sustainable social license need to ensure that they are incorporating the perspectives of the entire community—including women—as they develop engagement strategies that respond to communal concerns, experiences, and goals. Failure to

²⁴ OECD, “Investing in Women and Girls,” <http://www.oecd.org/dac/gender-development/investinginwomenandgirls.htm>.

²⁵ EY, “Top 10 business risks facing mining and metals 2016–2017,” Washington, D.C.: EY, 2016, 1.

²⁶ Boutilier and Thomson, “Modelling and Measuring the Social License to Operate: Fruits of a Dialogue between Theory and Practice,” 2.

²⁷ Adriana Eftimie; Katherine Heller; and John Strongman, *Gender Dimensions of the Extractive Industries*, Washington, D.C.: World Bank, 2009, 1.

specifically engage with women or to build on their unique community understanding and roles not only disadvantages women, but can pose real business risks: wasting money on ineffective community development initiatives, ignoring key community interlocutors, and increasing the chances of protests and shutdowns.

In recognition of the important voice and role of women in host communities, some investors and financial institutions have begun to include gender requirements as conditions for project finance—part of a growing push for more thorough environmental and social due diligence. For instance, IFC’s Performance Standards require attention to the differences in the ways men and women are affected by community engagement strategies. Among the performance standards that specifically include this gender dimension: PS1: Assessment and Management of Environmental and Social Risks and Impacts; PS4: Community Health Safety and Security; PS5: Land Acquisition and Involuntary Settlement; PS6: Biodiversity Conservation and Sustainable Management of Living Natural Resources; PS7: Indigenous Peoples; and PS8: Cultural Heritage.²⁸

Tool Suite 3 presents the business case for considering the issues, perspectives, and concerns of female community members in a company’s community engagement activities. It features 10 tools to help companies:

- Assess the degree of gender sensitivity in their current community engagement approaches
- Integrate gender into existing community engagement assessments and activities
- Monitor and sustain progress towards a more gender-equitable community engagement strategy and activity portfolio

Tool Suite 4: Addressing Gender-Based Violence in the Workforce

For a number of reasons, the OGM industries have been linked to high rates of domestic and gender-based violence, both on operational sites and in surrounding communities. This is a cross-cutting issue that touches all aspects of gender and the workforce, including those addressed in tool suites 1-3.

Sexual harassment and gender-based violence (GBV) violate fundamental human rights. In many countries, such actions are illegal. As important local actors, OGM companies have opportunities



²⁸ IFC, “IFC Environmental and Social Performance Standards,” Washington, D.C.: IFC, 2012.

to uphold local laws and—more broadly—to demonstrate leadership on this issue. GBV is damaging for women, communities, and businesses—in fact, there are significant business costs associated with sexual harassment and GBV, including the loss of productivity. Because of the seriousness of the stakes involved, Tool Suite 4 was developed to help companies recognize GBV and offer guidance on addressing the risks. Of note, IFC’s Performance Standard 2, on labor and working conditions, specifically outlines requirements for assessing and addressing gender-based violence in IFC client workforces.

Tool Suite 4 addresses and defines GBV, including intimate partner violence (IPV), sexual exploitation and abuse (SEA), and sexual harassment. It features seven tools to help companies:

- Recognize, address, and support victims of workplace sexual harassment
- Support employees who may have experienced IPV and SEA in the community
- Design activities as part of their community engagement portfolio, to recognize and address forms of GBV occurring in the community
- Monitor and sustain progress towards reducing GBV

HOW TO USE THE TOOLKIT: DEVELOPING A GENDER-SENSITIVE COMPANY ECOSYSTEM

Specifically designed to provide stand-alone resources and a menu of options, the tools provided within each of the four tool suites can be customized based on company needs and local contexts. Consider your own situation and circumstances as you decide which tool suites are applicable, and which tools within the tool suites will help your company meet its gender goals.

Use the tools and tool suites as needed—they complement each other and can be mixed, matched, taken out of order, and implemented over varying timelines. Of note, each of the tools identify specific departments within the company that would benefit from the guidance, to enable rapid action on addressing gender-related opportunities and challenges.

Deployed separately or taken together, the user-friendly tools aim to help companies:

- Better understand how they are currently engaging with women and men
- Adapt policies and programs to optimize engagement with the local labor force and community

Drawing on the direction they provide, the four tool suites can start a process which, by its very nature, will require on-going focus and attention. They will serve as a handy reference as your company progresses along this gender-inclusive continuum, with guidance on refining and adapting gender initiatives as conditions change.

PHOTO CREDITS

Cover: Khasar Sandag / Oyu Tolgoi; Page 2: PNG Business Coalition for Women; Page 11: Iwan Bagus / IFC; Page 12: Iwan Bagus / IFC; Page 17: Julio Pantoja / World Bank; Page 18: IFC

IFC
2121 Pennsylvania Avenue, N.W.
Washington, D.C. 20433 U.S.A.

ifc.org
commdev.org

Contacts

ADRIANA EFTIMIE | aeftimie@ifc.org
Senior Operations Officer, Gender Lead

KATHERINE HELLER | kheller@ifc.org
Senior Gender Advisor