



Industry role models
Helping to advance female leadership



Local skilled workers
Advancing community and industry relations



December 2012

REMOVING BARRIERS



3
PROGRESSIONS
IN BC INDUSTRIES
THAT ARE HELPING
ECONOMIC
DEVELOPMENT



STRENGTHENING DIVERSITY IN CANADIAN INDUSTRIES

The important role that **women, Aboriginals, and new Canadians** play in shaping the **future of our province**

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CHALLENGES



Changing perceptions: Creating a balanced organization through diversity

Smart Canadian businesses understand the power behind being seen as **forward thinking** companies; as Canada becomes more of a **melting pot of cultures** it is important to be able to reflect that.

Diversity, inclusion and CSR (corporate social responsibility) were once considered programs that distracted companies from maximizing shareholder returns. In today's world of radical transparency and increasing stakeholder expectations, good governance and reputation management are integral. This allows forward thinking companies to grow and innovate. These companies realize that initiatives seeking to understand and incorporate different stakeholder perspectives will provide them with important and timely information to make decisions. When companies embrace a more stakeholder-centric approach instead of shareholder-centric view, diversity and CSR programs simply become good business practice.

A changing perception

The mining sector is an example of an industry that understands the importance of CSR, as the link between social license to operate and CSR is irrefutable. The mining industry in Canada, and particularly in BC, has undertaken some innovative CSR initiatives. Ho-



MYRNA KHAN
Senior Vice President & General Manager,
Canadian Business for Social Responsibility

wever, when it comes to diversity, the industry is aware of the barriers that keep it from being more inclusive.

The Mining Industry Human Resources Council (MiHR) has undertaken an important initiative called The Take Action for Diversity Network. Some of Canada's biggest mining companies have signed on to this initiative, including Vancouver headquartered Teck Resources. These companies have committed to increase the engagement of women, youth and Aboriginal peoples in the industry. In addition, as businesses in BC face an imminent labor shortage, more companies are looking to skilled immigrants to fill their talent gap. Some innovative examples include companies looking to break down

internal barriers for advancement for Aboriginal peoples, or providing tours of mine sites to high school students (specifically young women) to help change perceptions of the industry.

Many companies have diversity and inclusion as one of the pillars of their overarching CSR strategy. Not surprisingly, the business benefits of diversity are the same as the business benefits of CSR. These include:

Increased engagement and understanding of customers and suppliers:

■ A workforce that reflects the diversity in the environment it operates can help the company understand customer needs and supplier issues. This leads to more engagement and ultimately, better sales. A company that can match its own internal diversity with the external diversity of its customers is going to satisfy more people and prosper in the process.

Innovation and ability to adapt:

■ Having a diverse workforce generally means that the company is able to

adapt to changes. Diversity helps to stimulate innovation, and without it businesses would be vulnerable - relying on a very narrow skill-base and group of opinions.

Recruitment and retention of staff:

■ Running a business in an open and transparent manner that treats staff with fairness is important in retaining and attracting the right kind of staff. This is especially important to the younger generation and the increasing number of working mothers returning to the workforce.

In truth, diversity means different things to different people. The most important thing is creating a more rounded and balanced organization by integrating diversity (however a company and its stakeholders define it) into strategy, governance, customer relationships, recruitment, retention, career planning, and training. Essentially, the inclusion of diversity, much like the inclusion of CSR, has to be woven into the DNA of the corporation itself.

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Skills shortage threatens key economic drivers

It is now well documented that the natural resource sector including the various parts of the mining industry are continuing to experience chronic labour shortages. A recent forecast for the BC mining industry estimates that anywhere from 14,000 to 20,000 new workers will be required to fill new and existing positions in the Province. So what is being done to develop the solutions to a dilemma that threatens a key economic driver?

Leave no stone unturned

Each individual organization is undertaking the best possible HR strategies to address the attraction and retention of employees. In order to solve the problem of a skilled labour shortage, we must ensure that all options are considered. This means the development of a diverse workforce that is inclusive of youth, women, First Nations, and new Canadians. However, barriers do exist for all of the

se various demographic groups and their employment in top BC industries.

Developing specific initiatives

The BC Mining HR Force is in the process of developing specific initiatives to address barriers to entry into a diverse workforce. The Task Force represents the exploration and mining sector, and is a multi stakeholder organization with representation from industry, industry associations, First Nations organizations, employee representatives, education and training organizations, and government.

A primary objective is to ensure that modern mining is portrayed as the safe, challenging, and lucrative career option that it is. Specific best practice examples of women working in nontraditional capacities are being documented and reported widely by the Task Force subcommittee "Diversity - Women". In addition, significant collaborative initiatives between mining company employers and

educators are underway at secondary and postsecondary levels, in conjunction with First Nations organizations such as the BC Aboriginal Mine Training Association (BCAMTA). When these pilot initiatives are completed, they are communicated Province wide for broad based implementation.

Reaching out beyond borders

Although a focus on established British Columbians and Canadians is critical, it is not enough. It is well recognized that new Canadians often provide valuable skills, and in many cases important experience, that would fit well into many occupations. To facilitate this happening, industry employers are reaching out beyond our borders and working with local communities to ensure that policies and procedures are fair and supportive of transitions to BC/Canada, and to within the communities where many of these jobs exist. However, this approach should

not be at the expense of those British Columbians/Canadians who are already available and trained, or the development of appropriate training programs to meet the needs going forward.

This is the beauty of the mining industry as a source of employment; it is a natural fit with virtually all of the communities in BC, including a large centre like Vancouver, which is head office to hundreds of exploration and mining companies, and thousands of jobs in rural communities where the exploration and mining takes place. This invites a series of partnerships between industry, people and communities of interest. While barriers still exist, they will continue to be overcome through the efforts of all concerned.

DAVID BAZOWSKI,
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WE RECOMMEND



Chrystal Simon
Working with BC AMTA and fighting hard against stereotypes.

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Panel of experts p. 06
Industry experts discuss barriers to female leadership and how to ensure advancement of women in the workplace.

Aboriginal inclusion p. 07
Dynamic partnerships that fuel projects in the natural resource sector.

MEDIA PLANET

REMOVING BARRIERS
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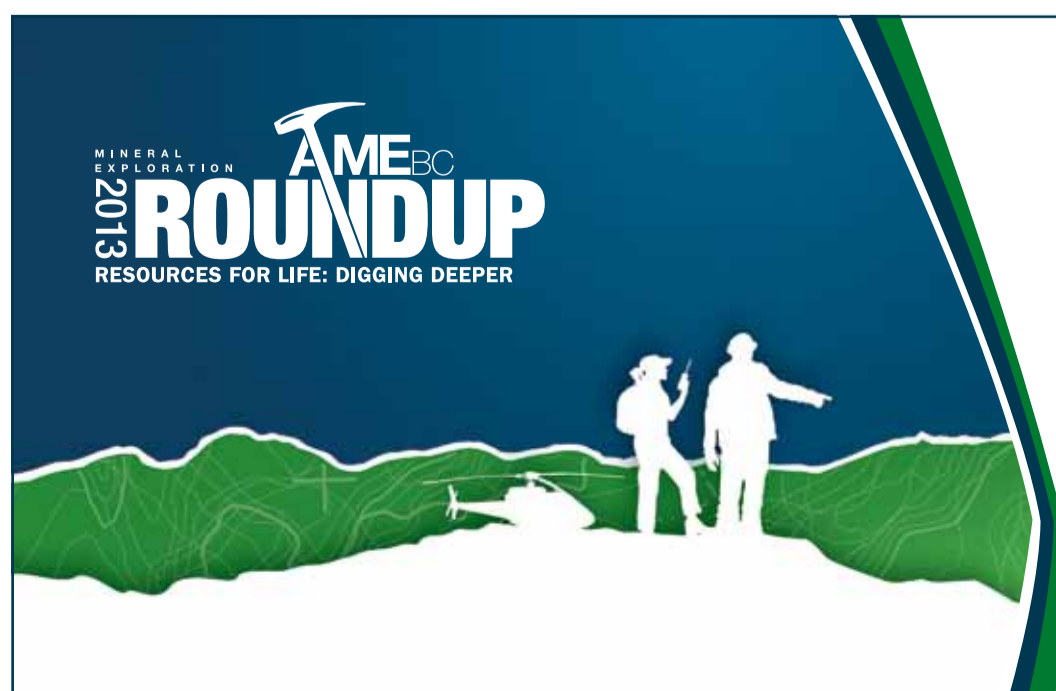
EXPANDING MINDS

Colleges in northern BC are taking initiative to ensure that their programs provide hands-on training in the field and essential workplace skills that incorporate First Nations knowledge and culture.

In this way, Northwest Community College and its School of Exploration and Mining in Smithers prepare students to work in the resource extraction industries, blending camp-based minerals industry training with environmental, pipeline, fisheries and forestry training. Much of the program content is transferable to any resource-based industry and can be laddered into other training programs, enabling students to develop a robust set of skills that will provide long term employment and a learning capacity to switch jobs when opportunities shift.

The college's camp-based training programs are breaking barriers to employment for First Nations throughout BC. Over two summers this program delivered training to more than 130 students from more than 38 different First Nation communities in BC, 84 per cent of whom have gone on to employment or continued their educational journey.

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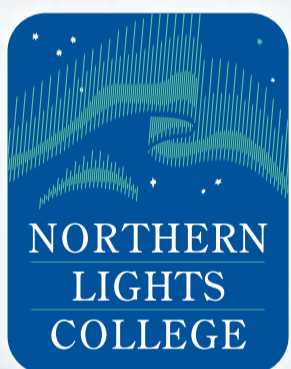
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INSPIRATION



2

ABORIGINAL YOUTH ARE THE FASTEST GROWING DEMOGRAPHIC IN BC

A CATALYST FOR CHANGE
Amber Teed (left) and
Chrystal Simon know what
it takes.
PHOTO LEFT: NEW GOLD INC.
PHOTO RIGHT: BC AMTA

Question: What does it take to overcome barriers to success for Aboriginal women, especially those working in traditional male environments?

Answer: There are strong women mentors for those growing up in a First Nations community but it takes courage and determination to forge individual success.

Breaking barriers on more than one front

Fighting against stereotypes is hard work but it's something Chrystal Simon and Amber Teed have done for most of their lives. Today, both are trailblazers as First Nations women working in successful careers in the mining industry.

Chrystal's career path didn't start until she became a single mother at age 19. She'd dropped out of school at 14 and says, "[At the time], I didn't have a whole lot of aspirations in life."

Realizing she'd have to support her newborn son, she headed back to school to get her high school diploma,

then embarked on a series of short-term seasonal contract jobs. The British Columbia Aboriginal Mine Training Association (BCAMTA) offered Chrystal the training and personal coaching she needed to move forward with her career.

Inspirational role models

"Even though I had 10 years of experience working in forestry and fisheries, I was told it wasn't enough when I applied for higher level permanent jobs, because I didn't have the education. Not having that piece of paper meant I couldn't get hired."

Chrystal credits her family's strong

work ethic, and the example her mother set as a strong female role model, for giving her the determination to pursue her goals. She obtained her Level 3 First Aid certification through BCAMTA and applied to be a temporary surface labourer at New Afton. "Overcoming barriers in life has been a struggle," she says, "but everyone has choices."

Growing aspirations

Choices figure largely in Amber Teed's life as well. As First Nations Coordinator for New Gold's Blackwater project near Vanderhoof, BC, Amber is helping to connect Aboriginal peoples to the

jobs, training and other opportunities created by the Blackwater project.

"I come from the belief that somebody has to make a difference," she says. "I feel blessed to have a position that allows me to make changes, and to see those changes acknowledged and applied." Like Chrystal, Amber also credits powerful women in her life for inspiring her to be that person who makes a difference in her community. After being traditionally adopted into Saik'uz First Nation at 15, life became better for Amber. The turmoil in her young life hadn't deterred her from graduating high school. By the time she was married and a young mother, she became

volunteer Fire Chief on her reserve as a way to improve community safety.

From there, returning to school to get her Bachelor degree, Amber has worked in the resource industry at increasingly senior levels. Now she is poised to complete her Master's degree in Aboriginal Studies.

"The world is full of windows of opportunity," she says. "Barriers just mean you have to look for another path."

In the end, she says, it's a matter of recognizing you do have choices, and seizing those incredible moments of inspiration.

DIANA MCLAREN

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New Gold's New Afton Mine, located near Kamloops, B.C., has recently been selected by the Industry Council for Aboriginal Business (ICAB) as a recipient of the Corporate Advocate for Aboriginal Business award.

This award is in recognition of New Afton's leadership and support of First Nations business and economic development.



Nathan Patrick,
Sample Prep Lab Crusher,
Blackwater Project

"This job benefits me in a lot of ways. I can start building up my credit and sometime in my life start a family knowing I can support them."

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INSIGHT

Developing relationships helps identify potential employees

More than ever, developing the necessary relationships to identify the right potential employee and build the trust to attract them to an organization takes time. Clients who develop a meaningful relationship with a recruiter can benefit from their expertise and insights into the market and will often rely on the recruiter to make candidate recommendations and provide recruitment advice and guidance. Expect an extended reach beyond that

available to a typical organization through a massive database, networking, referrals, industry and association links. Recruiting firms have the national and international connections to find the right candidate when and where they are needed.

JACKIE BURNS,
VICE PRESIDENT, WESTERN CANADA,
HAYS RECRUITING EXPERTS WORLDWIDE
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Q&A with Bryan Toffey President, ACSESS

What are recruiting firms doing to help business retain their top employees?

When business demands fluctuate, it's easy to rely on talented employees to pick up the extra work. Although employees may be able and willing, increasing workloads can overwhelm and cause added stress to valued em-

ployees. Flexible staffing solutions alleviate the pressure and allow high-performing employees to focus on their core duties. In addition, recruitment firms have the resources, expertise and networks to tap into a diverse pool of talented candidates from all different backgrounds.

How would you suggest that

organizations expand their recruiting strategies to incorporate a more diverse workforce?

As the search process becomes more competitive, organizations are starting to engage a diverse, highly skilled pool of candidates very early, through college recruiting and internships.

In your experience, have you noticed a difference in different sectors promoting and managing a diverse workforce? If so, how does this reflect on the needs of the company?

Many organizations across different sectors are placing a greater

importance on recruiting a diverse workforce. Companies of all sorts realize that in a time when innovation and new ideas are paramount, attracting a diverse spectrum of highly skilled talent is critical to their success.

EMILY FITCHIE
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PANEL OF EXPERTS



Question 1:

What initiatives do you think are necessary to ensure the advancement of women in your industry?

Question 2:

What do you think is the most significant barrier to female leadership?

Question 3:

What is the role of education in creating a diverse workforce?



Pamela Jeffery
Founder,
Women's Executive Network (WXN)

Mentoring and recognition are necessary to ensure the advancement of women across all industries. Mentoring enhances leadership skills and allows women to share business strategies. It also enables women to connect with others with similar challenges and career objectives. Secondly, recognition of women is important as it signals to them that their work and what they have to offer is both valuable and meaningful. It also helps to inspire the next generation of women. Recognized women act as a source of empowerment, motivating others to fulfill their potential.

I agree with the Harvard Business Review piece entitled, "Women and the Labyrinth of Leadership" by Alice H. Eagly and Linda L. Carli in that the four career barriers women encounter are: prejudice, resistance to women's leadership, leadership style issues and family demands. It is clear that leadership has come a long way. The world is realizing that women are natural leaders. We have the skills needed to drive change, to innovate and to motivate and inspire others. I hope to see women overcome the four career barriers and continue advancing.

Education is key to creating a diverse workforce. Education is an important stepping stone in advancing one's career. It complements work experience and helps set individuals apart from one another. More importantly, deeper understanding and knowledge allows people to better serve their organizations and their communities. Education helps develop top talent employees hone a variety of skills, gain further knowledge, and build networks.



Fiona Macfarlane
Chief Inclusiveness Officer & Managing Partner,
Ernst & Young

The first step is tone from the top — the CEO and Board need to make the advancement of women a priority and link it to the firm's strategy. It must be a business imperative. The next step is to ensure that great developmental experiences are awarded to both women and men, not based on the informal network which tends to favour men. It is really important that women are encouraged to take on roles that give them operational experience — leading business units and being responsible for profit and loss. To level the playing field, coaching, mentoring and sponsorship need to be deliberate and planned.

Unintended bias — or our unconscious attitudes — can create real barriers to the creation of a truly diverse and inclusive organization. They can lead to faulty decision-making, impact business relationships and the career advancement of others. By understanding our biases we can take steps to change our conscious thoughts — and to better align our behaviour and actions with what we are trying to achieve. Raising self awareness of biases, implementing coaching and mentoring and reverse mentoring programs are just some ways companies can reduce the effects of unintended bias.

While education can be a powerful tool for advancement, it's not always enough. Research shows women earn the majority of university degrees in Canada. Yet, they only make up three percent of Fortune 500 CEOs. That education must be coupled with experiences that are relevant to advancement. Developing relationships with and earning support from male sponsors who can advocate for them, is also critically important to positioning high-achieving women for success. The goal is to create an environment where all employees, partners and clients — men and women — can come together and leverage diversity of thought to drive business success.



Lyn Anglin
President & CEO,
Geoscience BC

Recent surveys reveal that only 16% of the mineral exploration and mining industry workforce is female, and the number is even smaller (less than 5%!) in non-traditional roles. One of the issues for women's advancement in the industry may be the lack of critical mass. To meet their HR targets, the industry will have to do a much better job of attracting women. Then to ensure advancement, the industry needs to retain and promote their female employees. Companies should make retention and mentoring of prospective women leaders a key HR initiative.

Again, the lack of a critical mass of women employees in the mineral exploration and mining workforce may be a significant barrier to female leadership. This equates to a lack of role models, i.e. few opportunities for women to see other women in the industry doing well, which probably also has a negative effect on recruiting. In addition, being such a small minority in the workforce makes it difficult for women to develop a support network within the industry, which in turn may make promotion to leadership roles more difficult.

Education and educators have a critical role in creating a diverse workforce. From educating students in math and science to preparing them for the trades, technical, and scientific jobs needed by industry; to encouraging and mentoring students (especially women, Aboriginals and visible minorities), to considering non-traditional occupations — the education system is key to developing a diverse workforce. Diversity in the education workforce will also help attract and recruit women to these jobs by providing positive role models for students and prospective employees.



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CONSIDERING A CAREER?

While forest products industry is rooted in traditional lumber and pulp, it's also becoming a dynamic player in the new bio-economy, producing everything from cosmetics to clothes to car parts out of renewable wood fibre.

The Forest Products Association of Canada (FPAC) has recently unveiled an ambitious plan to propel the industry forward. The industry is striving to reduce its environmental footprint by a further 35%, generate another \$20 billion in economic activity from new innovations and growing markets, and add an additional 60,000 recruits to its workforce with a focus on women, Indigenous people and new Canadians.

There are many jobs to be filled in the modern forest products industry — innovators, engineers, millwrights, electricians, truck drivers, chemists and more. And whether you're on the mill floor as a mechanical engineer, or in the forest as a forestry technician, the jobs are part of the greenest workforce in Canada.

Anyone who cares deeply about the environment should consider working in a renewable industry with world-leading green credentials. In addition, the sector offers an impressive track record for accommodating work-life balance with flexible work hours, skills training, and community life.

Still we need to do more to reach out to women, Aboriginals and new Canadians. The message is clear — it's time to consider being part of our bright, green and growing future.

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Partnerships with Aboriginal communities: Fueling projects in the natural resource sector

Although there's a growing amount of Aboriginals being employed in BC, there are still some wrinkles in the fabric of workplace diversity.

James Morin, an instructor at the British Columbia Institute of Technology's Aboriginal Minerals Training Programs says one of the biggest challenges is convincing companies of the business case for hiring from local Aboriginal communities. "Employers need to recognize the benefits," says Morin. "(And) Aboriginal people as a group have to maximize their engagement with the opportunities and step up to the plate."

Morin points to the profound changes that have taken place since he got his start in the mining industry. "There has been a dramatic positive increase made possible by the working together of many partners (with) a comprehensive vision," he adds. This banding together of different First Nations and industry groups has helped establish training programs recognizing Aboriginal people's needs at the same time as industry and the workplace needs.

stry and the workplace needs.

The key to moving forward

Jerry Asp, founder of the Tahltan Nation Development Corporation and a reputable player in establishing relations between industry and Aboriginal communities, says the key to moving forward is further collaboration.

"The academic colleges and trade schools have to sit down with industry and say 'tell us who you think we

need and who we should be training,'" says Asp. "It's not happening (enough)." One key area Asp feels falls through the cracks is Aboriginal inclusion in middle level management.

"Some are afraid the people they have to train are going to take their jobs," says Asp, adding that that's not the case. "We're so short of workers that they can work until they're 75 if they want because there's nobody to take their place in middle management."

The benefits of training

The needs of the workforce are diverse. In mid-2010, mining company Anglo American - in partnership with the West Moberly First Nations, Northern Lights College, Northeast Aboriginal Skills and Employment Program Society (NEASEP) and the Federal Government - established the Mining Fundamentals and Truck Driver Training Course.

"The benefits of this training initiative are extensive and range from developing northern Aboriginal residents into highly sought-after miners who previously may not have considered mining as a possible occupation, to supplying [mining companies] with a much needed sustainable pipeline of local employees who are keen to learn and develop their mining skills," says Federico Velasquez, Director of External Relations for Anglo American Canada.

Training partnerships such as this will continue to play a big role in bolstering the workforce.



THE IMPORTANCE OF CONSIDERING LOCAL NEEDS

Jean Trudel – Chief Investment Officer and Senior Vice President of Communications for Innergex Renewable Energy – weighs in on the importance of considering local needs and sourcing local work and supplies for projects:

"The participation of the community is the first step in any development," says Trudel. "It's probably the most important step."

He points out that without support from the various stakeholders it's "very difficult to get to the end of what we do in bringing a project to the commercial stage."

Trudel also notes that it's important to balance all stakeholder needs. "You need to make sure that you understand the different opinions or the different requirements that stakeholders may have and it varies from one place to another."



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- An ongoing reclamation plan is already in place.
- Avanti will be able to benefit from the extensive historical geologic, production and other data compiled by others during Kitsault's prior two periods of production.
- While it is early in the re-evaluation of the three Molybdenum deposits, there are some initial ideas for additional exploration that might lead to expansion of the resources and the possible discovery of previously unknown Molybdenum deposits.

Kitsault mine: The stability a diverse workforce will bring

Avanti Mining plans to bolster its workforce for its Kitsault molybdenum mine in northern B.C. by establishing an aboriginal training consortium, according to Mark Premo, Chief Operating Officer of the company. "A trained local workforce is key to our (projects) success," says Premo.

The company is in the process of working with BCAMTA (Aboriginal Mine Training Association), Northwest Community College and First Nations leaders including the local Nisga band, in order to put in place an integrated candidate training process.

Skilled local workforce

"Each entity brings certain expertise on the subject of training an Aboriginal work-

force," says Premo adding that he hopes forming a consortium will help distill how to go about making the proper training available. "It's very important for us to have a skilled local workforce and we recognize that that will bring stability to our project."

The company also plans to source supplies and services from local First Nation businesses. "That's one of our focuses," adds Premo.

The Kitsault mine is 140 km Northeast of Prince Rupert and is currently undergoing an environmental assessment, a part of the permitting process for establishing a mine. Premo says he expects the environmental assessment to be completed and certificate in hand by January or February of next year.

Avanti began drilling at the project – dubbed one of the top 5 primary molybdenum assets in the world – in 2008. Premo says the company ex-

pects to have a mine permit by "June or July of 2013". The construction phase of the mine expected to last 25 months and will employ up to 700 people, many from nearby communities.

Investing in communities

Mid-2013, Avanti will begin laying the groundwork for drainage control, water management and new road construction. "It's the re-development of a brown-field type deposit so we've got to start with establishing our footprint," says Premo. "We're committed to having First Nations hires on those crews."

In the operational phase Kitsault will employ about 300 people of the 16-year mine life. Although the company hasn't developed concrete policies yet, Premo says Avanti will establish a work camp geared towards the



Mark Premo
Chief Operating Officer, Avanti Mining Inc.
President & Chief Executive Officer,
Avanti Kitsault Mine Ltd.

cultural and social values of the Aboriginal workforce. "We'll emphasize First Nation cultural aspects of diet and living," he adds.

Additional training offered

As part of the goal to hire locally, Avanti also plans to offer additional training via the consortium including investment in ongoing learning. "We have discussed

continued training once employed so employees can be cross-trained and can pursue lines of progression in their employment," says Premo.

The training will also allow the local workforce to move within the industry with their skillset. Premo calls it a win-win situation for the local communities and the company. "In the end it gives us an opportunity to hire locally and provide those jobs and also bring out the skillset and the talents in the local area through the training," he says. Avanti will pursue a culture of incident and injury free operations, establishing a true safety culture through training and operations process.

Avanti is also actively pursuing hiring women as part of the team. "We think that that diversity brings us strength in our staffing and organizational capabilities," says Premo.